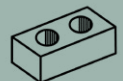


Built By Us

Making Impact

Social Impact Report

2022



built by us



Contents

Introduction – Who we are	4
Foreword – Looking back at 2022	5
Our beneficiaries	6
Our programmes	8
Impact and experiences	12
Consultancy	16
Advocacy	19
Acknowledgements	20

A world built for all, by all.

“*Our mission is growing diversity and inclusion in the built environment sector.*”

Built By Us is an award-winning built environment social enterprise committed to building a better and more inclusive world, since 2016.

We do this by sharing our knowledge and expertise in mentoring programmes, sponsorship, business consultancy, and deep active listening.

We speak up for those who are ‘othered’ in the built environment industry by creating accessible mentoring programmes, changing team cultures and growing diverse leadership. By accepting that the playing field is not level, we allow people to be heard.

We look for the best in emerging talent and invest in the future of our industry. We draw out talent and ambition from our mentees, connect them with carefully chosen mentors and support them as they collaborate to discover solutions.

Built By Us was founded by architect Danna Walker, in response to the exclusionary nature of the construction sector. Built By Us seeks to make change, by nurturing students, professionals, founders and MDs to achieve their ambitions and make a mark in the world.

Construction is an industry that starts every job with a blank piece of paper and draws collaborative teams together who want to build something amazing. At Built By Us, we ask: how can we help you to make this world a better place?



“*Collaboration and connection provide opportunities for the unheard to take their seat at the table.*”

Looking back at 2022

2022 saw a slow emergence from the confines of the Covid-19 pandemic, and a continuation of our successful Build and Shape programmes which started in 2021.

Throughout 2022 we had 104 participants across our Fluid and Shape programmes, and 147 participants in our Build programme. We delivered 1,908 hours of mentoring, bringing us to a grand total of 9,864 hours of mentoring under the Built by Us programmes since we began in 2016.

The longer-term shift to more flexible working, in the wake of the pandemic, has had benefits for some of our beneficiaries, who had previously faced significant barriers from inflexible systems. We see this new flexibility as facilitating a more inclusive work culture, and potentially a more level playing field for those disadvantaged by traditional work structures. However, according to [Timewise](#), construction remains an industry with some of the least flexibility in work arrangements.

2022 in numbers

251

programme participants

2022 saw the development of our Shape programme, aimed at founders and leaders, which we will continue to grow. We will be giving more focus to it, in the knowledge that it can be a powerful catalyst for even wider change: if we can get more diverse founders and leaders that are innovating in the industry, they can then employ more diverse and innovative people, leading to a positive ripple effect.

1908

mentoring hours

At Built By Us we continue to ensure that our programmes are accessible and of value to people. We are responsive to beneficiaries’ needs, and look to match people’s intentions and aspirations.

We are so pleased to share this report with you as it reflects the work and commitment of our amazing allies, volunteers and the Built By Us team. We hope that you continue to follow the work we are doing in the future.

— **Danna Walker**
Founder | CEO – Built By Us



Supporting Diverse Talent

Our beneficiaries

Our mentoring programmes prioritise those who face intersectional and systemic barriers to inclusion and success, including:

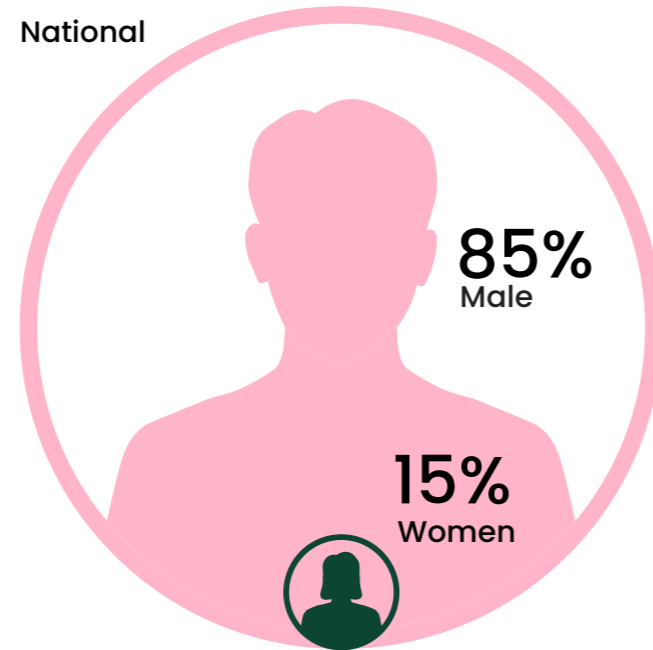
- Women
- People from Black and minority ethnic backgrounds
- Disabled people
- LGBTQIA+ people
- People who face socio-economic disadvantages

