



Making social action part of life for all young people



Inspiring and enabling youth social action

**Perspectives from business**

A practical guide by employers for employers

This guide draws together the advice and just a few best practice examples from businesses across the UK.

The #iwill campaign aims to make social action the norm for young people aged 10-20, irrespective of background or geography. Social action can take many forms, from fundraising and volunteering, to service in the community and campaigning. Young people who undertake regular and meaningful social action in service of their communities benefit from the development of skills, confidence and other essential qualities to lead fulfilling lives. Communities also benefit from the difference young people make. Businesses benefit from having young people in the employment market with more rounded skills and experiences to draw upon in work. The wider benefits to the UK include improved social mobility, social cohesion and community understanding.

We hope the guide inspires you to get involved with the #iwill campaign or to do even more if you are already providing opportunities for social action. Please let us know if you have any case studies you would like us to showcase on our website [www.iwill.org.uk](http://www.iwill.org.uk), by contacting [hello@stepuptoserve.org.uk](mailto:hello@stepuptoserve.org.uk)

## Foreword

### The Business Perspective - CBI

At the CBI we are hugely supportive of the #iwill campaign. Having the right attitudes and aptitudes for work is a key consideration for employers when looking to give young people their first step on the career ladder.

We know that businesses want to hire more young people, but ask any local business leader and they will probably express concerns that young people are leaving school without many of the attributes they need for working life.

By giving young people the chance to take part in social action and voluntary work, we can equip them with the skills they need to succeed in work and in life. They can develop early leadership skills and learn quickly to take responsibility for making a difference. Our local communities benefit from their time, energy and skills and by getting involved, young people become more rounded and grounded young citizens.

For business, the benefits are obvious. Social action can help young people develop the skills that businesses need. Some of this can of course be provided by schools, but it can be more powerful when the work is supported by businesses. Business recognises this too, with around three quarters of employers we surveyed having links with schools and colleges.

I know that many businesses already contribute, but businesses can do more by creating a culture of social action. We need all business leaders to champion the value of social action on platforms and in meetings, and to talk about its benefits with their employees and supply chains, so it becomes part and parcel of the way we do business.

The benefits for business are clear, so let's get behind it.

Paul Drechsler  
President, CBI

### Team London - the Mayor of London's volunteering programme

The Mayor of London is passionate about volunteering and believes that youth social action is a great way for young people to build the skills they need for life. Volunteering and taking part in social action helps them to develop their confidence, gain experience and build the leadership and communication skills they need to fulfil their potential. It's also a great way for them to build connections with fellow citizens from different backgrounds and to give back to their local communities.

We are delighted to have a network of over 100 businesses who are pledging to support youth social action. This network is recognising the value of social action when they are recruiting young people. They are also giving their staff time off each year to volunteer.

A number of businesses believe in the power of volunteering so much that they are partnering with the Mayor on HeadStart London. This programme is addressing the challenges of youth unemployment and social segregation. Delivered in partnership with The Challenge, HeadStart London is supporting the social mobility of a diverse group of 16-18 year olds by developing their life skills through volunteering in communities and through employability workshops. As part of the programme, the young people are also being given the opportunity to interview for paid work experience placements or entry level roles with business partners.

By providing young people with the opportunities to connect to their community and build life skills through social action, we are helping them to become active citizens and fulfil their potential. This is opening up London's opportunities to all. It is also helping businesses to nurture the young and skilled talent they need to grow and is strengthening their bonds with the communities they serve.

The benefits are evident for both young people and businesses. It's time to get involved.

Matthew Ryder  
Deputy Mayor for Social Integration, Social Mobility and Community Engagement.

### A young person's perspective

If it wasn't for businesses supporting youth social action, I wouldn't be where I am today – one of the youngest charity Chief Executives to lead an organisation and to receive Her Majesty the Queen's Award for Voluntary Service.

When I set up Greater Manchester-based youth charity Xplode Magazine in 2011, it was one of the #iwill campaign's Business Pioneers, O2, that gave me the initial funding and support to make my dreams a reality.

O2's Think Big programme gave me the motivation and drive, at 15 years old, to change my community with not just funding but a mentor too, and when I saw business backing me, I felt an unparalleled amount of trust and belief propelled into me. I'm a huge believer that confidence delivers change and I developed so much self-confidence to help me give other young people an opportunity to develop their life skills.

