

Transcripts Units 1–12, Business communication and Preparing for final exams

Unit 1, exercise 3b (TCD 01)

Announcer: Nadine and Akram talking about their lives as immigrants

Speaker: Nadine, a 21-year-old New Yorker, was born in Kuwait. Her Palestinian parents brought her to the USA at the age of 6. Nadine talks to us about her life as an illegal immigrant.

Nadine: While I was growing up in Queens, my mother told me to trust no one, to stay away from people in authority, never to mention my immigration status. But it wasn't until I started looking for jobs and applying to college that I understood how different I was. I couldn't work without a Social Security Number, and, as a non-citizen, I wasn't eligible for financial aid, despite getting top grades. I would look at my three younger siblings – all American citizens because they were born here – and weep. Unlike me, they didn't have to worry about college, jobs, driving, travelling, planning a future.

I'm active in the New York State Youth Leadership Council, which offers training sessions on 'coming out'. It is one of many such organisations that have sprung up across the country. They help undocumented immigrants like me fight deportation, and they educate the public about the kind of stateless limbo we feel trapped in.

The movement began several years ago with a few small rallies and provocative T-shirts saying 'undocumented and unafraid'. From California to Georgia to New York, children of families who live here illegally started 'coming out'.

In 'outing' our families as well as ourselves, we know we risk being deported. Still, more and more young people like me are publicly 'coming out' and asserting their right to stay. We are American in every way, except on paper.

"Oh my God, what are you doing? Are you trying to get us deported?" my mother cried after I had marched outside the Immigration and Customs Enforcement offices in downtown New York. I felt sorry that I had scared her; I was scared, too. But, like others, I've found comfort in community and safety in numbers. As states pass ever more stringent laws against illegal immigration – and critics denounce our parents as criminals – we have no choice. Critics say it's too costly to provide schooling, hospital care and other public services to non-citizens.

I breathe American air, travel on American roads, eat American food, listen to American radio, watch American TV, dress in American clothing. I have

attended private and public American schools, read American authors, was taught by American teachers, speak with an American accent, I passionately debate American politics and use American idioms and expressions. A piece of paper can't define me. I'm a Muslim, an Arab, a Palestinian, and an American.

I simply despair when I hear the self-righteous rhetoric of politicians and others who tell us to come into the country 'the right way' or 'to get in line.' I wish people would understand that there is no line for people like me.

Coming out was like a weight being lifted. I'm not sorry I did it. It was liberating. No need to lie about my life anymore. I don't regret my decision; I only wish I had done it before.

Others say, "Go back to your country!" But where are we supposed to go? THIS is our country, the one we pledged allegiance to every morning before school.

Speaker: Akram is a refugee. He is 16 and comes from Libya.

Akram: We came to Europe from North Africa because of the civil war. We came in a boat that was much too small for all the people in it – mothers with children, old people, whole families, young men, and teenagers like us. There was no protection against the scorching sun and we were thirsty – I've never been so thirsty in my life, but we were told there was no drinking water; by the time we were picked up by the Italian coast guard, our lips were cracked and the skin was hanging off our faces in shreds.

The people from the coast guard were kind to us; they gave us fresh water and food and blankets to wrap around ourselves, because we were shivering from exhaustion. We were taken to a refugee camp on an island called Lampedusa; we were so glad we were in Europe. At last! Now everything would be all right! But, actually, we were in for a big shock. The wardens in the camp treated us like animals: we were taken into big shower rooms where we were told to strip naked – in front of everyone – and then we were showered down and disinfected. 'DISINFECTED!' Just imagine, like cattle in a cattle dip! The wardens were wearing rubber gloves.

The first few weeks in the camp were awful too: there was nothing to do and we weren't allowed to leave the camp. We were hanging around all day, a bit of football, a bit of table tennis, but nothing much else. If only there had been a school or something. And then there were all these rumours, that they would send us back, that we would go to prison, that the Italians were protesting against all these immigrants on their island. We were scared. This is why, after a few weeks, two boys from my village and I decided to flee and try to make our way north, to Newcastle in England, where some of my relatives live.

The second night we were picked up by a truck driver

who promised us work, food and accommodation. What that meant was working an eleven-hour-day in a sweatshop in southern Italy, sleeping in barracks and having very little to eat. If our supervisors thought one of us was not working properly, they beat us and halved our food rations. But we did make a little money and, so, after three or four months, we ran away again and escaped in the back of a vegetable truck headed for Rome.

I don't remember exactly how we got from Rome to the north of France; I had caught a cold, and I was feverish and disoriented, and my friends just dragged me along and told me what to do. In Calais, when we were hanging around a ferry trying to figure out how we could get on it, it finally happened, the police were conducting nightly searches for people like us – 'unaccompanied minors' as we are officially called – and they took us into custody and interrogated us. Again we were so terrified and afraid we would be sent back – our worst nightmare! Actually, it's a good thing they caught us. A policewoman offered to contact my uncle in Newcastle to ask if he would take responsibility for us. And he did.

Now we are staying at his house. We've applied for asylum and were promised we would get our papers and would be allowed to go to school soon. I phoned my parents to say I was OK. My mother couldn't stop crying, and even my father was quite emotional. "Good boy, clever boy," he kept saying. I regret causing them so much anxiety, but perhaps my dream of a better life will come true after all. I can't wait to go to school and learn things. Most of all I'd like to learn to work with computers – nobody in our village has one.

Unit 1, exercise 10 (TCD ☉ 02)

Announcer: Three cross-cultural experiences

Vic: My wife and I were in Toronto last summer and our Canadian friend, Neil, took us here and there sightseeing. He was a wonderful host, so on our last evening, we took him to dinner at a Moroccan restaurant. The food was so good that we kept ordering different dishes, trying out this and that. It was a perfect end to our trip. But for some reason, the mood changed when I paid the bill. Neil suddenly looked embarrassed and I don't know why. It can't have been because I paid. He knew I was going to. Oh, and the waiter – he might have been a bit angry. It's hard to say. Anyway, Neil was fine when he took us to the airport the next morning. But I still don't know what happened in the restaurant.

Madison: There was a really nice girl from Colombia in my first-year design class at college. Her name was Daniela. We got along quite well and often had lunch together, so when a friend decided to have a party one Saturday and asked me to bring some friends with me, one of the people I invited was Daniela. There was a

barbecue of course and people were wandering in and out, talking and eating. Then suddenly I caught sight of Daniela. She was in a group but looking really bored ... anyway, not involved. I went over and talked to her, but after a while she looked at her watch and said she had to go. Poor Daniela! I think she must have felt homesick.

Virginia: A strange thing happened the first time I went to Korea to see my friend, Haneul. I was paying her a return visit because she'd come to Italy two years before. When I saw her at the airport, I rushed over and greeted her, but she looked – how can I put it? – a bit uncomfortable. She tried to smile, but I had the feeling I'd done something wrong. Then after a moment, she said, "I'm very happy to see you, Virginia. Let's go back to my apartment now." Once we got home, everything was fine. Thinking back on it, we hadn't seen each other for two years, so she may well have forgotten what I looked like. But still, it was a strange reaction.

Unit 1, exercise 18c (TCD ☉ 03)

Announcer: An interview about cultural awareness in business

Interviewer: Mr Allen, cultural awareness is considered one of the key skills and competences of successful international managers nowadays. How would you define this term?

Mr Allen: Well, as I see it, cultural awareness refers to the ability to be open minded and tolerant towards other cultures and ways of living. It also means that I'm aware of my own cultural beliefs and preconceptions. Cultural awareness has a big impact on communication, and if the issue is not properly addressed, it may lead to a breakdown in communication. The concept is very important in business, although the need to be culturally sensitive arises during any intercultural activity.

Interviewer: Yes, but most of your clients are business-people. Why is cultural awareness so important for them?

Mr Allen: In international business dealings there is always the risk of misunderstandings and quite often these are not due to language problems but to cultural differences. There are hidden rules for doing business with people of other cultures, and a wrong word or gesture can do a lot of harm. In order to work effectively in a foreign business context, you need to do more than know the respective language, history and institutions. You need to be aware of people's values and behaviour, and you must know how to respond to them.

Interviewer: So how do you prepare people for international business?

Mr Allen: Well, we offer a variety of training programmes and courses. First of all, people have to be open-minded.

ed and respectful towards foreign cultures. Secondly, they should develop a certain flexibility and adaptability and should think carefully before acting or speaking. Yes, and last but not least, we provide them with tools for communicating with people in different countries and teach them the unwritten rules of the cultures they intend to operate in. ... We start with simple things like greeting people, handing out business cards and making small talk, as well as attitudes to time and smoking, but we also cover more complex cultural aspects like attitudes towards hierarchy and the situation of businesswomen.

Interviewer: I can see from your website that there are also courses dealing with cultural diversity in the workplace?

Mr Allen: Yes, despite the government's national diversity programmes, racial discrimination in the workplace continues to be an issue. International as well as national companies employ people with different ethnical backgrounds and various skills and abilities. Our training helps employees understand their cultural differences and teaches them to work together in a way that respects and honours each person's background. Basic diversity training illustrates the differences between cultures and identifies behaviour, such as using racial slurs or insensitive jokes that could offend someone or even become a legal issue. Cultural diversity training can help prevent harassment and discrimination by alerting employees to the ways they might offend someone from another culture. It also contributes to stronger, more effective teams by fostering communication and respect across cultures.

Unit 1, exercise 23b (TCD 04)

Announcer: Languages in India and the Netherlands – part 1

Sahana: There are many different, er, languages in, in India but even more, er, dialects and even the, even the one same language will be spoken very differently in different parts of the country. Erm, yes, there's a huge linguistic variety in India. And in fact, it's quite common to find in India now that, erm, especially with urban people of my generation, young people, in urban India, the, the only language they have in common is actually English, because the, their mother tongues, regional languages, are absolutely different and they don't understand or speak the regional languages. But also a lot of people will in school learn Hindi, which is which is the language spoken by the majority, erm, of the population in India.

Liesbeth: Erm, we have three official languages, sort of general, Dutch and then there's one, there's Frisian, spoken in Friesland, which is actually older than Dutch. It's clo – it's more closely related to English than it is to Dutch. And one in the south, erm, and then lots of dialects as well. Everybody speaks at least two, they

speak Dutch and English, and if they're in Friesland, they may speak Dutch, Frisian and English, and lots of people speak, learn other languages in school as well. It's just part of our tradition. We've always learned, you know, sort of sea-faring, trading nation and a very small nation, so we've always gone and learned other people's languages to trade with them, so, a very linguistic country.

Unit 1, exercise 23c (TCD 05)

Announcer: Languages in India and the Netherlands – part 2

Sahana: I think it's become a lot less rigid, I mean, just as English, for instance, the English we speak now is quite different from, say, Victorian English. Similarly, erm, say Hindi or Bengali that we speak colloquially now is, erm, has definitely changed. Er, both Hindi and Bengali, I think, have absorbed a lot of words. For instance, there is no, there's no word in Bengali or Hindi for 'computer'. So if you're speaking a whole sentence in Bengali and you have to refer to a computer, you would say 'computer'. Older people are actually not very happy about the fact that, er, younger people who are equally proficient, erm, in say two languages tend to use words from both, in, in one single conversation or in one sentence, so, older people in general, I think, are a little more conservative, and puritanical about, erm, speaking one language.

Liesbeth: Erm, it's, it's a very direct language and that's just a reflection of the character of the people, really. Dutch are very direct people. People say what they mean. There's no sort of mincing of words, and it's not with any idea of being rude, but it's sometimes perceived as rude by English people or people from other countries because it's very direct and, er, that's sort of reflected in, in the language.

Unit 2, exercise 4a (TCD 06)

Announcer: A conversation about a map showing wealth in the year 1500

Announcer: A

Speaker A: Well, one thing that is apparent from these maps is how little has actually changed. I mean the balance between rich and poor countries has pretty much stayed the same. You can see even in 1500, Europe, that is Europe and the Mediterranean, were right up there among the richest countries. And then Europe stayed wealthy, in fact it got wealthier technically at the expense of other countries. Maybe that's just beginning to change now. And you can see if you look at Africa, those countries weren't wealthy in 1500, and that's stayed the same. In fact, as the maps show, the difference between rich and poor has got bigger, not smaller.

Announcer: B

Speaker B: I'm actually not really sure what the significance of the maps is. What do they really indicate about wealth? I suppose they're based on the GDP of countries, so it tells us how much countries produced, but it doesn't reveal much about say, lifestyle, or quality of life. So, if you, if you look at the map of 1500, North America is shown very small. So I suppose this means that it wasn't producing much wealth. Obviously, that's because it didn't have developed technology. But that doesn't necessarily mean that they were poor. They probably had a good, sustainable way of life. In a sense, they were probably very well off, though not affluent in a material sense.

Unit 2, exercise 21b (TCD 07)

Announcer: Discussing issues

Announcer: One

Anne: Well, I think it's been quite successful, because, you know, it's done what it set out to do. It's made cafés and restaurants places where you, I can, well, we can all now go without having to worry about catching anything ...

Michael: But hang on a minute, hang on. What about the terrible effect it's had on small businesses? Right? I mean, some of these places have actually had to close down because of it. Now how is that, I mean, how does that help society?

Sophie: Yeah, yeah, quite. You're quite right. I mean, there's, there's just no point in removing tables and, and making the whole place feel like a sanatorium. I wouldn't feel comfortable at all.

Announcer: Two

Michael: I think it hasn't worked, to be honest. People have started ordering food and drinks online so they can enjoy their meal in a cosy atmosphere. And the small bars and cafés that can't do online business have gone out of business. They can't even guarantee the minimum distance between people ...

Anne: I think you're exaggerating. I mean, how many bars have actually gone out of business?

Sophie: I think Mike has got a point here. Not many bars have, have actually had to close, but a lot of places are struggling. Especially the ones that don't have any outdoor space.

Announcer: Three

Sophie: Well, I'm on the side of the small business owners on this one. I mean, they, well, they quite rightly see it as an issue of individual responsibility. Why should they worry about the risk of infections? People come to their bar or café to have fun and, and socialise.

Anne: Yeah, but that's not really what it's all about. I mean, I see it as a general health issue. And, I believe we're all responsible for protecting the vulnerable in our society. If you caught a virus in a bar because

others don't adhere to social distancing rules, would you be happy? It's not really only about personal liberty.

Michael: I don't see that at all. No-one's forcing you to be close to others; you can always go and sit in a different room. Really!

Anne: Oh! Why should I have to move because others don't follow the rules? The bar owner has to make sure everyone's safe!

Announcer: Four

Anne: The way I see it, the solution would be to have restrictions on how many people may go into bars and clubs, right? It would certainly affect the amount of money those places could earn, but isn't making less profit better than being shut down altogether?

Michael: Yeah, but it's not as simple as that. I guess, it's fine if you have a big restaurant; you can just take out a few tables and provide disinfectant dispensers, but what about small cafés? There is a minimum number of customers you need to survive ...

Sophie: Yes, exactly. I think that's the problem. It's discrimination against small businesses – so the big businesses, oh yeah, well, they're fine, and the small ones, they're the ones that are having to close.

Unit 2, exercise 26a (TCD 08)

Announcer: Using mosquito nets to prevent malaria

Percy: A very common way of fighting malaria is to sleep in mosquito nets. The average homes, which have a higher chance of mosquitoes being present, would have poor ventilation. Mosquito nets are quite hot to sleep in, and so they will compromise on enough air and therefore, not sleep in their nets. So that's where attitude comes in. Because there are a lot of programmes which World Health sponsors and, you know, mosquito nets are distributed in the villages, in the rural set-ups, but people don't sleep in these, or people don't set them up properly. People just leave them hanging loosely, and then the mosquitoes can just fly under, so now you have smaller enclosure with more mosquitoes to feed on you, which defeats the whole purpose. The, the new technique people are using is a total house netting. We are looking at a whole room with a net, a permanent net. So this net is a permanent net covering all the walls, all the holes, all the nooks, crannies, every point of entry, so that you don't have to set it up every night. And then with this there's more space and so you get better ventilation and air circulation.

Interviewer: So, you can open the windows? So it's like a tent inside the room in fact.

Percy: Yes, that's the best way. So, there's a permanent tent, which is a mosquito net in the room.

Unit 3, exercise 5c (TCD 09)

Announcer: A talk on how to start your own business

Hilary Clarke: Nowadays with the scarcity of jobs and less job security, more and more people are deciding to set up their own businesses. So, we're getting universities which are offering courses in, er, entrepreneurship. But, if you ask me, I think there's no need to go to a fancy business school. It helps to have a good basic education, basic maths, some accounting, IT skills, things like that. But what you need above all is a good business idea. Once you have worked out what area of business you'd like to get into, try and get some experience. There are a number of ways you can, kind of, test the water. A good way of getting experience is to apply for internships in companies. Then, if you still think that's what you want to do, work out a detailed business plan. Looking at business plan templates on the internet can help, there are plenty of websites that offer this kind of thing. If you want to use a very simplistic method, try and do a rough outline by asking the questions "who, why, what, where, when and how?" This will help you to focus on what your business is about. By investing time and thought in your business plan, you can stop a lot of problems popping up once the business is launched, and you can save yourself a lot of time, money and headaches. If you have a very clear idea of your future business venture, I think it helps. The next step is to focus on money – funding – for actually getting your business off the ground. You don't need huge sums of private money, but it does help. It also helps to make use of the resources around you, your network, people you know. If you think you can't make it on your own, get support. Hook up with a couple of mates and see if you can make it together. You'll find that there are lots of people out there ready to help you make your business a success.

Unit 3, exercise 10b (TCD 10)

Announcer: Vicki presenting the results of her customer survey

Vicki: OK, well, as you know, I put together some questions to ask the people who live round here as well as the people who come in to work for local businesses. In the end I spoke to just over a hundred and fifty people.

Trevor: Wow.

