



Social Value Strategy 2025/30

Focused on building communities and place

Building Stronger Communities Together

At The Hill Group, we believe our developments should deliver more than just homes — they should contribute to a more inclusive, prosperous, and connected society.

Our 2025–2030 Social Value Strategy builds on what has been established and delivered from our 2020–2025 Strategy and sets out a clear roadmap to achieve lasting positive impact through collaboration, innovation, and commitment to people and place.



Local family-run independent store Green Nest at Knights Park, Cambridge.



Summer funfair at Marleigh Park, Cambridge.

THREE STRATEGIC PILLARS

We've evolved from four previous themes to three focused, people-centric 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.

These three areas provide a strong foundation for a post 2025 social value strategy that focuses on inclusivity, economic equity, and community well-being with an emphasis on creating lasting, positive social impact.

Our strategy supports:

- The UK Government's commitment to building 1.5 million homes by 2030.
- The Procurement Act 2023, embedding social, economic, and environmental benefits into public procurement.

And will demonstrate through the delivery of Hill's projects how we can positively contribute to societal outcomes beyond the build including the local community, economy and environment.

1



INCLUSIVE OPPORTUNITIES FOR ALL

Ambitions to 2030

1

Achieve 1,000 apprenticeships across all projects directly with Hill or through our supply chain partners

2

Engage and support 200 candidates from underrepresented groups such as care leavers, veterans or ex-offenders in structured employability or work placement programmes

3

Deliver 30 youth led initiatives, empowering young people to lead, influence and actively participate in decisions that impact their neighbourhoods

4

Deliver 10,000 hours of careers advice and guidance for the unemployed

Ensuring that all stakeholders, particularly under-represented or marginalised groups are actively engaged in the housing development process, with a focus on inclusion, diversity and equal opportunities.

EMPLOYMENT & SKILLS

- 7.5% apprenticeship target on all projects, and support SME's in our supply chain to provide apprentice opportunities through levy sharing & other initiatives
- Recruitment under-represented groups including women, ethnic minorities, and individuals with disabilities including providing supported internships to support the transition to employment
- Continue targeted outreach to groups often excluded from traditional job markets including the ROTL programme and expanding it to the prison release scheme.
- As a signed-up business to the Care Leavers Covenant, we will deliver bespoke employability initiatives, provide work placements & a contact for care experienced young people to find out about opportunities at Hill & our supply chain
- Engaging with those who are (or at risk of) Not in Education, Employment or Training (NEETs) and long-term unemployed individuals, as well as under-employed people providing them with tailored support to enter the construction sector.
- T-Levels & targeted careers information advice and guidance to engage young people into the industry, with a particular focus on those who are at risk of becoming NEET.

Case study:

The site team at Ivy Lane, a project in the Western region, worked with community interest company (CIC) Evergreen to provide an individual from HMP Spring Hill with a traffic marshal role. Here's what he had to say about his job opportunity:

"I'm lucky that my work allows me to leave the prison and keep active and busy, I get to visit home through the month and have some free time. During my time in prison I have worked, attended courses and furthered my education. I actually gained my Gas and Heating qualifications through the prison. When I moved to HMP Spring Hill I found this role advertised and applied for it, the process was quick and I started work within a couple of weeks. Luckily at the time there were various roles available but this one stood out and I'm grateful for the opportunity."



Traffic Marshall Toni, released on temporary licence.

YOUTH & MENTAL HEALTH

- Partnering with youth organisations (beyond schools & colleges) to deliver programmes that improve mental health in young people.
- Initiatives like homework clubs, mentoring, and intergenerational engagement to reduce the feeling of isolation and loneliness across the community.
- Increase engagement and support of SEND (special educational needs and disability) schools.
- Provide supported internships to help SEND young people to access employment.

PARTNERSHIPS WITH COMMUNITY ORGANISATIONS

- Work with Community Partners and Voluntary, Charities & Social Enterprises (VCSE's) to continue to identify and address barriers to employment for marginalised communities, including pre-employment training, skills support, and tailored careers information, advice & guidance.