Gender

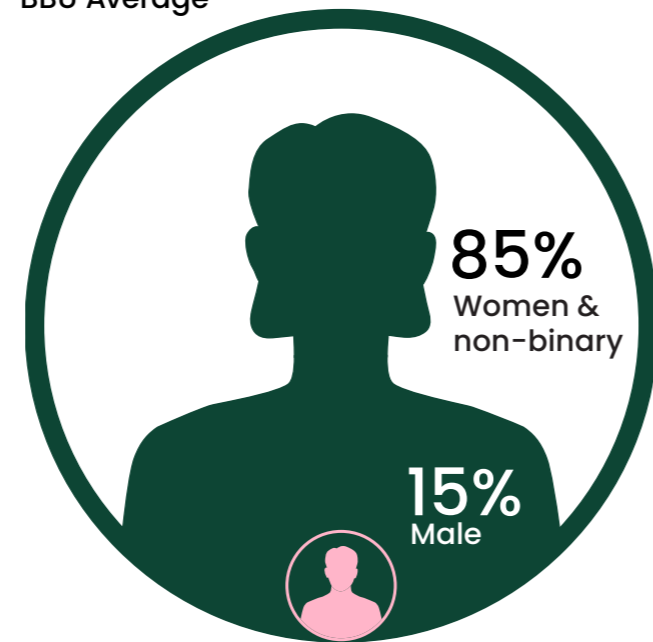
According to data from the Office of National Statistics (ONS), women account for only 15% of the construction workforce in the UK.

In the BBU programmes in 2022, women and non-binary people made up around 85% of beneficiaries.

National



BBU Average



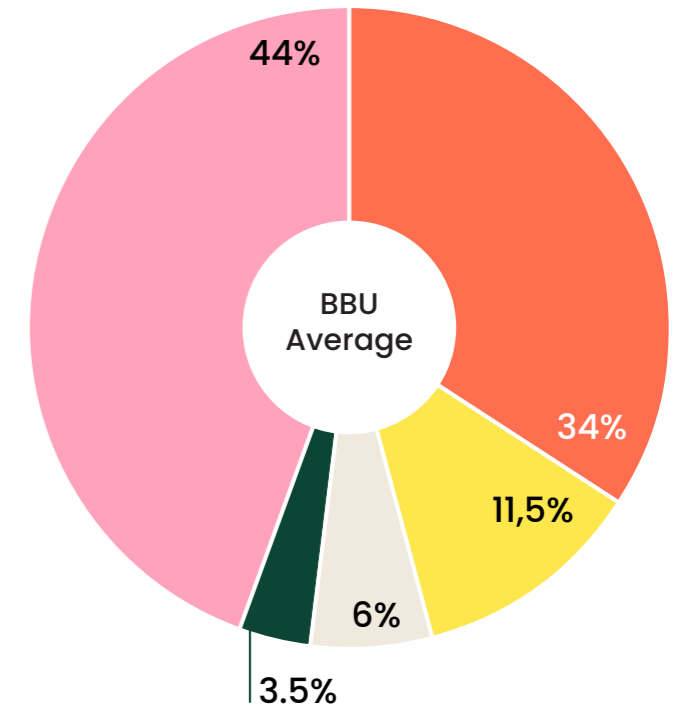
Supporting Diverse Talent

Ethnic Origin

The huge majority of workers in the UK construction sector – around 90.5%, according to the Office of National Statistics (ONS) – is White, with Black, Asian and minority ethnic populations only making up 9.5% of the workforce.