I think it's hugely important for businesses to support youth social action because it's supporting the future. It's ensuring sustainability in the workforce, it's helping future employees and employers – **young people may be 20% of the population, but they're 100% of our future** and that's how it should be seen.

The business case is simple and there's research to back it up – you can engage current and future customers to boost reputation. I buy from



companies who are seen to make a difference in my community. Talent retention is also affected: I'm proud to work for radio stations in the North West who actively promote social action, and when I've searched for new opportunities, I'm more likely to go to an organisation that has done great work in the community.

Many young people who I work with go to jobs for experience, but often get turned down owing to a lack of it, which begs the question: are we doing enough to support young people? And are we missing vital opportunities for young people to contribute to social integration and build a better future? By supporting youth social action and fostering that culture of social action, we're all winners.

Saeed Atcha  
Young Trustee, Step Up To Serve and Founding CEO at Xplode Magazine

### #iwill fact

**67%** of employers reported that entry-level candidates who have voluntary experience demonstrate more employability skills including teamwork, communication & community understanding (CIPD, 2015)

### Step Up To Serve

Without a doubt, building more inclusive and purposeful communities is among the most pressing challenges facing the UK, and at the #iwill campaign, we believe that social action could make an important difference to the pace, scale and sustainability of change. Young people have a role to play in this and more than ever before they are ready to embrace the challenge. Businesses play a vital role in recognising and encouraging this behaviour and facilitating opportunities.

Youth unemployment is one of the biggest issues facing our society and disturbingly, **the unemployment rate for young people is at least double that of the rest of the population** (24.8% of 16-17 year olds, 11.1% of 18-24 year olds, 4.8% of all people over 16 at March 2017).

There are jobs available but many young people are unable to access them and too often, young people are caught in a catch-22 situation of not being able to get a job because they don't have experience and not being able to get experience because they don't have a job.

There is also a social mobility dimension: who you know and where you live have a significant impact on the employment opportunities available. Young people living in some of the most disadvantaged areas and attending schools with high proportions of pupils from low-income families face huge challenges trying to get into work and accessing work experience opportunities.

And yet, young people are more ready than ever before to take an active part in improving their communities, while at the same time helping those around them and developing skills for life. We know that young people want to shape the society in which they live – they just need the opportunity to get involved and encouragement to participate fully and meaningfully. **Businesses have a role to play in providing opportunities and in supporting others to do so.**

We know that, first and foremost, employers want young people with resilience, enthusiasm, good communication skills and creativity, not academic ability alone. Along with the campaign's Business Pioneers – British Gas, BITC, CIPD, Chime, CBI, EDF Energy, Heathrow, Linklaters, National Grid, O2, PwC, Sky and Team London – we believe that social action enables young people to fulfil their potential. Helping them to participate benefits businesses and communities alike, by increasing civic participation, strengthening engagement in education and improving work-readiness.

Businesses who work closely with schools, colleges, and voluntary sector providers find it easier than you might expect to develop opportunities for young people. Working with others locally is often key to maximising impact and value both for the business and for the community.

We also know that getting involved in high-quality **youth social action helps develop precisely the kinds of attributes and skills that all businesses are looking for**. Add to this that such participation has a positive impact on the communities in which these young people live, and you have a genuine 'double benefit'. This is why we are calling on employers to recognise the value of youth social action in their business.

Once young people know that employers value youth social action, more will take part and more will develop the skills employers are looking for. So please do read this guide and consider whether your organisation can commit to helping our young people realise their potential.

Charlotte Hill  
Chief Executive Officer, Step Up To Serve



## Why should business care about youth social action?

Creating more cohesive communities is vital for business success. We need to engage young people and strengthen links across cultures, faiths and generations through volunteering and social action to strengthen society. Evidence demonstrates the positive impact youth social action can have on an individual's attitudes towards their community and wider society, including in terms of positively affecting their views of and engagement with volunteering. We also know that social action improves well-being, creating more rounded and resilient citizens of the future.

We need an ongoing supply of volunteers to support our charity and voluntary sector and increasingly, our health service, or more of the burden of this cost will fall to business.

Many employers struggle to recruit young people with the right skills and attributes, and this is made even harder by the limited access to quality work experience placements and part-time work. Young people often struggle to develop and demonstrate the necessary experience that employers are looking for, and also fail to see the value of skills development through social action or volunteering.

