



**Annual Review 2025/26**

*Delivering better places to call home*

 **Hill**  
The Hill Group

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Cover image: The Icon, Knights Park. Photographer: Nick Kane©  
Above image: East Wick and Sweetwater, East London.



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Housing delivery fell across the UK in 2025, but Hill increased completions from 2,811 to 3,329 homes.  
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# Delivering Sustainable Growth

It's a pleasure to present The Hill Group's annual report for 2025/2026, a year in which we have again delivered strong performance and sustained growth despite ongoing economic headwinds and other external challenges.

A number of factors mean that the operating environment remains difficult. It is still harder than it should be to obtain implementable planning permissions, and while the underlying demand for new housing is strong, mortgage financing remains difficult. Our clients and partners who deliver affordable housing have less to invest in their new build housing programmes. Hill's performance is all the more impressive given the uncertain climate.

Housing delivery fell 7% across the UK in 2025 but here at Hill, our completed homes increased from 2,811 last year to 3,329. We secured 9th position in Building Magazine's Top 50 Housebuilders listing, moving up one place since last year and solidifying our position as a leading developer.

Turnover was marginally up in the year to £1,164.3m with profit higher than the previous year at £92.5m.

2026 also marks the launch of our new five-year plan, which will see our business double in size to £2.3bn turnover by 2030 and our profits grow to over £200m.

Andy Hill with the great grandson of equal pay striker Dora Challingsworth at Dagenham Green.

We successfully refinanced this year, extending our Revolving Credit Facility (RCF) for five more years and with the funding increased to £300m from £220m agreed in 2021. This commitment from our lenders demonstrates their continued support for Hill, and the retention of the RCF's Sustainability Linked Loan status recognises our ongoing commitment to the environment and social value initiatives.

Safety is, without question, our highest priority and our performance continues to improve. Our number of serious incidents has decreased since 2024/2025, down from 11 to 8. The total incidents has increased from 130 to 140 over the same period, however the business has also grown in that time, with more hours spent on site. The accident frequency rate has decreased overall.

We have achieved meaningful progress across all areas of our ESG strategy. 74% of the homes we delivered in 2026 are zero-carbon ready, well ahead of the Future Homes Standard and the sector norm. We also achieved a 37.2% Biodiversity Net Gain score across all of our projects.

We believe that our developments should deliver more than just homes. They should also create opportunities, support local people, and help build stronger communities. We created £26m of social value through initiatives on our projects and have contributed more than 24,600 hours of school engagement.

Team Hill is now 1,000 strong. We retained our Platinum-accredited membership of the 5% Club for the third consecutive year, recognising our commitment to inclusive and accessible workplace training. 29 trainees joined us to embark on our degree-level management apprenticeship programme, reinforcing our responsibility to develop industry talent.

Our team is playing an active role in shaping the wider industry, too. Deputy Chief Executive Greg Hill joined the Home Builders Federation Board in June 2025 to support its strategic leadership, while Paul Dyster, Group HSE Director, joined as Chair of the Health and Safety Committee. Business Growth Director Helen Rieman has also been re-elected to the Housing Forum Board.

In June, we hosted our first private dinner and roundtable discussion at the Houses of Parliament. The event was held on the evening of the Spending Review, which provided fortuitous timing for reflection on the announcement and to engage in constructive conversations about the future of housing in the UK. The roundtable was attended by 30 senior leaders from across the sector and was such a success that it will become an annual Hill event.

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*Team Hill is now 1,000 people strong, reflecting our continued growth and investment in future talent.*

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Canalside Quarter, Oxford, won Gold for 'Best House' at the WhatHouse? Awards in 2025.

In November, we held a roundtable breakfast at the Gherkin, bringing together leaders from London boroughs, senior industry figures, and partners from across the housing sector. The roundtable sparked a candid discussion, offering diverse perspectives from borough leaders and industry partners that reinforced the importance of collaboration and practical, policy-aligned solutions to address London's housing challenges. We are committed to continuing these conversations and working with partners across the sector to help make it happen.

Our expansion into the Build-to-Rent space has continued at pace, with four major deals now complete and more in the pipeline, demonstrating our expertise and position as a partner of choice. Most recently, in March 2026, we completed a £20m plus forward commitment with MARK Capital Management for 63 apartments at Lampton Parkside in Hounslow.

Hill has long been a partnership-led business, and I'm immensely proud of the positive impact our work with local authorities and housing associations has on families across England. Our newest investment partnership with Dacorum Borough Council is a collaboration focused on delivering affordable homes and unlocking regeneration, starting with a bold vision for Hemel Hempstead town centre, where we will deliver affordable and private homes alongside new leisure spaces to re-establish a thriving destination for all. It's a great opportunity to further our mission of building places that matter. Our flagship investment partnership, Cambridge Investment Partnership, reached a major milestone in completing its 1,000th new home.

Our pipeline of potential opportunities across residential and mixed-use developments is approaching £14.5bn, reflecting the strength of our reputation and providing a strong foundation for the years ahead. Our projects continue to increase in size and impact; long-term, large-scale new neighbourhoods that bring together housing, infrastructure, employment opportunities and community amenities are considered holistically to create well-connected, sustainable places that will support local people for generations to come.

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 Our pipeline of potential opportunities across residential and mixed-use developments is approaching £14.5bn, underpinning future growth.  
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A vision of what Cambridge East could look like.



Hollymead Square, Essex, won Gold for 'Best Sustainable Development' at the WhatHouse? Awards in 2025.

Large-scale, long-term strategic land opportunities are essential to Hill's future and growth strategy. This year, we have completed a deal to promote Hatton in Warwickshire that will deliver 5,250 homes and enable us to shape an entirely new place where people love to live, and can build a future.

Recently in June 2026, in a post financial year event, Hill announced the largest land acquisition in its history. In collaboration with Homes England, with its National Housing Bank, we have acquired Cambridge East - a strategic site that includes Cambridge City Airport and adjacent land opposite our successful Marleigh Park development, extending to approximately 700 acres in total. This is a defining moment in our chapter of growth, marking our evolution into the role of master developer. Cambridge East will deliver more than 10,000 new homes, at least 3m sq ft of retail and commercial space supporting 9,000 jobs, new schools, healthcare facilities and extensive public green space.

Once again, our work has been recognised across the industry's most high-profile and prestigious competitions. Hollymead Square won Gold in the 'Best Sustainable Development' category at the WhatHouse? Awards, while Canalside Quarter took the top prize for 'Best House'. Hill also won the Silver award in the 'Best Large Housebuilder' category. At the First-Time Buyer Awards, Kew Bridge Rise was recognised in the 'Best Partnership' category, delivered alongside our Joint Venture (JV) partner L&Q.

I was personally honoured to receive the Lifetime Achievement Award at the Hertfordshire Residential Development Awards, an accolade that reflects the collective commitment of Team Hill in delivering sustainable new communities.

We were also granted five-star HBF homebuilder status for the ninth year running, an achievement which is particularly significant this year as it is the first time the rating has been measured across both the eight-week and nine-month customer surveys, with a focus on build quality and customer service.

Our strong position, balance sheet, and excellent supply chain mean we can stand out in a competitive market at a time when the whole industry is facing challenging conditions. I offer my thanks to Team Hill and our clients, partners and supply chain, who continue to underpin our achievements and growth. We are exceptionally well-placed to deliver our new five-year business plan.

**Andy Hill OBE, MCIQB**  
 Group Chief Executive



# Financial Overview

Tony Parker, Group Finance Director

Turnover was marginally up in the year to £1,164.3m (2024/25: £1,151.9m) with an enhanced margin resulting in profit at £92.5m (2024/25: £90.5m). Total completions exceeded the previous year delivering 3,329 new homes (2024/25: 2,811).

## TRADING PERFORMANCE

Both operating businesses, Hill Residential and Hill Partnerships, performed well, responding to the industry-wide headwinds that each faced.

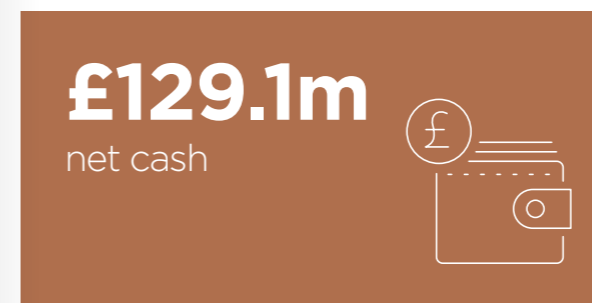
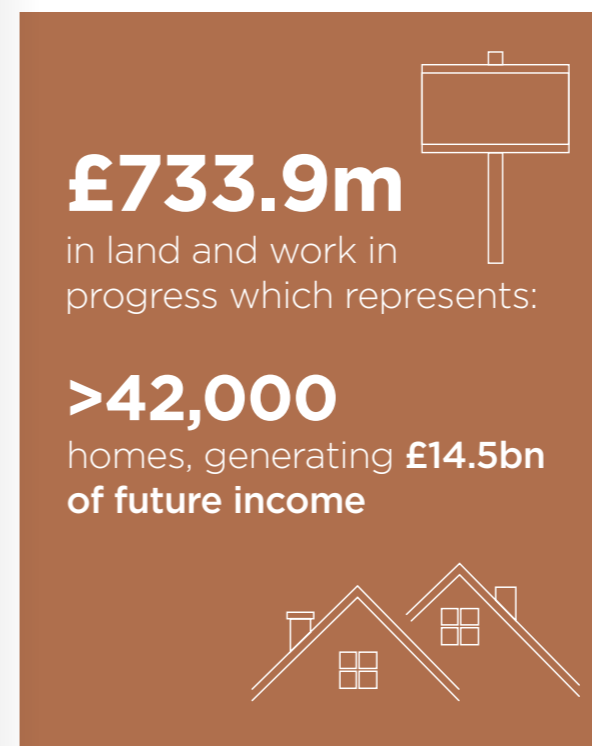
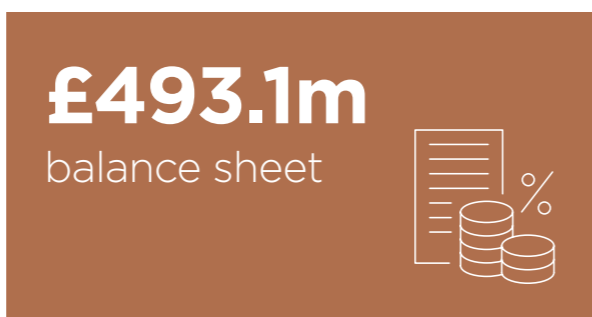
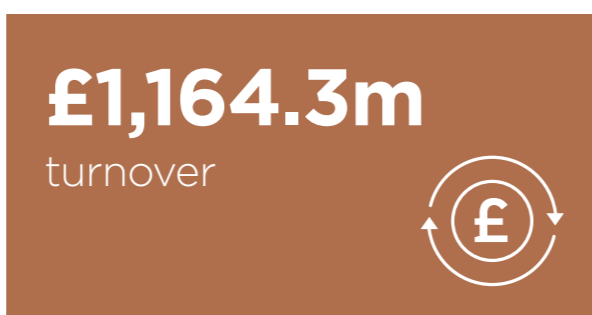
Hill Residential had a strong year despite very difficult market conditions. Total private completions increased by 39%, with a fall in the average selling price to £520,000 reflecting a change in product mix where two-thirds of completed homes were apartments spread across London, Cambridge and Oxford.

We continue to make good progress at our Build-to-Rent projects at Nexus in Stevenage and Dagenham Green in East London, our JV with Peabody. At Nexus, our BTR buildings are complete and we have topped out at Dagenham Green.

Hill Partnerships delivers affordable housing on behalf of registered providers and local authorities across our operating area, as well as providing private for sale homes for Hill Residential.

Hill Partnerships had a good year, although adversely affected by delayed starts on several high-risk buildings in London caused by protracted Gateway approval processes. Our regional activities in the northern and southern home counties continue to improve, with our regeneration development in Coventry having now commenced.

Hill Partnerships' pipeline stands at over £5.6bn (2024/25: £4.8bn).



## BALANCE SHEET AND FUNDING

Net assets on 31 March 2026 increased to £493.1m with the Group continuing its policy of retaining the majority of annual profits to invest in new land opportunities providing long-term sustainable growth to the business.

The Group spent £54.6m on new land and strategic options during the year, with commitments to pay a further £44.1m in the future, adding over 10,000 units to the development pipeline. Year-end land and work in progress stood at £733.9m (2024/25: £638.9m), with a further £74.1m invested in joint ventures including profits yet to be distributed from those partnerships.

Our development pipeline stands at over 42,000 units. The short-term pipeline comprises 10,800 with planning and a further 1,900 controlled on a subject to planning basis. The longer-term strategic pipeline includes 29,900 units owned or controlled under option or other promotion agreements.

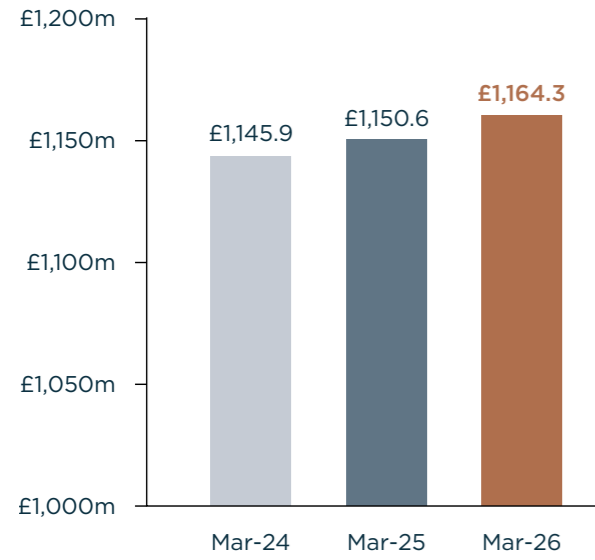
All combined, the potential revenue of the controlled development pipeline exceeds £14.5bn (2024/25: £12.5bn)\*.

In December 2025 we refinanced our Revolving Credit Facility (RCF) with NatWest, Lloyds, HSBC and Santander for the fourth time, increasing the overall Facility to £300m extended to December 2030 whilst retaining its Sustainability Linked Loan status.

Net cash ended the year at £129.1m (2024/25: £118.3m) with no borrowings from the RCF.

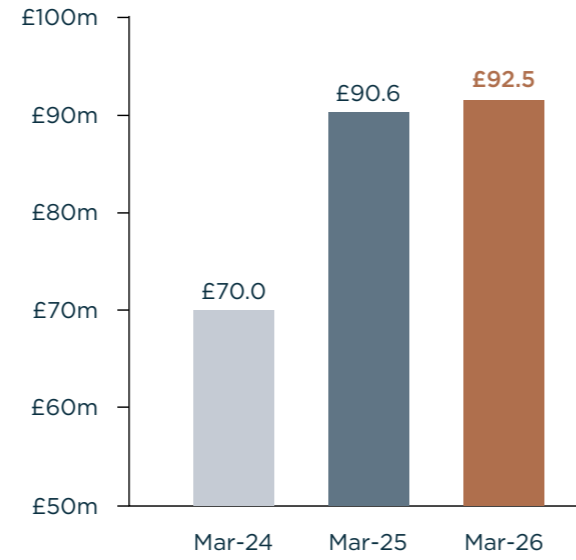
\* Not including Cambridge East acquisition which took place in June 2026.