Conversely, 56% of BBU programme beneficiaries in 2022 identified as Black or minority ethnic, with the following breakdown:

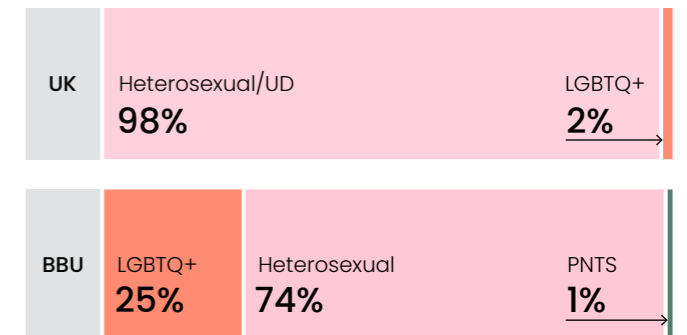
- 34% were from Black British/African/Caribbean/other backgrounds
- 11.5% were of Asian/Asian British
- 6% were of Mixed or multiple heritage
- 3.5% were from other ethnic groups
- 44% were White/British/European



Sexual Orientation

Across the UK construction sector, around 2% of industry professionals are part of the LGBTQ+ community, according to a survey from the Construction Industry Council.

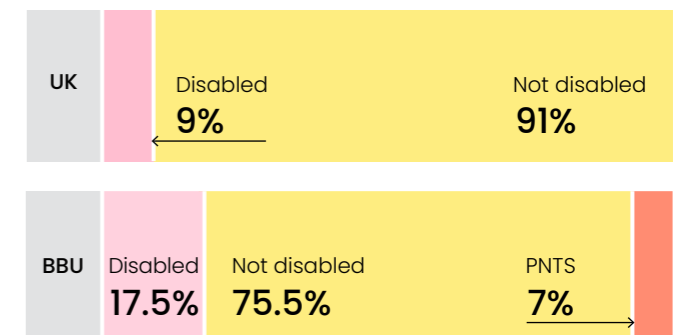
In 2022, around 25% of BBU beneficiaries identified as LGBTQ+.



Disability

According to a 2017 Labour Force Survey by the ONS, about 9% of workers in the UK construction sector are disabled.

In the 2022 BBU programmes, 17.5% of beneficiaries were disabled.



2022

Build

147

participants

Fluid

86

participants

Shape

18

participants



What is Build?

Build is a series of events that provides career support and information for students and professionals wanting to learn essential skills at the outset of their career, or at a moment of career change. Through the themed events, BBU and its network share knowledge and experience for successful job hunting, CV creation, portfolios and more.

Who is Build for?

Build seeks to provide accessible employment support for those preparing to gain work experience, training, an apprenticeship, a new job or making a career change. It is for those in education, the unemployed or underemployed.



Build in 2022

The programme started in 2021 as a series of online events, and in 2022 continued its success.

147

participants

The programme included:

- Overcoming Imposter Syndrome, with speaker and engineer Yemi Penn
- Love Your Career – Design Your Future, with BBU founder Danna Walker
- Developing Your Personal Brand, with communications consultant Julia Nicholls
- Preparing Your CV and Portfolio, with architect Tringa Kelmendi
- Balancing Caring & Career, with HR consultant Mimie Wallace, architect Natasha Bennett, and design champion Helen Goodwin (BBU alumni)
- Launch of Studio Social event series in partnership with Surface Matter, with architectural Neal Shasore



What is Fluid?

Founded in 2012 by Danna Walker, the Fluid Diversity Mentoring Programme is an award-winning built environment leadership programme. Working with diverse cohorts, Fluid addresses barriers to diversity and inclusion.

Who is Fluid for?

Fluid connects volunteer mentors and mentees from across the built environment industry. The mentees who apply to take part have a wide range of experiences, skills and talents.

The programme requires a full 12-month commitment from mentees and mentors, with a monthly time commitment of approximately 3 hours face-to-face. BBU interviews, trains and match-makes every partnership. Each mentor/mentee pairing is evaluated at the beginning and end of the programme.

Our mentors and mentees gain a huge amount from taking part in the Fluid programme, gaining from opportunities to build their networks, expand their leadership skills, and gain in confidence.