In a recent CIPD survey, two thirds of employers reported that young people with volunteering experience demonstrated better employability skills. But if young people aren't encouraged to share their social action experience during the recruitment process, employers risk failing to identify and recruit these talented young people.

High youth unemployment has become a long term, structural element of the UK economy. Even now, 40% of all unemployed people in the UK are under the age of 25. Without jobs, we're wasting the energy and talent of these young people, as well as missing out on their spending power – neither of which create the climate needed for business and our economy to flourish. The very attributes that employers say they need and that young people lack are those best developed through social action opportunities.

Supporting youth social action therefore provides a range of very real benefits for employers:

- **Better new recruits:** Young people who have taken part in social action have already developed many of the skills needed to be successful in the workplace. Asking about social action experience during recruitment enables employers to uncover these skills
- **Attracting the best talent:** for many young people it is important that their employer has values with which they can identify. Supporting youth social action allows businesses to show their commitment to young people and to supporting and serving communities. It can help businesses to differentiate themselves as an employer that young people aspire to work for
- **Cost-effective learning and development:** building social action into training and development is a cost-effective way to provide younger employees with opportunities to develop the skills that will enable them to progress within the business and contribute more fully to business growth
- **Reputation:** supporting youth social action can give businesses an opportunity to demonstrate their commitment to corporate social responsibility (CSR), connect them more closely to local communities, and enhance their brand and reputation



## Case Study 1 - Working with schools

### EDF Energy – Engaging with schools and colleges to promote the benefits of social action

“It’s a chance to connect and bring positive change to communities, and to grow confidence and employability skills in young people – everyone wins”  
*Darren Towers, EDF Energy*

The Pod, EDF Energy’s award-winning education programme, is an interactive website for teachers, community group leaders and children. It provides free, curriculum-linked resources on energy, science, sustainability and social action and runs national campaigns to empower and inspire young people throughout the year.

As part of the Pod, EDF Energy created a ‘Helping Hands’ campaign. The youth volunteering campaign helps students understand social action, identify an issue they want to make a difference on, and plan and promote their project. It provides a space to share their impact and inspire others too. Nearly 1,000 schools and other groups are now taking part.

The Pod website provides materials to help schools support and inspire their students. EDF Energy has also provided certificates and medals to recognise students’ achievements.

**Top tip:** Use every opportunity to tell young people, parents and teachers that businesses value youth social action experience and make it easy for them to get involved.

#### Practical actions

- Use the #iwill tools to explain the benefits of youth social action to business
- Champion social action with education leaders, supply chain partners and employees
- Talk about the value of youth social action at careers fairs and other events
- Share the highs and lows of people’s experience so everyone can learn from these

Link:

<http://jointhepod.org/campaigns/campaign/49>

### #iwill fact

**85%** of employers said they prioritise character & attitude over academic results  
(CBI & Pearson, 2015)

## Case Study 2 - Recruitment

### CIPD – Embedding social action into your recruitment processes

“We believe that there is a strong case for social action to be integrated into organisations’ people development and resourcing strategies. By failing to uncover candidates’ experience of social action during the recruitment process, employers could be missing out on enthusiastic individuals who have precisely the types of employability skills organisations tell us they need and struggle to find.”

*Katherine Garrett, CIPD*

#### Embedding social action into your recruitment processes – CIPD

CIPD is the professional body for HR and people development. Their 2015 guide for employers, *Unlock New Talent*, outlines the business case for integrating social action into recruitment and provides case studies from organisations that are benefiting from this approach. The guide makes 15 key recommendations for recruitment to entry level positions based on best practice examples from a range of employers.

**Top tip:** Make sure that your organisation’s website highlights why you value social action and encourages candidates to mention it during the recruitment process.

#### Practical actions

- Keep job adverts simple and make it clear that you value social action
- Consider whether entry level candidates really need to have traditional work experience or specific qualifications, especially if they can demonstrate skills through their involvement in social action
- Provide clear guidance on the process and what you are looking for, highlighting that you value social action
- Ask broader questions at interview and be prepared to tease out further information to allow candidates to talk about their social action
- When you give feedback to unsuccessful candidates, include reference to the benefits of social action and provide links to useful websites.