Vicki: Most of them I spoke to on the street just outside the shop – so, local people – and I also visited all the shops and offices on the main street. All of them were pretty happy to talk to me, actually.

Gina: Great work.

Vicki: So, the first question was about where people buy their ordinary day-to-day bread. No surprises here, really. Eight out of ten people said they usually got their bread at the supermarket.

Gina: Hm. Did they say why?

Vicki: Cost, convenience. The supermarkets are cheaper and most people prefer to do their shopping all at once.

Trevor: Alright. Have you got any good news?

Vicki: Actually, yes! Erm, when I spoke to people who work round here, I wanted to know how many of them bought their lunches here and what we could do to encourage more of them to buy from us.

Gina: Right.

Vicki: So, I spoke to forty people from local businesses. Just under half of them buy their lunches here. From the rest, a couple of people said they just preferred to bring their own lunch from home, but ten people said we were a bit too far away from where they worked and they couldn't be bothered to walk. The other ten – this is the interesting bit – said they think we could offer slightly healthier food.

Trevor: Healthier?

Vicki: Yes. Fruit, fruit juices, things like that, maybe salads ...

Trevor: Salads? This is a bakery, not a café.

Vicki: Well, that's what they said. For example, quite a few of those people were vegetarians, whereas nearly all the sandwiches we make have meat in them. So, we're not offering those people much choice, really.

Gina: And ... that is true, Trevor.

Vicki: So, related to that, another question was whether people would be interested if we were to take orders and deliver their lunches to them where they work.

And nearly everyone said yes!

Trevor: OK, interesting. Anything else?

Vicki: Yes, about cakes for special occasions – birthdays, weddings and so on. Again, it looks like we're missing some opportunities here. Three quarters of local people said they need cakes for special occasions two or more times a year ...

Gina: Right.

Vicki: ... and nearly all of them said they'd be interested in buying from us ...

Gina: Great!

Vicki: ... but they also nearly all said they didn't know we did 'big, fancy' cakes!

Trevor: Hm. That surprises me, I must say.

Gina: Yes, me too.

Vicki: Well, that was it, basically. I've made a little summary of all the results for you to have a look at.

Gina: Ah, that's great, thanks.

Trevor: Yes, thank you. We've got a lot to think about.

Gina: Why don't we think about things over the weekend and have another talk next week?

Vicki: Good idea.

Trevor: Sounds good to me. Now, Vicki, can I give you a lift?

Unit 3, exercise 19b (TCD 11)

Announcer: Sunny proposing a team-building event

Sunny: ... so having looked at various activities, I think the four listed on this document are the best. The first is the Acting Workshop, where everyone works together to put on a play of their own choice.

Brian: Sounds quite entertaining.

Sunny: Yes, creative too. The only thing is that not everyone feels comfortable on stage, and I'm afraid it could be dominated by a few strong personalities. So I'd rule it out since it might not involve everyone equally.

Brian: Hm.

Sunny: The next possibility is the Weekend Camp. Now this one's interesting because its success depends on each person's ability to use and share their skills. They decide together how to spend their budget – on food, cooking equipment and so on – so it requires lots of group planning and cooperation. They share skills like cooking, putting up tents, building fires ... and they have to supply their own entertainment – music, games, whatever they want. I was quite keen on this option but ...

Brian: But? Is there a downside?

Sunny: Yes, the temperature at this time of year. It can be quite chilly outside, and at night, well, some people might not appreciate sleeping in a cold tent.

Brian: All right. What about the third option, ballroom dancing?

Sunny: Well, ballroom dancing's very popular these days and several people would be keen to do it. It would be fun and, and very good for fitness, but it's basically a pair activity, not a team activity. So, unfortunately, I'd advise against it because it's not really what we're looking for.

Brian: Right. And there was one other option.

Sunny: Yes, the last option, the Treasure Hunt, sounds childish, but it's a tried and tested team-building activity for adults. The aim is to find the key to a treasure chest by working in small teams and using maps to search for clues in a forest.

Brian: Right.

Sunny: Then the teams find out the only way to get the treasure is by working together, so eventually they combine their clues to find the key.

Brian: And who gets the treasure?

Sunny: Everyone shares it. Anyway, it takes a full day and we could have a feedback meeting and lunch at the Forest Centre the next day.

Brian: So that's the one you're recommending?

Sunny: I'd strongly recommend it, yes. Basically, I think the choice is between the Weekend Camp and the Treasure Hunt. I'd reject the first on the grounds that it could be too cold, so if I were you, I'd go for the second, the Treasure Hunt, as it offers value for money and is ideal for our purpose.

Brian: Well, that makes sense. Let me think about it for a while and we'll talk again tomorrow.

Unit 3, exercise 19d (TCD 12)

Announcer: Brian deciding on a team-building event

Brian: Right, well, first of all, thanks very much for all your work finding out about the activities.

Sunny: That's OK. It was interesting.

Brian: Now, I've had a look at the promotional material and considered the four options, especially the Camp and Treasure Hunt ...

Sunny: Right.

Brian: ... and I've decided to go for the Weekend Camp.

Sunny: OK.

Brian: Sorry to go against your recommendation, but I'd like us to spend a full weekend working together, not just a day. I also think, erm, the camping weekend will involve a greater variety of team-building activities.

Sunny: Yeah, that makes sense. I think we'll have a good time.

Brian: However, I think we should keep the Treasure Hunt in mind for another occasion as it has many good points.

Unit 3, exercise 28 (TCD 13)

Announcer: You are going to listen to an interview about BEST, an EU institution that was set up to create and support enterprise culture in Europe. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, match the beginnings of the sentences (1 to 8) with the sentence endings (A to K). There are two extra sentence endings that you should not use. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Presenter: With us today on FM3, Radio Austria International, is Jessica Morgan. Good morning, Jessica.

Jessica: Good morning, thanks for inviting me.

Presenter: Jessica, you've come to talk about BEST, which stands for, erm, Business Environment Simplification Task Force – quite a mouthful (*laughs*) – an EU institution that was set up to create and support enterprise culture in Europe, correct?

Jessica: Yes, that's correct. At community level, it is agreed that over the next few decades we will experience remarkable changes in every aspect of domestic, social, business and environmental life – not only in Europe but in almost every country in the world. There will be new services, new products, new attitudes and opportunities for everyone. In Europe we'd like to see a new era of entrepreneurship and new enterprises, not just for wealth creation and to improve the quality

of life for European citizens; entrepreneurship is tantamount to job creation – a great concern in the EU at the moment.

Presenter: Of course. Although Austria is still doing relatively well in this respect, everyone knows how important it is to encourage start-ups, in particular the growth of SMEs – small and medium-sized enterprises, I believe.

Jessica: Yes, SMEs, which make up over 99 percent of the 20 million or so enterprises in Europe, are both motors of change and innovation and indispensable for creating sustainable jobs. Generating an ideal business environment for them should be top of the political agenda in every EU member state.

Presenter: So, how would you define an ideal business environment?

Jessica: There are many different factors that need to be considered – public administration, for example. It should be made as easy and straightforward as possible to set up a business. Authorities should see themselves as delivering a service; they should assist and encourage would-be entrepreneurs rather than discouraging them with red tape.

Presenter: I hope some Austrian authorities are listening in ...

Jessica: I'd rather not comment on this (*laughs*). Back to the different factors. Well, as I said, facilitating the start-up process, then there is access to finance, crucial for ..., both for young entrepreneurs and businesses wishing to expand. For example, the government can offer loan guarantee schemes to mobilise bank loans for newcomers or introduce changes in the taxation system that can either hinder or stimulate the development of SMEs.

Presenter: This is also true of non-wage costs, isn't it? In the case of Austria, where they are comparatively high, they are often quoted as barriers to business.

Jessica: Right – non-wage costs, social security and the like, are extremely important. Then, the problem of late payment needs to be addressed, as cash-flow problems can have serious consequences for a firm, especially in its early stages. In short, governments can remove these objective barriers.

Presenter: Am I right in saying that there are also less tangible, less concrete factors that influence the entrepreneurial culture in a country?

Jessica: Absolutely. It's no secret that Americans, for example, have a much more relaxed attitude to entrepreneurship than Europeans. In the US, there is no stigma attached to failing with one's business nor does it prevent anyone from trying again. In Europe, insolvency is taken much more seriously.

Presenter: What about businesses themselves? Can they contribute anything to a favourable business environment?

Jessica: Of course, they can. There still is too little cooperation between SMEs themselves – you know, working together in clusters, for example, to reduce overheads. There is also too little interaction between academic or research institutions and business. Cooperation and exchange definitely need to be promoted. Another idea is the concept of 'incubators' which nurture company start-ups. Similarly, mentoring and the introduction of so-called business angels should be encouraged. With regard to funding, conferences and meetings to secure venture capital, for example, take place much too infrequently in my opinion.

Presenter: Thank you very much for sharing your ideas with us, Jessica.

Jessica: Thanks for having me.

(15 sec pause, acoustic signal, track replays)

Unit 4, exercise 1c (TCD Ⓞ 14)

Announcer: Lydia talking about brands

Lydia: Brands are really important because I think, brands are for me – they carry information, they say something about the person who's wearing them, and also, they are a symbol of style. If I say, for example 'Nike', I know that that is something really sporty, that people are fast who wear them, and they will give me a feeling 'Yes, I'm fit' if I wear Nike. Or if I wear something like a top designer label, then I belong to a small club of people who can say, yes, I can afford it, you know, so it is really, really important. And people also recognise what you wear, so they will put you into this kind of category as well. It defines you as belonging to a group.

Interviewer: But it's not real, is it? I mean, if I wear a Boss suit, it doesn't make any difference to my personality. It doesn't change me.

Lydia: Yes, but it will make people see you in a different way. First of all, the cut is important, they enhance your appearance, because brands of course are also very carefully made, and they are made to a certain style. So, if you wear a Boss suit, first of all, it will be very well cut, but they will also make people see you in a different way, so your appearance will be enhanced by the cut of the garment, and also people will recognise you as a person who can afford it as well, because these things are not very cheap as well. So, you definitely have more attention, or that people will definitely see you in a very positive way if you do that. But brands define also your attitude towards life, and your attitudes towards certain things.

Interviewer: But you see it as a positive influence on people, do you? You think it's absolutely fine?

Lydia: I think, I think it is fine, because I like wearing brands, yeah. I think clothes and identifying with the label gives you this, kind of, wonderful feeling of being

part of a group. You are individual because they have so very different things, like, you know, they have different colours and different cuts and so on and so forth, so you can have your individual style within the brand, and by wearing the brand you belong to a large family, a large group of people who all wear the same brand. So, you are part of it, but you are also allowed to be individual. And I think that is a good feeling just to be ... And, and you feel accepted as well, I think. And you see yourself, like, it is very important – you put something on, and you feel ‘Aha, I feel good with this.’ And so, you have much more self-assurance if you wear something where you feel positive in as well. You know, if you have something that has a positive effect on you, then your whole personality is, is more positive, so you have a much more positive effect on people, and it gives you something that you, you gain from.

Interviewer: So, what would you say to somebody who says ‘Well I’m not influenced by brands at all, I don’t care about them.’?

Lydia: Ah, I would admire him, I would look at him and I would definitely see how individual his style is or her style is, this person as well. Because not wearing brands is also a brand. I mean, it is also defined by something, isn’t it? I mean, the things they put on, they are also a brand, which are probably not a well-known brand, but there isn’t anything in the world that’s not a brand.

Interviewer: So, you mean they also have their own image?

Lydia: I think that people who negate brands, they also form their own category of brands.

Unit 4, exercise 3b, c (TCD ☉ 15)

Announcer: Words associated with three international brands

Announcer: A – Jane

Jane: Erm, they make me think of, erm, definitely sport, erm, of keeping fit and also, erm, being fashionable because they’re quite trendy, erm, makes me think of ambition, getting to the top of your game, erm, being excellent in your game, erm, definitely comfort because they’re comfortable to wear. I think they make you look good because they’re quite attractive, erm, I think they make me think of ambition and striving for something, erm, yeah.

Announcer: B – Clara

Clara: The first thing they make me think of is top quality definitely, reliability; reliable and innovative technology spring to mind as well. They have class-leading software and cameras, which sort of suggests perfection. The displays have a seamless design. Also, the cameras have perfect technology with automatically improving scene quality. I think their higher-end models also suggest a kind of executive lifestyle,

something that’s not quite average, a little bit premier. Success, I think, that’s what they suggest. And apart from smartphones, semiconductors are another of their core competencies. They also heavily invest in AI and 5G. Actually, they’re banking on aggressive marketing while their major competitor plays all its cards on the design of its products. ...

Announcer: C – Keith

Keith: I think the first words that would come to my mind are things like fast, erm, dynamic, small, er, they’re easy to park, erm they come in these primary colours, these very bright colours, so, and I think that gives an image to them which is all about fun and enjoying yourself. They’re for people who, you know, appreciate good design, erm, they’re a little bit retro because they used to be fashionable in the sixties, and then there was a new version of them, came in a few years ago. And they’re pretty speedy, powerful cars as well, so good on motorways.

Unit 4, exercise 13b (TCD ☉ 16)

Announcer: A viral ad campaign

Speaker: This is a really strange viral ad campaign. It was never actually planned, either by the Coca-Cola Company nor by Mentos, you know those peppermint sweets. It started out as an experiment on a website called Eepybird. It’s a video showing two men adding Mentos to a bottle of Diet Coke. It all fizzes up and shoots out like a geyser. And then they made more videos, with more bottles of Coke, so it was like a firework display, with Coke shooting out of the bottles. It’s hard to know how many people viewed it, but it was probably more than 50 million globally in total, including both the original and all those user-generated videos. So, this was a very unofficial campaign, but it generated loads of PR. Thousands of people contributed their own eruption videos, with groups of bottles together, or people running about, or on bikes or whatever ... A lot of the hype around it was caused by discussions of whether it would be dangerous, or even lethal, to actually drink a Diet Coke and eat Mentos at the same time. So, both Coca-Cola and Mentos got plenty of publicity from it, it was very, very successful.

Unit 4, exercise 17b (TCD ☉ 17)

Announcer: Katie reviewing the launch of Koala Kola

Katie: Hi, this is Katie again on our business launch review. Today I’m presenting a new soft drink to you. In what is possibly one of the biggest launches in the markets this week, Koala Foods Inc. have announced the arrival of their own brand of cola – somewhat originally named ‘Koala Kola’. In the light of disappointing figures, the move is part of KF Inc.’s new brand identity, designed to offset drops of between 2 and 5 percent in sales of other foods and beverages. No visuals, other than the logo and bottle, have been

released, but this is still an early chance to see some of the work by New York design team, Invent.

Koala Foods said it is going to pour \$1.2 million over two years into a push that will include major changes to its image, including what their CEO characterised as a revamp of “every aspect of the brand proposition” for the company’s key brands. The launch of an entirely new product, Koala Kola, will help grant a fresh identity to these goods – how they look, how they will be sold, and how they connect with customers.

As for the logos themselves, a “cool blue koala” will characterise the standard cola brand, while a “smiling red one” is issued for the diet version. A “happy gold bear” will signal the caffeine-free variety. Clearly, the prominence of the smiling bear is targeting a young market, particularly adolescents. The news was first reported in Drinkmarket.com.

I feel this new-look Koala image is ground breaking, and has the potential to be quite a hit – especially when you consider the massiveness of Koala in other fields. But, it could also be seen as corny and lame. I know, great insight, right? The truth, though, is that the smiling koala grants an all-round friendly image for the company as a whole, and may well give a helpful push to an ailing company.

Unit 4, exercise 22a (TCD ☉ 18)

Announcer: Hospitality marketing

Lecturer: Good morning, everyone. Today’s lecture is on modern hospitality marketing. So, let’s delve into it ... Digital platforms have brought about major changes in how internet users research, plan, and book their accommodation and travel tours online. Tour operators, resort managers, and hotel owners can optimise revenue by effective and strategic hospitality marketing.

Hospitality marketing sees the business in terms of customer needs and their satisfaction. It takes a look at how different sectors, such as accommodations, food and drink, tourism and travel, can develop marketing strategies to promote their products or services, resulting in an increase in revenue.

Since the hospitality industry focuses mainly on creating and maintaining positive customer experiences and relationships, marketing has become an important part of ensuring the industry’s success. If you want to attract more customers to your hotel or travel business, you need to efficiently advertise on different digital channels and to be where your niche audience is. So now I’ll present some popular marketing trends within the hospitality industry.

One is personalisation marketing. It delivers individualised content to target customers. This is done through the use of automation technology and data collection. The goal of personalisation marketing

is to engage potential customers by communicating with them as individuals. For example, targeted messages can be sent to potential customers whenever an upcoming discount is offered. Personalisation marketing is the best marketing strategy you can use to establish a more personal relationship with your customers.

Next, let’s turn to artificial intelligence. It has the ability to streamline processes and provide valuable insights. Users generally prefer to speak with hotel staff without having to enter a lot of data, which can be quite time-consuming. By using artificial intelligence chatbots on your website, you can provide a personalised service. Your guests will even be able to place their room service requests through your AI-enabled website, which will save your hotel staff time.

Virtual reality is another tech-based marketing option. With virtual reality the users can put themselves right there in the hotel room to see whether it meets their needs or not. Virtual reality is not just an entertaining marketing feature, it also offers endless possibilities. The hospitality industry can use virtual reality to show their customers the local sightseeing attractions. Virtual reality helps the travellers to familiarise themselves with their new environment. It has developed into an essential tool for hotel and tour operators.

One of the most interesting hospitality marketing strategies is augmented reality. This tool allows hospitality businesses to change the way their clients perceive the environment they’re in. Hotels, for example, can sell rooms online by enhancing their features through AR. An augmented environment might, for example, show a virtual depiction of celebrities in the hotel. This tool can also send virtual keys to your guests through their smartphones.