PROMOTING DIVERSITY IN THE SUPPLY CHAIN

- Ensure that our supply chain is inclusive, encouraging suppliers and contractors from diverse backgrounds and those that promote sustainable and ethical practices.
- Provide business support, mentoring and capacity-building for small and local businesses, with a focus, where possible on those led by underrepresented groups, to ensure they can compete for contracts.
- Focus in increasing local spend around our projects, engagement beyond Meet the Buyer events.

Case study:

Supporting Apprenticeship Retention through Levy Funding

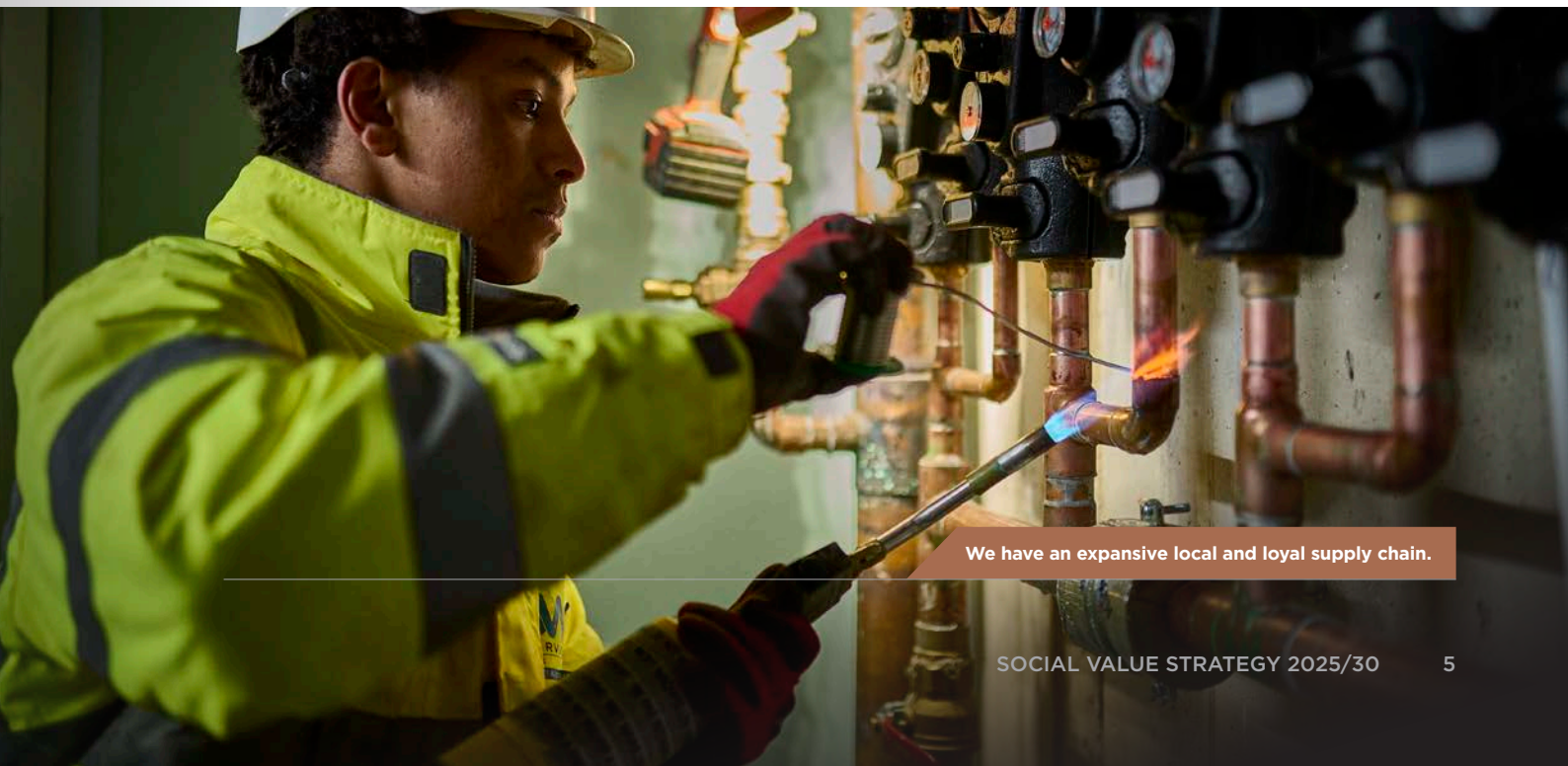
We provided essential funding to retain two apprentices with subcontractors Lee Marley. Harry Laing-Ross and Paulo Puglisi were at risk of being displaced because they lacked an allocated levy donor; we provided two £13,000 levy funding transfers which meant they could continue their training and career development.