Links:  
[www.cipd.co.uk](http://www.cipd.co.uk)  
[www.cipd.co.uk/volunteering](http://www.cipd.co.uk/volunteering)

#### #iwill fact

**81%** of secondary school pupils in England want their schools to do more to help them get involved. (Schools Omnibus Survey, 2015, Ipsos MORI)

## Case Study 3 - Apprenticeships and Entry-level jobs

### British Gas – Building social action into apprenticeships and entry level schemes

“At British Gas we’ve recognised the value of ‘Youth Social Action’ when recruiting young people into our business and built our entry level recruitment strategy around it”

*Matthew Leopold, British Gas*

British Gas is a major employer of young people with an ongoing need for new talent. They have built youth social action into their recruitment process to ensure that, at every stage, young people are encouraged to talk about their social action experience and demonstrate the skills and competencies they have developed outside the workplace. The approach has enabled British Gas to identify and recruit young people who are more ready for work, with the skills, confidence and ability to interact with others. They have also identified that young people with youth social action experience are better able to pick up the requirements of the job than those without similar experiences.

As a long-term partner of the Duke of Edinburgh’s Award, British Gas has included the DofE in its apprentice engineer training programme since 2006 to further develop the skills and character of its apprentices.

**Top Tip:** Many young people find it hard to talk about their social action experience in a way that supports their application. You may need to help them to tease out the skills they have developed.

#### Practical actions

- Make it clear throughout your recruitment process, including the recruitment landing page and job description, that you value social action experience and will ask about it at interview
- Ensure that interviewers are briefed and trained to encourage young people to talk about their youth social action experience
- Be prepared to help young people to articulate what they have gained from their social action experience
- Build social action opportunities into your development for young employees

Link:  
[www.britishgas.co.uk/the-source/making-a-difference/building-future-skills/british-gas-and-the-duke-of-edinburgh-award](http://www.britishgas.co.uk/the-source/making-a-difference/building-future-skills/british-gas-and-the-duke-of-edinburgh-award)



## Case Study 4 - Employee learning and development

### National Grid – Including Social Action in Learning & Development

“This programme not only changes the lives of students with learning disabilities, it also develops our future leaders, increases their disability confidence, enhances their skills and improves employee engagement.”

*Graham Frankland, National Grid*

EmployAbility is National Grid’s supported internship for young people with learning disabilities who, in spite of their many abilities, have only a 6% likelihood of achieving paid employment. Young people with learning disabilities are less likely to be given the opportunity to do work experience and yet research shows that the more contact a young person has with the workplace, the more likely they are to secure employment.

Getting involved in social action is embedded in the company’s new talent programme. As part of their induction, graduates are encouraged to get involved in social action and specifically to support EmployAbility, by organising “Work Inspiration Week” for around 50 young people with learning disabilities. Many of the graduates have gone on to lead and support the EmployAbility programme in their business areas.

**Top tip:** Ensure social action is embedded in talent programmes and values throughout the company

#### Practical actions

- Involve your new talent in your social action programmes to create passionate advocates and sponsors
- Promote the value of social action at new talent induction events and how they can get involved now and throughout their careers
- Embed social action more systematically into your HR development programmes so that skills-based volunteering is linked directly to employee personal development

Link:  
<http://ournationalgrid.com/uk/inspirational-visits-for-young-people-with-learning-disabilities>



## Case Study 5 - Recognising and rewarding social action

### O2 – Enabling young people to lead social action projects

“Leading a social action project helps young people to gain a whole range of skills they will need in the workplace such as leadership, team working and marketing. It also helps to boost confidence.”

*Kerry North, O2*

In 2012 O2 made a commitment to help 1 million young people gain skills by 2015 – and learning through social action was a key part of how they achieved this. The company has funded over 7,000 young people to lead social action projects in their communities, gaining leadership, management, finance, teamworking, networking, and marketing skills, as well as boosting confidence and resilience.

In 2016 O2 wanted to help the young people who had led a Think Big project to recognise and demonstrate the skills they learnt. The company has built a digital badge academy where organisations can create and award a branded badge to recognise skills gained from social action. Other companies are now invited to create a badge in the academy, showcasing how their brand helps young people develop skills and helping young people to demonstrate the skills they have gained.

**Top Tip:** Creating a digital badge is an easy way for employers to recognise the skills that young people have gained through social action.