Something that marketers should not ignore is user-generated content. It can come in different forms, such as testimonials, comments, forums, or blog posts, and can increase brand awareness significantly. An effective strategy is to encourage your guests to share their experiences on social media. To do this, you can run contests, create brand hashtags, or photo opportunities at your hotel.

Finally, video marketing needs to be mentioned. In order to engage potential customers instantly, why not give them easily digestible videos about your hotel or resort? Video marketing may capture the relaxing moments guests can enjoy in your hotel’s facilities. The marketing options are almost endless, from live streams of hotel activities, to promotional videos highlighting hotel features, and interviews with customers, sharing their experiences.

Now, do you have any questions about these strategies?

Listener: Yes, I have a question about personalisation these days. Would you say ... *(fade-out)*

Semester check, Listening task 2 (TCD © 19)

Announcer: You are going to listen to an interview with Bruce McLeahy, a social scientist, and Aisha Bittan, the chairwoman of the online conference on Creating Inclusive Future Cities. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, match the beginnings of the sentences (1 to 8) with the sentence endings (A to K). There are two extra sentence endings that you should not use. Write your answers in the spaces provided.

The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Aisha: Welcome to today's interview with Bruce McLeahy on Sustainable Cities. Bruce is a social scientist specialising in sustainable life in cities. – Before we start, please give me a 'thumbs up' if the sound quality is good. ... OK, that's fine. Any questions you put in the chat, Bruce will answer at the end. – Welcome, Bruce, thank you for joining us.

[Bruce: Hey.] You must have been thrilled by the recent interest in sustainable city development. But what are sustainable cities?

Bruce: Thanks, Aisha; Yes, I am delighted to see people's attitudes shift towards preserving our planet. Sustainable cities then ... The United Nations Sustainable Development Goal 11 defines them as cities that achieve ecological, social and economic sustainability. How can they do this? Well, city planners need to focus on inclusive designs that minimise energy and water consumption, and that drastically reduce air and water pollution, and waste.

Aisha: That definition includes most of the key words you'd expect to hear. But, well, all this sounds very abstract. Could you give us some practical examples?

Bruce: Certainly, several cities already deal with rising numbers of people and manage to protect the environment. Take Copenhagen ... Copenhagen is close to becoming the first carbon-neutral city. They've managed to include crucial areas in their concept. The ... One is transportation. Within the last 10 years, the city has invested over 300 million dollars into bike infrastructure, and the cycle routes cut right across the capital city. The Danish government has also placed high taxes on owning motorised vehicles to discourage people from buying more cars. The public transportation system is excellent. Buses have been changed from diesel to electric; even the boats that traverse the harbour have electric or solar-powered engines.

Aisha: That's impressive. So, would you say that transport is the key element for creating an ecocity?

Bruce: Well, it's one of the core issues. Another one is how well buildings perform. If we stick with our example of Copenhagen, take a residential building like the 'Eight House' in the Orestad district. This innovative structure can be cycled up right to the top. Then, the shape of the building allows for passive solar heating in all of the apartments while the green roof provides excellent insulation. City developers need to use space on walls and roofs to create green spaces and generate electricity. An interesting example is the International School in Copenhagen. It's wrapped in 12,000 solar panels that provide the school with over half of its energy need.

Aisha: So, would you say that improving a city's buildings, installing solar panels and providing alternatives to private car ownership are what it takes?

Bruce: I'd strongly recommend such initiatives. However, any efforts need to go hand in hand with raising public awareness. The Copenhagen city government also educates the public with exhibitions of environmentally-friendly architecture. One exhibition shows a model of the local waste-to-energy plant, which has a ski slope installed on its roof. I firmly believe that people need to really feel the benefits of sustainable city life.

Aisha: That's a good point. So, what should sustainable cities do to ensure the well-being of their citizens? Apart from outdoors recreation on the ski slope ...

Bruce: *(laughs)* Yeah, we mustn't forget that growing cities require land to build on. So, in many metropolitan areas, green belts are already on the brink of being destroyed. City designs absolutely must include a fair share of parks and green spaces; no compromises allowed there. If space is a problem, create grass roofs and rooftop gardens.

Aisha: OK, and considering business: Would you say that businesses could make a contribution to sustainability in cities?

Bruce: Certainly! We all know about building in filters in industrial plants etc., but I'd like to point out the major impact the tourism industry has on a city's ecological footprint. Once more, Copenhagen serves as an example. More than two-thirds of the city's hotels hold an eco-certificate, which ensures high standards of sustainable design, energy and food. Think pizzas, burgers, hotdogs and craft beers all made from organic ingredients. One restaurant even has a rooftop kitchen garden.

Aisha: Wow! Thank you so much, Bruce, for this input.

[Bruce: Sure.] Now, let's look at the questions in the chat ...

(15 sec pause, acoustic signal, track replays)

Unit 5, exercise 5 (TCD ☉ 20)

Announcer: Three people discussing modern technology

Liam: So, Olga, do you think that modern technology has a downside to it?

Olga: Erm, well it's hard to say, I would say there is no yes and no. For example, you go abroad and you need to eat somewhere. Before, you would just wander round the town and find a place yourself, but now – click click click, you've found a restaurant, you've found a review, so here you go. What do you think, Jane?

Jane: Yeah, I agree with you. It's helpful, but it also takes away, as you say, it takes away the romanticism of just wandering around the city and thinking 'Ooh, shall we go here?'

Liam: And you're thinking about saving time, this is going to save time, this is going to mean that I can get what I want more quickly, I have more time to kind of spend enjoying myself, that kind of thing. I think there's an instinct where, because it's written down, you trust it as well, so with restaurants, you know, you look at them and think 'Right, that's what it's going to be like'. Like kind of five-day weather forecasting – it's a myth, you can't do that. But you still look at it and think 'oh yeah, great, it's going to be sunny on Tuesday.'

Jane: That's so true.

Olga: So you think technology sometimes replaces your own knowledge or your own initiative to investigate and find out things?

Jane: It brings out the lazy side, I think, probably.

Olga: At the same time, it's a new thing that people have less time and want things quicker, they want to live their lives quicker, and they get more and more value, in a way, in a certain time, in the very limited time they have now.

Jane: That's true. One good thing is things like transport. If you, er, commute to work or, erm, whatever, then you can always look up on, say your phone or your computer before you leave for work, and find out if there's any, like rail closures or any traffic problems, and that's actually invaluable because then you won't be late or you can tell someone in advance if you are going to be late –

Liam: Oh yeah, there are clear practical benefits to that kind of thing, definitely, yeah. The article suggests that people these days don't value general knowledge as much as people used to, erm, because of, you know because it's so easy to access, to acquire ...

Jane: I think, certainly that it's so easy to find the answer that they're looking for, that they don't actually have to, in inverted commas sort of, go on this sort of 'learning journey' to get their answer. They don't have to go through a process, thereby also getting more information about something to find their answer. They just find it, and that's that.

Olga: I quite agree with that, but I think it's new time, new technology. People don't need all this, kind of,

dead knowledge. Erm, they have this easily available information, and they can extend their knowledge when they need it, and where they need it, erm, opposed to what was before, that somebody would be an expert in one field but not in the others.

Liam: Right. I don't think it's a problem necessarily, but I think that the information that people get when they just look up, say for example, an event in history in a search engine, you'll get a very concise view of the key points of that event in history, but you won't necessarily find out about the context of it or any kind of broader detail, so what you're getting is quite shallow in terms of knowledge and information.

Olga: That's a very fair point.

Unit 5, exercise 9a (TCD ☉ 21)

Announcer: A news report about the Hole in the Wall project

Speaker: The children are falling over themselves to look at something new. It's a computer. There are some children in India who have never used one before, let alone seen one. This nine-year-old girl comes every day to use it, playing with the educational games. This, the Hole in the Wall project – which would go on to inspire the hit movie, *Slumdog Millionaire* – began when a Delhi scientist decided to install a computer in a wall in a poor part of the city and see what happened. Children would be able to use it unsupervised. Before long, the children started to learn things they wouldn't normally learn in a classroom. In short, the children were teaching themselves.

This 12-year-old has no computer at home. He's been coming here from the start, learning by watching others. Before long, he had learned how to operate a computer. The Hole in the Wall project has spread like wildfire. There are now 48 computers installed throughout the Indian capital. The idea has caught on and is spreading internationally. And just like *Slumdog Millionaire*, some of these disadvantaged kids are learning more than the adults – their parents or their parents' friends – giving a tremendous boost to their confidence. Each computer has educational software, word-processing software and so on, installed. The project aims to connect the computers to the internet at some point, giving the children access to a whole new world and valuable life skills. For these slum kids, it's not just fate that is shaping their lives – it's also the hard work of a handful of good people who know what children are capable of.

Unit 5, exercise 17a (TCD ☉ 22)

Announcer: Technology in different cultures – introduction

Speaker: Thousands of nerds collectively staring into the screens, monitors which eventually go on to form mountains of rubbish in the streets of the developing

world. The two images are poignant and shocking but may well give a distorted impression of computer technology in the world today. Of course, the inequality continues and every technological innovation that appears in the developed world may well end up a decade later on a rubbish dump thousands of miles away. But that's only half the story. Is the digital divide as apparent as these two images suggest? Is the developing world really losing the information revolution? Sarah Vernes reports on the subject of mobile phones ...

Unit 5, exercise 17b (TCD ☉ 23)

Announcer: Technology in different cultures – full report

Sarah: The latest Pew research into smartphone usage shows that it is growing rapidly right across the globe. However, while smartphone use is increasing everywhere, there are significant variations from country to country, even among those of equal wealth. For instance, while Israel and South Korea, of the advanced nations, have smartphone ownership rates of roughly 90 percent of adults, in Greece and Poland the number is just 60 percent. As to less developed nations, Brazil and South Africa match that number of 60 percent, while in Nigeria the number is just 40 percent, and in India it is as low as 24 percent. So, while there is a connection between a country's wealth and its smartphone ownership rate, it's not the only significant factor.

One big difference between the advanced and emerging economies can be found in the age of smartphone users. In all countries, younger people are more likely to own smartphones, access the internet, and use social media. But then the picture gets more interesting. For instance, in Russia only a quarter of the people over 50 have a smartphone while in South Korea it's about 9 out of 10. But in all of the advanced economies, the gap between the age groups is shrinking, and it has been doing so since around 2015. The researchers suggest that because people have had smartphones for longer in these countries, they've grown older with them. In contrast, the gap between the old and young is actually growing in less developed nations. For example, in the Philippines, people 34 and under are 47 percent more likely to have a smartphone today than those over 50 – compare that to a gap of only 23 percent in 2015.

The other big factors are education and income level. In every country surveyed, better-educated people with higher incomes are more likely to use the internet. The same is true of social media use. The education gaps in emerging economies are especially wide. For example, 58 percent of Nigerians with secondary or higher education use social media, compared with just 10 percent of Nigerians with lower education levels. The education gap in internet use is

an even wider 53 points: 65 percent of higher educated Nigerians use the internet compared with just 12 percent of those with lower levels of education.

In contrast, gender plays only a limited role in technology use. For example, the gender gap in smartphone ownership is usually in the single digits – if it exists at all. In Japan, for instance, 69 percent of men own smartphones compared with 63 percent of women. Men and women have largely obtained smartphones at the same speed, meaning that the gender gap in usage has stayed the same. In Brazil, for example, while 38 percent of women and 43 percent of men owned smartphones in 2015, today 57 percent of women and 63 percent of men own smartphones – a nearly identical gap at both points in time.

The big exception in this is India, where men are twice as likely as women to have smartphones, and India's gender gap is growing: today's gap is 10 points wider than it was just five years ago. It will be interesting to see how these trends develop in future – keep tuning in for tech and society updates ... *(fade out)*

Unit 6, exercise 6b (TCD ☉ 24)

Announcer: The future of work

Interviewer: Ms Lessing, you are an expert or 'futurologist' when it comes to jobs; if you had to describe the future of jobs in three words, what would they be?

Lessing: More flexible, more collaborative, less secure.

Interviewer: You used six words, actually, but I suppose modifiers don't count. Would you like to elaborate on the flexibility aspect?

Lessing: Well, if we look at present developments, it's becoming apparent that people will have several shorter careers during their working life; gone are the days of a job for life. Moreover, a large proportion of employees will be knowledge-based workers, which means that they can work anytime and anywhere – from home, from a coffee shop, from a low-cost country; all they need is a phone, a computer and a secure broadband connection.

Interviewer: I see, but this does not apply to geriatric nurses or shop assistants. And hasn't the Covid pandemic shown how important they are?

Lessing: Oh, that's right. However, even this type of worker won't be able to rely on the kind of secure employment we had in the past. They might have to change employers, work for more than one as freelancers or move towards self-employment.

Interviewer: You used the expression 'knowledge worker' – it means, roughly speaking, people who work with their brain rather than their muscles, doesn't it?

Lessing: Absolutely. And if we are to believe trends, more and more jobs will be created in the knowledge economy – which brings me to my second point: more collaborative. Due to the pressure of developing ever more innovative products and processes in an increas-

ingly competitive globalised economy, knowledge workers will be forced to work together. They will form clusters and networks that span universities, labs and the research and development departments of private companies.

Interviewer: Sounds fascinating, if a bit alarming, especially if you think of your third prediction: less secure jobs.

Lessing: Well, yes, but I am afraid we've already arrived at the future of the world of work, as predicted by Charles Handy some 40 years ago.

Interviewer: Charles Handy?

Lessing: Yes, the management expert foresaw dramatic changes in the working world. Being Irish, he chose the shamrock to demonstrate the future distribution of work. The shamrock has four leaves, but one of them – the customers – won't concern us here. Of the other three, one is made up of employees working in 'core jobs' or 'jobs for life'. Another's supposed to be made up of highly educated 'portfolio workers', for example computer specialists, project workers etc., who are hired for limited periods of time to carry out certain projects. The worst-off group, working in the so-called 'contractual fringe', are temporary or part-time, low-skilled or unskilled workers doing badly paid jobs, which Handy calls 'McJobs'. More often than not they need more than one job to make ends meet – a day job, an evening job, weekend work. And even then, they might not be able to afford a lifestyle that most people consider normal – a car, a computer, holidays, all those things. These 'working poor' or 'socially excluded' are a completely new phenomenon in the developed world.

Interviewer: Add them to the number of unemployed – and the future does look a bit bleak!

Lessing: Oh, not at all. It is true that millions of manufacturing jobs were lost when assembly line workers were replaced by robots or bank tellers by ATMs. But: if we are to believe experts, there are plenty of jobs around. There's just a skills mismatch. Digitisation has led to a new race between humans and technology, which requires workers with new skills.

Interviewer: Yes, you hear a lot about these new skills, but what are they?

Lessing: Rather than memorising facts and following detailed instructions – at which robots and computers do excel – the workers of the future will have to be creative, innovative and show entrepreneurial spirit. Education systems are called upon to write these demands into their curricula and to provide lifelong learning opportunities so that companies will be able to find the employees they need. ... Another growing sector concerns what is now called 'interaction' work. These are jobs that must be done face-to-face and require what is known as 'people skills': anything from day-care jobs to managerial and professional work.

Despite the increasing sophistication of machines, when it comes to looking after the frail and elderly, curing sick people or comforting children, humans will always win hands down.

Interviewer: So, if I may sum up, the answer to a changing and increasingly precarious job market seems to be greater flexibility, more teamwork and new skills to be acquired in a life-long education process.

Lessing: I couldn't have said it any better.

Unit 6, exercise 12 (TCD ☉ 25)

Announcer: Three young adults talking about their difficulties finding a job

Announcer: Sandra, 19

Sandra: I've never had a proper job. No matter where I go, I can't get a job. I've been looking for employment since August last year. ... I have a City and Guilds qualification in ICT – you know Information and Communication Technology – and in Maths and English and also spray-painting diplomas. I believe that being a girl has counted against me finding garage work. This annoys me no end because I could probably spray cars better than any lad. It simply isn't fair.

You wouldn't believe the number of jobs I've applied for over the last nine or ten months. It's been unreal. In the last week alone I've applied for eight jobs. I really think that I couldn't do more. I'm looking and I'm applying, via the internet, the job centre and in person. I've walked five miles from home in North Kenton, Newcastle, to the city centre to hand out CVs, all for nothing. And I'm not fussy about the kind of work I do. I've applied for waitressing jobs, office work, retail and cleaning. Anything that takes my interest; but no luck! And you know what I'm most sick of – not even getting any feedback. Employers can't even be bothered to acknowledge applications. I got one reply about five months ago, from Asda. I had a placement for 10 weeks, through A4E, you know the training provider, with Poundland, but it didn't lead to a permanent job. What do I live off? I receive housing benefit and council tax support, but money is extremely tight, 'cause I've got to pay back a crisis loan, which I took out to help furnish my rented flat. This comes out of my fortnightly unemployment benefit. I'm living on £85–£90 a fortnight, but out of this I am paying £15 electricity and £15 water and still have to find money for food. Nobody can tell me that's enough to live on.

Announcer: Alan, 20

Alan: I am going to be 21 next week – thank God for that! I'll get some money as presents then. If it wasn't for that, I'd be in real trouble. I'm in my second year at Northumbria University, where I'm doing a degree course in interactive media design. I live in rented student accommodation in the Heaton area of Newcastle. I've been job hunting since August; I've used

the reed.co.uk website to try to supplement my student loan, but without success. I've sent about 40–50 applications mostly to call centres and retail shops. When I made it onto a shortlist of three for a job in a clothing shop in Newcastle city centre, I was thrilled, but I wasn't selected; I haven't a clue why. I originally came from Northern Ireland, but will probably remain in north-east England after graduating. I'm hoping for a future career in the website or games sector. But, I haven't really thought about it. You can't see into the future.