TURNOVER £M



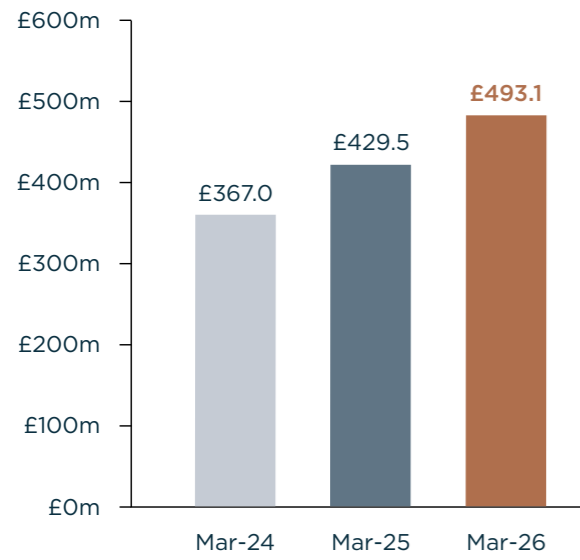
Note: 2024 15-month period

PROFIT BEFORE TAX £M



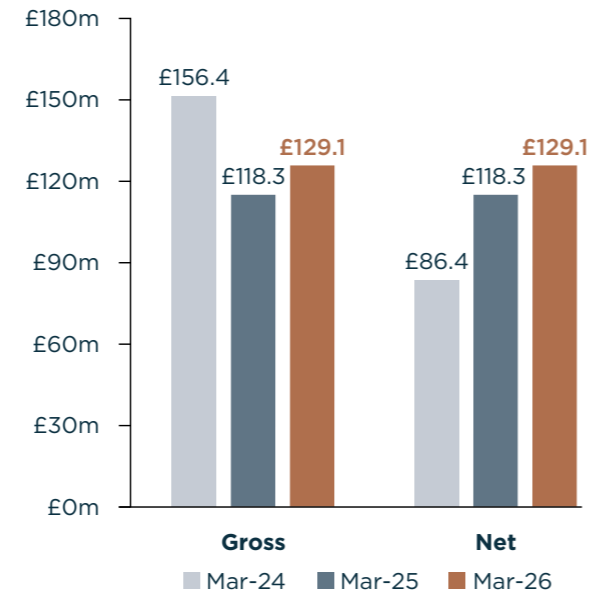
Note: 2024 15-month period

NET ASSETS £M



Note: 2024 15-month period

NET CASH £M



Note: 2024 15-month period



Lampton Parkside, Hounslow.

## FUTURE PROSPECTS

The Group is well placed to continue to deliver growth in 2026 and beyond whilst navigating the challenges in the marketplace.

The start to the 2026 calendar year was positive with increased sales rates on the back of a brief period of falling mortgage rates. However, following the geo-political events in the Middle East in March and speculation of changes in UK Government leadership, we have experienced a marginal decline in sales activity.

Notwithstanding this, when combined with our Partnerships order book, we are 73% forward sold for the financial year.

We may see some pressure on margins from the current increases in energy prices impacting on underlying materials costs and from the expected introduction of the Building Safety Levy, both of which have been factored into our plans moving forward.



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

# Fostering a positive health and safety culture

The health and safety of our teams, partners and communities is our top priority.

We have achieved clear improvements in performance despite the growth of our business and our workforce, and we strive to ensure that the wider industry can benefit from our learnings, keeping more people safe on building sites.

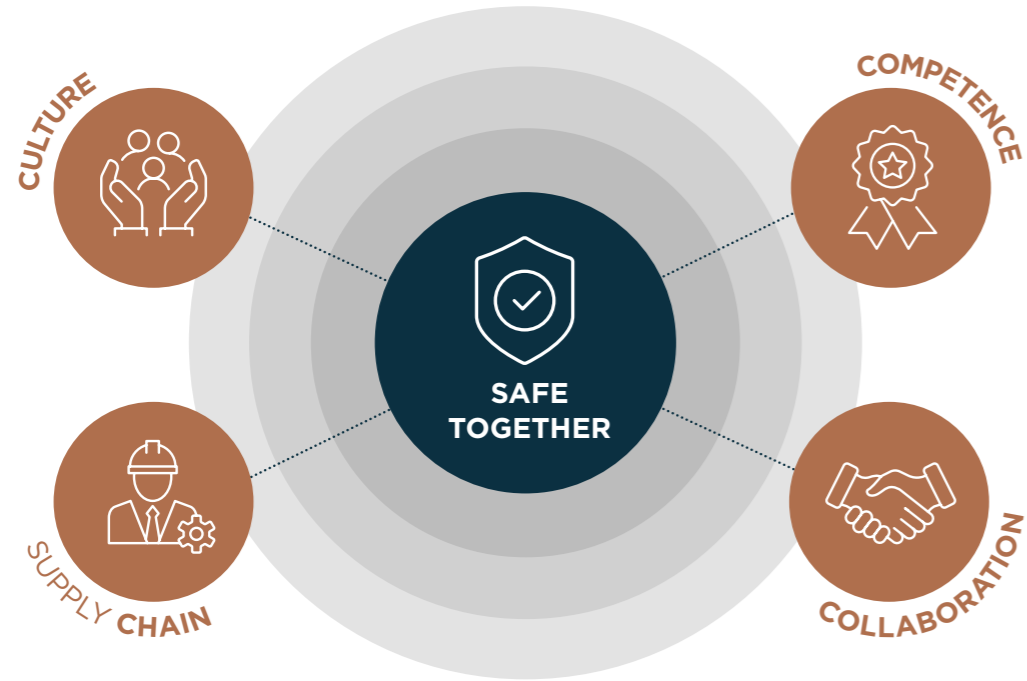
Hill has a strong HSE culture built on fostering inclusion and accountability. We are committed to driving high standards and taking a proactive and responsible approach. We strive to take an honest, reflective view of ourselves and the way we operate, aiming for continual improvement.

Paul Dyster, our Group HSE Director, was also appointed Chair of the HBF Health and Safety Committee in April 2025. The committee helps to drive common standards and language across the housebuilding industry.



We strive to ensure people are kept safe on our sites.

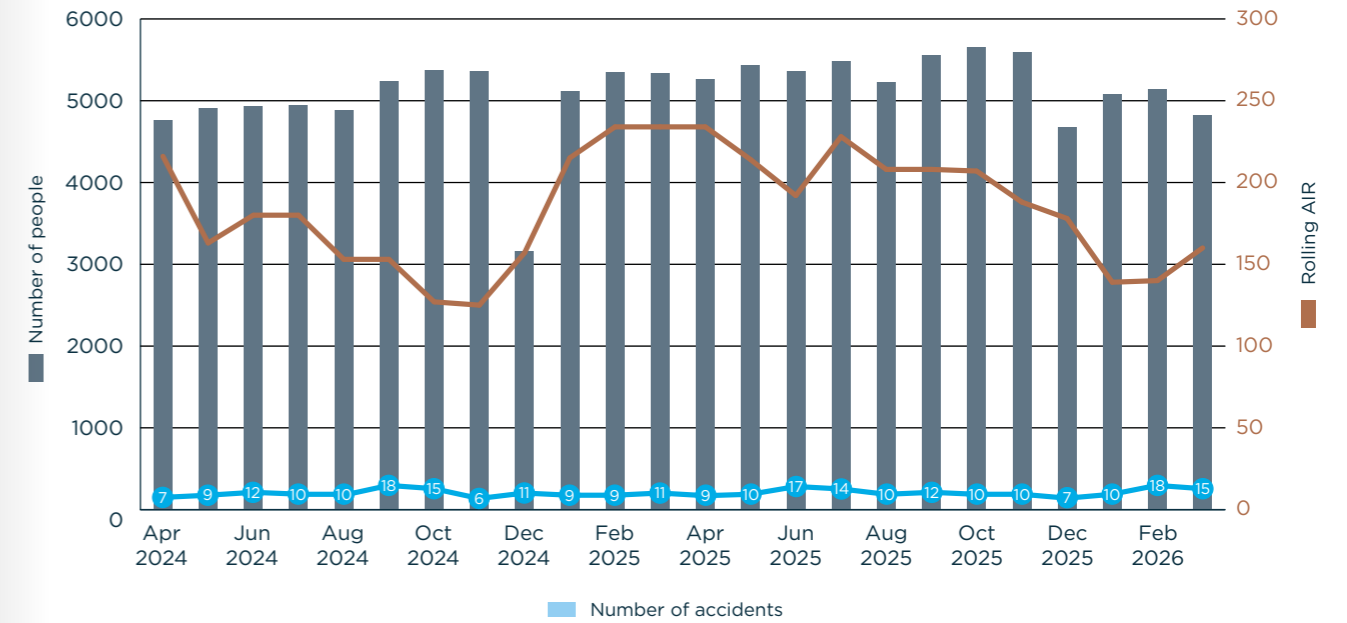
WORKING TOGETHER IS AT THE HEART OF OUR HEALTH AND SAFETY STRATEGY



CHALLENGING OURSELVES TO BE BETTER

The number of serious incidents has decreased since 2024/2025, down from 11 to 8. The total number of incidents has increased from 130 to 140, reflecting more hours spent on site. Overall, our accident frequency rate has decreased.

Accident Incident Rate (AIR) for 2025/2026



EVALUATING IMPROVEMENT AND TAKING ACTION

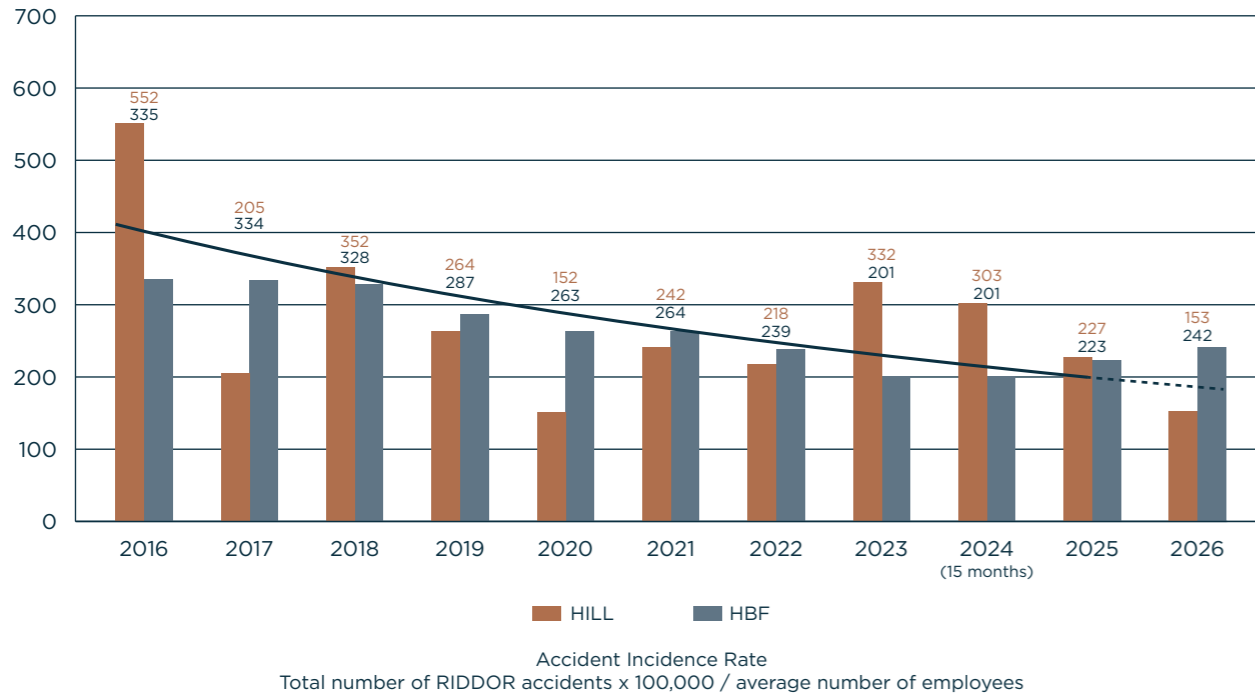
We have made strides in re-evaluating how we track and measure incidents, with the objective of identifying potential problems before they arise, versus just tracking the most serious outcomes or reporting on successes. As a result, we deliver targeted campaigns to our teams and supply chains that are focused on high-risk activities, including awareness displays around our sites, and training initiatives.

Our rolling Accident Incident Rate (AIR) figures show considerable improvement on previous years and are comparable to HBF's best practice standards.

Our rolling accident incident figures show considerable improvement.



Accident Incident Rate over the last decade (Hill vs HBF)



We were recognised with 15 Considerate Constructors Awards this year.

WORKING TOGETHER

We know that working together is crucial for consistent improvement. Our working groups bring together teams from across all departments, including those in non-construction roles, making health and safety a shared responsibility.

Our communications group provides a platform for sharing our learnings and expertise via the HBF. Our human health group focuses on the methods we employ to protect our workforce every day, while our incidents group exists to address how we can avoid specific issues from happening in the future. In addition, we created an emergency working group in response to two serious incidents to ensure that our safety guidance was updated swiftly and learnings applied without delay.

Regional supply chain meetings take place at least twice a year, bringing together our trusted, long-term contractors to discuss issues, expectations and solutions. And, trade-specific roundtables every two months focus on higher-risk trades. These regular sessions provide an opportunity to share real examples, set clear expectations and reinforce our ethos that health and safety is a baseline requirement.



Collaboration across our business underpins an exceptional approach to health and safety.

Chapelgate in Basildon.

AWARD-WINNING COMMITMENT

At the Homebuilder Safety Awards, we won the national 'Large Builder Site' award for Perry Road in Harlow, and the 'Multi-storey Builder Site' for Chapelgate in Basildon at the regional awards. For Agar Grove Phase 2a in Camden, we were runner-up for the 'Multi-storey Building Site' at the national awards. We were also highly commended for a further seven sites across England.

We performed well at the Considerate Constructors National Site Awards in 2025 too, taking a gold award for Lampton Parkside in Hounslow and

14 bronze awards across other projects. These awards recognise construction sites that demonstrate exceptional standards in respecting the communities in which they operate, in caring for the environment and in valuing the workforce.

Our bespoke digital platform for managing health and safety matters was designed and built by innDex. It's an innovative, interconnected system that represents a fundamental shift in how we manage and take care of our workforce, as well as achieving substantial efficiency gains.

# Customer Service and Build Quality

We take immense pride in the exacting quality of our workmanship, which is vital to the future of Hill. Not just in the homes and places we create and deliver, but how we're experienced by our valued clients and homebuying customers. Even during times of economic challenge, we invest in the resources required to deliver a first-class service.

## CUSTOMER SATISFACTION

Our customer satisfaction rating is 95% and our Trustpilot score is 4.9 out of 5 (from over 4,000 reviews), further testament to our dedication.

For the ninth consecutive year, we have achieved the HBF 5-Star Customer Satisfaction Rating. This year's achievement is particularly significant because it is the first time that the rating has been measured across both the eight-week and the nine-month customer surveys, with a focus on two key themes - build quality and customer service. This industry recognition demonstrates the strength of our reputation, our commitment to quality and the pride Team Hill takes in delivering exceptional homes and outstanding customer experience.

Hill has expanded its in-house quality team.



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Our 95% customer satisfaction rating reflects our commitment to quality and exceptional customer service.  
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Celebrating the completion of Gary Grindal Court, Letchworth Garden City.

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 The Hill Group shares our commitment to providing good-quality affordable housing for local communities.  
 John Welch, Chief Executive at First Garden Cities Homes

A COMMITMENT TO QUALITY

The New Homes Quality Code (NHQC) was implemented in March 2026. We are registered with the New Homes Quality Board, demonstrating our commitment to upholding the high standards we're known for. The associated NHQC training is mandatory for Team Hill. Its content refreshes and reinforces the principles of the Code, enabling us to follow best practice and continue to improve our offer.

This year, we have also focused on strengthening our in-house expertise. In 2025, we recruited six new in-house quality inspectors and, in addition, an internal team of five mechanical and engineering inspectors carry out inspections daily across our sites.

Our strategy is already having a positive impact, we recorded the lowest number of defects across all housebuilders in the UK, according to the NHBC in 2025/26.

In February 2026, we implemented a new site management system with FieldView, a digital platform that enables us to track quality more transparently across the business and access data more readily. Information is transformed into actionable insights that drive compliance. Site teams have clear, plot-level visibility of quality issues, and senior teams have a consistent, cross-site view of performance that highlights areas being managed well and those needing attention.



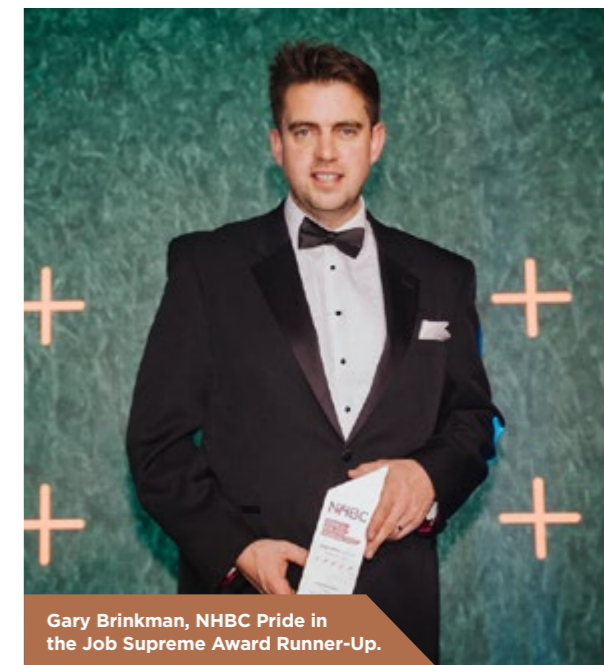
East Wick and Sweetwater, Stratford, London - winner of the Seal of Excellence Prize in the Pride in the Job Awards.