Chantelle Horton, Early Careers Programme Manager, said:

"With limited funds within our levy, we urgently needed to secure a levy transfer for two of our bricklaying apprentices and this was required within a short time frame. The Hill Group agreed to assist both our apprentices and were super efficient in arranging for the funds to be made available. We are extremely grateful for the help received which fully funded both our apprentices, enabling their training and investment in skills development."



North Gate Park, Haringey.



We have an expansive local and loyal supply chain.



To create high-quality living spaces that align with local area plan requirements, offering inclusive and equitable housing solutions. This development aims to foster economic opportunity and enhance social mobility for all by including:

Case study:

Kew Bridge Rise: Building a Legacy for Brentford

Hill donated a new sensory pod to Green Dragon school in Brentford. Kew Bridge Rise is transforming a former brownfield site in Brentford into a sustainable new community. Developed by Hill and L&Q, the tenure-blind project will deliver 441 homes - 50% affordable through shared ownership and rent. It includes a public square, nursery and commercial space, contributing to the wider Brentford regeneration.

A dedicated Social Value Manager, Salma Khan, works alongside the London Borough of Hounslow and 'Work Hounslow' to deliver job placements, mentoring and education outreach. So far, 24 people have started job placements on site (the job starts target was 22). 14 of these were for underrepresented groups. All labourers and welfare cleaners are locally hired and retained for the duration of the project.

To date, Hill has spent over £33 million with local suppliers, significantly exceeding its £21 million local spend target. The team prioritises local procurement and community involvement throughout construction.

The team also actively supports local causes, raising over £2,500 last Christmas for the local foodbank and continuing efforts to tackle homelessness through ongoing fundraising. The development won Community Project of the Year at the Built Environment Inclusion and Social Value Awards (BPIC).



T-Level Placements

T-level placements give students the required time needed to complete their T-Level qualification. Several students have progressed to successfully apply for our management trainee programme creating a pipeline of future talent from college through to employment.

Case study:

Archie Owens is one of these candidates. He'd like to complete a degree apprenticeship in Construction Management with Hill, studying and undertaking a work placement at the same time. He says:

"The Design, Surveying and Planning for Construction T-Level is very comprehensive, but there is only so much you can learn from textbooks and diagrams. By being on a placement, I have been able to witness firsthand how things are done. I have always had support and the opportunity to ask many questions."

LOCAL ECONOMIC IMPACT

- Prioritising MSMEs and VCSEs in our supply chain.
- Mentorship for social enterprises and small businesses.
- Identifying potential opportunities to support business start-ups, through incubator spaces and peppercorn rent rates.

INCREASED SOCIAL MOBILITY

- Engaging with young people through schools with higher levels of pupil premium & free school meals, providing careers guidance and offering work placements.
- Expand on existing mentoring programmes with young people such as One Million Mentors and The Diana Award targeting those who are at risk of becoming NEET, and schools with higher percentage of free school meals & pupil premium.
- Measuring and reporting Hill's social mobility will ensure it remains a focus, reflecting the inclusive employment & training routes.
- Real Living Wage accreditation by 2030.