Announcer: Neil, 20

Neil: I'm unemployed at the moment and haven't worked for 13 months. I used to work in a warehouse on the outskirts of Newcastle, but they let me go. They weren't busy enough. Then I had various odd jobs, in a garage, delivering leaflets, car washing and working at my uncle's food takeaway, which went bust. At the moment I live with my mother and receive £105 a fortnight in unemployment benefit. – It's really bad. I need the money. I'm sending out four to eight CVs a week. I have national vocational qualification levels 1, 2 and 3 in motor vehicle related skills, but actually I've stopped looking for motor vehicles work. They want 15 years' experience! And I'm getting too old for apprenticeships. I don't think very much of the job centre. They just put you on courses to give you experience. But I might be going on an energy-saving course – something about solar panels. Can't do any harm and I have nothing else to do anyway. They say alternative energy is the future; hopefully mine, too.

Unit 6, exercise 16b (TCD 26)

Announcer: Three people talking about things they're good at

Announcer: Darya

Darya: I've always been good with numbers. Erm, for example, when I was a child, I realised I could add up numbers very quickly, just by looking at them really. At the time it just seemed like a good trick, but looking back I have to say it's been useful in lots of different ways. For instance, when I'm shopping, you know, putting things in my basket, I always know exactly how much I should pay at check-out. So you could say my talent has saved me a lot of money! Numbers are also essential to my work. I've recently passed my final IT exams, and I'm starting a new job next month. The mathematics can be quite complex, and you need to be able to think logically. Of course, there's much more to being an IT engineer than maths – it takes imagination too, and the ability to compromise – but, yes, it's definitely a great help.

Announcer: Ian

Ian: I suppose one of the big, er, passions of my life is water sports, in particular sailing. I started sailing

when I was nine in my local sailing club that's in my home village in Ireland. I've been sailing pretty consistently ever since. I sailed all the way through my teens. I managed to be lucky enough to sail in countries all over Europe. I've done it, er, for my university, I did it for, erm, my country a few times. The main skills you need for sailing, I suppose, are two part. It's a, there has to be a mixture of, er, the physicality and the mental approach. I mean you have to be physically fit and strong and, erm, have plenty of stamina because the races can be very long, a couple of hours at some stages, in some places, but at the same time you have to be mentally very aware. You have to be very much focused not only on yourself but on everyone else and all the conditions around you.

Announcer: Holly

Holly: Well, when I was young, my family moved around a lot – my father was a diplomat – so I went to lots of different schools and met people from lots of different places and backgrounds. I think that experience gave me a lot of my people skills ... by which I mean, erm, I like meeting new people, I'm a good listener, I'm good at helping people get on with each other, that kind of thing. It comes in really useful at work, of course. For the last eight years, I've been running a social club in the area. Erm, it's a club for elderly people, paid for by the local government. Obviously, I use my people skills there ... being an effective communicator is an important part of management, maybe the most important. I've done a couple of internships and voluntary work, and more recently I've been studying in the evenings so I'm quite tired. But qualifications aren't everything. I think the most important thing is that you should be genuinely interested in other people, open to them. You can't fake that. People will sense that you're faking it sooner or later.

Unit 7, exercise 2b, c (TCD 27)

Announcer: Corporate identity: McKinsey

Interviewer: Professor Casey, thank you for agreeing to take part in our online series called Campus Voices.

Justin Casey: Certainly, it's my pleasure.

Interviewer: Your special field is branding and corporate identity and today you have kindly offered to talk about McKinsey.

Justin Casey: Yes, as I am sure you all know, McKinsey is one of the best known – if not the best known – management consultancies in the world, but they are careful to keep a very low public profile. A household name, on the one hand, and almost a secret sect on the other.

Interviewer: What do you think is responsible for this strange dichotomy?

Justin Casey: I would say, a carefully constructed corporate identity, and reputation management that

includes the smallest details like what kind of socks McKinsey men are expected to wear.

Interviewer: Which is?

Justin Casey: Nothing showy! Once you are a McKinsey associate, a certain appearance and conduct is expected of you: professional and discreet. The present CEO and founder of the company wanted to create no less than a 'new profession' and took professions like doctors or lawyers as his model. Although McKinsey is eager to stress diversity and inclusion, it is usually not difficult to spot a McKinsey man.

Interviewer: What would you say are the most important features?

Justin Casey: He is the tall, good-looking guy – wearing the right kind of socks (*laughs*) – and a suit. He was at an elite university – it used to be exclusively Harvard – but now not necessarily; and he wasn't just an ordinary student, but captain of a sports team or leader of the debating society, or chief fundraiser – whatever! Something to single him out from the rest, in short: WASPY and elitist!

Interviewer: So the 'White Anglo-Saxon Protestant' background still counts, despite all the talk about diversity ... I see; is there something like the McKinsey woman?

Justin Casey: Sure – the same, just female! The firm does not encourage individualism; instead, image-consciousness and standardisation are the norm. Take their particular terminology, the way they speak. For example: rather than customers, McKinsey has 'clients,' employees are 'associates,' ex-employees 'alumni,' and instead of 'negotiating' McKinsey men and women 'make arrangements.'

Interviewer: Is it true that this image consciousness also extends to how they behave in their free time, weekends, holidays etc?

Justin Casey: I would say yes: they are encouraged to spend time together, spouses and children included. They are expected to be active in their respective communities – get involved in sports, clubs, charities etc. – make contacts, network; they are never off duty, as it were. In contrast to this strong presence, they rarely talk about their work. They might agree to comment on business-related topics, but interviews about the firm, itself, are taboo.

Interviewer: Would you say that this conformity and secrecy also impacts on the way they do business?

Justin Casey: Yes. It's part of their corporate identity that they never divulge their customers' names; they neither take credit for successes nor do they take blame for failures; this is part of the confidentiality agreement with their customers. In every respect, they like to operate below the public radar – unusual in our world of social media!

Interviewer: But, am I right in saying that, although they do no marketing whatsoever, and despite growing

competition from other consultancy companies, they are still extremely successful?

Justin Casey: Correct. At the moment they have over 100 offices in 60 different countries. Their prestige is unparalleled. In some countries, like China, for example, bringing in McKinsey is a status symbol, the corporate equivalent of buying a Louis Vuitton bag: prohibitively expensive, exclusive and, presumably, the best!

Interviewer: Well, we'll take your word for it. Thank you so much for granting us this interview.

Justin Casey: You're welcome.

Unit 7, exercise 11b (TCD ☉ 28)

Announcer: Yousef talking to his manager

Yousef: Er, Leo, do you have a minute?

Leo: Ah, Yousef, how are you?

Yousef: Fine, thanks. Erm, I've got Mr McKenzie coming in for a meeting in a while ...

Leo: Right.

Yousef: ... and we really need somewhere where we can sit down and talk.

Leo: OK. When's the meeting?

Yousef: About three.

Leo: Right, well, I'm going out in five minutes, so you can use this office. I'll tell Janet.

Yousef: Ah, that's great, thanks. Actually, I've been thinking, erm, would it be possible for me to have my own office at some point?

Leo: We just don't have the room, Yousef. And besides, it's not just you. Agustin and Rachel should really have their own offices too.

Yousef: Yes, I've thought about that. Apparently, the company upstairs wants to rent out some of its rooms. Couldn't we take those?

Leo: Well, of course we could, but we won't get them for nothing.

Yousef: Couldn't we at least ask about the price?

Leo: Come on, Yousef, you know how things are with money at the moment. Even if I thought it was a good idea, I'm afraid there's no way Karin would agree.

Yousef: Hm. Well, in that case, I've got another idea.

Leo: OK ...

Yousef: I could move into the little photocopying room.

Leo: But what about the photocopier? We'd have to move it somewhere.

Yousef: That's no problem. It could go in the corridor, next to the drinks machine.

Leo: Are you sure it would fit? In any case, that room's too small. There'd only be enough space for you. What about Agustin and Rachel?

Yousef: Well, if I moved out of the main office, we'd all have more space –

Leo: I'm not sure they'd see it that way.

Yousef: No, maybe not.

Leo: Look, how would it be if I take over the photocopying room?
 Yousef: Oh. OK. Hm.
 Leo: This office is far bigger than I need. Then the three of you could move in here.
 Yousef: Ah, that could work, yeah.
 Leo: Now, obviously, you wouldn't each have your own office, but you would have a lot more space and it'd be a lot quieter. And if the photocopier won't fit in the corridor, it can go where your desks are at the moment.
 Yousef: Mm, that sounds great, if it's OK with you.
 Leo: OK, well, er, I'll discuss it with the others later.
 Yousef: Right. Thanks, Leo.

Unit 7, exercise 21b (TCD 29)

Announcer: Caitlin negotiating for compensation
 Ethan: So, you see, Caitlin, we've looked into it and I can't express how sorry we are about the confusion. Er, apparently one of our staff made a mistake when he took your booking and recorded the number of dinner guests as seventy-five ...
 Caitlin: ... rather than a hundred and seventy-five.
 Ethan: Yes. So, when you all arrived, I'm afraid we weren't prepared for such a large group. We did set up a buffet in another room, but of course ...
 Caitlin: Yes, the buffet was set up quite quickly and we appreciated that, but unfortunately almost forty of our guests did choose not to wait and went home ... and because of that, we certainly lost some important donations.
 Ethan: I'm so sorry. I know how important your work is and how much you depend on donations. Erm, I gather you'd like to work out some compensation.
 Caitlin: Yes. We believe we should be compensated for our losses and the inconvenience to our guests.
 Ethan: Could you, erm ... what exactly did you have in mind?
 Caitlin: Well, we'd like you to cancel the cost of food, drink and room rental for the emergency buffet meal. It was \$2,843 in total.
 Ethan: I see.
 Caitlin: In addition, we feel we're entitled to a 50 percent refund of the cost of the sit-down dinner for seventy-five people in the dining room. It was \$5,856 – here's a copy of the bill. A 50 percent refund would be \$2,928.
 Ethan: Well, to begin with, I'm afraid we can't agree to cancel the entire cost of the buffet meal. We have our own expenses to cover. However, we can offer a refund on the buffet room rental, which was \$750, and we're prepared to add an extra \$250 to round it up to \$1,000. As for the meal in the dining room, those seventy-five guests had their meal as planned and I don't honestly see why we should give you a 50 percent refund for that. However, we can offer another \$1,500 as compensation for the inconvenience.

Caitlin: I don't think we can accept that, Ethan. You see, we estimate our charity has lost five to six thousand dollars as a result of your employee's error. Now, as you know, this is the third time we've held our fundraising dinner at your hotel and until last weekend, we had nothing to complain of ...
 Ethan: Obviously, we hope we can host your dinner again.
 Caitlin: Well, that depends on what we agree. Of course, we'd be willing to come here again provided we can sort out this problem.
 Ethan: I see. Well, let's compromise. If you agree to accept the \$2,500 I mentioned, then we propose a 20 percent discount on your next booking with us.
 Caitlin: Do you mean 20 percent off the cost of the food, drink and room rental?
 Ethan: Yes, 20 percent off the entire cost of your event. What do you say?
 Caitlin: Well ... yes. I think we can agree to that.
 Ethan: Excellent. As I said, I am really sorry. Now, let's sort out the payment ...

Unit 7, exercise 25a (TCD 30)

Announcer: Opinions about what went wrong
 Announcer: One
 Speaker 1: Oh, it was terrible. We had to put half the guests in a little side room which we don't usually use. We did manage to organise a pretty decent buffet at very short notice – but we were still putting things on the tables when most of the guests arrived. A lot of the guests took one look at it and went home. They'd been promised a proper dinner, so I can't say I blame them.
 Announcer: Two.
 Speaker 2: I'm quite angry about the way they're trying to put the blame on us. I know the guy who took the booking, and he's absolutely certain they said 75 guests, not 175. So I think it was their mistake. Of course, now they're putting pressure on the management for compensation. I don't think they should get anything, but they're old clients so, well, I guess they will.
 Announcer: Three.
 Speaker 3: I didn't go to the dinner, but I share an office with Caitlin and I can tell you, it put her in a terrible mood for the rest of the week, and I'm not surprised. The hotel put her in a really difficult situation with some very big donors of ours. It was so embarrassing, but what could she do? We'll be asking for compensation, of course. I made the booking for the dinner myself, and I'm sure I said 175 guests.
 Announcer: Four.
 Speaker 4: Obviously, I'm very concerned. We've put a lot of time, money and effort into our catering services recently, building good relationships with local businesses, local charities and so on and obviously something like this involving so many people, well, it puts our reputation at risk. They'll ask for massive

compensation, of course, which we can't give them, but I've instructed the hotel manager to be as generous as possible – and, in future, to ask our clients to confirm their bookings in writing.

Unit 7, exercise 32 (TCD Ⓞ 31)

Announcer: You are going to listen to four different people talking about negotiation styles. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, complete the sentences (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Announcer: Andrew.

Andrew: When I started my job at the cable television channel in Guatemala, I encouraged this, this situation of planning ahead: production planning, pre-production, resources, vehicles, cameras ...

People were used to doing things differently, just waking up in the morning and going where they pleased, shooting what they wanted. So, there was a lot of resistance to filling out those questionnaires and forms. I said, "OK, let's do it this way: erm, instead of planning ahead, let's just try a couple of weeks with planning for resources, vehicles and cameras." After a couple of weeks of filling out forms, just letting me know where they were going, what they were shooting, how many cameras, how many batteries or tripods they needed, people started to be happier and did their work faster. The flow of production worked more smoothly trying to allocate resources. Everyone came on board. After a couple of weeks, they wanted to do the pre-production, not only the resources, but trying to plan ahead for direction and content, and everyone was happier.

Announcer: Fan Di.

Fan Di: The way of negotiating and, er, compromising in the Eastern culture is very different to the Western culture. For example, in the Eastern culture, while you're having a meeting, it's pretty hard to get things to be decided during the meeting. You're more likely to ... you make decisions and, er, find a solution after the meeting with your close friends or your close allies. But in the Western culture things are more direct. Er, people are more interested in finding a solution or making a decision during the meeting. For example, in a meeting, you have Western business people and Chinese or Eastern business people. During the meeting, things can be great, but, erm, the result can be quite different, 'cause the Western people will think the meeting's going really well. But as for the Chinese businesspeople, they will think that it is not going very

well. They might even say, "We agree with what you said, but it was not what we meant."

Announcer: Marianne.

Marianne: I must admit that dealing with us Germans is not always easy. Germans are said to be very formal and erm ... correct. Good manners are important, punctuality and formal dress and yes, erm, you should shake hands at the beginning and the end of the meeting, and erm never forget to use titles when addressing members of the negotiating team, otherwise they might be offended ... and that certainly doesn't help negotiations. ... Germans usually, nearly always keep their distance, so never use first names, unless explicitly invited, and avoid small talk and chatting, and get to the point as quickly as possible. ... As far as organisation is concerned, their meetings are usually quite efficient, well-structured and well planned. ... German business people tend to be straightforward and, and ... direct. English people in particular find them too direct or even brusque ... and they expect you to be equally efficient and organised and ... as quality-conscious as they are.

Announcer: Patricia.

Patricia: Although Americans generally seem quite personable and are quickly on first name terms, they do not usually start their negotiations by building up a personal relationship. You see, American business life is rather competitive and so is the American approach to negotiations. They focus on results and expect their business partners to do the same. That may be the reason why Americans are often said to be arrogant and impatient. They like to cut to the chase, which means they get straight to the point, and they have no time to waste for niceties, which doesn't go down very well with Japanese people, who place more emphasis on getting to know their business partners. Americans go for their goals. They focus on the contract and the issues to be discussed and are trained to achieve results as quickly as possible.

(15 sec pause, acoustic signal, track replays)

Unit 8, exercise 1b (TCD Ⓞ 32)

Announcer: Proposals to deal with the climate crisis

Akari: Welcome to the Green Science podcast, I'm Akari Hirano. We all know that greenhouse gases being pumped into the atmosphere are well on the way to causing a climate catastrophe. We're even closer to hitting tipping points such as the Greenland ice sheets disappearing. Unless we quickly come up with some crazy geoengineering schemes, we need urgent global political action to turn the tide. So, hopes were high for the latest United Nations Climate Change conference. But it didn't live up to its claim of keeping global temperatures from rising more than 1.5 degrees. Once again, it seems this was nothing more than a talking

shop full of promises but no real action. So, I thought we should instead look at some actual proposals that have been made elsewhere.

Let's start with the Green New Deal, proposed by some of the more progressive Democrats in the US. This ambitious set of proposals wants to decarbonise the entire US economy in ten years, while guaranteeing government-funded green jobs for all who want them. It sounds great, but in my opinion something like this would cost powerful people in the fossil fuel industries billions of dollars, and we all know that in the US, money talks. So, I don't believe it has any chance of success.

In the European Union, meanwhile, an alternative vision of a green deal has been outlined by the commission president Ursula von der Leyen, so it has more political weight behind it than the US version. It aims to combat global warming by making the EU's economy carbon neutral by 2050. This might be too slow for some of you, it is, however, much more realistic than the US version. They also propose to use the EU's increasing soft power, for example by only engaging in trade deals that contain sections about climate protection.

Unit 8, exercise 22b (TCD 33)

Announcer: A discussion about the book *Novacene: The Coming Age of Hyperintelligence*

Interviewer: In 2019 scientist and writer James Lovelock brought out a book, *Novacene: The Coming Age of Hyperintelligence*, in which he makes startling predictions about the future of our planet. In contrast to some of his earlier books, he tells a somewhat positive story. He predicts that at some point, the computers will take over and solve climate change for us. We talk to Moira McCann, who read the book. Moira, is this book a cheerful read?

Moira: Well, in some ways yes, and it's certainly a very interesting book. If he's right, then the power of artificial intelligence will geometrically increase to the point where its intelligence far exceeds that of humans, and it seizes control of our governance systems. Normally people find this an incredibly disturbing thought, but he suggests that this artificial intelligence will be benign and put into place new technologies and procedures that will slow and then reverse climate change. We wouldn't be able to do it on our own with the technologies we have, so this is a decent result. He also thinks that this AI will itself be powered by green energy, probably solar power.