PRIDE IN THE JOB

The NHBC Pride in the Job Awards recognise site managers who consistently demonstrate outstanding leadership, technical excellence and attention to detail on site. This year, we congratulated Gary Brinkman, Project Manager at Nexus in Stevenage, who was awarded the Pride in the Job 2025 Supreme Runner-Up prize, one of the highest accolades in UK housebuilding. With tens of thousands of site managers eligible each year, this achievement places Gary among the very best in the industry.

We also offered our congratulations and thanks to Hill's other deserving winners:

- Seal of Excellence prize**  
Dean Miller, East Wick and Sweetwater Phase 2
- Quality award**  
Liam Kelly, Kew Bridge Rise
- Quality award**  
Paul Ansell, Dagenham Green
- Quality award**  
George Martin, Lampton Parkside
- Quality award**  
Matthew Richardson, Rochester Riverside



Gary Brinkman, NHBC Pride in the Job Supreme Award Runner-Up.



East Wick and Sweetwater, Stratford, London.

# Happy customers



## From fixer-upper to perfectly finished

When Cally Cardines and James Bruno began searching for a larger home for themselves, their three-year-old son, Jaxon and two dogs, they were determined to find somewhere that offered both comfort and style. They purchased a property at Audley Green in Essex.

James says:

*“As a professional builder, I can recognise quality workmanship instantly, and this home really stands out. It’s great to be able to come home to relax, switch off, and simply enjoy time with my family. Now we can focus on creating great memories together rather than tackling the next project.”*



## First-time buyer music producer tunes into West London lifestyle

First-time buyer Devesh Sodha and his partner discovered their ideal home within the vibrant Kew Bridge Rise development in West London.

Devesh comments:

*“As soon as I saw the apartment, I fell in love with it. The space and layout are lovely, and the kitchen is great. Every morning, we go out onto the balcony and drink in the view with our coffee. It’s the perfect way to start the day. Plus, we have the winter garden on the other side of the apartment, overlooking central London. That’s an incredible view at night, with the London skyline lit up.*

*“The customer service has been excellent from the get-go. The Hill team is very knowledgeable and helpful, without ever being pushy. They were happy to offer us a decent incentive for buying. With the recent stamp duty change, we were facing a big hike of up to £11,250. When we mentioned it to Hill, they offered to cover it. The resulting reduction in stress was enormous. We completed in about three weeks, with a smooth process and great communication at every stage.*

*“Buying such a high-quality new home means we’ve been able to move and settle in quickly. It has given us the peace of mind to simply come here and start living.”*

## Right sizing to a perfect home

Martin Everett and his wife Sue moved from their four-bedroom house in the small town of Halesworth to a new five-bedroom home at St George’s Place in Suffolk.

Martin says:

*“What I love here is that the houses are all different shapes and sizes, and they each have their own character. It’s clear to see the quality of the workmanship, and we really like the mix of housing across the development. The homes are well spaced out, too; it doesn’t feel that we’re surrounded by other properties. Everything is new, efficient, and works as it should, which means lower energy bills.*

*“The team at Hill has been very kind, helpful, and welcoming throughout the whole process. We’ve always felt in good hands, with clear communication right from the start, and we’ve already recommended Hill to our family and friends. They really understand what their buyers are looking for, and they helped us find a place that truly feels like home.”*



## Newly engaged couple find dream home

Leonard Chieng and Dawn Lok found their dream home at Knights Park in Eddington. As first-time buyers, the couple were looking to take their first step on the property ladder in a location that was quieter than the city centre but still had a vibrant community at its heart.

Leonard says:

*“Knights Park stood out to us because of its strong focus on contemporary design and comfort. When we walked into the show apartment, I was instantly impressed with the high-quality of the build and all the innovative and efficient fixtures and fittings that came with the property. Having somewhere brand new is not only stress-free, but also very special. It allows us to put our stamp on a fresh canvas straight away, and the home felt like ours very quickly.*

*“Compared to other developments we looked at, Knights Park felt the most welcoming, with plenty of events and opportunities to get involved.”*





## Finding a forever home

PE teacher, Teresa Barrett and her partner purchased their new home at Elgrove Gardens in Oxfordshire.

She says:

*“For me, the best part of the house is the kitchen. The large open-plan layout is perfect, especially when we have my children to visit, as it allows everyone to be together without feeling cramped. One of my favourite features is actually the glass double-door and window aspects; they add such a sense of character and elegance to the rooms, and help to bring the outside in. The garden is also a wonderful space to relax and spend time with family and friends. It’s generously sized and offers plenty of privacy, as we are not overlooked by neighbours.”*

*“Moving is stressful but I had a great experience with The Hill Group. I would recommend them to anyone looking for a smooth transition to move from one house to a true dream home.”*



## First-time buyers settle in

Married couple Daniele and Maira purchased a two-bedroom apartment at Lampton Parkside in Hounslow.

Maira adds:

*“We came across Lampton Parkside and instantly thought it might be a good fit for us. We had viewed a number of new-builds by the time we viewed the apartment, and it may sound cliché, but the apartment was gorgeous, and we immediately fell in love with it. The two bedrooms are really spacious, and the open-plan living/kitchen area makes the communal area bright and airy; especially with such scenic views over the city. You can tell everything has been finished to a premium standard, with convenient added perks like underfloor heating.”*

*“As soon as we met the team, I could tell that they were people we could truly trust. They really took us by the hand, being patient at each step of the process and explaining everything with clarity. The team was very informative, so that we knew for certain that we had made the right decision buying our home at Lampton Parkside.”*

## A delighted downsizer

When Susan Wainwright, a yoga teacher and sports massage therapist from Kent, was looking to make a fresh start, she decided to downsize and find a home that would support the next chapter of her life. She was drawn to Hartley Acres in Kent.

Susan says:

*“I really appreciate the quality of the build and the overall feel of the development. When an architect friend visited soon after I moved in, he immediately remarked on how well-built the house was. I still feel I have plenty of my own space. It’s private and beautifully rural without feeling remote. There’s a genuine sense of community.”*

*“It was daunting completing a big move on my own, but the Hill team was incredibly supportive. I’m looking forward to embracing the next chapter of my life in my lovely new home, which truly ticks all the boxes for me.”*



## Where families flourish

Parikshit Singh and Payal Sadhwani bought their first home at Hollymead Square in Newport, Essex.

Parikshit reveals:

*“We were thrilled to discover how much we could get for our money and impressed by the high quality of Hill’s properties. The design of the development is outstanding as well, there’s lots of green space and places for children to play.”*

*“We had never bought a property before, so were nervous about the process, but the way Hill supported us was incredible. Hill put us in touch with everyone from mortgage advisors to solicitors, so the whole process was very simple. The home-buying process has been so smooth and a great experience. Everybody involved was incredibly kind and very professional. Even now we’ve moved in the site manager has been excellent and very responsive, helping us with snagging and sorting out our internet connection.”*



*Design, Placemaking  
and Awards*

Knights Park, Eddington. Photographer: Tom Bright©

Hill does so much more than build houses. We invest in people and communities, creating beautiful and sustainable new places where those who reside, work and visit can establish lasting connections and a healthy lifestyle for their families.

Our increasing focus on delivering new large-scale, mixed-use neighbourhoods reinforces this commitment; we're creating high-quality communities for all, in places that complement and integrate with their surroundings. Alongside tenure-blind new homes for people of all needs and aspirations, we're building, from the outset, the infrastructure and facilities required to sustain a thriving place for generations to come.

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*Award-winning neighbourhoods shaped by design, sustainability and community.*

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Millside Grange, Croxley Green.



The Shadwell at Hollymead Square won the 'Best Energy Efficient Home' category at the WhatHouse? Awards.

### AWARD-WINNING DEVELOPMENTS

Our commitment to quality has been recognised across the UK's most prestigious housebuilding competitions. Hollymead Square, our ZeroBills™ development in Newport, Essex, won Gold in the 'Best Sustainable Development' category and Silver in the 'Best Energy Efficient Home' category at the prestigious WhatHouse? Awards, while Canalside Quarter, in Oxford took the top prize for 'Best House'. Hill was also awarded Silver in the 'Best Large Housebuilder' category. At the First-Time Buyer Awards, Kew Bridge Rise was recognised in the 'Best Partnership' category, delivered alongside our joint venture partner L&Q.

### FORWARD-THINKING DESIGN

Our ethos stems from exemplary design principles that drive long-term value, whether we're delivering complex, urban regeneration or boutique developments in semi-rural locations. We balance tradition with innovation. Forward-thinking, environmentally friendly features support wellbeing and are a cornerstone of our design process.

# A commitment to placemaking



Canalside Quarter, Oxford North.

## CANALSIDE QUARTER, OXFORD

Canalside Quarter is part of Oxford North; a revolutionary new district built on 64 acres of prime land within the north of the city. Designed by Pollard Thomas Edwards, this impressive collection of 317 sustainable homes ranges from one-bedroom apartments to five-bedroom family homes set within eight acres of open green space. The development includes 111 affordable homes for Oxford City Council, through its housing company, OX Place.

Crafted to promote walking and cycling, lush verdant parks, historic woodlands, scenic canalside walks, leafy streets and eye-catching pavement planting create a restorative environment.

Neighbourhood Square is the development's central hub, a landscaped park where the community can connect and enjoy the beautiful views together. Play areas for children to explore and learn, and meadow grasslands where residents can relax with neighbours also form part of the design.

Canalside Quarter has been designed to integrate with wider Oxford North perfectly – a district poised to provide a home for the next generation of scientific and technological innovation. These new homes sit within easy reach of the new amenities being created – which will include workspaces, cafés, bars, a hotel and nursery – fostering community, wellbeing and connection.

The first phase of Oxford North is complete and the neighbourhood is starting to thrive. Taylors Deli recently opened across the road from the newly unveiled Red Hall, a striking centrepiece of the district, which brings together co-working areas, community and presentation spaces, retail and hospitality.

## KEW BRIDGE RISE, BRENTORD

Kew Bridge Rise, delivered in partnership with housing association L&Q, will deliver 441 homes – including 223 private homes, 152 for shared ownership and 66 for affordable rent. The development has already seen strong demand, with all homes in the first phase fully reserved. With 265 homes now occupied, the community here is really coming to life.

Situated in one of London's most scenic neighbourhoods, close to the River Thames, the development blends seamlessly with its surroundings, and benefits from a growing mix of cafés, restaurants and shops on its doorstep.

Each of the five main buildings has its own distinct personality, with impressive amenities spread across them. There's a recently opened state-of-the-art gym, a co-working space, a Monkey Puzzle nursery and an on-site concierge. A rooftop terrace with breath-taking views across London provides a peaceful retreat. The views can also be enjoyed from each home's private outdoor space, with buyers able to choose between a balcony or winter garden.



The concierge at Kew Bridge Rise.



Kew Bridge Rise, Brentford.

**MARLEIGH PARK, CAMBRIDGE**

Our flagship, mixed-use development in Cambridge is an impressive showcase of our commitment to placemaking. Once complete, the development will deliver 1,391 new homes, extensive green spaces and a wide range of community amenities, helping to meet local housing needs while supporting the region's long-term economic vision.

Centred around Jubilee Square, Marleigh Park includes a new primary school and nursery, a Co-op supermarket, a community centre, a R3FORM fitness studio and a café and deli, all designed to support

active and connected lifestyles. The neighbourhood also features over 57 acres of green space including play areas, allotments, sports pitches and extensive pedestrian and cycle routes.

Managed by the Land Trust, these outdoor areas are central to community life.

The third and final phase of Marleigh Park will deliver 423 new homes and is set to be finished in 2031.



Marleigh Park, Cambridge. Photographer: Tom Bright©



Marleigh Primary Academy pupils celebrating the 80th anniversary of VE Day.

**Creating community**

The cross-generational community came together to commemorate the 80th anniversary of VE Day at the Marleigh Community Centre and Jubilee Square. A classic English tea party was accompanied by live 1940s swing music from Cambridge University's Fitz Swing band. Colourful bunting created by local children from Marleigh Primary Academy added to the atmosphere, while reception pupils planted biodegradable poppy-seeded flags in remembrance.

In October, Hill hosted an art workshop where residents were invited to transform everyday scraps into striking works of art. The interactive session was led by artist Matthew Sanderson and offered residents the chance to learn new skills while connecting with neighbours.



A Marvel-themed event at Marleigh Park.

**KNIGHTS PARK, EDDINGTON**

We completed work at The Icon, the final phase of our landmark Knights Park development. The delivery of this new, mixed-use neighbourhood, in partnership with the University of Cambridge, has spanned more than a decade and transformed the city's north-west into a pioneering new community, recognised nationally and internationally for its sustainability, architectural excellence, and innovation in placemaking.

Eddington is the University of Cambridge's ambitious masterplan to create a sustainable new district for the city. Knights Park has been central to this vision, comprising 563 new homes in total along with a wide range of community amenities, including an Ofsted-rated Outstanding University of Cambridge Primary School, Eddington Nursery,



Knights Park, Eddington.



Storey's Field Centre, a Sainsbury's supermarket, hotel, shops, cafés, and communal spaces. Knights Park also sits amongst more than 50 hectares of open space.

Engagement with the community has been proactive and wide-ranging. In September,

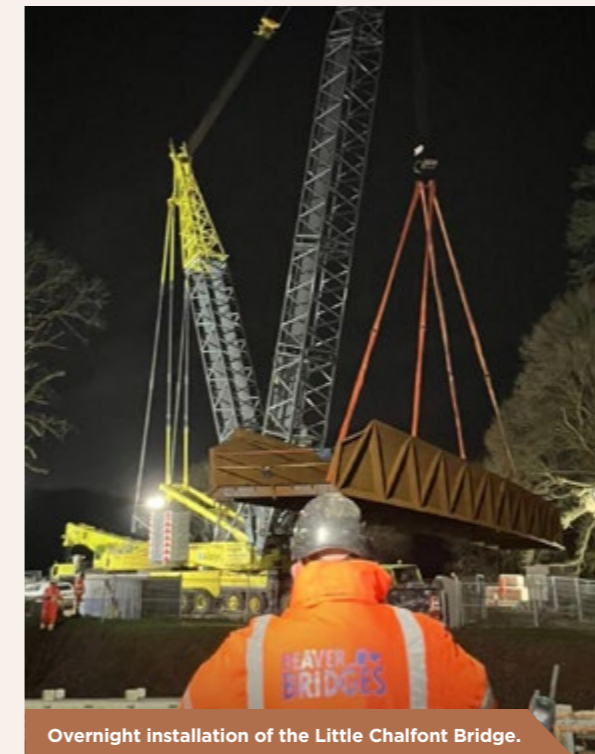
we sponsored the Eddington Carnival, which saw the cricket pitch transformed into a space for family-friendly activities and at Christmas we celebrated the season with the return of Knights Park Festive Market, featuring local traders showcasing high-quality products and a range of food and drink.

*Case study:*

**INFRASTRUCTURE IN ACTION**

On Christmas Day in Little Chalfont, Buckinghamshire, we installed a new footbridge across the railway line in the early hours of the morning. This provided pedestrian access to Chalfont and Latimer station from our forthcoming development and a lasting benefit for the wider community. The bridge took two years in planning, working closely with Transport for London. It was an impressive achievement particularly due to the conditions on the day which were very windy. The team managed to construct the bridge safely and efficiently and reopened the railway before dawn in a very narrow timeframe.