Fluid in 2022

86

participants

1,548

mentoring hours

2022 was the 10-year anniversary of the Fluid programme. We were able to increase the number of pairings and support more people, which reflected higher demand for mentoring as we transitioned from the pandemic to a new normal.

BBU Blog May 2022

Why does the fight for social justice so often focus on bathrooms?



What is Shape?

Shape is a series of workshops run by subject experts which provide valuable information and insights into the most important aspects of starting a business.

The Shape programme comprises two distinct parts: training and mentoring. In the first 6-month stage, mentees engage through expert sessions alongside monthly mentoring. The monthly sessions enable the mentees to dig deeper into why they want to start and run their own organisation. Through a combination of pre-work and live sessions, mentees are guided through topics such as different business structures, how to price services, through to wellbeing and marketing. In the second stage, mentees then explore and articulate the ideas they have formulated.

Who is Shape for?

This programme is for early-stage entrepreneurs who are in the process of starting up or within two years of going live with their business plan. Mentees are different ages and at stages of their careers; they need the tools and the spark to realise their vision. Whether that's building new public sector community housing, or starting a niche creative agency. This programme has been created to support budding and new founders in construction and the built environment.

Shape in 2022

18

participants

360

mentoring hours

Our beneficiaries joined the programme with projects and businesses spanning low-carbon architecture, waste upcycling and digital support hubs.

We were delighted to have the continued support of [Surface Matter](#), a specialist in innovative finishing materials, as partners and sponsors along with [Unltd](#), funders and investors for social enterprises.

We are looking forward to our continued work with our allies to support more amazing budding and founding entrepreneurs, who bring diverse perspectives and leadership to the sector.



As a result of our 2022 programmes, our mentees told us they:

- Got new jobs or promotions they wanted
- Got places on higher education courses
- Founded companies
- Gained new connections
- Felt better about their place in the construction and built environment sector (69.2% of our Fluid mentee respondents said they now feel great, better than before)
- Overcame fears and anxieties
- Grew their confidence

“
I genuinely feel more hopeful, thanks to my mentor who has guided me along the way and has been of great support.”

“
I am feeling positive about my career progression and feel like I now have the tools to be more confident and ambitious with what I want to achieve in my work.”

“
My mentor has given me an understanding of how to go about achieving my goals, building a network and finding my place in the built environment.”

“
It has been a journey of self-discovery and affirmation that I am a better professional than I thought. I have learned to communicate better, how much I can influence others, and my confidence has improved. All of this has helped me understand that I can create change.”

“
Through the BBU sessions I have understood how I can influence others. The chance to reflect on my progress and my skills within the safe environment of BBU has allowed me to realise my potential and raised my confidence. All of these combined have given me the tools to push for the change I want at work, but also out of work.”



Diane Pilon

What I needed, and what I think most people from minority communities need, is simply support to build confidence and break through mental barriers. That is ultimately what my mentor helped me to do. She helped me to be kind to myself, and look for pathways to gain experience in the field. And what was most awesome of all is that she never gave up on me and was very patient. This was a stark contrast to what I experienced at school.

My experience from beginning to end was very positive. It brought new life and new energy into my passion for design. It helped me understand what I want and how to get it. After every meeting, my mentor gave me homework, she helped me with CAD questions and gave me lots of resources on time management, building confidence, and helped me to look at my challenges with positivity and do things on my own. So, no matter where you are in your design journey, from aspiring to currently working, I highly recommend this programme. A more diverse design community improves the entire world to address life's unique challenges.



Laura Whiting

The Shape mentoring project came at a really important time for me. During the pandemic I thought a lot about what values were important and how I want to practice. The mentoring gave me time to clarify these, and the confidence to make stronger decisions going forward.

Being connected to a cohort of other professionals was really supportive too. For those who have taken an untraditional route in their careers – or are still working this out – the process was made a whole lot less isolating being surrounded by supportive, encouraging and imaginative people. I'll certainly keep connected to the BBU network, and I see it as crucial to building solidarity between underrepresented practitioners.