Interviewer: So, the robots will stop us causing climate change, according to this book?

Moira: That's right. The way the book describes it, the robots, if the intelligence is indeed housed in bodies, will have the intelligence to figure out the danger of

climate change for themselves, in the same way that the DeepMind computer taught itself how to play chess. In order to save themselves and the rest of life on the planet, they will design ways of averting catastrophic global warming.

Interviewer: How does he think that the robots or computers will become so powerful? Won't we stop them before they take over?

Moira: Lovelock believes that at a certain point the robots will be able to design newer and more powerful versions of themselves, and at that point they will be beyond our control. There will be a kind of technological Darwinian evolution.

Interviewer: Why would they be nice to us?

Moira: Well, that's an interesting question, and lots of people disagree with him there. But in his mind, they will want to keep organic life around to keep the temperature of the planet down. And we might be useful to them as custodians of nature. In any case, they might see us somehow as their original creators and take pity on us.

Interviewer: So they'll keep us alive out of pity?

Moira: Not just. In fact, he says that they might look upon as some kind of advanced animal companion!

Interviewer: Oh my god! We'll just be pets?

Moira: (laughs) Well, not just, but in any case, is there a happier creature on Earth than a well-cared for pet? All your needs taken care of, no stress at all, just a life of ease?

Interviewer: I mean, I don't think it's for me! Anyway, that was James Lovelock's *Novacene: The Coming Age of Hyperintelligence*, many thanks Moira!

Unit 8, exercise 24 (TCD 34)

Announcer: Four people reacting to James Lovelock's ideas

Pilar: What he's really saying is that while global warming is already happening, and we can't stop it, we have to hope that AI will step in at some point. I don't really agree, I think things aren't nearly as bad as he says they are. I think he's exaggerating a bit, and we'll fix it ourselves.

Uri: I partly agree when he says that there's no point in fighting against the rise of AI, I think he may be, maybe he's right about that, we're not going to be able to stop it. But I don't really see that this is a good thing, though. I think, I think it's worth trying to stay on top of it and make sure it serves us rather than the other way around.

Patrick: His point really is that we aren't going to do that though, right? I think he's got a point. Once it gets to a certain stage, we won't have any choice, will we? That's exactly what he's saying. Lovelock makes the point that we won't notice until it's too late, and in any case, it might be better for us if artificial intelligence

was making the big decisions. I think that's a valid point – we certainly haven't got a great track record lately!

Jane: When he says it's not a bad thing, I think he's completely wrong! I don't want to be a pet. Although I do agree with him that climate change is currently very dangerous, and that we'll need some kind of new technology to beat it. I think he's ..., what he says there is spot on, he's absolutely right.

Unit 8, exercise 31 (TCD Ⓞ 35)

Announcer: You are going to listen to an interview about the effect of meat consumption on the environment. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, choose the correct answer (A, B, C or D) for questions 1 to 5. Put a cross in the correct box. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

John: And now, to tell us her views on meat consumption, is the nutritionist and writer, Beth Willis. Beth, I take it you're a die-hard vegetarian?

Beth: Good morning, John. Well, I'm not a strict vegetarian, no. I do eat fish, and I also eat animal products like eggs and cheese – although I am trying to cut down on those too.

John: That's necessary, is it? Since when has eating meat done us any harm?

Beth: Well, John, it's not just a question of individual health. Let me give you some figures: In 2021, the average consumption of meat and animal products in OECD countries was 72 kilos a person for the year. Maybe that doesn't sound so much, but listen to this. The figure for Nigeria was 4.6 kilos, while average consumption in the United States was over 100 kilos a year. 100 kilos – that's over two kilos a week of animal products, and twenty times as much as places like Nigeria.

John: We all know that there are inequalities in the world.

Beth: Of course, but there are other issues at stake here, too, and they're to do with the way that animals are raised.

John: So you're of the belief that farming is cruel and inhumane?

Beth: Well, leaving that aside for the moment, I'm talking about wider environmental issues. Take water. Now, water is in short supply in many parts of the world, but rearing livestock can use up to 200 times more water than growing, say, wheat, kilo per kilo. Then, of course, there's the question of where these animals are raised. I think most people are aware of the immense damage to the atmosphere that's caused by the destruction of the rainforests. And yet every year, thousands more square kilometres of the Amazon rainforest – ar-

eas equal to whole European countries – are cut down, mainly to provide land for cattle or other livestock-rearing, or for the production of soy as animal feed – much of which is exported to European markets. And that's without mentioning the immense amount of greenhouse gases actually produced by the animals themselves. So, there's a kind of double contribution, if you like, to global warming.

John: So, what solutions have you got for us?

Beth: Governments aren't doing enough. But practically all countries agree that there needs to be global action on climate change, and that will have to include issues such as livestock production. But I think we need to think about making our own individual contribution, too.

John: In other words, we should all stop eating meat.

Beth: That's my view. Obviously, that's not going to happen though, or not overnight. But there have been some interesting moves in the last couple of years. The National Health Service in Britain, for example, is aiming to reduce its use of meat and other animal products.

John: What, in hospitals?

Beth: Yes, that's right, but also in other care facilities and the food it provides for its staff. Then in Germany, the federal environmental agency asked people to try to reduce their consumption of meat.

John: And have they?

Beth: To be honest, I don't know. But I think it's interesting to see the idea aired at a national level, coming into the mainstream.

John: This is all a bit theoretical, isn't it?

Beth: Perhaps, yes. Which is why I like the some of the more practical suggestions that have been made in the last couple of years. One is the Planetary Health Diet devised by EAT forum and the Lancet. Here, you begin by covering half of your plate with vegetables and fruits, and then you add proteins such as grains and beans, and perhaps some starchy vegetables or dairy products to the other half. You can add a bit of meat, but not much over the course of a week. By following this diet, we can not only make ourselves healthier, but also do our bit for the planet too, because by cutting down on meat consumption we can help reduce atmospheric CO₂. What is also nice is that the basic diet can be adapted to different cuisines around the world.

John: Beth Willis, thank you very much. Food for thought for us all there. The time's coming up to 6 minutes to 9 ... *(fade out)*

(15 sec pause, acoustic signal, track replays)

Semester check, Listening task 2 (TCD Ⓞ 36)

Announcer: You are going to listen to part of a podcast called "The Business Podcasts". The host, Bob Stanley, is talking to Sarah Cracknell, an expert in the psychology

of negotiations. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, match the beginnings of the sentences (1 to 8) with the sentence endings (A to K). There are two extra sentence endings that you should not use. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Bob: Welcome back to part two of this week's Business Podcats, and I'm delighted to welcome Sarah Cracknell to the pod, a consultant specialising in negotiations. Thanks for coming, Sarah!

Sarah: No worries, Bob, thanks for having me.

Bob: You've been following the British Museum and LaCollection negotiations closely; as an expert in the psychology of negotiations, what can we learn from them about preparing for a session?

Sarah: Well, one of the big mistakes that people often make is to think of negotiations as some kind of battle, that you have to beat your opponent in order to win. But most negotiations aren't like that, they are not a zero-sum game. And you shouldn't look at your counterparty as if they are some kind of enemy. For instance, the British Museum and LaCollection were looking to create some kind of partnership.

Bob: Right.

Sarah: So, the first thing to do is try to separate the people you are talking to from the issue you are trying to work through. Human beings are complicated, and we have all sorts of emotional reactions that might not be very useful in a negotiation. If you have some personal problems with the other side, it's best to try and deal with them aside from the main issues, or to put them in a box and just focus on what's important.

Bob: That sounds easier said than done!

Sarah: Well of course, it is more difficult in practice, but experienced negotiators know to keep their eyes on the prize.

Bob: Understood. So, what else should we think about?

Sarah: The next thing is to think about your interests and your counterparty's interests. The famous example of this was made by Fisher and Ury, and it's known as the 'orange situation'. Two people are arguing over an orange, and they finally agree to split it down the middle and have half each. This seems fair, right? Then one of them goes home, eats the fruit and throws away the peel. But the other one uses the peel to make a cake and throws away the fruit. If they had talked about their interests instead of arguing about who gets the most orange, they both could have got more of what they needed.

Bob: Oh, that's a nice demonstration of the point.

Sarah: Yeah, I love that. Finally, you should try to come up with a range of options. Brainstorming is a useful idea

here. Both sides should just come up with as many options as possible in a free and unpressured environment. This should lead to a mutually beneficial, and perhaps even innovative way to solve the issue or finalise the negotiation. With the recent talks between the British Museum and LaCollection, the sessions led to the creation of a brand-new portal.

Bob: Great, but how do you decide if the solution is a good one? Are there any tips you can give?

Sarah: Well, every negotiation is different so it's hard to give any concrete, practical tips. But, in general, it is a good idea to come up with some objective criteria against which to measure your solutions, and agree on them before the negotiation begins.

Bob: That's excellent Sarah, thanks for taking the time to talk to us at Business Podcats.

Sarah: Thanks for having me, it was fun to be here.
(15 sec pause, acoustic signal, track replays)

Unit 9, exercise 6b (TCD ☉ 37)

Announcer: Agencies and sub-organisations of the United Nations

Ana: Welcome everyone to the United Nations Office in Vienna. Before our workshop, I'm going to give you a brief overview of some of the major UN sub-organisations. Feel free to interrupt me if you have any questions. OK, well, one of the UN organisations that has its headquarters here in Vienna is the International Atomic Energy Agency, or IAEA. It promotes international cooperation for the peaceful use of nuclear energy and nuclear safety, like radiation protection. Another major task is trying to prevent the production of nuclear weapons.

Who knows another organisation that is headquartered in Vienna? – Yes? – May I have your name?

David: Yes, sure, I'm David. I think the UNIDO, the United Nations Industrial Development Organization has its seat there.

Ana: Correct! This organisation co-ordinates all UN activities concerning industrial development; it enables developing countries to finance industrial projects. One of its major aims is to accelerate economic growth in order to bring prosperity to all. But at the same time, they also focus on safeguarding the environment. So, UNIDO's mandate is fully aligned with the global development agenda, which underlines the central role of industrialisation. Several smaller agencies are also based in Vienna, such as the International Narcotics Control Board or the United Nations Office for Outer Space Affairs. But let's focus on the major agencies now. Oh, by the way, does anybody know the abbreviation for the UN office in Vienna?

Liam: Yes! UNOV.

Ana: Great, yes. So, erm, let's look at some other relevant UN sub-organisations now. The ILO for instance. The

ILO, or International Labour Organization, is based in Geneva, Switzerland. It deals with international labour standards and seeks to protect workers' rights; it fights against inhuman working conditions and aims to achieve social protection for all. Another huge agency is the UNESCO. UNESCO stands for United Nations Educational, Scientific and Cultural Organization. I know, quite a mouthful! Dating back to 1946 and headquartered in Paris, the UNESCO promotes international peace and security through cooperation in education, science and culture. It sponsors literacy, technical and teacher-training programmes and also translations of world literature. Further, cultural diversity and bridging the worldwide digital divide are areas of responsibility as well as the World Heritage Sites. Now, I'd like to move on to the UNHCR. Any idea what this abbreviation stands for? Yes, David again, please.

David: I think it stands for United Nations High Commissioner for Refugees. I saw a video about it the other day.

Ana: Exactly, thank you! And it is also referred to as the UN Refugee Agency. It's an organisation that supports and protects refugees, and helps with their resettlement in another country, their integration or their voluntary repatriation. Now, what's next? Erm, yes, an institution that is based in Nairobi, Kenya. The United Nations Environmental Programme, UNEP, which co-ordinates the UN's environmental agenda; its activities range from the protection of the atmosphere, ecosystems and biodiversity to the prevention of air pollution and the contamination of international waterways. And the environment, is, of course, closely related to food, so the FAO, the Food and Agricultural Organization is also a part of the United Nations. Its goal is to defeat hunger by improving agriculture, forestry and fishery in developing countries.

Well, and as you can imagine, all the UN programs and projects cost money. Does anyone know what UN institution acts as the World Bank? Yes, the young lady over there ... Your name is ...?

Alina: Oh, er, Alina. Isn't that the IMF? But what do the letters stand for again?

Ana: The stand for International Monetary Fund. The IMF was created during the famous Bretton Woods conference in 1944. Basically, it grants loans to finance investments in cases where private capital is not available. Loans are only given to governments or to private companies with government guarantee. – Right, erm, now, let me look at my list; I'm afraid we haven't covered two other crucial UN sub-organisations yet: the United Nations International Children's Fund and the WHO. We're going to focus on these two agencies in our workshop, so if you'd like to follow me to the seminar room ... *(fade out)*

Unit 9, exercise 10 (TCD 38)

Announcer: Stephanie talking about the MUN for secondary schools

Mark: Hi Steph, haven't seen you around for a while.

Stephanie: Yeah, I know; I've just come back from Amsterdam.

Mark: Amsterdam? During term-time?

Stephanie: Yes, I was there for a few days to take part in the MUN for Secondary schools.

Mark: MUN? Oh, is that the student UN thing?

Stephanie: Yes, the Model United Nations. Students from schools around the world form teams and represent a country in a simulated UN General Assembly. They also sit on various specialist committees, like climate change, human rights, drug trafficking, etc.

Mark: And what exactly do you have to do?

Stephanie: In the General Assembly, which is also student-run – you know the general secretary and his or her assistants are also students – you have to make an opening statement – and submit a resolution for debate. The resolution needs to have the same format as a real resolution at the UN.

Mark: Wow, sounds tricky.

Stephanie: It is. I found it difficult to imitate the formal language and the UN jargon. My way of solving this problem was to Google real UN resolutions and model ours after them.

Mark: Like at school.

Stephanie: Exactly. Anyway, resolutions which are selected for debate are presented by the country proposing them and then are debated in the General Assembly, again according to the rules of parliamentary procedure adopted by the real General Assembly.

Mark: So, what was your resolution about?

Stephanie: Human trafficking. We came up with the idea that the UN should set up a special international task-force to stop it – you know, zero tolerance for smuggling people across borders. We all know how many people die in transit, and if they ever reach their destination, they live in terrible poverty or fear or are forced to work as prostitutes, domestic slaves and so on.

Mark: Well, your resolution should have been accepted, no problem.

Stephanie: Well, it was eventually, but it was more difficult than we thought to find countries to support us. What we decided to do was to amend our text to make it appeal to more people. The biggest problem was that the representatives of poor countries did not share our views; they accused us of defending 'Fortress Europe' and explained that, for many, being smuggled into a wealthier country is more or less the last resort. What I learned was to put myself into other people's shoes, see things from another point of view, you know, that sort of thing.

Mark: Your debating and negotiating skills must be quite good now.

Stephanie: You can bet on that. I also know more about issues in current affairs than ever before. And I met an awful lot of nice people from all over Europe.

Mark: Pity my parents can't afford to put me in an expensive international school.

Stephanie: What do you mean?

Mark: I mean that I wouldn't mind jetting off to Amsterdam to take part in an MUN session.

Stephanie: There's nothing to stop you; there are more and more secondary schools from all over the world sending delegations – including state schools in Austria.

Mark: Really? Well then you might have to try out your negotiating skills on me next year.

Stephanie: Any time!

Unit 9, exercise 15a (TCD 39)

Announcer: How to be a responsible tourist

Dave: Hi everyone, this is Dave again; today's topic explores what we can do to be more responsible tourists. With news about excessive tourism and pollution caused by tourists, you can easily feel uneasy when travelling. But let's face it: Who doesn't like to explore new countries and cultures? So, how can we do this as responsible tourists? I have found these really useful tips developed by the World Committee on Tourism Ethics, and I'd like to share them with you.

Whether your travels take you to a tropical beach, a bustling city or tranquil village, you'll get more from your trip if you respect the host communities' world. Now, what does this mean? Here's the first guideline: Honour your hosts and our common heritage. Research your destination to learn about local customs, traditions and social conditions; getting to know the basics will make you even more excited about your upcoming adventure. Learn to speak a few words in the local language to help you connect with the local people in a more meaningful way. Make an effort to experience what makes your destination unique, from its history, architecture, religion, dress, and communication codes, to its music, art and cuisine. And always ask before taking photographs of other people as their privacy matters as much as yours.

Secondly, respect our planet. Reduce your environmental impact by being careful with the natural resources, especially forests and wetlands. Respect wildlife and their natural habitats, and never purchase products that are made using endangered plants or animals. In protected areas, access only the places open to visitors, and try to keep your water and energy consumption to a minimum. Leave only a minimum footprint and a good impression behind.

Also, support the local economy. Buy locally-made handicrafts and products and pay local vendors and

artisans a fair price – and definitely don't buy fake products or anything that is illegal. If you go on a guided tour, make sure you hire local guides with an in-depth knowledge of the area.

The last guideline is: Be an informed and respectful traveller. Take appropriate health and safety precautions before and during your trip. Choose tourism operators with environmental policies and community projects – this will ensure you are both safe and respectful of human rights. You might feel like giving money to begging children, but it's usually better to support community projects instead. When you get home, provide an honest travel review and promote your positive experiences.

Now, this might sound like an awfully long list of rules, but if you think about it, most of it is common sense. I'm sure many of you have had great experiences exploring foreign cultures. Why not share your stories with us? Or recommend local initiatives that support sustainable tourism? You'll find a link to our vlog on our website ... *(fade out)*

Unit 9, exercise 17b (TCD 40)

Announcer: Carla giving a talk about Malala Yousafzai

Teacher: And today it's Carla's turn to present her choice in our series of talks about 'People who make a difference.'

Carla: OK, well, so here's some basic information about Malala Yousafzai, who has dedicated her life to fighting for girls' right to education. In 2014, she became the youngest person ever to win the Nobel Peace Prize. However, she's already faced some big challenges in her young life.