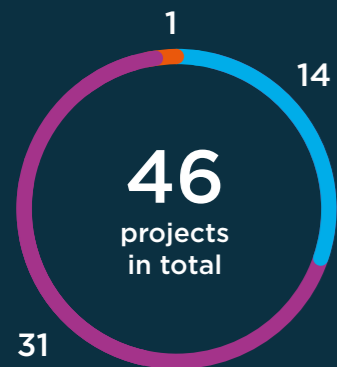
[Watch the time-lapse video of the overnight bridge installation.](#)



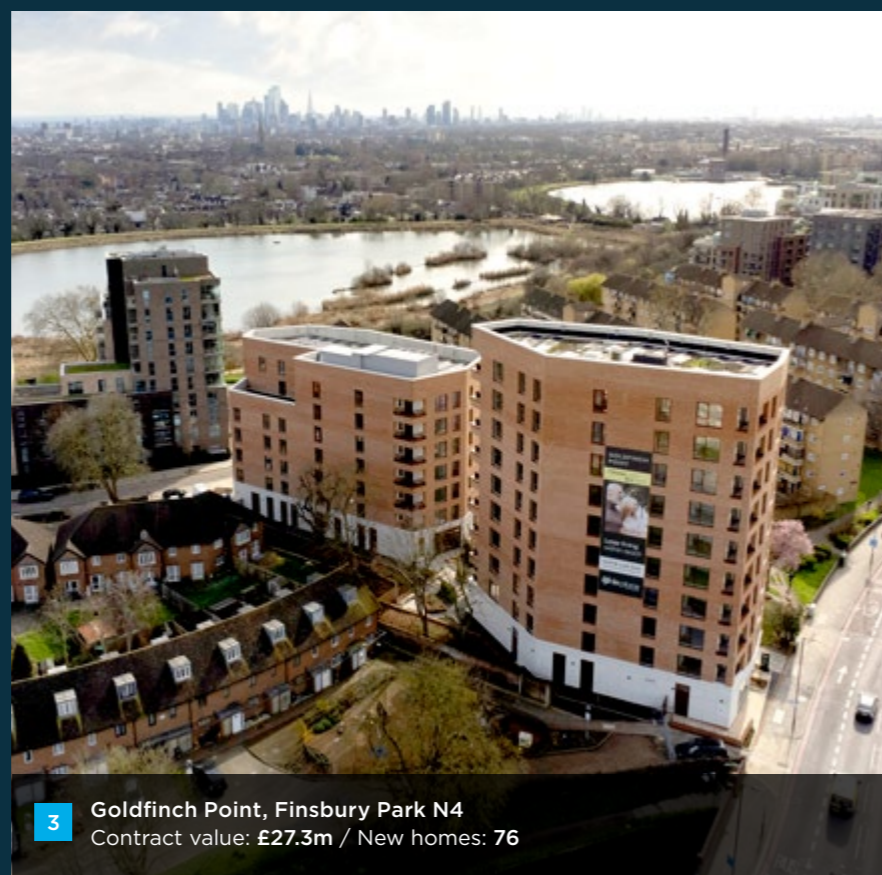
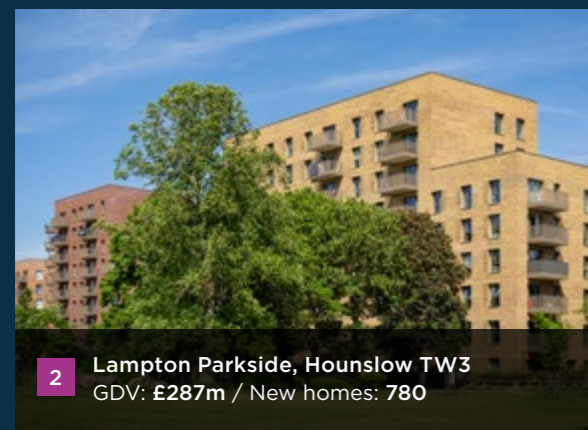
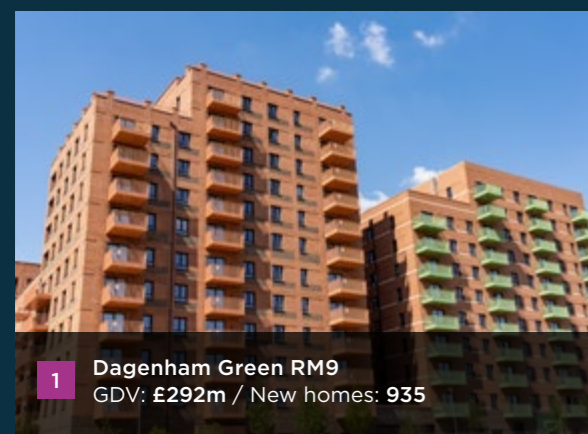
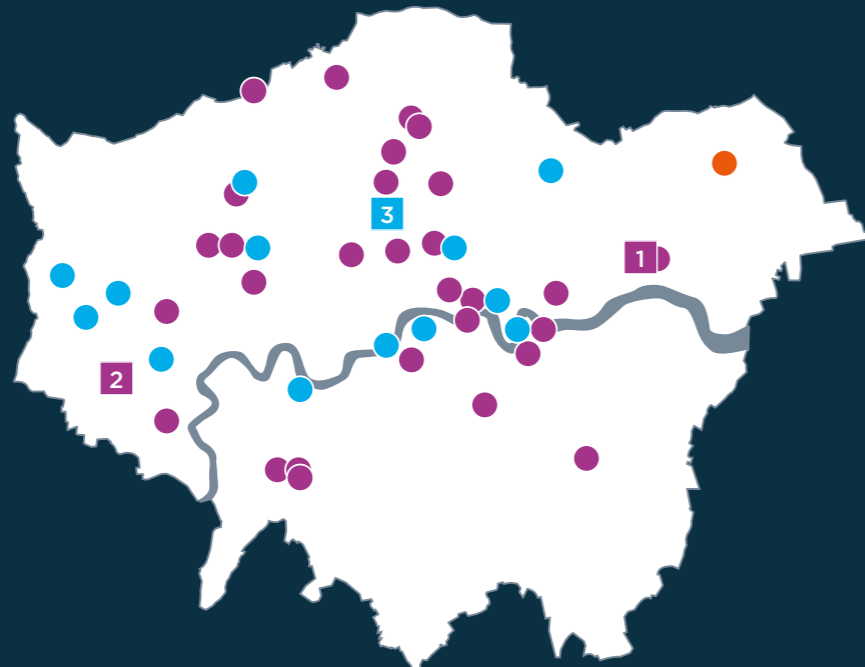
Overnight installation of the Little Chalfont Bridge.



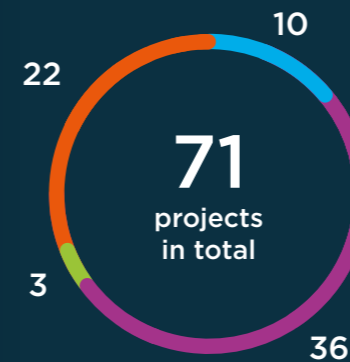
## LONDON



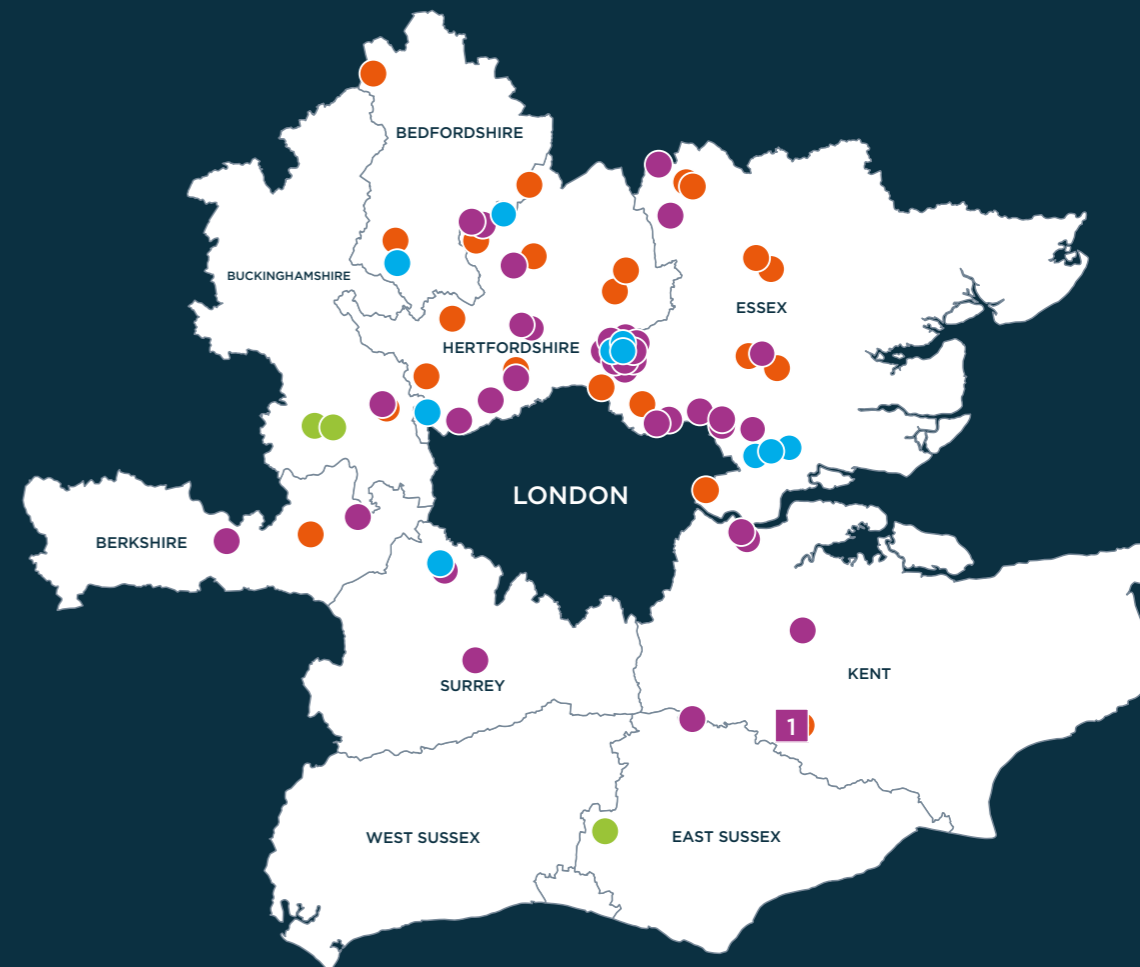
- Projects completed
- Live projects
- Future projects
- Strategic land