#### Practical actions

- Provide financial and practical support for youth social action to help young people in your area develop the skills that will enable them to enter the world of work
- When recruiting young people, always ask about their social action experience and the skills they have developed
- Use the power of your brand to recognise the skills that young people have developed through social action

Link:  
[www.openbadgeacademy.com/socialactionskillsacademy](http://www.openbadgeacademy.com/socialactionskillsacademy)

### #iwill fact

There is a persistent socio-economic divide. 46% of young people from the most affluent backgrounds participate versus 38% from the least affluent. (National Youth Social Action Survey, 2016)

## Case Study 6 - Communications

### O2 – Building youth social action into your external communications

“We are delighted that each year a number of young people supported by O2 Think Big have been selected to be #iwill Ambassadors”

*Simon Miller, O2*

As a communications business, O2 has worked to raise the profile of youth social action and communicate the value it delivers for the community, the individual and employers.

O2 champions young people running social action projects supported by O2 Think Big. The company has hosted #iwill events to celebrate youth social action at The O2 and other venues and helped young people hold events in their own communities to share their social action projects and to inspire others.

O2 Think Big teamed up with Do-it.org to develop GRO, a free app that helps young people ‘translate’ their volunteering experience into skills that employers understand and value.

**Top Tip:** Look for opportunities to build awareness of youth social action and #iwill and use your brand to give credibility.

#### Practical actions

- Raise awareness of #iwill with suppliers and encourage them to support the campaign
- Use conference platforms, newsletters and networking events to talk about youth social action and how it adds value to your business
- Find opportunities for your core business to support young people taking part in social action

Link:  
[www.o2thinkbig.co.uk](http://www.o2thinkbig.co.uk)

### #iwill fact

Young people are more socially minded than ever with over  $\frac{3}{4}$  of them saying it’s important for young people to help deal with local, national & international issues (ComRes, 2015)

## Case Study 7 - Employee volunteering

### PwC and National Literacy Trust – Adult and peer volunteers as role models

“Social action and literacy go hand in hand: they both help to build character, develop skills for employability and enhance wellbeing.”

*David Adair, PwC*

PwC have worked with the National Literacy Trust on the Literacy Leaders project that combines social action and literacy.

Students who volunteered as Literacy Leaders in their schools spent time promoting literacy (especially reading for enjoyment), using peer mentoring as well as organising events in their schools.

As a result of participating in the project, two-thirds of Literacy Leaders wanted to go on and do more for their community.

PwC recognises the skills development volunteering brings, and offers employees up to six days per year to volunteer during working hours. Their Schools Engagement team highlight the importance of volunteering to support skills development when presenting to young people.

PwC also make donations to organisations staff support in their own time, many of which are youth social action groups.

**Top tip:** Map volunteering to your core competencies and encourage employees to consider volunteering when they set their annual objectives. Be bold about the amount of volunteering you can offer.

#### Practical actions

- Encourage volunteering, eg. by signposting opportunities and providing training
- Provide time off for adult volunteers to support youth social action
- Ensure that volunteering is supported and encouraged by senior managers
- Embed social action into objectives to increase take up
- Encourage employee volunteers to undertake activity that extends opportunities and confidence for young people to volunteer (e.g. through school peer mentoring)

Link:  
[www.pwc.co.uk/who-we-are/corporate-sustainability/community-involvement.html](http://www.pwc.co.uk/who-we-are/corporate-sustainability/community-involvement.html)



## Case Study 8 - Induction and on-boarding

### Linklaters – Make social action part of induction for new starters

“Promoting and enabling youth social action makes sense at every level for our business. Not only is it positive for our communities, but it’s a great way to develop our future leaders.”

*Liz Cope, Linklaters*

Every year Linklaters set their apprentices a community challenge to Give and Learn, the company’s initiative which promotes skills-based volunteering opportunities to enable their people to develop.

Working as a team they deliver a community project culminating in an event such as a careers event at a local school. Each apprentice has a defined role and is allocated a mentor from within the business to support them.

By getting involved in social action as soon as they join the company, the apprentices start to understand the benefits of social action and how they can use the opportunity to develop skills and networks that will help them to progress in their careers.

**Top tip:** Mentors from within the business can help young people to get the most out of social action - and the mentor will develop their own skills too.

#### Practical actions

- Use induction as an opportunity to explain why you value social action
- Identify opportunities for practical projects that will help to build teams
- Allow time off for social action – develop a policy if you don’t already have one
- Assign a mentor or role model to encourage, support and broaden their networks

Link:

[www.linklaters.com/Responsibility/Pages/CommunityInvestment.aspx](http://www.linklaters.com/Responsibility/Pages/CommunityInvestment.aspx)



## How will you support youth social action?

Businesses of all sizes can get involved and help more young people to make a difference in their communities by taking part in social action.