Malala was born in 1997, and she spent her childhood in the Swat Valley in the northwest of Pakistan. At the time the Taliban were trying to take control of the region. They banned women from going to the market; shopping was not allowed, and girls were banned from attending school. Malala first came to public attention in 2008 when she was 11 years old. Her first public speech in September 2008 was titled "How dare the Taliban take away my basic right to education?" After that she started to write an anonymous blog for the BBC, describing her life under the rule of the Taliban, who had become increasingly violent and had blown up several girls' schools. In her blog Malala said that she still planned to go to school although she was afraid. Her father encouraged her to write her blog, and both her parents supported her views on promoting girls' education. Malala became famous. She gave interviews, appeared on TV, and a documentary was made about her life. At the age of 13 she was nominated for the International Children's Peace Prize and was awarded Pakistan's National Youth Peace Prize. In 2012, when she was about to get on her school bus, she was shot in the head by a Taliban

gunman, who also injured two of her classmates. Malala survived the attack and was flown to Britain for treatment. She made a full recovery, and on her sixteenth birthday she gave her first public speech since the shooting. She spoke at the UN, saying “our books and our pens are our most powerful weapons.”

Since her recovery, Malala has made fighting for female education her life’s work. She published her autobiography in 2013. Also, a fund was set up in her name that helps children around the world get an education. She has changed people’s minds and actions because she’s shown people that things can change if you are prepared to fight for them. She has won international acclaim and awards, and she was the co-recipient of the Nobel Peace Prize in 2014 making her the youngest ever Nobel Prize laureate. She graduated from high school in England, but was determined to complete her education at university. So, she attended the University of Oxford, where she received a Bachelor of Arts degree in Philosophy, Politics and Economics in 2020.

Despite all her fame and popularity, Malala remains a humble person. Her experiences will certainly have an impact on her future aspirations. She wants to use her knowledge and popularity to benefit others. This is why she founded the Malala Fund in 2013, which works for a world where every girl can learn and lead. So, well, this was my presentation about Malala Yousafzai, one of the most inspiring people I can think of. Any questions?

Unit 9, exercise 32 – Explore listening (TCD 41)

Announcer: You are going to listen to a talk about a trend in the British economy. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, complete the sentences (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Presenter: In our series of talks about the British economy, we welcome Emmy Foskett, an expert on new economic trends, who is going to talk about the ‘Flat White Economy’. The title of her talk, “Welcome to Hipster Land”.

Emmy: Fixed-gear bicycles, beards, plaid, tattoos, thick glasses, Apple products, artisanal breads, cold-pressed juices, coffee ... 21st century hipsterism may be hard to define, but you know it when you see it. However, those who mistakenly believed that the hipsters’ main contribution to the economy was creating demand for beard wax, were recently put right by economist Douglas McWilliams. In his book, *The Flat White*

Economy, he suggests that hipsters, and the ecosystem around them, hold the key to Britain’s future prosperity. They’re not only greener and more ethical than the rest of the population, but the industries in which they work are driving the economy.

So what is the ‘flat white economy’? It is named after the hipsters’ favourite drink ‘flat white’, a coffee drink, and refers to a phenomenon that has changed the whole nature of London’s economy. Walk the area around Shoreditch, in East London, and you’ll see an extraordinary mix of open-plan offices and galleries, niche shops and restaurants with outlandish names like ‘Cerial Killer,’ as well as cafés that will also mend your bicycle, in short, you’ll be right in the centre of a creative, internet-driven new wing of the economy.

This new source of growth is based on online retail and marketing, media, and the creative industries. However, it comprises many different businesses, and I would argue that the flat white economy is mainly defined by the types of people it employs. The new trendsetters don’t have as much money as their “loadsamoney” forebears from the financial services of the 80s and 90s, and, as a consequence, their spending patterns are driven by novelty rather than cost.

Neither do they have much space. They share flats and often bedrooms. They don’t have space for cups and saucers and dining rooms, so it makes more sense to head out to a café for breakfast. Instead of suits they wear skinny jeans. They buy bicycles rather than Porsches. They may have expensive electronic products, but on the whole they are less materialistic than their parents’ generation. And they work out of makeshift offices in the East End rather than the financial services in the City.

Let me give you some facts: in 2018, the flat white economy contributed 14.4 percent of gross value added to the UK, making it more important than traditional sectors such as manufacturing or the utilities. Many of these new businesses operate out of coffee shops, and are owned by just a lone wolf with a laptop. In the last census 150,000 people in London were reported to be working in this sector although some experts think that this may be closer to 200,000 now. This number is projected to grow even more in the foreseeable future. And the workforce in the flat white economy is extremely diverse. The capital’s talent pool is unique, and the lure of working in this part of east London helps draw talent from far and wide. There are people from all over Europe and from all walks of life. This mix of races, genders and backgrounds seems to generate a constant flow of ideas.

But critics argue that what has happened in east London is unsustainable and brings plenty of problems. For one thing, long-time East Enders are not amused by the steady influx of hipsters. They consider them serious and self-important and blame them for

soaring property prices. While the rent for new offices used to be 3 pounds per square foot not so long ago, it's now 60 pounds. Another problem is rolling out the model beyond London. The flat white economy is driving fast growth in one small area, but is it replicable elsewhere? In some respects, America has been there already. Brooklyn, New York's version of east London, Portland and Boston are cities that experienced a version of the flat white economy before London did.

Still, it is tempting to see the world that has been created in this part of east London over the past years as a model for modern cities: a highly skilled, creative international workforce, commuting by bicycle, thinking about where their meat comes from, buying second-hand clothes and selling complicated things to buyers around the world. If you try to put aside prejudices about men with waxed moustaches riding penny-farthings, Shoreditch can appear like a kind of idealised cross between Stockholm and Silicon Valley. Plenty of people hate hipsters, but if more of us lived like them, the world would be greener, more left-wing and less preoccupied with greed. Moreover, with the reputation of the financial services in shreds and more traditional industries continuing their decline, the flat white economy is an increasingly important economic factor.

(15 sec pause, acoustic signal, track replays)

Unit 10, exercise 8b (TCD 42)

Announcer: An Austrian company and its fair-trade concept

Female speaker:

Hi, everyone. Welcome to another episode of our series 'Successful Austrian companies'. Today's programme is perfect for those of you who have a sweet tooth. Why is that? Well, I'll be presenting something almost as miraculous as 'Charlie's Chocolate Factory'. Zotter Chocolate, a family firm, produces 500 different flavours of chocolate on its 5,000 square metre premises. Among them are outlandish flavours like Popcorn, Stone Pine or Seaweed. – However, Josef Zotter not only revolutionised the taste of chocolate, he has managed to become a pioneer in other domains as well.

True to their motto 'bean-to-bar,' Zotter is one of the few quality chocolate makers around the world whose entire production process is located under one roof, from the roasting of the bean to the wrapping of the finished bar in artsy packaging. The cocoa comes directly from cocoa farmers, who are encouraged to put quality before quantity and who grow fine flavour cocoa varieties like Criollo, Trinitario, Nacional and Nativo. This enables the farmers to become independent of the global market and its focus on low-grade consumer cocoa. Josef Zotter and his daughter Julia travel to cocoa growing regions to meet farmers, and in return invite them to visit the

factory in Riegersburg/Austria. Special, top-quality products can only be created through great cooperations and personal, friendly relationships. In addition to this, Zotter is a member of the World Fair Trade Organization – not to be confused with Fairtrade International. The WFTO monitors business compliance with the 10 principles of fair trade, like transparency, respect for the environment, fair prices and no child labour. Their mission is to enable producers to improve their livelihoods and communities.

So why should fair trade matter to us? Josef Zotter claims that cocoa has a rather bitter aftertaste if you realise how hard cocoa farmers have to work for very little reward while big profits go to intermediaries and multinational companies. This is why he avoids dealing with middlemen. Zotter buys from the producers at fair prices, which sometimes are almost twice as high as the going market rate. While the average price for cocoa beans is around 2,000 USD a ton, Zotter pays up to 7,000 USD a ton for organic quality. You can imagine that cocoa farmers are very interested in selling to Zotter and aim at establishing long-term business relations with the company. And that's a benefit for both partners. The farmers get a better price and Zotter gets the best quality cocoa beans.

Josef Zotter believes that it's poverty that drives people to crime and exploitation. His simple recipe against problems like drug dealing and child labour is to offer people alternatives. In Colombia, a country widely associated with drugs and a high crime rate, this formula succeeded in getting 234 families away from growing coca for cocaine to growing cocoa for chocolate. Together with the ADA, the Austrian Development Agency, and the UN Office on Drugs and Crime, Zotter has been working on this project since 2010. Small farmers living in the northwest of Colombia, one of the poorest areas in the country, agreed to plant organic cocoa, and they now earn three times as much as they did when growing coca for the drug mafia. To get them out of the claws of the drug cartels, it was essential to provide loans so they could pay off their debts with the drug barons and plant new crops.

Not surprisingly, the project didn't always run smoothly. The Zotter employee who was sent to Colombia to work together with the farmers and inform them about organic farming and quality standards had to be flown out because the security risk was too high – understandably, the drug mafia was not keen on the initiative. A second mishap occurred during transport when the container full of organic cocoa beans was routinely sprayed with pesticides before shipping. This is standard with conventional cocoa but makes it useless for organic chocolate production. Despite these hiccups along the route, tons of cocoa from Colombia and many other countries, like Bolivia, Peru, the Dominican Republic, Congo, Togo and Madagascar regularly arrive in Styria. The story of cocoa instead of cocaine has become true.

With projects like "Quality not Poverty" in Nicaragua, "Cocoa not Cocaine" in Colombia and "Chocolate for School" in Uganda, Zotter is also actively championing development aid projects.

This is one of the many reasons why a case study of the Josef Zotter Chocolate Factory is rightly part of the undergraduate curriculum at Harvard University.

So, anyone who fancies a bit of chocolate now, you can feel good about enjoying the slowly melting Zotter delicacy ...

Unit 10, exercise 12a (TCD Ⓞ 43)

Announcer: Causes of globalisation

Speaker: There are various factors that contribute to what is commonly referred to as the causes of globalisation. To begin with, there were developments in transport, which increasingly became easier, faster and safer. As people and goods moved from horse-drawn carriages to trains, cars and lorries and, finally, planes and ships, the world seemed to be shrinking. A further milestone in the transport of goods was the invention of containerisation. Another important factor was political developments like the fall of the Iron Curtain and the opening of borders in countries like China, which also led to an increase in the movement of goods and people all over the world. Thirdly, economies changed as labour and financial markets became deregulated and trade was liberalised. This meant that, thanks to the World Trade Organization, trade barriers were removed, and countries formed so-called RTAs, Regional Trade Agreements like the EU, NAFTA, MERCOSUR or ASEAN.

Last but not least, the 'global village' phenomenon is due to innovations in communication – above all the advent of the internet in 1991 and, more recently, social media – as well as increasing multilingualism and the emergence of English as a lingua franca. All this has led to a greater integration of people, economies and cultures.

Unit 10, exercise 15b (TCD Ⓞ 44)

Announcer: Corporate social responsibility

Speaker: Corporate social responsibility is defined as "the responsibility of enterprises for their impact on society." The European Commission encourages enterprises to have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations. This should be done in close collaboration with their stakeholders.

As evidence suggests, CSR is increasingly important to the competitiveness of enterprises. It can bring benefits in terms of risk management, cost savings, access to capital, customer relationships, human resource management and innovation capacity.

According to a study published at the University of California, Berkeley, sound CSR activities can insure a firm against loss of reputation in the case of adverse events.

Unit 10, exercise 19 (TCD Ⓞ 45)

Announcer: You are going to listen to the opening statements at a panel discussion about global companies and consumer behaviour. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, answer the questions (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Interviewer: Welcome everybody to our panel discussion today. Let me introduce our participants. Michael Field, from Fairer World, an NGO based in London. Susan Adams, a wife and mother from Edinburgh and Simon Moss, who lives and works in Sunderland. Thank you for coming and sharing your views with us. Mr Field, would you like to start?

Michael Field: Yes, thank you very much. Today I'd like to focus on the food industry and the role played by multinational companies. Our latest research shows that none of the Big 10, which includes Nestlé, Unilever and Coca-Cola score well on their CSR. Let me give you a few facts: up to 80 percent of the global population considered 'chronically hungry' are farmers, yet huge areas of fertile land are used for the production of unhealthy snacks and sugary drinks. Although the relationship between the food and beverage industry and endemic poverty and hunger is now well understood, the sourcing of commodities – cocoa, sugar, potatoes, tomatoes, soy, coffee, tea and corn – is still as unfair as it was 100 years ago.

Multis like to point to their corporate sustainability programmes; however, typically, they are tightly focused around specific projects such as water use or training women farmers, while failing to address the root causes of hunger and poverty; It's not enough to cherry-pick particular initiatives. Of course, philanthropic projects are welcome, but they don't address the root of the problem. Companies like Unilever and Nestlé fail to use their enormous power to help create a more just food system. In fact, in some cases these companies undermine food security and economic opportunity for the poorest people in the world, making hungry people even hungrier. One of their worst offences is, certainly, land rights violations. Instead of committing themselves to zero tolerance against so-called land grabs, millions of acres of land have been seized from poor farmers and rural communities over the last decade. – What food and drink

companies could further do is promote more fairness along the supply chain: give a fair price to small farmers, pay workers adequate wages, manage water and land use better and reduce the impacts of climate change. Eliminating the unfair exploitation of land, water and labour clearly lie within the means of these hugely powerful companies. The civil society is called upon to bear in mind this scandalous inequity in the food industry and consumers should think twice before they buy their next fizzy drink or tasty chocolate bar.

Interviewer: Well, thank you for your opening statement, and now let me hand over to Ms Adams.

Susan Adams: Well, I am really concerned about the current food production. Horse meat was found in burgers instead of beef, bottles filled with tap water instead of mineral water. Nowadays you really don't know what the bread, the juice, the milk, – all the food you buy – contains. Consumers are getting more and more insecure, and we all worry and wonder where our food comes from, whether it has been treated with chemicals, pesticides, herbicides and all that stuff. So, it's not surprising that quite a lot of people turn their backs on processed food, tins and cans and cheap vegetables and fruit sealed in plastics offered at supermarkets and rather buy locally, even though it's more expensive.

Local food is fresher and it tastes better than food that has been shipped or flown in from thousands of miles away. And what is more, it doesn't only taste better – it's also much better for the environment. Everybody's talking about the carbon footprint – well, just look at the big carbon footprint of a few cloves of garlic from China or potatoes from North Africa. It's insane, when we can grow it all at home. And how can you be sure organic and sustainable farming methods are used there? The shorter the supply chain, the shorter the distance between your food's source and your table, the less chance there is of contamination. Also, when you know where your food comes from and who grows it, you know a lot more about that food and there is less need to worry. And last but not least, buying at home, from local farmers helps build your local economy instead of supporting big global companies in another state or country.

Interviewer: Thank you Ms Adams and now last but not least, it's your turn Mr Moss.

Simon Moss: Well, what I want to say is that I am very glad about shops like H&M and Primark. I love my burger at McDonald's. I don't understand what people are on about. I, like everybody else I know, seem to have less money on my pay-check every month and we can't afford to go shopping in fancy boutiques, which may 'ethically source' their clothes or sell so-called green clothes, isn't that what it's called? Isn't there, isn't there talk about that now? Ridiculous! I have a

wife and two children, and if I do my weekly grocery shopping at an organic food store, I may help the environment, but I certainly will be more out of pocket than going to the usual supermarket chain. I think all tree-huggers and do-gooders are simply unrealistic ... and it's unfair to give ordinary people a bad conscience. I couldn't care less where my food and clothes come from as long as the price is right.

(15 sec pause, acoustic signal, track replays)

Unit 11, exercise 1b (TCD ☉ 46)

Announcer: The history of tourism

Speaker: There are various definitions of tourism. The most common one is 'travelling for business or pleasure.' The history of tourism goes back at least to the time of Ancient Greece. After rather modest beginnings, tourism started to take off at the time of the Industrial Revolution. After that it saw centuries of almost uninterrupted exponential growth – apart from the years of the world wars.

From a minority pursuit for pilgrims, rich industrialists, sons from wealthy families on the Grand Tour, artists and sick people in search of warmer climates, tourism gradually turned into a mass phenomenon. After the First World War, it first developed from a domestic to an international industry, and then, after the Second World War, mass tourism set in. This development was due to improvements in transport as travelling became faster, safer and more comfortable, and charter flights and budget airlines slashed airfares. Increasing wealth and higher disposable incomes made travelling affordable, and as work laws improved, people in the 20th century not only had paid but also longer holidays.

Finally, political changes like the fall of the Iron Curtain and the liberalisation of travelling in countries like China turned tourism into the world's largest industry. There were setbacks due to the terrorist attacks in 9/11, but not even the global financial crisis in 2008 seemed to make a difference for long. And though the coronavirus pandemic caused the tourism industry to grind to a halt in 2020, tourist numbers went up again faster than expected.

Unit 11, exercise 5b (TCD ☉ 47)

Announcer: Trends in tourism

Announcer: Speaker one.

Speaker 1: My experience is that people prefer several shorter holidays per year – say a week's skiing, a few days on some beach and one or two city breaks – rather than the traditional three-week summer holiday. If they stick to the old pattern of the three-week beach holiday, they tend to choose exotic destinations like Thailand or the Dominican Republic rather than Italy, Spain or Greece.

Announcer: Speaker two.

Speaker 2: It's undeniable that the internet has changed the whole travel industry – a development that has affected us greatly, to the extent that many travel agents have been driven out of business. E-tourism is all the craze now with people not only using the internet as a source of information – you know everyone involved in the business needs their own website nowadays, and then you have these discussion forums and the ratings and what not; of course, people also do their bookings via the internet, cutting out the middleman as it were.