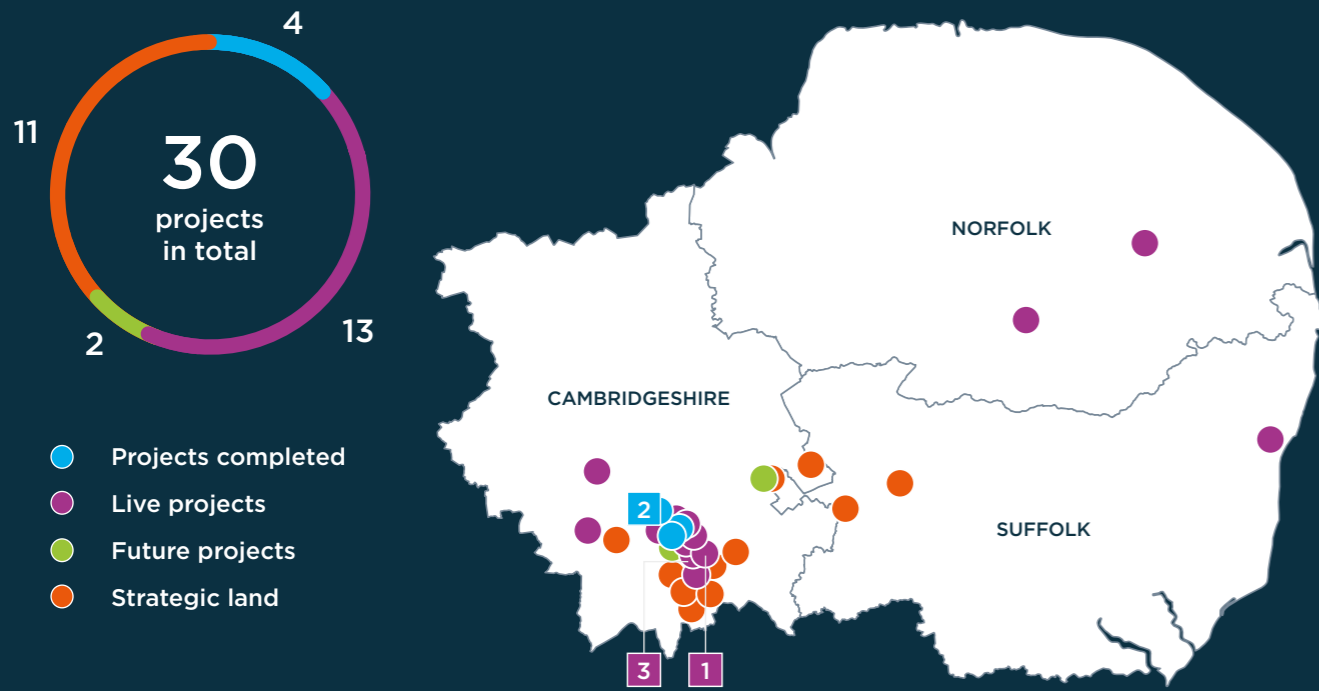
## THE HOME COUNTIES



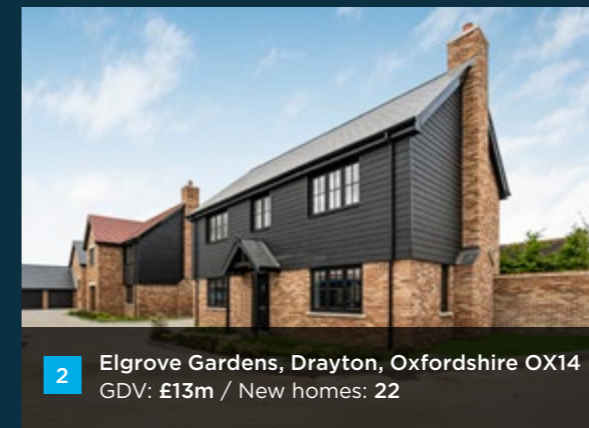
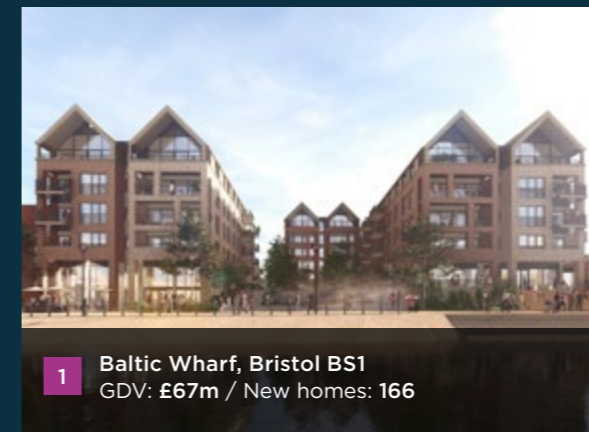
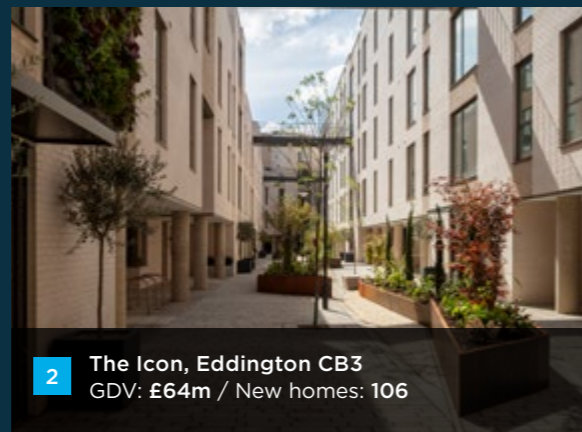
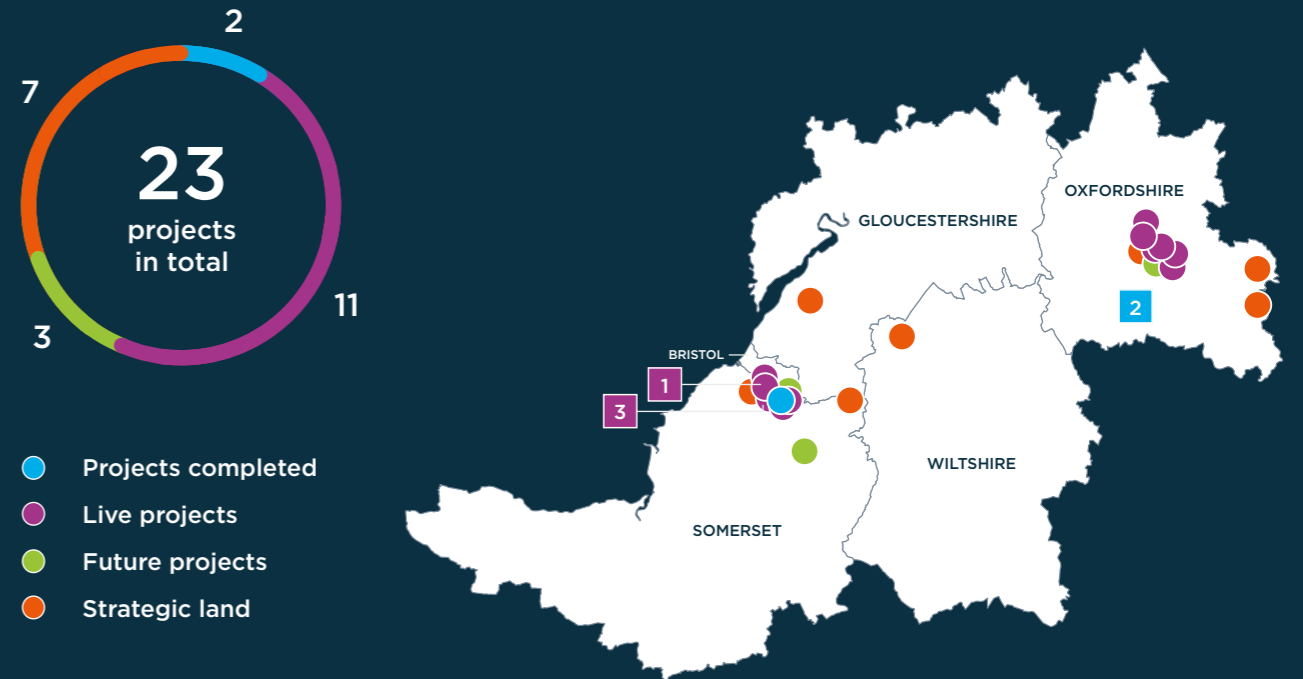
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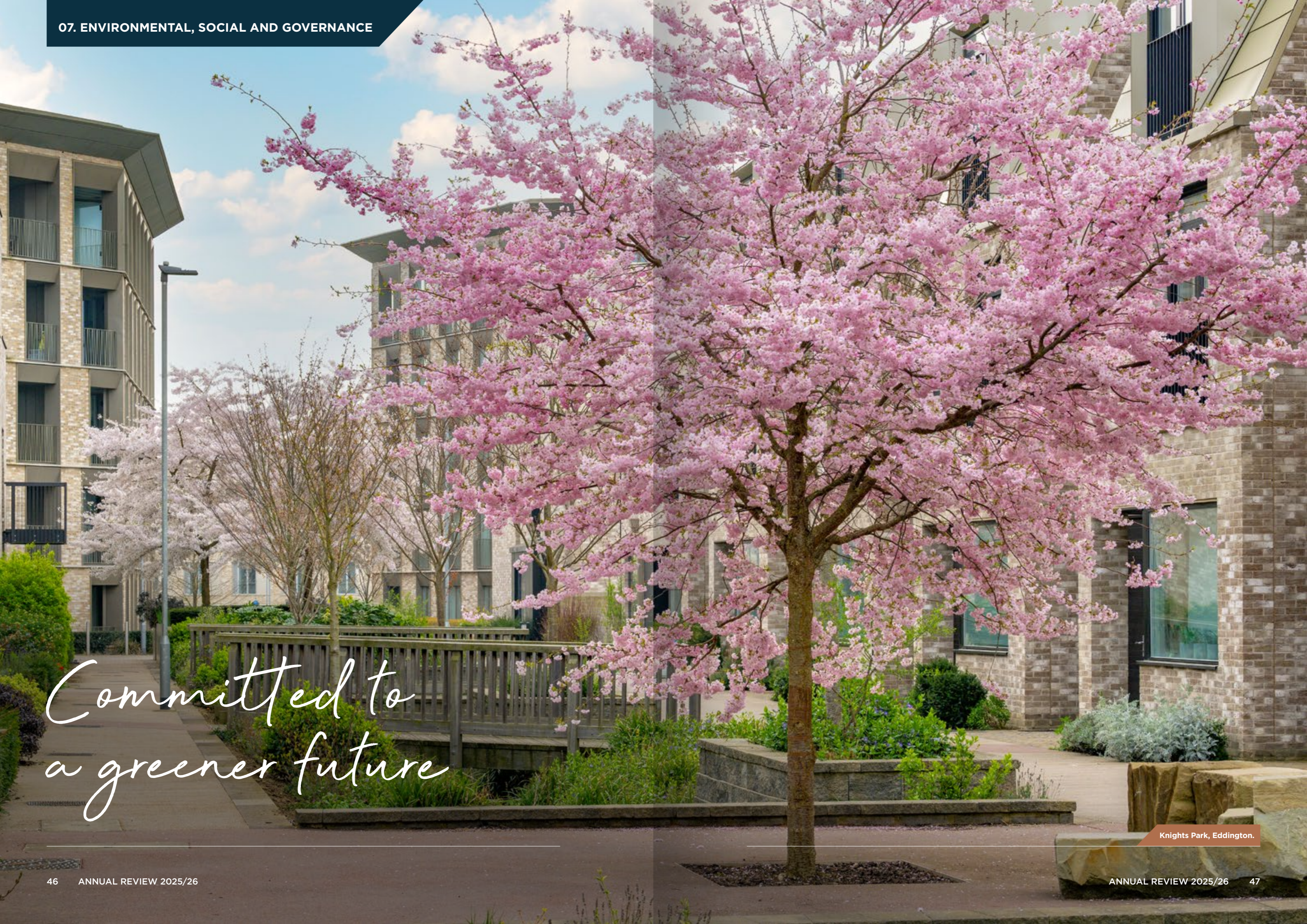


## EAST ANGLIA



## WEST AND SOUTH WEST





*Committed to  
a greener future*

Knights Park, Eddington.

Our mission is to create a more equal society, by developing healthier homes and vibrant places where people love to live and communities can thrive. This ethos underpins our approach to sustainable placemaking.

The extension of our Revolving Credit Facility, and the retention of its Sustainability Linked Loan status, is testament to our commitment to sustainable development and delivering authentic social value.

We're proud to retain our position as the UK's highest-ranked private housebuilder in the NextGeneration Sustainability Benchmark.

Fourth overall, we are particularly pleased to see our strong performance in 'Energy and Carbon' and 'Socio-Economic Development' metrics this year. This achievement is a result of the hard work and dedication of Team Hill and our excellent supply chain partners.

## SUSTAINABLE HOMES

The Future Homes Standard (FHS), confirmed in March, guides our approach to environmental concerns. It requires all new homes in England to produce 75-80% less carbon than those built under 2013 regulations.

In 2021, we adopted a fabric-first design strategy that incorporates low-carbon electricity and heat pump technologies. The target to reduce carbon emissions for new homes by 31% was formally introduced in June 2023 but we were already building our homes to these enhanced standards.

74% of the homes we delivered this year are zero-carbon ready, comparing well with FHS and ahead of our peers. From 2026/2027, over 80% of the homes we build will not be heated with fossil fuel sources.

Our five-year business plan for 2025-2030 will put us on course to reach net zero by 2050.

We have achieved an average 37.2% Biodiversity Net Gain (BNG) rating across our portfolio of developments that have been granted planning consent this year. We remain well-positioned to continue to exceed the national regulatory target of 10%.

We celebrated the completion of The Icon in October 2025, our final building at Knights Park.

# Protecting and enhancing the natural world

74% of our projects this year are being developed on brownfield land. Our stewardship models integrate green, blue, and grey infrastructure to ensure lasting, high-quality places and improve the natural environment.

## Case study:

### Prioritising Biodiversity Net Gain in Coventry City Centre

Hill has started work on its large-scale regeneration project for Coventry city centre, which includes more than 1,500 new homes, alongside commercial areas and green open space in a pedestrian-only quarter. Prior to development, the city centre had little to no green space, and the biodiversity value on site was calculated to be 1.78 habitat units in total.

The development involves demolition of existing urban buildings to create a new mixed-use

development, as well as public realm hard and soft landscaping, sustainable urban drainage systems, amenity grassland, wildflower planting and retention of existing street trees. The project will also create new communal growing beds, shrubs and extensive biodiverse roofs, alongside provisions for wildlife including bird and bat boxes and bug hotels.

Post-development biodiversity on site is expected to be 6.85 habitat units, resulting in an impressive 285% BNG score overall.



East Wick and Sweetwater, London.



Prioritising biodiversity.

## Case study:

### East Wick and Sweetwater, East London

This major new East London neighbourhood at the Queen Elizabeth Olympic Park completed in spring 2026. Hill was appointed in 2023 by Places for People and Balfour Beatty Investments to deliver the second phase of 210 new tenure-blind homes across five apartment buildings and two terraced rows of townhouses.

The project is zero carbon, achieving a 100% improvement over Part L 2013 regulations and following the London Plan's Energy Hierarchy approach of 'Be Lean, Be Clean and Be Green'.

Designed by architect Sheppard Robson and landscape designer Fabrik, new public realm

provides connections to Waterden Garden and into North Park, part of the Olympic Park. Green corridors have been woven through the communal gardens, benefitting from natural surveillance and meeting Secure by Design principles.

Carefully selected trees, sun and shade tolerant planting, wildflower lawns and biodiverse roofs respond to the wider Biodiversity Action Plan. The long-term management plan is being agreed with the London Legacy Development Corporation (LLDC) to ensure a positive long-term placekeeping legacy.



A bathroom pod in situ at Dagenham Green.

## Modular construction

Our ongoing investment in modern methods of construction (MMC) has delivered a significant increase in our production output. Last year we delivered 1,503 bathroom pods and 835 utility cupboards, enhancing efficiency and reducing waste across our sites.

At Volumetric Modular Ltd, our modular business based in Shropshire, production levels are climbing thanks to better supplier engagement and smoother material flow, alongside the team's effort, skill and adaptability.

Investment in new equipment such as a powered hoist to make wall panel fabrication faster and safer, new saws and other tools, plus a new dust extraction system, have improved efficiency and quality. An electric forklift has also been introduced to reduce gas consumption. The workforce has been upskilled through training, while the factory has undergone significant refurbishment to improve welfare and safety.



# Sector-leading social value

We believe that our developments deliver more than just homes. They also create opportunities, support local people, and help build stronger communities. This principle drives our commitment to ensuring that Hill remains a sector leader in creating social value.



Dagenham Green, London.

## THIS YEAR WE DELIVERED:



## AN AWARD-WINNING TEAM

Our social value team is now 13 strong, including three apprentices.

At the Social Value Portal Awards in October, we were shortlisted for the Private Sector Leadership Award and the Rising Star Award. In November, we won Developer of the Year and Best Project Overall at the Ealing Construction Awards, for our work in creating meaningful residents' programmes and the Greenford Library rejuvenation, respectively.

At the BPIC Awards in December, Social Value and Community Manager, Salma Khan, was shortlisted for the Inspiring Diversity Champion Award.

In National Apprenticeship Week 2026, Peabody awarded Hill its Supply Chain Partner of the Year at its Apprenticeship Excellence Awards, for our extensive work with apprentices across our North Gate Park, Dagenham Green and Blackbird Leys developments.

## INVESTING IN PEOPLE

We achieved Platinum accreditation with The 5% Club for the third year in a row. Through this initiative, we demonstrate our commitment to 'earn and learn' opportunities for apprentices, graduates and sponsored students. Our accredited membership is recognition of our inclusive and accessible workplace training via The 5% Club's 2025-26 Employer Audit Scheme.

We're a committed signatory to the Care Leaver Covenant, supporting young people aged 16-25 leaving care as they transition to independent life by opening pathways to training, employment and

long-term growth. By aligning with the Covenant's five key outcomes (Education, Work, Money, Wellbeing, Home), we're embedding long-term social value into how we recruit, develop and support our workforce and communities.

In 2025, Hill's Head of Social Value, Siân Rebourg, was appointed chair of The Youth Employment Group's west London action team, which ensures quality employment, education and training pathways are available for all young people, in particular the most marginalised in society and those at risk of becoming NEET (Not in Employment, Education or Training).



Youth centre refurbishment gives Dagenham students hands-on construction skills experience.



SoloHaus handover at Leroy Street, Southwark.

## FOUNDATION 200

Launched in 2019, Foundation 200 is our pledge to design, build and donate 200 modular SoloHaus homes to homelessness charities. SoloHaus homes provide a safe, comfortable, and independent space for residents, arriving furnished and ready for installation onto a pre-prepared site. Designed to house single people, the homes have a 60-year lifespan and are built to Future Homes Standards, exceeding building regulations for energy efficiency and sound insulation.

To date, we have either donated or committed all 200 SoloHaus homes across the country, with strong support from both councils and charities. Hundreds of individuals have benefited from living in these homes, and many have since moved on to stable, permanent accommodation.

In January, Hill handed over eight SoloHaus homes to Southwark Council. Installed at Leroy Street, the homes offer dignity, hope and a place to call home to residents who have been living on the streets.

Former Leader of Southwark Council, Cllr Sarah King, said:

*“These temporary homes are a lifeline for people who have faced unimaginable challenges, and we’re proud to be working with The Hill Group to provide this essential support for homeless people in our borough. This initiative reflects our commitment to becoming a good landlord, tackling homelessness and ensuring every Southwark resident has the chance to live in a decent home and build a secure future.”*



SoloHaus, Cambridge.

**SOCIAL VALUE 2025-2030**

We have introduced our Social Value Strategy for 2025-2030 to provide a clear framework for embedding social value across our developments and partnerships, strongly connected to our placemaking ethos.

A new sensory pod at Haymerle School in Southwark, London.

The strategy is built around three priorities:

1



INCLUSIVE OPPORTUNITIES FOR ALL

Empowering under-represented groups through employment, training, and youth engagement.

2



PROSPERITY FOR ALL

Supporting local economies and small businesses, promoting social mobility, and building sustainable communities.

3



COMMUNITY AT THE HEART

Creating connected, healthy neighbourhoods where people feel they belong.

Together, these priorities focus on widening access to employment and training, supporting local businesses and ensuring communities benefit from the developments around them. In the five-year period from 2025 to 2030, we will:

**Deliver**

- 1,000 apprenticeships across our projects and supply chain
- 30 youth-led initiatives
- 150 community events
- 20,000 hours of volunteering

**Support**

- 200 candidates from under-represented groups
- 200 local businesses through project-linked mentoring and training
- 10,000 hours of volunteering in the communities in which we work
- 500 local residents through inclusion sessions to reduce social isolation

**Provide**

- 50,000 hours of school engagement
- Grant funding or in-kind support to 300 local initiatives



Billy the Bear visits Marleigh Park.

Local businesses came together at the first Dagenham Construction Industry Forum to connect, support and champion local entrepreneurs and small businesses. The event, hosted alongside Peabody and Barking and Dagenham Council, gave guests the chance to learn about opportunities available to construction businesses at our Dagenham Green development, and find out what wider support is on offer for local firms.

Councillor Sade Bright, Cabinet Member for Employment, Skills and Aspiration at Barking and Dagenham Council, said: *“This is exactly the kind of initiative we want to see – a space where businesses can talk openly, get support, and build the connections they need to grow. We know how tough times are right now, so making sure opportunities stay local really matters.”*

In partnership with Peabody, mental health charity Tottenham Talking and Health: Pitch, we brought together the worlds of opera and construction for a unique performance workshop art North Gate Park in Haringay. The performance explored how creativity can support mental wellbeing, connection and a stronger sense of belonging.

Hill partnered with Inspire 2 Ignite Community Interest Company, led by our Social Value and Community Manager Charlotte Marsh, on The Curious About Construction Project to nurture young talent in Cambridgeshire. The initiative provided a platform for young people at risk of becoming NEET (Not in Employment, Education or Training) to enhance their knowledge and develop a passion for the construction industry.



A school engagement event at St Felix School in Reydon, Suffolk, located close to our St George’s Place development.