Our 2022 mentors told us the experience had:

- Left them feeling fulfilled and hopeful
- Progressed their career
- Been an honour
- Added social value to their practice
- Built their confidence
- Improved their empathy and listening skills
- One set up a diversity and inclusion group in their office as a result

“

It has been very fulfilling to help someone who's on their way to becoming an architect. I can see my mentee's positive professional development. She feels more confident, her work is exciting and insightful. It makes me hopeful that the next generation of designers will be more diverse and inclusive.

“

My confidence has increased through mentoring others



Maliha Haque

The opportunity to mentor is an enlightening process for both on a personal and professional level. It was an absolute honour and pleasure to participate in the Fluid programme as a mentor.

I was paired with a young woman at the start of her career seeking to work out her next career move. I couldn't ask for a better match as I saw so much of myself in her when I was younger. I thank the organisers dearly as I have now made a long-term connection – I cannot wait to see where her next steps take her. I implore everyone to join Fluid and explore what the programme offers once you are matched with your mentee. I can only describe it as a great experience and a wonderful journey.



Katie Fisher

Being able to work with my mentee has been fantastic. We've had really interesting conversations and it's been a privilege to see her grow in confidence and be a part of her journey.

Creating space for different voices to be heard is one way of making the built environment more equitable. I think that it's really difficult to be confident in such a white male-dominated industry. It's not easy to believe that your differences are a superpower, a different perspective or experience is a strength!

Built By Us is on a mission to grow diversity and inclusion. Our consultancy work focuses on the following key areas of tailor-made support for built environment organisations:

- **Equity, Equality Diversity and Inclusion (EEDI) Learning Workshops**
We run bespoke sessions for forward-thinking organisations working in the built environment sector seeking to address EEDI internally and externally.
- **Inclusive Leadership learning workshops**
These sessions support organisations' senior teams in exploring and understanding EEDI from a personal and strategic perspective.
- **EDI Strategy Development**
BBU believes that inclusion requires action. We work with influential organisations to help them to develop policies and plans to make meaningful change and increase Social Value.
- **Talent Matching**
BBU provides a talent board of curated opportunities for those seeking voluntary, training or work placements and offers guidance and support to organisations seeking diverse talent.
- **Inclusive Recruitment Training**
We work with organisations' in-house recruitment teams, helping them to understand how to address bias in recruitment processes and how to attract more diverse talent.

In 2022:

98.5

hours of training
(18% increase from 2021)

40

Supported people into work or training via the BBU Marketplace

Supported **EPR Architects** and **Bennetts Associates** in releasing their Diversity and Inclusion Action Plans



BENNETTS ASSOCIATES

Jade Chau & Jennifer Ford

Danna worked directly with us on forming our Inclusion Strategy, helping us understand where we could make a difference. She did an analysis of the practice, where we are at, what we are currently doing and what we need to do, and gave us a guideline framework to work on. She also delivered non-bias training to the entire practice, including management.

That training helped people have an understanding of the bias we may carry with us, how that might change the way we treat people we work with. There was something nice about being told it's ok to talk about uncomfortable things, to make mistakes and learn from them. BBU helped us break down barriers, to feel more comfortable, to talk about things we never knew how to tread.

The non-bias training also impacted our recruitment policy, looking at how we can make changes right from the very start, even reviewing CVs onwards. We are being very aware of trying to diversify our staff.

We've been making small tweaks that make a huge difference. We have added pronouns to our emails, we are recording everyone's name pronunciations. We changed a working policy to allow people to change out the Easter bank holiday for another religious bank holiday they felt was more important to them. People from other faiths have felt that they are being seen.

We also have a prayer space now. It's not that the office culture wasn't inclusive before, but the work with BBU helped drive our values forward – it gave us the best practice of where we want to go and that extra nudge where you might be lacking some kind of knowledge or skill gap.

Bringing in an external consultant was really important as well. We could have done things internally, but we needed BBU to analyse our data and business plan, tell us what was and wasn't working, and give us a list of improvements. Hearing that externally gave more impetus when you're advising management what needs to change. BBU has been at the forefront of making that change, and backing us.

We don't see it as a tick box exercise – it goes beyond the training. it will be a continuous growth.

What we learned from the process was very helpful. Danna has the right approach to a subject that is really difficult to a lot of people. That empathy is really important. Her approach was spot on and they were really enjoyable sessions.