Announcer: Speaker three.

Speaker 3: There is a lot of evidence that many people – and not just young travellers – opt for cheaper accommodation nowadays; it certainly is one way to save money when on holiday, and so people no longer necessarily stay at hotels or bed and breakfast places, but do house swapping, for instance, or sofa surfing; websites like Airbnb offer private accommodation to suit all tastes and budgets, everything from flat shares to luxurious villas and chalets.

Announcer: Speaker four.

Speaker 4: Research suggests that many new target groups are evolving in tourism, for example the 50+ generation, affectionately called 'golden oldies' or 'silver surfers' – retired people with a lot of time on their hands, who are fit and enterprising and can afford cruises or educational trips; then there are the 'new' tourists from emerging countries like the BRICS states, Brazil, India, China, South Africa, whose growing middle-classes are keen on exploring the world. Another new niche is, for instance, special interest groups like GLB-Tourism – gay, lesbian and transgender travellers, or school graduates or single parents, to name but a few.

Announcer: Speaker five.

Speaker 5: As far as I'm concerned, the two most important trends in the tourism industry at the moment are space travel on the one hand, and eco-tourism on the other. There have been first trips to outer space by individuals already, as I'm sure you know, and companies like Virgin Galactic are planning to offer them to a broader public in the not-so-distant future. The second trend, eco-tourism is, of course, a reaction to the excesses of mass tourism and the environmental and human damage it causes. Walking holidays, cycling tours, farmhouse holidays etc. are an encouraging development as they're all forms of sustainable tourism, which don't harm people or the environment.

Unit 11, exercise 10b (TCD ☉ 48)

Announcer: Peter Forster talking about his business trips

Peter Forster: I'm British, but I live in the USA with my family. As the CEO of a multinational company, I generally travel. The areas I visit the most are Asia,

Eastern Europe and South America. I would say that I make at least 12 to 15 international business trips a year. Within the States? Oh, I don't know, I guess I'm out of the office almost every other week. You can imagine that this doesn't leave me much time for travelling on family vacations. But I try to have at least one week's skiing, usually in Aspen, and 10 days to two weeks in Costa Rica. I'd be in big trouble with my wife and the kids if I didn't find time for that.

As I spend so much time on planes, a good airline is extremely important. I need to use different ones, of course, as they all serve different areas. The criteria according to which I choose them? Well, let's see. Their schedules need to be compatible with my timetable, safety and comfort play a big role, I suppose, and some kind of frequent flyer programme doesn't hurt – you see, if you clock up as many air miles as I do, you might as well get some benefit from it. Food and beverages are of minor importance, I usually don't eat anything and only drink lots of mineral water.

When it comes to hotels, I always book through my travel agent, as she knows exactly what I like. The two most important criteria are whether it's close to where my meetings take place, the kind of things on offer like a spa, gym, golf and that sort of thing and the quality of service – although I try to make my stay as short as possible, 5 to 7 days max, I definitely don't want to deal with snooty waiters or unhelpful receptionists after a hard day. I think my all-time favourite hotel is the Peninsula in Hong Kong. I could happily live in their executive suite forever.

Unit 11, exercise 13b (TCD ☉ 49)

Announcer: Adam talking about his job in customer service – part 1

Adam: Good morning, ladies and gentlemen, and thanks, everyone, for coming. Erm, I think for the first ten or fifteen minutes I'd like to talk about four main things: first, what it's like to work in customer service, er, the kind of work I do; then money, very important; how to get into customer service, of course; and, finally, how I think the profession is changing at the moment. After that, we can throw it open and talk about anything you want to. Is that all right?

Unit 11, exercise 13c (TCD ☉ 50)

Announcer: Adam talking about his job in customer service – part 2

Adam: So, let's begin with the kind of work. Er, of course people always say, "Wow! Head of customer service at a luxury hotel, that must be one of the most interesting jobs in the world!" Well, er, I think it is interesting, but it's important to understand that it's not as glamorous as most people seem to think. I do meet celebrities and even superstars, but working in customer service, your job is basically to ensure the

satisfaction of each and every hotel guest. And they are not all glamorous. My work starts before the guests arrive, it carries on during their stay and continues after their departure. On a typical day, I'll be on my feet maybe twelve hours, and I might write our newsletter for regular guests, deal with complaints and troubleshoot when problems arise. Then, in the evening, while most hotel guests are relaxing and having a good time, I'll be in the office, putting together special packages for particular target groups and monitoring our feedback site. Of course, all the information needs to be passed on to the relevant staff, who need to be briefed about necessary changes and improvements. So, it is a great job, but it's not like chatting with Lady Gaga all day (*laughs*).

Any questions so far? Yes?

Student 1: Do you holiday in hotels?

Adam: Good question. Erm, yes, yes, I do because it's always interesting to see how other hotels do it. If I want to be a tourist, I book a hotel, just like anyone else. In fact, I've just had a holiday, and I had to fight the urge to pick up customer feedback sheets everywhere I went. ... OK, er, that's the work. The next thing is money. Again, er, hm, unless you're very successful, you'll never be as rich as most of the guests you meet, and in fact most people do find our job is underpaid. You really need to work for one of the leading hotel chains of the world to make good money. Yes?

Student 2: When you're travelling on behalf of the hotel, does the hotel generally pay your expenses?

Adam: Well, of course. But, as a rule, they just pay for very modest accommodation and economy class flights. So obviously, if you want to stay in five-star hotels, you pay the difference out of your own pocket. And by the way, most hotel managers don't get free hotel rooms or meals in restaurants. They have to pay for them.
– Yes?

Student 3: Roughly how much would a head of customer service make in a year?

Adam: Er, there's so much variety, that's really difficult to answer. But to give you some idea, erm, I just read that, in the US, the average salary for this kind of job is anything between \$30,000 and \$80,000 – before tax that is; not bad but not exactly a fortune either. That's all I wanted to say about money for now. Erm, I'm really not trying to put you off, but luxury hotels really do attract many people who are often very hazy about what the various hotel jobs require. So, assuming you're still interested, let's move on to how you can get into the business. Now, most people, they start off (*fade out*) by doing a bachelor degree ...

Unit 11, exercise 18 (TCD 51)

Announcer: Things to see in the Beijing area

Conor: OK, so, there's lots to see. Er, where should we start?

Mei: Well, you should see the Forbidden City, of course.

Conor: Yeah, definitely. Er, the Forbidden City's basically a palace, isn't it?

Mei: It was, yes. It was built by the Emperor Yongle, who was one of our most famous emperors.

Conor: Right. When was that?

Mei: Erm, as far as I can remember, it was in the, erm, fifteenth century. Actually I'm not really sure.

Conor: Right. So would that take all day or ...?

Mei: Oh, yes. There's, like, a thousand buildings! They say that it took a million workers fourteen years to complete.

Conor: Oh, right. I'll need a guide book, then.

Mei: Yes, though I think I'm right in saying that you can rent an audio tour. There's an office just inside the main entrance.

Conor: Sounds good.

Mei: Hmm ... Let's see. Hmm ... Another big landmark is the Temple of Heaven. That was also put up by the Emperor Yongle, by the way.

Conor: Busy man.

Mei: Yeah. I read somewhere that it's made completely of wood. There are no nails at all.

Conor: Oh, wow!

Mei: Anyway, it's in excellent condition now because they did a lot of restoration work before the 2008 Olympics.

Conor: Ah, of course, the Olympics. Now, is that place still open, you know, the Bird's Nest?

Mei: Oh, you mean the National Stadium? Yeah, it's quite a big tourist attraction these days.

Conor: Ah, good. I'd love to see it. It's an amazing building!

Mei: OK, well, I've heard that they have English-speaking guides there so they'll be able to give you lots of details – facts and figures – about the stadium.

Conor: Ah, great. And what about the Great Wall? That's pretty close to here, isn't it?

Mei: It's quite close, yes. Erm, the Badaling section, that's the most popular part, it's been restored with a lot of watchtowers and so on ...

Conor: Uh-huh.

Mei: ... erm, if I remember rightly, it's a two- or three-hour trip by bus.

Conor: Oh, OK.

Mei: Maybe we can go tomorrow? It's my day off.

Conor: Fine by me.

Mei: Great and then maybe the day after tomorrow you might consider ...

Unit 11, exercise 25 (TCD 52)

Announcer: You are going to listen to five tour operators and travel agents talking about trends in tourism. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, match the beginnings of the sentences (1 to 8) with the sentence endings (A to K). There are two extra sentence endings that you should not use. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Announcer: Speaker one.

Speaker 1: My experience is that people prefer several shorter holidays per year – say a week's skiing, a few days on some beach and one or two city breaks – rather than the traditional three-week summer holiday. If they stick to the old pattern of the three-week beach holiday, they tend to choose exotic destinations like Thailand or the Dominican Republic rather than Italy, Spain or Greece.

Announcer: Speaker two.

Speaker 2: It's undeniable that the internet has changed the whole travel industry – a development that has affected us greatly, to the extent that many travel agents have been driven out of business. E-tourism is all the craze now with people not only using the internet as a source of information – you know everyone involved in the business needs their own website nowadays, and then you have these discussion forums and the ratings and what not; of course, people also do their bookings via the internet, cutting out the middleman as it were.

Announcer: Speaker three.

Speaker 3: There is a lot of evidence that many people – and not just young travellers – opt for cheaper accommodation nowadays; it certainly is one way to save money when on holiday, and so people no longer necessarily stay at hotels or bed and breakfast places, but do house swapping, for instance, or sofa surfing; websites like Airbnb offer private accommodation to suit all tastes and budgets, everything from flat shares to luxurious villas and chalets.

Announcer: Speaker four.

Speaker 4: Research suggests that many new target groups are evolving in tourism, for example the 50+ generation, affectionately called 'golden oldies' or 'silver surfers' – retired people with a lot of time on their hands, who are fit and enterprising and can afford cruises or educational trips; then there are the 'new' tourists from emerging countries like the BRICS states, Brazil, India, China, South Africa, whose growing middle-classes are keen on exploring the world. Another new niche is, for instance, special interest

groups like GLB-Tourism – gay, lesbian and transgender travellers, or school graduates or single parents, to name but a few.

Announcer: Speaker five.

Speaker 5: As far as I'm concerned, the two most important trends in the tourism industry at the moment are space travel on the one hand, and eco-tourism on the other. There have been first trips to outer space by individuals already, as I'm sure you know, and companies like Virgin Galactic are planning to offer them to a broader public in the not-so-distant future. The second trend, eco-tourism is, of course, a reaction to the excesses of mass tourism and the environmental and human damage it causes. Walking holidays, cycling tours, farmhouse holidays etc. are an encouraging development as they're all forms of sustainable tourism, which don't harm people or the environment.

(15 sec pause, acoustic signal, track replays)

Semester check, Listening task 2 (TCD 53)

Announcer: You are going to listen to a podcast about marketing. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, answer the questions (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Jackie: For this week's podcasts in english.com business podcast we're talking about marketing. With me is Helen, hi Helen.

Helen: Hello, Jackie.

Jackie: Marketing, it's a broad subject, isn't it?

Helen: It's a really big subject, marketing. I touch on absolutely everything so from advertising, radio advertising, promotions, distribution er... writing briefs, strategy, the whole lot.

Jackie: My goodness *(both laugh)*. So, you cover a wide area, Helen, but for you what's the most important part?

Helen: Well, for me ... I work for an organisation called Jersey Heritage, um ... and that organisation is ... it's a heritage organisation based on the island of Jersey in the Channel Islands, and we have two very distinct target markets so for me understanding your target market is one of the key, fundamental pieces of marketing. My two distinct target markets are local people and tourists.

Jackie: So, making the local people aware of what the island has to offer as well as attracting outsiders.

Helen: Yeah, and attracting is a really good word because we look after all of the, erm, island's castles and museums. [For] someone on the island that castle has a whole history and heritage, it's a landmark of the

island so it's ... you're pushing a different button, you're trying to, erm ... make the local people engage more with their heritage whereas for the tourist, you're just trying to attract them and spend ten pound to get in and to give them a good day out so that they'll tell their friends about it. In recent years, so the past ten, fifteen years, we've seen a change in Jersey from 'buckets and spades' so that's families coming with buckets and spades to be on the beach, erm ... to a slightly older ...

Jackie: Right.

Helen: ... target market. So this is really, really important stuff because what Jersey have done, is, they've pitched their product to a different market. So instead of being ... their advertising being about ...

Jackie: The beaches.

Helen: ... buckets and spades and beaches they're looking at heritage, walks, um ...

Jackie: The castles, as you mentioned.

Helen: ... castles, ... eating good food, good price, you know, a whole general mix ... and what it's doing, it's attracting a slightly older market.

Helen: And maybe people with more money, actually.

Helen: Absolutely. Now what those people do is they won't stay for a week, now.

Jackie: They'll come for the weekend?

Helen: So they'll come for a weekend or a long weekend so the whole market is changing because that target market, the slightly older generation, are interested in walking, castles, heritage et cetera, and Jersey Tourism is very good at attracting that market. And if you went to er ... jersey.com, the website, you can see how they're attracting that audience. So, what I do is I ... once people are on the island, tourists are on the island, I try and attract them to our museums and castles, and then the other side of what I do is I try and get the local people to engage more with our product, and the way I do that is we have a huge amount of events and exhibitions going on, and the events and exhibitions bring in the local market.

Jackie: Right.

Helen: So, it keeps it fresh all the time, so there's always something new to see.

Jackie: Helen, that sounds fascinating and a very exciting job.

Helen: *(laughs)* Yes, it's pretty difficult sometimes, especially on a small budget.

Jackie: *(laughs)* Thank you very much.

Helen: Pleasure!

(15 sec pause, acoustic signal, track replays)

Unit 12, exercise 8 (TCD 54)

Announcer: Norman, Olga, Liam and Jane talking about what defines them

Announcer: Norman.

Norman: Probably what defines me most is the background where I grew up. I grew up in the south-west corner of Germany and I spent most of my childhood there, and the language and people around there have defined most of what I consider is important to me at the moment. What has also had a great influence on me was my stay in other countries, for example, to the United States or the UK, and what has happened is that I have adopted some of the values and the experiences that I had interacting with other people in these countries.

Announcer: Olga.

Olga: I would say my family defines me a lot, because I'm looking after two small children now and, erm, life is centred a lot on them rather than on myself, which is something quite, quite different from when you're young and when you're just thinking about your own prospects in life. I think that says a lot about my identity at the moment.

Announcer: Liam.

Liam: I think of my identity partly in terms of my friends and people around me. I like to be around people who I find fun and entertaining and interesting, people who like books and music, and ideas, debate, that kind of thing. And so, I suppose I like to think that I'm reflected in the people that I like and the people that I get on with. Erm, I see myself, I like to see myself as, erm, as a traveller, I suppose, as someone who can adapt to different cultures. I've lived in France, and I've lived in Vietnam, I spend a lot of time around Italian people. So, I think I'm probably largely a product of where I come from, but I like to think that I can adapt to other cultural situations as well.

Announcer: Jane.

Jane: When I was, erm, younger I really didn't know who I was or what really defined me, but I think, I think now what defines me is probably my job and my friends. Erm, I need to feel part of a close circuit of friends and a close set of friends. I see myself as a happy person, a fun-loving person, somebody who loves their job and also loves the social aspect of life as well.

Unit 12, exercise 11a (TCD 55)

Announcer: Three people presenting themselves

Announcer: A

Amanda: So, Uri, would you like to say a little a bit about yourself first, just to get the ball rolling, you know?

Uri: Well, yes, I've been interested in this field for, for many years now. So, when I saw this job advertised, you can imagine I was very interested in, very interested by it. The thing is, I've been out of work for a

while now and I saw this as an opportunity, and so, here I am!

Amanda: Right. So, why is it that you're interested in working with us?

Announcer: B

Michael: So, Ms Faber, it's nice to meet you at last!

Sandy: Yeah, yeah, well, after all these months of emailing each other, it's kind of nice to see someone face to face, see what they look like. I couldn't imagine what you ...

Michael: Yes, that's right, it's always good to put a face to a name.

Sandy: Yes, yeah, you're ... younger than I imagined you would be.

Michael: Really? Well, it's time for you to meet the others now. Come this way, please. The seminar begins in a few minutes.

Announcer: C

Amanda: Mrs Santos, it's really nice to have you back here with us.

Carmelo: Thanks a lot. It's great to be back. And you are?

Amanda: Amanda Woods.

Carmelo: Oh yes, I remember. So, I suppose the other ... candidates are here. Should I go through?

Amanda: Erm yes, we're keen to get started as you can imagine. Erm, is there anything else you need?

Carmelo: You know, I forgot my pen. The nerves ...

Amanda: Of course, no problem. Follow me.

Unit 12, exercise 11b (TCD ☉ 56)

Announcer: Three people presenting themselves – improved versions

Announcer: A

Amanda: So, Uri, would you like to say a little bit about yourself first, just to get the ball rolling, you know?

Uri: Of course, well, my name is Uri Salemi. I have worked in the marketing ... area for many years, as you might have seen from my CV, and I studied economics, so that's why working with Deutsche Bank really was appealing ... Why it really appealed to me, I should say. I believe I have a number of characteristics that would be suitable for the job.

Amanda: Such as?

Uri: My experience of working in a team, the need to plan strategically, and decisiveness when having to take difficult, tough decisions. I think these facets are crucial.

Announcer: B

Michael: So, Ms Faber, it's nice to meet you at last!

Sandy: Hi, Sandy Faber. Likewise, Michael! It's always nice to meet somebody face to face after emailing such a long time. It's wonderful to be here!

Michael: Yes, that's right, it's always good to put a face to a name.

Sandy: Absolutely, the thing is ... sometimes you never

get to meet that person and that can be even more frustrating, can't it?