*Delivering for good*

Aylesborough Close, Cambridge.



Cambridge Investment Partnership unveiled its 1,000th home in 2025 at Aylesborough Close.

### AYLESBOROUGH CLOSE PHASE 2, CAMBRIDGE

Aylesborough Close is a high-quality 100% affordable development delivered through Cambridge Investment Partnership (CIP), completed in June 2025. Through collaboration with residents, we developed a shared vision to build modern, low-carbon homes that enhance community character and address the urgent need for affordable housing.

The development replaces 36 outdated council homes with 70 energy-efficient apartments. These are arranged across three low-rise buildings and offer a mix of one to three-bedroom homes, each with private outdoor space. Several homes are also wheelchair accessible.

Every home is designed for comfort, excellent indoor air quality, and lower energy bills. The design follows the Cambridge Sustainable Housing Design Guide, ensuring a sensitive and sustainable response to the local context.

All homes meet Passivhaus standards, achieving a 58% reduction in regulated carbon emissions through a fabric-first approach, including high levels of insulation, triple glazing, airtight construction, mechanical ventilation with heat recovery (MVHR), and air-source heat pumps and solar panels.

Meaningful community and environmental benefits include a 20% biodiversity net gain through new trees, planting, and mini meadows, a dedicated residents' garden and play area and enhanced green space.

We have supported a range of community initiatives as the project continues. We hosted a 34-week Release on Temporary Licence (ROTL) placement for a general labourer and welcomed a T-Level student from Harlow College for an eight-week placement in Design, Surveying and Planning.

Our team also recorded 21 hours of school engagement, including an interactive skills session with GSQ Brickwork and Kings Hedges Primary School, as well as a sustainability-themed hoarding art project with the same school.

We purchased and installed a bug hotel from the Phoenix Trust in the communal garden, supporting local biodiversity. The Phoenix Trust is a Cambridge-based charity and social enterprise that provides people with learning disabilities or complex needs the opportunity to gain work experience through producing garden products.

The site team also contributed to our food bank collections over Christmas, donating essential goods.

**VINCENT STREET, NEWHAM, LONDON**

Vincent Street is the first phase of the wider Canning Town Estates Regeneration in East London, delivering 2,000 low-carbon homes co-designed with local residents and community stakeholders.

The development includes 147 one to five-bedroom homes for existing social housing tenants, all designed to achieve Passivhaus “Classic” certification. Aligned with the London Mayor’s energy hierarchy, the development targets a 73.8% reduction in regulated carbon emissions. The remaining 26.2% will be offset via the borough’s carbon offset fund to achieve net-zero regulated carbon.

The buildings are arranged around a central shared courtyard. At its heart is a mature tree of local significance, overlooked by a BREEAM ‘Excellent’ community hub. The masterplan fosters intergenerational living, with accessible seating, integrated play equipment, and an informal play route connecting to the community hub.

The project targets an Urban Greening Factor of 0.4, reflecting a strong commitment to biodiversity and environmental performance.

Circular economy principles led the design strategy, with an emphasis on recycled and repurposed materials and designing for disassembly.

The project has created 107 jobs specifically for local residents. 23 apprenticeships have been delivered, alongside 31 weeks of work experience opportunities for local people. 121 hours of tailored career advice have also been given to those hoping to build confidence and improve their employability.

16 school events and four careers fairs inspired young people to consider careers in the construction industry, while over £6 million has been spent with local businesses, boosting the local economy. 25% of the labour used on the project was sourced locally. Two Meet the Buyer events were also hosted, offering local suppliers the chance to connect directly with project opportunities.

The project team has contributed 668 hours of volunteering to support local community initiatives, including digital inclusion sessions and litter-picking activities. Additionally, over £27,600 was donated to local charities and community groups. This included funding for Christmas trees to be displayed across Newham, as well as the donation of playground equipment to a local primary school.



Topping out event at Vincent Street in Newham, East London.



A gingerbread village workshop at St John’s School in Billericay.



A social value event at Newham Leisure Centre.

# Unlocking delivery through partnerships

Partnerships are a hallmark of Hill's success. Our stellar reputation is a result of our planning expertise, flexible approach to funding and the successful completion of sustainable, high-quality developments.

Strong relationships with registered providers, local authorities and other clients continue to play a crucial role in securing new opportunities.

This approach is helping Hill stand out in an increasingly competitive market. With many developers and contractors facing challenging conditions, clients are placing greater emphasis on reliability, experience and the ability to deliver large-scale complex developments.

Goldfinch Point, North London.

## Joint Ventures

Joint ventures are central to our strategy. We collaborate with our partners, offering direct access to decision-makers and maintaining open, transparent working relationships.

This approach means we can deliver large-scale, complex regeneration projects, many of which involve significant community engagement and the careful coordination of decanting residents. Approximately half of our portfolio comprises joint ventures (JVs) delivering mixed-tenure developments.

### NORTH GATE PARK: A NEW NEIGHBOURHOOD

In July, we unveiled a collection of spacious three and four-bedroom townhouses at North Gate Park in North London, a new neighbourhood development created with our JV partner Peabody.

At the heart of the development lies Mulberry Gardens, an open green space that has trebled in size. It retains mature trees from the original 1920s layout while introducing extensive planting, lawns, and a welcoming playpark.

Once complete, the development will include 996 homes surrounded by 4.6 acres of public green space, along with sympathetically restored heritage buildings and proposed community amenities including a café, supermarket, workspace, fitness facility and an on-site concierge. These will add to the excellent range of independent shops, cafés and restaurants already available on the bustling nearby Green Lanes.



New townhouses at North Gate Park, North London.



### WEMBLEY AND DOLLIS HILL: 1,934 NEW HOMES FOR LONDON

We plan to deliver two major developments in the London Borough of Brent. The Wembley and Dollis Hill projects will transform two former college sites through a mixed-use development programme, delivering 1,934 new homes, retail and community facilities and high-quality green spaces. The sites were acquired from United Colleges Group enabling them to develop a new state-of-the-art campus on Olympic Way, Wembley.

These projects are supported through Hill's collaboration with the Greater London Authority (GLA) and Sovereign Network Group (SNG), with the GLA providing grant funding for the affordable homes through its Homes for Londoners Fund. Through this funding, SNG will deliver 154 social rent homes across the developments.

The Wembley development will replace the former College of Northwest London campus building and will comprise an 18-storey and 30-storey linked tower. The plans also include commercial and retail space on the ground floor as well as a concierge and secure cycle storage.

At the former college campus on Dudden Hill Lane in Dollis Hill, the project will deliver up to 1,627 new homes across a series of buildings ranging from four to 28 storeys, forming a vibrant new neighbourhood that includes a wide mix of tenure types. A new public park will be supported by extensive green infrastructure, including podium gardens, private courtyards, and more than 1.3 hectares of landscaped space. Two existing public parks will be transformed with new playground facilities, improved safety and security measures, and enhanced access. The site will also accommodate a new community centre, a nursery, a gym, and local shops, cafés, and co-working spaces. Designed as a car-free neighbourhood, the development will include new footpaths, cycleways, and secure cycle storage, with a car club available for residents.

The projects will deliver significant social value, creating apprenticeships, training and volunteering opportunities, and generating around 300 new jobs for local people. Work is expected to begin in summer 2026.

Wembley is being transformed with new homes, retail space, and vibrant community amenities.



Dollis Hill is being transformed into a vibrant new neighbourhood with new homes, green spaces, and community facilities at its heart.

## *Delivering for Local Authorities and Housing Associations*

Our commitment to high-quality, sustainable homes for all is realised in our partnerships with local authorities and housing associations. The homes we deliver are tailored to the communities in which we operate, and support the creation of vibrant and inclusive neighbourhoods.



We recently celebrated the completion of 100 homes at Linmere in Bedfordshire for bpha.



Hester Court handover celebration, on the Fosters Estate in Hendon.

## FOSTERS ESTATE IN HENDON, NORTH LONDON

In July 2025, we handed over Hester Court, a newly built extra care development specialising in supporting older people living with dementia in Hendon for Barnet Council. The 75-home building was built on the Upper and Lower Fosters estate as part of a wider development programme which will deliver a total of 217 new homes.

Hester Court has 75 wheelchair-accessible one and two-bedroom apartments, with a modern design and communal areas where tenants can interact with each other. People who are over 55 and have a housing and social care need will be eligible to move in.

The extra care scheme is owned and funded by Barnet Council and will be managed by Your Choice Barnet, The Barnet Group's provider of adult care, with residents expected to start moving in Summer 2026.

Councillor Alison Moore, Cabinet Member for Adult Social Care and Health, said:

*"It's a great pleasure to be at the handover of this beautiful new building, the third extra care setting that Barnet Council and partners have built. And it really is a wonderful new facility for those who need extra care, but are not yet ready to go into a care home, enabling them to maintain independent living, but with the support they need to do that."*

*"Hester Court looks as welcoming and as high quality as many of the private settings I've visited, and I think that will be really important for those who want to come into a setting like this and know that it's going to be a really nice place to live."*

## AYLESBURY ESTATE IN SOUTHWARK, SOUTH LONDON

In June 2025, we completed Aylesbury FDS B for Southwark Council. The latest phase of new homes, known as Claris Court and Langley Court, is made up of 352 brand new council homes which are prioritised for Aylesbury Estate residents. This is part of the wider estate renewal, which is replacing poor quality and unsafe housing with new homes and community facilities.

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

*"These brand new council homes are high-quality, sustainably-designed and come with communal gardens and fantastic roof terraces with panoramic views of London. We know that new council housing can transform lives and across the First Development Site, I'm really proud that we've now delivered 581 new council homes."*

Mark Greenwood, Deputy Regional Director for Special Projects at The Hill Group, said:

*"The completion of FDS B marks a major milestone in the regeneration of the Aylesbury Estate, and we're proud to have delivered 352 high-quality, energy-efficient affordable homes in partnership with Southwark Council. The Aylesbury Estate is not just about buildings, it's about creating a thriving, sustainable community that will benefit generations to come."*

The Aylesbury Estate renewal is taking place in phases over many years and has provided 642 new council homes, 150 homes for social rent, and 45 shared ownership homes. There is also a brand new community centre, play spaces, a new library and health centre for local residents, transforming the area and providing a huge boost to the local community.

Aylesbury Estate in Southwark.





City Centre South, Coventry.

### COVENTRY CITY CENTRE SOUTH: LEGAL & GENERAL AFFORDABLE HOMES

Hill, together with Coventry City Council and the West Midlands Combined Authority, share a vision to deliver the landmark regeneration of City Centre South focusing on high-quality homes and an inclusive development that meets the needs of the whole community. Phase One of the wider £450 million regeneration will deliver 991 new homes, 8,000 sq m of commercial space and 17,000 sq m of new public open space, transforming this key site in the heart of the city.

Prioritising affordable homes as part of the development also reflects the strategic vision of Coventry City Council and the West Midlands Combined Authority, which has provided significant investment to unlock the project.

Legal & General Affordable Homes (LGAH) will acquire 200 affordable homes being delivered by Hill within the first phase of the regeneration. The homes comprise 145 for social rent and 55 for shared ownership. They will be delivered across the first four buildings of the project, prominently located at the front of the development on both Queen Victoria Road and Market Way, helping to embed tenure diversity into the heart of the masterplan from the outset.

The affordable homes have been designed to the same high standards as the wider development, with all homes benefitting from a balcony or terrace, as well as podium gardens and landscaped public squares. The project also includes rooftop green spaces, solar panels, district heating, and improved travel links.

The agreement marks the first time Hill and LGAH have worked together on a major residential development.

The first affordable homes will complete by the end of 2027.



Spon End, Coventry.

### SPON END, COVENTRY: CITIZEN

Hill is working with housing association Citizen to deliver more than 750 homes, built across three phases. Coventry City Council, Homes England and West Midlands Combined Authority (WMCA), which is chaired by the Mayor, are key partners supporting the delivery of the project.

Spon End is a huge regeneration project. To date, 158 homes have been demolished and 257 homes will be built in their place. 52 of these homes will be rent-to-buy, which are initially let at an intermediate rent of 80% of the market rent and can be later purchased. A further 205 homes will be for social rent.

These homes, which will be one, two and three-bedroom flats, are due to be completed and handed over to customers in late 2028.

Kevin Roach, Director of Regeneration at Citizen, said: *“We’ve been working hard with our partners behind the scenes over the last few years on this regeneration project, which will transform Spon End by providing more energy-efficient affordable housing, increasing the area and quality of green open space and opening up the area of the River Sherbourne. This is a major project to regenerate the area over the next 10 years, and we have worked with the community to ensure that their priorities and feedback have influenced our plans for the area.”*

Combined Homes England and the WMCA have invested £39,559,419 into this phase of the project to help deliver affordable homes in the area.

The new development will also see an increase in the amount and quality of green space and will open up the area around the River Sherbourne.

Mayor Richard Parker said: *“We must build more homes that are truly affordable, like these social rent properties at Spon End. I’ve seen how the lack of a safe, warm and secure home can blight people’s lives and hold them back from achieving their goals.”*

Kate Collins, Head of Affordable Housing Delivery at Homes England, said: *“It’s great to see work begin on the first phase of the Spon End project, which will see around 750 new homes built over the next 10 years. This is a prime example of how we work collaboratively with partners in the public and private sector to achieve our mission of building much needed new communities that people can be proud to call home.”*

### TEVIOT ESTATE, EAST LONDON: POPLAR HARCA

The hybrid planning application for the Teviot Estate regeneration was approved in July 2025. Phase One, which covers 475 homes, has been granted detailed permission, while the subsequent phases have outline approval for up to a maximum of 1,928 homes in total.

The overall development is planned to be delivered across four phases. In addition to new housing, the proposals include alterations to Langdon Park, new public squares and landscaped areas, replacement community and faith facilities (including a mosque), and upgrades to local transport routes, lighting, CCTV, and infrastructure. The first completions are projected from 2028 onwards.



Teviot Estate, East London.

## NEW ERA, HACKNEY, EAST LONDON: DOLPHIN LIVING

Dolphin Living and Hill are delivering the redevelopment of New Era in Hackney. The existing 1930s private rented accommodation will be replaced with 208 new homes and flexible retail floorspace, together with landscaped communal amenity space. Of the homes, 109 will be for sale, and 99 will be available for intermediate rent at London Living Rent (LLR) ward benchmarks and discounted-LLR.

Dolphin Living's objective as a charity is to provide homes in central London at below market rents to allow working Londoners on modest incomes to live in central boroughs close to their places of work. Residents typically include traditional key workers with jobs in healthcare, the emergency services and education, as well as those working in essential sectors of London's economy, including restaurants, hotels and theatres.

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*I'm pleased to see redevelopment progressing at New Era in Hackney, which the Mayor's Affordable Housing Programme is supporting to deliver the homes Londoners desperately need. Building high-quality, energy-efficient and affordable homes like this is a vital part of our ongoing work to build a fairer, greener, better London for everyone.*

Tom Copley, Deputy Mayor for  
Housing and Residential Development

99



New Era, Hackney.

# Investment Partnerships

We now have a total of eight investment partnerships spanning a variety of local authority and housing association partners. This structure is all the more crucial as local authorities face increasingly urgent financial challenges and seek innovative and efficient ways to deliver high volumes of high-quality housing.



Will Mellor and Ralf Little on our Perry Road site, filming their show - Will and Ralf Should Know Better.



Perry Road in Staple Tye, Harlow.



The partnership's first development on a derelict site on Perry Road in Staple Tye, completed in February 2025, comprising 24 energy-efficient council homes. The development includes four one-bedroom apartments and 20 two-bedroom apartments, with commercial space on the ground floor. Each home has access to electrical vehicle charging points. The development includes an allocation of 24 car parking spaces and 32 cycle spaces, with a further four car parking spaces and 10 cycle spaces for commercial use.

The gas-free development features photovoltaic panels installed on the roof, and heating and hot water provided via air-source heat pumps. Biodiversity is carefully managed through the planting of new trees, and there are attractively landscaped areas situated around the development.



Aylesborough Close, Arbury.



Cambridge Investment Partnership (CIP) is our longest serving investment partnership with Cambridge City Council, providing safe, sustainable housing for Cambridge. It has completed over 1,150 new homes across 23 developments so far, and will deliver another 2,000 by 2030.