Stephanie Sinden & Maxine Campbell

Our EDI group decided to get Danna in to help us get a mentoring programme together. She gave mentoring training which we found really helpful. She highlighted things we should be aware of, and was really good at outlining how to set goals and measure them.

Danna's communication was really empowering: she's able to articulate things that aren't necessarily simple or easy to get across, in a way that others can understand. It enables you to approach difficult conversations.

The programme is now in its first year, and about 50 people are involved, including mentors and mentees. We were really pleased with how many people wished to take part. It's a safe space where staff can speak to people across different parts of the office. It helps form relationships so that they can have a more organic support system in place for any issues that might arise.

The level of engagement has increased, with staff feeling we are actively looking at ways to help. It's still early stages, and a work in progress, but we have a good foundation to move forward.

Danna also spoke with the practice partners about inclusive leadership. They found it beneficial and interesting. Knowing that management trusted Danna enough to invite her to work with them – it's a really big step for us.

Bringing in external help such as Danna is really helpful because it formalises what we are trying to work on. It's not just something on the side; it's something that management is committed to delivering. The conversation has more weight.

There's been a noticeable increase in discussions from the partner group about culture. They have been trying to put things in place to energise and reactivate the office culture. Things are looking up.

Key to our mission to grow diversity and inclusion, we 'call out' and 'call in' the wider construction community through thought leadership, partnership and public engagement.

In 2022, BBU founder Danna Walker:

- Joined the new Skills for a Sustainable Skyline taskforce set up by the City of London Corporation to explore ways to fill construction skills gaps
- Participated in Construction News' Inspiring Women in Construction and Engineering event
- Spoke at, and helped consult on, the Gender Inclusive Cities event at Jacobs
- Spoke at the Architecture and Race Forum event about EDI Strategy, action planning and strategy for practices
- Spoke at Open City's Accelerate programme training for mentors, which aims to attract more young and diverse talent in the architecture profession
- Helped judge The Pineapples, an award programme organised by The Developer and Design Council to celebrate great places
- Helped judge the Construction News Workforce Awards, which celebrate the people striving to make the construction industry a great place to work

Press:

- Satish Jassal, a Fluid mentor, wrote about the transformative impact of mentoring and the benefits of the Built By Us Fluid programme, for Building Design
- Danna Walker was quoted in a piece about the Inspiring Women in Construction and Engineering event, in the New Civil Engineer

The Pineapples

Unique awards that celebrate places that thrive, where people want to live, work, play, shop or learn.

Awards judge
Danna Walker
Founder/CEO
Built By Us

Festival of Place: The Pineapples digital event
23-27 May

In-person awards party:
6 July

Register now at: www.thepineapples.co.uk



Acknowledgements

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Mentor Volunteers | Shape & FLUID 2022

Shape:

Alexander Sarafian
Mayura Chandekar
Rob Mawson
Susie Dimond
James Allison
Christopher Bradley
Karen Pinckney

FLUID:

Bianca LauraLatini
Jade Lau
Katie Fisher
Maliha Haque
Jack Penford Baker
Marianna Janowicz
Emily Carmichael
Neha Tayal
Raynee De Zoysa
Lilli Hoikka
Deborah Bookman
Neha Tayal
Candice Moore
Claire Das Bhaumik
Eleanor Figueiredo
Daniel Marmot
Yana Nanovska
Tom Selby
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Helen Goodwin
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Anna Nikolaidou
Patrizia Abbruzzese
Sophie Mayer
Satish Jassal
Cristina Lanz Azcarate
Antonia Blege
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Ming Cheng
Priya Martin
Sam Rogozinski
Joanne Preston
Karen Fugle
Alex Surguladze
Helen Goodwin
Lilly Ingleby
Amrita Raja

—

School of Social Entrepreneurs
Construction News
Francesca Perry
Unltd, Surface Matter
Bennetts Associates
RHSP
Mimie Wallace
Julia Nicholls
Natasha Bennet
Helen Goodwin
Neal Shasore
Yemi Penn
Tringa Kelmendi
Satish Jassal
Christine Murray

All of our wonderful clients





A world built for all, by all.

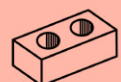


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