3



COMMUNITY AT THE HEART

Ambitions to 2030

1

Deliver 150 community events across projects

2

Support 300 local initiatives through targeted grant funding or in-kind support

3

Reduce social isolation among residents by engaging 500 residents locally to our projects through digital inclusion sessions, befriending initiatives & intergenerational activities

4

20,000 hours of volunteering in partnerships with local organisations or resident-driven projects to enhance the community

EFFECTIVE RESIDENT ENGAGEMENT

- Keeping residents at the heart of what we do, host a 'Meet the Developer / Contractor' meeting at the commencement of every project encouraging the residents to understanding the development in more detail & the team on site including Social Value & Community Manager (SVCN) & Site Management.
- A single point of communication for local residents with a dedicated SVCN allocated to the project, ensuring continuity of communication throughout the build fostering relationships with key local stakeholders and residents.
- Provide an online development page with an overview of the project, progress photo and key information for residents along with online newsletters, copies of which will also be displayed around site.
- Establish periodic meetings with residents to provide verbal updates, gain feedback, understand local needs and requirements.
- Develop partnerships with local organisations to help deliver social value that the local community can benefit from. Support for local initiatives or resident-driven projects to enhance the community.

Case study:

Hill 'Kindness Shops' Support 570 Households in Winter To mark World Kindness Day, our team united in support of 10 local communities across London, Harlow, Cambridge and Oxford. Staff volunteered 239 hours to host 'kindness shop' events, offering a wide range of donated goods to those in need, in exchange for a pledge of kindness that will benefit their community. Thanks to the generosity of our partners and donors, we collected over £10,000 worth of items, all of which went directly to support local residents. This initiative reflects our ongoing commitment to creating not only quality homes, but meaningful social value in every community we serve.

Lampton Parkside, Holifest celebrations.



Murals at St Richard's Primary school, close to Hill's Ham Close project in Richmond.

HEALTH AND WELL-BEING INITIATIVES



Promote physical and mental health through accessible, inclusive design—such as green roofs, communal gardens, and outdoor spaces. Partner with local health providers to offer fitness classes, mental health support, and wellness check-ups. Encourage community greening projects and intergenerational engagement through green social prescribing.

DIGITAL CONNECTIVITY AND SOCIAL INCLUSION



Include high-speed internet as standard to support digital inclusion. Continue initiatives like Techie Tea Parties for older and vulnerable residents. Expand digital training workshops to cover AI tools for personal and professional use. Support shared device access through donations to schools, libraries, and community groups.

COMMUNITY ENGAGEMENT AND VOLUNTEERING



Work with community partners and residents to create volunteering programmes beyond Hill's commitment broadening ownership to ensure legacy beyond the build & community pride.

Increase befriending programmes, intergenerational mentoring to combat issues such as loneliness and isolation not just in elderly communities but those who lack support networks including care leavers, prison leavers and asylum seekers / refugees.

Case study:

Free Cycle Lessons in Redbridge

We partnered with Cycle Sisters to deliver a series of free lesson in Redbridge for women to develop their cycle skills and confidence. The initiative breaks down barriers to cycling and encourages women from diverse backgrounds to embrace the activity and be part of a cycle-friendly community. 10 sessions were delivered to 22 people who had cycled less than once in the six months before the programme; 100% said they were likely to continue cycling after the programme ended.

One participant said:

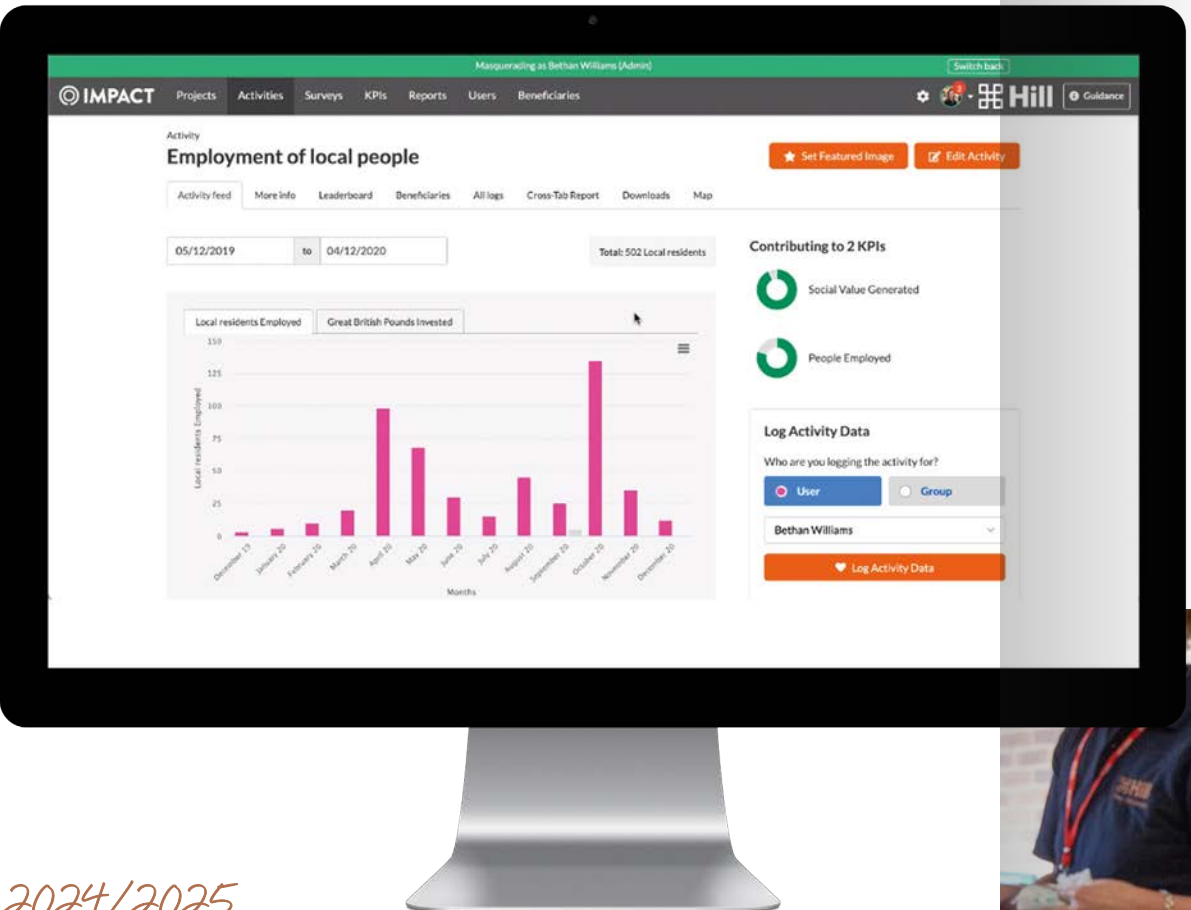
"I've gone from not being able to even balance on a bike to cycling solo on roads in a few months. My physical and mental health has improved so much since taking up cycling, and Cycle Sisters is such a warm and friendly community. Cycling has changed my life."



MEASURING OUR IMPACT

We use the Impact Reporting tool to track both qualitative and quantitative outcomes. This includes:

- Apprenticeships, employment, and diversity metrics.
- Community participation and satisfaction.
- Supply chain engagement and local spending.
- KPI's and targets set across all three themes to measure ongoing performance & delivery.
- Transparency through annually published ESG reports.



Social value in numbers: 2024/2025



COLLABORATION WITH OUR SUPPLY CHAIN

We work closely with our supply chain partners to amplify social value through:

- Social value offers required for contracts over £1 million providing the opportunity for our supply chain to offer commitments & innovation to align with our social value strategy.
- Agreed apprenticeship targets for every contract addressing future skills needs.
- Social value targets based on contract size, maximising opportunities for delivery.
- Training and events for continuous development.

LOOKING AHEAD

By 2030, we aim to lead the industry in delivering social value through housing. Through meaningful collaboration, measurable impact, and a deep commitment to communities, we are building more than homes — we are building opportunity, resilience, and pride.

For more information, please contact:
Social Value & Community Team
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Poppy making workshop at Cranbrook Church of England primary school in Kent.

hill.co.uk



Hill Group UK



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