### Aylesborough Close

CIP reached the major milestone of completing its 1,000th home at Aylesborough Close in Arbury in June. The development replaces 36 outdated council homes with 70 modern, low-carbon properties, showcasing CIP's commitment to high-quality, sustainable housing for local residents. With support from Homes England and One Public Estate, the Aylesborough development reflects the partnership's focus on energy efficiency, inclusivity, and community wellbeing.

### City Reach

CIP launched its latest development in South East Cambridge in February. City Reach is a collection of 84 new homes, comprising one and two-bedroom apartments and three-bedroom homes, including 45 affordable homes for the local community.

Designed with a focus on sustainable living, City Reach offers cycle-friendly routes across the city, close proximity to Cambridge Railway Station, and excellent public transport links. Each home meets ambitious environmental standards, including triple-glazed windows, EV charging points and bicycle parking for residents and their guests.

Landscaped communal gardens will weave around the homes, creating a flourishing green space to enjoy. Featuring informal lawns, tree planting, a children's play area and a central courtyard, this flexible outdoor space will also include wildflower-lined paths and raised beds for communal vegetable gardening.



East Barnwell topping out, Cambridge Investment Partnership.

### East Barnwell

In November 2025, we celebrated the topping out at East Barnwell in the Abbey ward, an important milestone in the construction of 120 new council homes. The development will also provide a variety of community facilities, including a community centre, a library, a preschool and commercial units across two phases. These facilities are designed to create an active community hub to support those living and working in the area.

The new development replaces 18 ageing flats. 48 of the new homes will be council homes, 72 will be affordable rent, available at around 80% of the local market rent and supporting local workers. Four of the new homes have been specifically designed for people with disabilities. The sustainable gas-free properties will include a mix of one, two, and three-bedroom apartments and three-bedroom maisonettes, with a strong focus on reducing carbon emissions, energy bills, and annual maintenance costs.



City Reach, Cambridge.

**Celebrating the launch of Hartmere at Eddeva Park**

The Cambridge Investment Partnership (CIP) celebrated the official launch of its Hartmere development at Eddeva Park with a stakeholder event held on 14 April. The occasion marked an important milestone in the regeneration of this emerging neighbourhood to the south of Cambridge city centre and brought together representatives from Cambridge City Council, local partners and community stakeholders.

Hartmere will provide 150 thoughtfully designed new homes, helping to meet the city's growing demand for high-quality, sustainable housing. The development comprises a mix of two to six-bedroom homes, with 40% designated as affordable housing.

Speaking at the event, Tom Hill, Managing Director at Hill, commented: ***"It is a pleasure to welcome our partners and stakeholders to celebrate the launch of Hartmere at Eddeva Park. This development represents an important step***

***in delivering much-needed new homes for Cambridge while creating a distinctive and sustainable neighbourhood that reflects the character of its surroundings."***

Ben Binns, Assistant Director of Development at Cambridge City Council, added: ***"The launch of Hartmere is another significant milestone for the Cambridge Investment Partnership and for the city as a whole. Cambridge continues to face a pressing need for new homes, particularly affordable housing, and developments like Hartmere are essential in helping to meet that demand while supporting inclusive, sustainable growth."***

The wider regeneration of Eddeva Park will also include a new community centre, play areas and additional green spaces, helping to create an environment where residents can relax, socialise and enjoy a strong sense of community living and working in the area.



Celebrating the launch of Hartmere at Eddeva Park.



Progress continues at Cambium Square, South Cambridgeshire Investment Partnership's (SCIP) development in Cambourne. The project will deliver 256 new homes, 40% of which are designated as affordable once complete. Located within the Cambourne Business Park, Cambium Square includes 72 council homes for affordable rent, 30 homes available through shared ownership, and 154 homes for private sale, helping to create a balanced, mixed-tenure community.

The 102 affordable homes will be managed by the Council and range from one-bedroom apartments to four-bedroom family homes. Sustainability is central to the development, with all the homes gas-free, featuring air-source heat pumps, photovoltaic panels and high levels of insulation.

The affordable rent homes are being built to Passivhaus principles, ensuring exceptional energy efficiency, year-round comfort and lower energy bills for residents.

Biodiversity will be increased by 20% through new trees, hedgerows and wildflowers, surpassing the national planning requirement of 10%. A new foraging route will provide a continuous traffic-free green corridor, encouraging residents to engage with nature through edible planting and informal stopping points, while promoting healthier, more connected movement between neighbourhoods.

Cambium Square will also benefit from a local amenity (a café or small shop for example), as well as children's play areas, parkland, and a vibrant market square. Whilst car-free travel will be encouraged through new pedestrian and cycle routes, with storage provided for over 800 bicycles, electric vehicle charging stations are also included in the plans.

SCIP was established to deliver high-quality sustainable homes and generate income from private home sales, which can be reinvested into public services.



Cambium Square, South Cambridgeshire.



Elmstead, Wokingham.

## Sovereign Hill Partnership

### Elmstead, Wokingham

Elmstead is a new residential development in Wokingham being delivered by the Sovereign Hill Partnership (SHP), an equal partnership between Hill and Sovereign Network Group (SNG). Offering a collection of high-quality family homes set within a rich natural landscape, Elmstead will provide two, three and four-bedroom homes, which combine contemporary living with a strong connection to the outdoors.

Launched in March 2026, Elmstead blends effortlessly into its peaceful rural surroundings. Designed with families in mind, it offers excellent transport links while preserving a calm, village-like feel. Each home has been finished to a high standard, balancing beautiful design with family-friendly practicality.

Sustainability is seamlessly integrated, with air-source heat pumps and photovoltaic panels providing renewable energy. The development adopts a 'Fabric First' approach, prioritising superior insulation and advanced construction methods to deliver long-term efficiency and reduced energy demand.

Lisa Moran, Sales and Marketing Director at SNG, comments: ***"We're proud to be working in partnership with The Hill Group to deliver these much-needed homes at Elmstead. By combining our expertise and commitment, our strong working relationship will be key in delivering high-quality homes that will have a lasting impact on the Wokingham community."***

### Buckskin and South Ham, Basingstoke

The regeneration of the Buckskin and South Ham estates in Basingstoke town centre is a key focus for SHP. Engagement with residents and stakeholders is ongoing, including a programme of events held in February 2026 to announce the first phase of regeneration at Pinkerton Road and initial pilot homes for the refurbishment programme. Pinkerton Road comprises two sites that will provide a high-quality residential development of a mix of houses and apartments, prioritising affordable homes.

Alongside this, proposals are being developed at Camrose to deliver much-needed affordable housing on vacant, previously developed land.

Looking ahead, the masterplan is continuing to evolve and work is underway to bring forward a new mixed-use local centre, which will provide a range of amenities and services to support both existing and future residents.



Tom Hill and Cllr Sally Symington.



Hill and Dacorum Borough Council announced the formation of a new long-term investment partnership aimed at increasing the delivery of affordable homes and bringing forward significant regeneration across the borough. Its first investment Plan was approved by Cabinet in February 2026.

Dacorum Investment Partnership (DIP) is an equal investment and decision-making collaboration between the Council and Hill, to increase the supply of affordable housing, realise strategic town centre and neighbourhood regeneration sites, and secure long-term income streams for the Council.

DIP's Investment Plan sets out a coordinated development programme approved in February 2026, across the borough, identifying priority sites and establishing a clear framework for progressing development in a structured and efficient manner.

A central focus of the partnership will be to support the regeneration of Hemel Hempstead town centre into a thriving cultural, commercial and residential hub. The partnership will also progress sites across the borough, maximising opportunities for affordable housing and mixed-use regeneration. Three council-owned sites in Hemel Hempstead have been prioritised. Collectively, they offer opportunities to deliver new homes, support regeneration, and contribute to the ongoing revitalisation of the town centre and surrounding neighbourhoods.

The partnership will invest in community initiatives, promote inclusive and accessible design, encourage walking and cycling, and deliver environmental benefits, such as improved green spaces and increased biodiversity. Together, these commitments will help ensure the partnership delivers not just new homes, but lasting benefits for communities across Dacorum.

Each development will deliver wider benefits for the local community through the partnership's social value plan. This includes creating apprenticeships, training and employment opportunities for local people, working with local schools, colleges, and employment providers, and supporting local businesses wherever possible.

Cllr Sally Symington, Leader of Dacorum Borough Council, said: ***"The new Dacorum Investment Partnership is a groundbreaking initiative for us as a Council. It's an exciting opportunity to work in partnership to develop affordable housing and bring vital regeneration to the borough. Through the collaboration, we aim to identify key potential sites for future development to deliver new homes, commercial spaces, and essential infrastructure. It provides an approach to involve the private sector at an early stage to leverage their expertise from the outset."***



Progress Investment Partnership (PIP), our partnership with housing association bpha, submitted a full planning application in January to redevelop the former Robert Bruce School in Kempston near Bedford.

The proposals will deliver 105 new homes, comprising a mix of one to four-bedroom houses and apartments, helping to meet local housing needs. The plans include 32 affordable homes to support a diverse and inclusive community and will comprise 25 one to four-bedroom properties for affordable rent and seven two- and three-bedroom shared ownership homes. They will also create a desirable new residential neighbourhood with green spaces, play areas, and footpaths linking to the Kempston Riverside Path and the Great Ouse.

A key feature of the proposals is a central landscaped park, which will incorporate existing mature trees, a designated play area and biodiversity and nature enhancements. Tree-lined streets and generous areas of public open space will be woven throughout the development, creating an attractive, high-quality environment for residents and the wider community.

PIP has been established to accelerate the delivery of more than 1,000 new sustainable homes across bpha's operating areas, including Bedfordshire, Cambridgeshire, Oxfordshire, Buckinghamshire and Milton Keynes. The partnership benefits from bpha's expertise in providing and managing over 20,000 homes and Hill's expertise in placemaking, building high-quality homes and its track record in establishing positive, strategic relationships. Both organisations share decision making and invest equally in providing fully affordable and mixed-tenure developments.

### SUPPLY CHAIN PARTNERS

Our trusted expert supply chain partners support us in the delivery of high standards across all aspects of our delivery. Long-term relationships are based on collaboration, trust and transparency. We invest in long-term partnerships and many of our suppliers have been with us for over a decade. We support them by ensuring timely payments, helping to ease cash flow and navigate periods of economic pressure.



Supply chain contractor at East Barnwell.

# Build-to-Rent partner of choice

With four major Build-to-Rent (BTR) deals complete since we entered the market in 2024, and more in the pipeline, our objective is to be the multi-family BTR partner of choice.

In the 2025 calendar year, we completed landmark transactions totalling £145 million and started work on 469 BTR homes, positioning Hill among the most active and credible entrants to the sector.



Our first major deal in the BTR space was a landmark partnership with Lloyds Living, securing forward funding for 269 rented homes at our Nexus site in Stevenage, with the final building due to complete in 2026. Last year we also announced a £116m forward funding deal with Goodstone Living, as part of a joint venture with Peabody to deliver 360 rented homes at Dagenham Green in London; one of the year's largest BTR transactions and recognised as London's most affordable BTR offer, broadening access to high-quality rental homes. This transaction accounted for 60% of London's BTR starts in 2025.

We announced a £40m forward-sale deal with Invesco Real Estate in November, for two low-rise suburban apartment buildings at our flagship Marleigh Park development in Cambridge. Cambridge remains one of the most under supplied rental markets in the UK, with a limited BTR pipeline and strong, sustained demand. The first building delivered 32 apartments (completed at the end of 2025), while the second, comprising 77 apartments, is due for handover in summer 2026.



BTR building at Dagenham Green.



Nexus in Stevenage will provide 269 BTR homes.

In March 2026, we completed a £21m forward commitment with MARK Capital Management for 63 apartments at Lampton Parkside in Hounslow. Part of a 780-home masterplan, the development prioritises good-quality homes, connectivity and green space, driving operational efficiency, affordability and delivering an excellent resident experience.

BTR has been key to our planning approach since late 2022, particularly for large-scale urban regeneration projects. By embedding BTR as part of our strategy for delivering mixed-tenure homes, we can accelerate development on large-scale residential sites and with renters generally occupying developments more quickly than

homeowners, these deals mean we can make early investments into the infrastructure, public amenities and commercial spaces that mixed-used developments require. This in turn brings vibrancy and economy to new neighbourhoods from the outset, supporting the sustainable creation of a thriving community.

Our growing BTR portfolio is testament to our reliability and efficiency as a construction partner, and to the high quality and specification of the homes we build across tenures. As developments grow larger and the government pushes for faster delivery, BTR has a strong place in our strategy and we're seeing growing demand for a single-family product in new towns and beyond.



Topping out ceremony for the BTR buildings at Dagenham Green.

Iliya Blazic, Chief Executive Officer of Goodstone Living, said:

*"We are committed to creating sustainable communities where residents can thrive, and this project reflects our focus on providing attainable rental housing with a tailored resident proposition, excellent transport connectivity, a mixture of functional, usable amenity space, all operated within an efficient and integrated management platform."*

# Investing for future generations

Large-scale, long-term strategic land opportunities are essential to Hill's evolving growth strategy. They reflect our investment in increasingly complex developments that shape vibrant new places where people love to live.

Our established track record includes a growing national portfolio of strategic sites where we will act as master developer, enabling us to deliver thousands of homes and supporting physical and social infrastructure. Larger sites allow projects to be phased over time with a mix of housing tenures. These developments have also enabled our geographical expansion.

Our dedicated strategic land and planning team has doubled in size over the past three years. They manage our long-term pipeline of projects to ensure flexible delivery models and timescales that work for landowners and other stakeholders.



Our dedicated strategic land and planning team has doubled in size over the past three years.

The past year has seen one of the most significant periods of planning reform in recent history.

Proposed changes to the NPPF, enactment of the Planning and Infrastructure Act, proposals for the Greater Cambridge Development Corporation, Local Plan reforms and numerous consultations on planning fees and committees, housing delivery, infrastructure and environmental regulation all point in the same direction: accelerating housing and economic growth, unlocking infrastructure investment and reducing barriers to development.

The proposed changes to the NPPF are particularly notable, signalling a more supportive approach to development in sustainable locations, especially sites in close proximity to well-connected stations. While it will take time for the various reforms to bed in and deliver tangible results, the direction of travel is clear. If implemented successfully, they will create one of the most favourable planning policy environments since the NPPF was first introduced.

10,000+ HOMES IN PLANNING

Strategic Land

**181** **1,390**

Granted / Resolution to Grant

Pending applications

Development

**6,681** **1,859**

Granted / Resolution to Grant

Pending applications

Combined total

**6,862** **3,249**

Granted / Resolution to Grant

Pending applications

**Total 10,111**

WORKING WITH HILL

Landowners partner with Hill for our tailored approach to deal structuring and proven delivery of projects spanning all sizes.

We work alongside legacy landowners to achieve mutually beneficial outcomes, and we prioritise placemaking and community building to deliver sustainable developments that benefit local people and economies. Our dedicated team invests in every stage of the project lifecycle, ensuring each site's potential is maximised.



We are increasingly investing in large-scale, complex sites.

## WELHAM GREEN, HERTFORDSHIRE

On the edge of Welham Green and close to Welwyn Garden City, this site extends 2.7 hectares. The project demonstrates how proactive promotion of the local plan can successfully unlock development opportunities on Green belt land. Working closely with the Council and local stakeholders, Hill designed a development of 64 homes in a low-density environment befitting its countryside location, while addressing the acute need for family housing in the Welwyn Hatfield area.

The land was acquired after securing a locally determined planning consent in September 2025. The development will offer a village-style layout of winding streets and landscaped open spaces with a strong sense of place. It will deliver low-rise two to

four-bedroom homes, comprising 42 private sale and 22 homes for affordable housing, carefully arranged around an integrated green space and a fully equipped play area to support family living.

Sustainability will be embedded throughout the development, with features including air-source heat pumps and EV charging points to promote energy efficiency and low-carbon living. Each home will benefit from dedicated parking and private outdoor space.

Construction is scheduled to start in summer 2026 and the first phase of homes is expected to complete in spring 2027.



Welham Green, Hertfordshire.



## KIDLINGTON, OXFORDSHIRE

This 4.3 hectare site was granted detailed planning permission in November 2025 and the land was acquired under terms agreed with landowner the City of Oxford Charity.

As well as 96 mixed-tenure homes, the development will offer formal and informal sports and play areas, providing new facilities for the local community. As part of the planning agreement, Hill will also donate half a hectare of land to the local parish council, enabling the extension of the local cemetery, a key piece of community infrastructure that will support Kidlington's long-term needs.