Since the #iwill campaign was launched in 2013, we’ve seen how youth social action has not only benefited young people and our communities, but also had a direct positive impact on the businesses that have supported the campaign.

Getting involved is simple. On the next page, we have identified a number of ways that you can pledge your support and there is more information on our website: [www.iwill.org.uk/iwill-pledges](http://www.iwill.org.uk/iwill-pledges)

We hope that the experience of the #iwill Business Pioneers presented in this guide will inspire you to join us in making a real difference to young people’s lives.



### #iwill fact

Social action is associated with higher levels of well-being (National Youth Social Action Survey, 2016) and reduced anxiety (National Citizen Service evaluation, 2014)

Link:

[www.linklaters.com/Responsibility/Pages/CommunityInvestment.aspx](http://www.linklaters.com/Responsibility/Pages/CommunityInvestment.aspx)

## Over to you...

### Ways that you can pledge your support:

- Engaging with schools and colleges to promote the benefits of youth social action
  - #iwill promote the benefits of youth social action during our outreach work with schools and encourage Heads/Principals to increase youth social action in their school/college
- Embedding social action into your recruitment processes
  - #iwill demonstrate and promote the link between youth social action and employability skills/work readiness to encourage more young people to take part
- Including youth social action in Learning & Development
  - #iwill increase the number of employed young people taking part in social action by embedding it into learning & development for 16-20 year olds
- Building social action into apprenticeships and entry level schemes
  - #iwill embed youth social action into our training and apprenticeship schemes
- Making youth social action part of induction for new starters and communicate to existing employees
  - #iwill promote the benefits of volunteering in our induction programmes, especially for younger staff
  - #iwill communicate with our employees so they understand why youth social action is good for the business
- Making youth social action part of your Corporate Social Responsibility strategy
  - #iwill create an integrated Corporate Social Responsibility strategy that includes our approach to youth social action and links to social mobility
- Encouraging adult volunteers to act as role models
  - #iwill inspire and encourage social action by providing opportunities for adult volunteer role models in my business to showcase what they do
- Enabling young people to lead youth social action
  - #iwill invest in youth social action organisations to create more opportunities
  - #iwill encourage employees to volunteer with organisations that provide more opportunities for young people to be involved in social action
- Building youth social action into your external communications
  - #iwill build awareness of #iwill and use our brand to give credibility and reach wider audiences
  - #iwill encourage and support our employees to act as ambassadors for #iwill

## Case study links

You can find out more about our case studies by following these links:

### Case study 1

[www.jointhepod.org/campaigns/campaign/49](http://www.jointhepod.org/campaigns/campaign/49)

### Case study 2

[www.cipd.co.uk](http://www.cipd.co.uk)

### Case study 3

[www.britishgas.co.uk/the-source/making-a-difference/building-future-skills/british-gas-and-the-duke-of-edinburgh-award](http://www.britishgas.co.uk/the-source/making-a-difference/building-future-skills/british-gas-and-the-duke-of-edinburgh-award)

### Case study 4

[www.ournationalgrid.com/uk/inspirational-visits-for-young-people-with-learning-disabilities/](http://www.ournationalgrid.com/uk/inspirational-visits-for-young-people-with-learning-disabilities/)

### Case study 5

[www.openbadgeacademy.com/socialactionskillsacademy](http://www.openbadgeacademy.com/socialactionskillsacademy)

### Case study 6

[www.o2thinkbig.co.uk/](http://www.o2thinkbig.co.uk/)

### Case study 7

[www.pwc.co.uk/who-we-are/corporate-sustainability/community-involvement.html](http://www.pwc.co.uk/who-we-are/corporate-sustainability/community-involvement.html)

### Case study 8

[www.linklaters.com/Responsibility/Pages/CommunityInvestment.aspx](http://www.linklaters.com/Responsibility/Pages/CommunityInvestment.aspx)



Making social action part of life for all young people

The campaign is supported by a growing number of employers, led by the #iwill Business Pioneers.



For more information, go to [iwill.org.uk](http://iwill.org.uk)  
or email [hello@stepuptoserve.org.uk](mailto:hello@stepuptoserve.org.uk)