The development will deliver 50% affordable housing, including one and two-bedroom apartments as well as two, three and four-bedroom houses, delivered through a combination of shared ownership and affordable rent. Private-sale houses will range from two to five-bedroom, designed to meet the needs of a broad range of purchasers. New homes will be delivered from Q3 2026.

**KINGS LANGLEY, HERTFORDSHIRE**

We secured planning permission to build 150 new homes on the edge of Kingsley Langley village in September 2025. The approved plans set out a landscape-led vision for the area, with a wide mix of homes ranging from one to five bedrooms, half of which will be affordable housing.

Designed to foster a strong connection with the natural environment, the development will feature extensive green and community spaces, including woodland walks, pastoral meadows, and ponds that will provide wetland habitats, contributing to an overall biodiversity net gain of at least 10 percent.

At the heart of the development will be The Farmstead, a new education and community hub including growing spaces, therapy and sensory gardens.

The school will run activities at The Farmstead, with Sunnyside Rural Trust, a local charity that supports adults with learning disabilities.

**LARGE-SCALE PROJECTS IN OUR STRATEGIC LAND PIPELINE INCLUDE:**

**Six Mile Bottom, Cambridgeshire**  
4,250 homes

**Hatton, Warwickshire**  
5,250 homes

**Andrewsfield, Essex**  
3,500 homes

**Hinxton, Cambridgeshire**  
3,000 homes

**North Uttlesford, Essex**  
3,500 homes

*A varied portfolio meeting local need*

Alongside our strategic land programme, development in other locations continues at pace.

**GRAY'S LANE, NORTH HERTFORDSHIRE**

We acquired a new site on Gray's Lane in Hitchin, located immediately south of Hill's adjacent development on Lucas Lane where construction commenced in summer 2025.

The site has full planning permission for 47 homes, including a mix of private sale and affordable homes (40% allocation) to meet local housing needs.

The development is expected to launch in summer 2026, with the first occupations planned for the end of 2026.

**ICKLEFORD MILL, NORTH HERTFORDSHIRE**

Ickleford Mill is a 9.17-acre brownfield site near Hitchin with a gross development value of £33m. Vacant for several years, it offers an excellent opportunity to deliver much-needed, quality homes and transform a redundant and neglected site.

We have submitted proposals for 56 new homes, with 40% to be allocated for affordable rent and shared ownership and comprising one and two-bedroom apartments, and two, three and four-bedroom houses. The private sale homes will be two to five-bedroom family homes, responding to local demand.

**STAPLEFORD ABBOTTS, ESSEX**

We secured planning permission to deliver 42 new homes on Oak Hill Road, on the edge of Stapleford Abbots. The site is allocated for residential development in the Epping Forest Local Plan.

Our plan updates a previous planning permission, incorporating improved designs and layout shaped by local consultations, to create an attractive place to live that blends seamlessly with the existing village. The plans include 40% affordable housing, comprising affordable rent and shared ownership homes.

Designed for a wide range of purchasers, the private sale homes will range from three to five bedrooms and include private gardens, parking and cycle storage. Work began in early 2026 with completion anticipated by early 2028.



Stapleford Abbots, Essex.

TAKELEY, ESSEX

Hill's 16-acre site at Parsonage Road in Takeley has a gross development value of £50 million and will deliver a high-quality residential community of 108 homes. To align with the housing needs of Uttlesford District Council, Hill replaced an existing reserved matters consent for a 66-bedroom care home, identified as surplus to local requirements, with additional housing.

40% of the development will be affordable housing, comprising one and two-bedroom apartments, and two to four-bedroom houses for affordable rent and shared ownership. The development will also offer a range of two to five-bedroom houses for private sale.

Environmental features will include fabric-first construction, air-source heat pumps, EV charging points, cycle storage, and private or shared outdoor space.

Construction for the project is due to start in the summer of 2026, with first completions expected during Q3 2027.



Takeley, Essex.

### LEADING INDUSTRY CHANGE IN BUILDING SAFETY

We believe that the Building Safety Act 2022 is an important opportunity to shape and improve fire safety for generations to come. This regime change was unprecedented in its scope, scale and speed of implementation and at Hill, we have set industry-leading internal building safety policies and procedures.

We were one of the inaugural Building a Safer Future Charter Champions, leading the way in driving building safety culture change in the industry. We have also provided active involvement and support to the government and the new Building Safety Regulator (BSR). The construction of residential developments in the capital is at historic lows, making productive collaboration more crucial than it has ever been and putting immense pressure on the BSR to ensure timely processing. Against this backdrop, our presence in London continues to increase.



New Era Estate redevelopment, Hackney – a Dolphin Living project delivered in partnership with The Hill Group.



# *A leading industry voice*

The housing sector faces a huge challenge in bridging the gap between ambitious targets and actual delivery.

We welcome the plans to get Britain building, but funding and policy reforms alone will not achieve this. Now is the moment for industry and government to work together and turn ambition into action.

In 2025 we embarked on a strategic programme to strengthen our position as a leading industry voice and to advocate for real and practical progress, engaging closely with political stakeholders on a local, regional and national scale.

Hill's Parliamentary Dinner at the House of Commons.

**PROGRESS THROUGH PARTNERSHIP**

Our inaugural parliamentary dinner, hosted at the House of Commons in June, was the first Hill event of its kind, designed to bring together political and sector leaders to discuss how we can address industry barriers.

Attended by 30 senior leaders, including local authorities and registered providers, the event was chaired by Greg Hill with speeches from Florence Eshalomi MP, Chair of the Housing Select Committee, Dan Tomlinson MP, the Exchequer Secretary (HM Treasury), and Chris Curtis MP, Milton Keynes North. The evening proved an effective format for targeted introductions as well as an opportunity to strengthen and reconnect with existing relationships.

In addition, joined by an influential group of leaders and cabinet members from London boroughs, senior industry figures and housing sector partners, we hosted a roundtable at the iconic Gherkin building in November. With Jules Pipe CBE, Deputy Mayor of London for Planning, Regeneration and the Fire Service, joining as a guest speaker, the discussion focused on an ambitious challenge: how can partnerships unlock the delivery of more affordable homes in London?

Our agenda addressed unblocking red tape, leveraging current support measures and creating the right partnerships needed to deliver at pace. A clear theme was the crucial role of long-term, outcome-driven partnerships in achieving London's housing ambitions, and attendees agreed on the importance of strategic, future-proof planning. The collective insight was clear. To unlock the homes Londoners need requires greater flexibility, stronger partnerships and targeted policy reform.



Matthew Pennycook MP visits Canalside Quarter.



Hill hosted a roundtable at the Gherkin with guest speaker Jules Pipe CBE, Deputy Mayor of London for Planning.

In 2025, around two-thirds of the homes we delivered were affordable or social housing, demonstrating our commitment to advocating these targets.

A key challenge is deliverability. New rules are set to mandate that 50% of any sizeable Grey/Green Belt development must be affordable housing, with no room for viability arguments. While it highlights the urgency of the housing crisis – with over 1.2m people on social housing waiting lists – it also raises concerns. Affordable housing is more costly to build than homes for outright sale, and the financial burden is exacerbated by increasing infrastructure, environmental and regulatory requirements.

We believe that strategic partnerships are essential to delivering large-scale affordable-led housing developments and our bespoke investment partnership model brings significant commercial and financial benefits to councils while unlocking much-needed housing supply.

We are calling on the government to support Grey and Green Belt land release and provide enabling funds for major regeneration sites, particularly brownfield land, which is often more complex and costly to develop but offers significant potential for housing delivery. We urge strategic leads in local authorities and regional metropolitan areas to engage with us in partnership opportunities to unlock land, drive investment, and ensure sustainable housing delivery.

**SUPPORTING THE GOVERNMENT AGENDA**

In May 2025, Andy Hill met with Joanne Key MP, Director General for Regeneration, Housing and Planning, and her Ministry of Housing, Communities and Local Government colleague Melanie Montanari, at Kew Bridge Rise in Brentford to discuss Hill's role in the delivery of new communities.

Minister of State for Housing and Planning Matthew Pennycook MP also visited Marleigh Park in Cambridge and Canalside Quarter in Oxford, flagship developments that play a key role in the wider delivery of the Oxford-Cambridge Growth Corridor and the Government's goals for the UK's innovation economy.

Canalside Quarter is the first residential phase of the new Oxford North innovation district and is providing much-needed sustainable homes in the centre of this key strategic location. As part of

the Oxford North masterplan, it will also be a key catalyst for unlocking future growth. During his visit, which coincided with National Apprenticeship Week 2025, the minister met apprentices Jamie Conway and Charlie McPhee. Hill is calling on the Government to mandate strategic and new town developments comprising over 2,000 homes to include the delivery of local apprenticeship training hubs, future proofing the construction supply chain.

During the visit to Marleigh Park, Mr Pennycook toured the site with the Leader of Cambridge City Council, the Leader of South Cambridgeshire District Council, and senior representatives from Hill, seeing first-hand how Marleigh Park has evolved into a vibrant and inclusive community. The visit coincided with the annual Innovate Cambridge Summit, during which Government funding for a new Cambridge Innovation Hub was announced.

# Team Hill

Team Hill is 1,000 people strong. Housebuilding remains a desirable career path for a wide variety of people with different skills and interests, and we're proud not only to recruit and retain the best talent at a senior level, but to shape the next generation.

Our commitment to nurturing talent remains a priority even during challenging economic times, through learning and development of new and existing staff across our team, as well as mentoring, team-building and professional accreditation and training.



Trainee Graduation Dinner 2025, hosted at Searcys at the Gherkin, London.



Winners – Best Talent and Recruitment Strategy award.

### AWARD-WINNING TALENT AND RECRUITMENT STRATEGY

We were proud to win the award for Best Talent and Recruitment Strategy at the 2025 Engage Awards, which recognises organisations that lead the way in creating engaged, motivated and high-performing workplaces. This was a proud moment for our HR team, whose innovation and commitment has set a new benchmark in our industry.

*“The judges were deeply impressed by this submission, which has an impact across people, society, and business. With a clear strategy and values embedded throughout, The Hill Group has set a new standard in talent and recruitment – particularly in an industry facing skills shortages. They stood out for their long-term approach to development, combining excellent training, retention, and tangible results. Truly inspiring and pace-setting.”*

We were particularly pleased to welcome another impressive cohort of 29 trainees this year, to our Management Trainee Scheme. More than 25% of our current workforce have progressed via this future talent programme.

This degree-level apprenticeship offers an ‘earn while you learn’ opportunity for our trainees, providing them with real-world experience alongside a fully funded degree qualification, with no student debt at the end of the course and an accelerated career route.



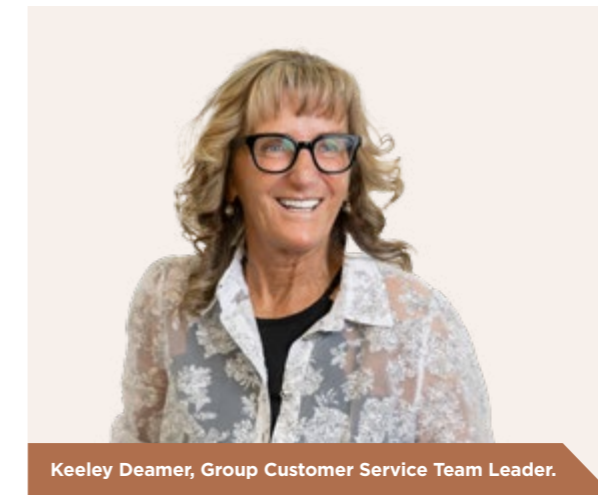
Graduate trainee 2025 intake.

### ADDRESSING THE GENDER PAY GAP IN CONSTRUCTION

We are playing an influential role in advocating for change in the gender pay gap in housebuilding. There has been a shift in the distribution of senior roles at Hill, while our Women’s Ambassadors Network creates a space for women to connect and support one another.

Through mentoring, events and open conversations, the network helps foster a supportive and inclusive culture where everyone can thrive, with male colleagues encouraged to act as allies and champions.

In addition, the Home Builders Federation and several leading housebuilders work collaboratively to design, deliver and fund an insight programme for women from diverse backgrounds interested in exploring a career as a construction site manager. The programme aims to raise, educate and attract a previously untapped talent pool, helping to address the skills shortage and improve diversity.



Keeley Deamer, Group Customer Service Team Leader.

Keeley Deamer joined Hill 12 years ago as a Customer Service Coordinator and has since progressed to Customer Service Team Leader. She leads and motivates her team, making sure processes are followed, delivering a five-star service to customers, and training new starters. Through hands-on learning, mentoring and training opportunities, she developed her skills and confidence, taking on greater responsibility as the department evolved. She was recently recognised with a Hill Values in Action award for Impact for delivering a new training process and playing a pivotal role in Hill’s largest management trainee intake in 2024.

*“I continue to work at Hill because I value the company’s principles and values. Hill has created an environment where different perspectives are valued. When women can see clear growth routes, feel supported through different life stages, and are encouraged to contribute meaningfully, it creates the foundation for sustainable and fulfilling careers.”*



Eloise Judd, Assistant Technical Coordinator.

Since joining Hill in September 2021 through the Management Trainee Scheme, Eloise Judd has progressed from Trainee to Assistant Technical Coordinator in the London region. From coordinating design packages to managing handover documentation, she plays a key part in ensuring developments progress smoothly from concept to completion. Highlights of her journey so far include being awarded Hill’s First Year Trainee of the Year in 2022 and receiving a Hill Hero award in 2025. Her experience demonstrates Hill’s commitment to celebrating talent and creating opportunities for progression.

*“The culture at Hill is very collaborative. Cooperation and teamwork have supported my growth by strengthening my problem-solving abilities. Working with different people across the project teams has helped me analyse challenges from multiple angles.”*

**CELEBRATING OUR TEAM – FROM TRAINEES TO RETIREES**

Over 130 members of Team Hill came together in October to celebrate our 2025 Trainee of the Year Awards. The evening recognised the incredible achievements of our management trainees and the dedication they’ve shown over the past year. Seven individuals received special recognition for their outstanding performance.

Hill recognises the importance of acknowledging its longest serving employees through its 10 and 20-year clubs, hosting an annual dinner for all those that have worked for the business for a decade or more. Retirements are also celebrated – the team downs tools and gathers in Fawkes at Gunpowder Hill HQ for a speech from Andy Hill to bid retirees farewell and present gifts.



2025 Trainee of the Year Awards.

**STRENGTHENING TEAM HILL**

We appointed Helen Rieman as Business Growth Director, a newly created role designed to support our plans for expansion and strengthening our partnership approach to development. Helen is focusing on securing and building long-term partnerships with Local Authorities, Housing Associations and other public sector bodies, and she brings a wealth of expertise spanning consultancy and delivery roles, with over 20 years of experience in the residential development sector. She has a proven track record in leading large-scale, affordable-led regeneration projects and forging successful public-private partnerships.

We also promoted Matt Wilson to Group Technical Director. Having joined Hill in 2008 as a Technical Co-ordinator, Matt has already spent over 17 years with the company. Most recently, he held the position of Technical Manager for the Eastern Region, where he was responsible for design and technical compliance across all residential developments in that area. In his new role, Matt will lead technical functions, making sure that all development plans align with current and forthcoming legislation. Matt supports the delivery of our new five-year business plan, and delivers efficiencies through standardised approaches to development and contributes to the land acquisition strategy.



Helen Rieman, Business Growth Director.



Matt Wilson, Group Technical Director.



Family Fun Day.



Hill Easter Egg Hunt.



Summer Party.



We presented Neil Scallan, Monopoly memorabilia collector, with a Hill-branded monopoly board to add to his Guinness World Record-holding collection.

**A BUSY SOCIAL CALENDAR**

We reinforce the importance of team-building and fun, too. This year:

- Our Easter celebration saw our head office filled with joy and laughter, as it was transformed into a one-stop bonanza for all the family, with balloon animals and a giant Easter bunny, as well as a bouncy castle, petting zoo and games.
- The sun shone on our annual summer party in July, which took place at the vibrant Roof East in Stratford. The rooftop bar was buzzing with energy as colleagues came together to unwind and connect outside of work.
- Our marketing team created a fantastic Hill-branded version of Monopoly, which was gifted to all employees at Christmas.

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