Michael: Well, I'm glad that's not the case this time. Well, it's time for you to meet the others now ... come this way, please. The seminar begins in a few minutes.

Announcer: C

Amanda: Mrs Santos, it's really nice to have you back here with us.

Carmelo: Thanks a lot. Pleased to meet you, I don't think we've been introduced. Carmelo Santos.

Amanda: Amanda Woods.

Carmelo: It's a pleasure, Amanda. And, well, it's great to be back. So, I suppose the other candidates are here? Should I go through?

Amanda: Oh yes, we're keen to get started, as you can imagine. Is there anything else you need?

Carmelo: I was wondering if I could borrow a pen, I seem to have left mine behind for some reason.

Amanda: Of course, no problem. Follow me.

Unit 12, exercise 21 (TCD ☉ 57)

Announcer: Recruitment and interviews in different countries

Announcer: Iain and Barbara

Iain: So on your CV do you have a, a special section that sells yourself or promotes yourself?

Barbara: Usually we write a main objective, what we are looking for, and after that we talk about our experience and also our academic references.

Iain: How, er, long is your CV? How, how com- ... How many pages?

Barbara: Well, it's recommended to have, er, one or two pages. Yeah.

Iain: That's, er, certainly the same with, er, with my experience. It's two pages maximum. Erm, do you have a covering letter with it as well?

Barbara: Yeah, it is recommended.

Iain: How about when you get to, er, interviews then? Do you still have to be very, er, persuasive and very forward?

Barbara: Yes, yes. It's very important to be, and you have to be very dynamic.

Iain: I would find that quite tiring. I know when I've been in interviews, it's quite tough to be dynamic for an hour or so.

Barbara: Sure, sure. It is. And also, the other thing is that there is no real, real conversation, it is quite strange. I have found, I, I found out that here in England it's more like a conversation, like, in order to really, er, demonstrate that you can really deal with the clients and talk with people, you know.

Iain: Do you ever ask about salary or money or that kind of thing?

Barbara: Well, usually people don't ask about salary and, er, it's not really in, in the advert. So ... but it's discussed later when they offer you something.

Iain: Oh, right, so it's not in the advertisement.

Barbara: No, no, usually we don't have it in the advertisement.

Announcer: Lixing and Cian

Lixing: Well, in China, you can imagine the, er, competition for the job is fierce, so actually the interviews are quite different for those who directly graduate from the universities or for those who have experience of working and he or she just wants to, to change job. And for the graduate students, the interview is more or less focused on their psychology or their personality instead of their knowledge because they, erm, most of them have more or less the same grades.

Cian: So for, erm, the graduate students, is a CV not as important? Because I find, erm, in Ireland the, er, the CV is crucial and the cover letter, if you don't put a lot of work into it and really sell yourself through that, you, you won't get to the interview stage, but it's different in China, is it? It's more of a case of ...

Lixing: ... the students are now probably required to have some, er, internship experience prior to this interview but, er, mostly the employers just look at the ... the personality of the student. Actually, according to Chinese culture, we do not like people who appear to be so bossy, like, who appear so aggressive, so the people are really careful about that too.

Cian: Yeah, we'd be the same. We have group discussions, and usually the loudest person or the, the person who answers the most isn't the most desirable for the employer. They want a mix. They want somebody who can interact and step back and know when to talk and when to make a good point, so I think we're both very similar there.

Unit 12, exercise 24b, 25 (TCD 58)

Announcer: Carlos and Liu talking about the voluntary work they do

Carlos: I'm, er, at this moment involved with, erm, er, some football coaching in, er, my local community. Erm, it's for, actually, a team called the Victoria Colts. I teach under six years old and, erm, it's quite an impressive, er, er ... for me, for myself, I find it, er, er, developing, you know, 'cause, it, it's hard work to teach a six-year-old how to control the ball, pass, er, er, dribble and, er, er, you know, erm, develop their skills towards that, er, that, sport itself. But at the same time, it's, erm, what I say, it, it, it's, erm, overwhelming to, to, to do that with children because it's quite a challenge.

Liu: When I was, erm, four years old, I started to draw pictures on, on, on the wall. And my parents found that and they ... instead of telling me off, they sent me to art school. And, erm, I learnt ... I started learning art since, and when I came to England, I did Art and Design at Nottingham New College, and I went to Liverpool University and did an architecture degree.

And, erm, when I was in Manchester, I found a voluntary job at, er, Manchester University to teach, erm, kids, Chinese kids who are born in England, to teach them Chinese and, erm, art and handicraft.

So, on Sunday, I teach them, like, traditional brush ink drawings and they're quite ... they really enjoy it. And some of them couldn't even write their names at the beginning, their Chinese names, and now they can write it with a brush pen and things like that.

Unit 12, exercise 33 (TCD 59)

Announcer: You are going to listen to an interview with Brigitte, who talks about a charity she works for as a volunteer. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, answer the questions (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Interviewer: Brigitte is one of the many volunteers working for the 'Wiener Tafel', a non-profit NGO that was founded in 1999 and is mainly financed by donations with the rest coming from sponsors, collections, subsidies and membership fees. – Brigitte, you are one of the volunteers working for the 'Wiener Tafel,' which roughly translates into English as 'Viennese Table' or 'Feast' or something like that.

Brigitte: That's right.

Interviewer: So what exactly IS the Wiener Tafel?

Brigitte: Well, as the name implies, it's all about food; to be exact, surplus food that otherwise would be thrown away, but thanks to the Wiener Tafel is saved and distributed to people in need.

Interviewer: What do you mean by 'surplus food'?

Brigitte: Surplus production, samples, stock close to expiry date or products past their sell-by date, slightly damaged goods – in short, tons of perfectly good food that is destroyed in Austria every day. This is the one side. The other side: almost 6 percent or half a million Austrians are living in poverty, with another million in danger of falling below the poverty line. And this is where the Wiener Tafel comes in; it delivers up to three tons of food a day to people in need and this way provides a bridge between the haves and the have-nots.

Interviewer: Sounds logical and a simple solution for a complex problem; and one wonders why nobody thought of it before. But the logistics behind it must be quite daunting.

Brigitte: Not at all. – The social transfer – and this is what the founder sees it as – is based on cooperation with the economy, trade, agriculture and science, as well as with charities. Food donations from companies,

industries and agriculture etc. are passed on to 100 charitable organisations, you know, homes for battered wives, shelters for homeless people and refugee camps. As for the selection of charities, the Wiener Tafel insists that the donations go hand in hand with social counselling and guidance programmes to improve the situation of the recipients. It shouldn't just be charity; just handing out food – or money for that matter – is never sustainable; I am sure you know the saying about giving someone a fish as opposed to teaching them to fish.

Interviewer: I do indeed.

Brigitte: OK, so the people we help with food ultimately should be encouraged to find a way out of their precarious circumstances. As for our food deliveries, up to 19,000 people in need are fed with the help of around 450 volunteers and five lorries.

Interviewer: What a tremendous service you are rendering.

Brigitte: Yes, but it's not just feeding hungry people and enabling charitable institutions to offer a more varied and healthier diet to the people relying on them – it's a win-win situation all round.

Interviewer: Can you perhaps elaborate on that?

Brigitte: What I want to say is that all stakeholders involved benefit from it: for the donors – supermarkets, food factories, farms etc., it means they save money on waste disposal, reduce their unwanted stock and polish up their image concerning CSR. Environmentally speaking, valuable resources are saved instead of being destroyed and the waste mountain is kept smaller. I have pointed out the advantages for the charitable organisations involved and/or the people depending on them ...

Interviewer: ... which leaves the army of volunteers – 450 in total, as we heard, of all ages and from all walks of life. Still, am I right in saying that charity and community work don't have such a great tradition in Austria as, say, in the UK and the USA?

Brigitte: Absolutely, but we are catching up a bit, I think. Think of nation-wide fundraisers like "Licht ins Dunkel" or "Team Österreich", a pool of helpers and experts from many different fields who are coordinated by an Austrian radio station and the Red Cross to help in natural catastrophes ...

Interviewer: OK. OK, I get the message. Back to the Wiener Tafel and my next question. What makes you dedicate two evenings a week to carting around food from one end of town to the other? What do you personally get out of it?

Brigitte: All I can say is, a lot! Let me try and explain: Austria is one of the richest countries in the world. Notwithstanding this fact – and this might surprise listeners out there, about 1.5 million Austrians have to make do with € 800–900 a month.

Interviewer: Can anyone manage that?

Brigitte: You'd be surprised: single mothers, the long-term unemployed, families with many children and immigrants are the most endangered groups. And the wealth gap between the haves and the have-nots is growing daily. There's rampant consumerism and a throwaway society on the one hand, and on the other the so-called socially excluded – a neat little euphemism invented by EU bureaucrats to avoid saying 'the poor.' As we all know, poverty makes people sick and lonely; it leads to social exclusion and loss of self-esteem with related problems like family break-ups, alcoholism and drugs, to name just a few.

Anyway, I've always felt that I was lucky and relatively privileged in life. Working for the Wiener Tafel is my way of sharing, giving back to those less fortunate, and all I know is that it's tremendously satisfying.

Interviewer: In other words, your contribution to making the world a better place.

Brigitte: Well, let's say a less bleak and unjust one.

Interviewer: Thank you for taking the time to talk to us.

Brigitte: My pleasure.

(15 sec pause, acoustic signal, track replays)

Business communication, exercise 7 (TCD Ⓢ 60)

Announcer: A phone call to enquire about a delivery

Sabine Böhm: LKW Müller, Sabine Böhm spricht.

Joszi Masarik: Hello, this is Joszi Masarik from Bratislava.

Sabine: Oh, hello Mr Masarik, how can I help you?

Joszi: I'm calling about our delivery from Ancuna Ltd, you know, from Costa Rica.

Sabine: Yes, yes, Mr Masarik what about it?

Joszi: Well, it should have arrived two days ago but didn't, so I was wondering if you knew anything about it.

Sabine: Hold on, I'll check. ... Yes, I've got the supplier's email here, let me just run this by you.

Joszi: OK.

Sabine: It's coffee, isn't it?

Joszi: Right.

Sabine: Order number 135M/14 for 30 bags.

Joszi: Correct.

Sabine: Oh, I just see that the delivery got held up in customs. Apparently, there was a problem with the certificate of origin.

Joszi: Oh, really?

Sabine: Yes, sorry, we should have contacted you about that ... anyway, it's on its way and should actually reach you by tonight.

Joszi: Oh, that's good news, then, thank you very much.

Sabine: Thank you, bye.

Business communication, exercise 23b (TCD Ⓢ 61)

Announcer: A phone call by a dissatisfied customer

Christine: Wine and More, Christine speaking. How can I help you?

Steven Chin: Hi, this is Steven Chin from Fine Wine Ltd., New York. How are you?

Christine: Very well, thank you. And you?

Steven: I'm good, good ... Er, listen, I've got a small problem here. I am not very happy about your last consignment.

Christine: I'm sorry to hear that. What happened?

Steven: I'm afraid, quite a lot of things seem to have gone wrong. You might need a notepad.

Christine: Oh, that bad? I see. Got my notepad, tell me.

Steven: Right, here we go. It started with the assignment being late. I had ordered the wine in time for Thanksgiving, but it actually arrived a week later.

Christine: Really? I have no idea what could have happened there. As far as I remember, we definitely sent it immediately after the order came in.

Steven: Did you? I thought so. Still, there must have been some hiccup somewhere. Anyway, the next thing: you got the order wrong, too. Instead of sending 250 bottles of Chardonnay and 250 of Sauvignon Blanc, you sent Grüner Veltliner instead of the Sauvignon. I tasted it and, I must admit, it's pretty special, but the problem is, nobody here's ever heard of 'Grüner Veltliner' and, I reckon, it won't be easy to sell.

Christine: I fully understand – I'll talk to my boss about it. I'm sure we can work something out. It wouldn't make sense to send it all back, would it.

Steven: Not really. And it wouldn't be too good for the quality of the wine either to be sent back and forth between America and Europe (*laughs*).

Christine: Oh dear, I'm so sorry. I am going to send the Sauvignon first thing tomorrow morning, OK?

Steven: OK.

Christine: I hope that the rest of the consignment was in order.

Steven: Afraid not. I don't know whether you have a new labelling machine or something, but half of the labels came off when I took the bottles out of the crates.

They can be stuck back on, of course, but – as you can imagine, it's not my favourite job and quite time-consuming too.

Christine: I can imagine. Yes, we did try out one of those high-tech labelling machines some months ago.

Steven: Better get rid of it at once!

Christine: Sounds like you have a point there. Oh Steven, I can't tell you how sorry I am about all these mishaps. I would like to apologise on behalf of the company. I'll discuss the matter with Susan first thing in the morning and get back to you as soon as possible.

Steven: I'd appreciate that! Bye!

Christine: Bye!

Preparing for final exams, Listening task 1 (TCD 62)

Announcer: You are going to listen to a journalist talking to two friends who met through a refugee organisation. First you will have 45 seconds to study the task

below, then you will hear the recording twice. While listening, answer the questions (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you. After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Journalist: We're starting today's show with "Stories of Welcome" – one of a series of conversations that showcase the growing bonds between refugees and their fellow Americans. As a transgender woman in Guatemala, 28-year-old Gamila Mendez faced abuse, violence and persecution. After fleeing to the United States, she was granted asylum in 2020 in Salt Lake City, Utah, where she's building a new life as a fashion designer with the support of the International Rescue Committee. There, she met Linda Thompson, who became one of Gamila's first customers and is now a close friend. Through the International Rescue Committee's microenterprise development programme, Gamila was able to launch her fashion company. Since the organisation first began in 1994, it has helped resettle nearly 12,000 refugees and provided life-changing services to thousands of them to start businesses in Utah. Now, Linda, tell me how you and Gamila first met.

Linda: Well, my husband and I went to an International Rescue Committee event called World Bazaar. And we were introduced to Gamila, who was one of the designers featured in their fashion show. I saw one of her dresses, thought it was gorgeous and immediately wanted it.

Gamila: After the event, I received a call that Linda wanted the dress, and that was super emotional for me.

Linda: One day, you're going to be famous, and I'll get to say that I have a Gamila original!

Gamila: You were the first person to ask me to create one of my designs after I arrived in this country and began to work again doing what I love so much. I know that you're one of many clients I'm going to have in future.

Linda: To hear Gamila say that means a lot to me. I still remember moving here to Salt Lake City from the other side of the country, and it was very difficult to leave everyone I've ever known behind and come to a new place.

Gamila: When people recognise what you've gone through, it's like saying, 'If she can do it, so can I.' If I didn't have Linda's friendship or the friendship of many people I've met in this country, I would feel like I did when I was young: completely alone. It's beautiful and very moving when you arrive in a country, and language isn't a barrier to making friends. It's moving when someone lets you into their life. I don't have my mom, dad or my sisters, but I have my friends.

Journalist: Though what would you say to anyone who doesn't welcome refugees into their community?

Linda: I'd encourage anyone who feels strongly that someone like Gamila shouldn't be here to meet them in person. I don't know how anyone could spend five minutes with Gamila and not have a change of heart.

Gamila: And those kinds of gestures mean a lot, like when Linda took me to a Guatemalan restaurant for my birthday. It was a big surprise and so emotional. She, like so many, has made me feel truly welcome.

Linda: I'm so glad to hear you say that, but I still worry about you. I know you came to the U.S. to be safe, and I hope that you'll always be out of danger here. The reality is that transgender women of colour face unacceptable rates of violence, even in this country. It's worth noting that even after all you've been through and all the challenges that you've had to deal with, it can still be a scary place.

Gamila: I want to say that we all have very different lives, and we all have our own stories to tell. Unfortunately, society and countries have made thousands of divisions when we should be united. So, helping people is important. That's why we're working together on a charity project to send essential items like clothes as well as toys to Guatemalans in time for Christmas.

Linda: That's right. You had this wonderful, generous idea, and you made it happen. I'm so lucky to know you.

(15 sec pause, acoustic signal, track replays)

Preparing for final exams, Listening task 2 (TCD 63)

Announcer: You are going to listen to an interview with a local councillor talking about the most pressing issues in his town. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, complete the sentences (1 to 8) using a maximum of four words. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Interviewer: Good morning and welcome to this week's 'Have your say'. I'm delighted to welcome Gavin Smallwood, one of our local councillors, to the programme ... Hello, Gavin, great you could make it!

Gavin: Thank you, it's good to be here.

Interviewer: So, Gavin, lots of complaints about traffic in our area ...

Gavin: Absolutely, and I fully understand. After all, congestion at peak times is the most serious issue we face in the town centre. We're looking into introducing a charge so that motorists will have to pay to drive into the city centre. According to our research, most journeys undertaken here are less than three miles

long, so, I would say that in fact the majority would be better off taking public transport instead of hopping into their cars. And of course, those who walk or cycle should be encouraged to continue. A number of cycle paths have recently been opened, which means that it is easy to cycle because you don't have to negotiate the heavy traffic. We've had good feedback, and though it's early days yet, we are confident that more people will start using pedal power.

Interviewer: But wouldn't a congestion charge be another nail in the coffin of local businesses? Many of our listeners have written in about the soullessness of the town centre because people drive to out-of-town shopping centres, and I must say last time I was in the city centre, I couldn't help but notice how many 'for rent' signs were up.

Gavin: True, and it is one of our main priorities to regenerate the town centre so that it is as vibrant as it used to be, and to do that, we have to encourage visitors to return. Unfortunately, a lot of shoppers choose to go to the retail park on the outskirts of town where parking is cheaper and everything is more easily accessible. We are, naturally, aware of the impact this has had on local shops, and we're in the process of putting together a package which will provide financial incentives. This will be launched at a public meeting next Friday, and everyone is welcome to attend.

Interviewer: So, for all our listeners who are interested – where is this meeting going to be?

Gavin: Erm, yes, it's on Friday at 6 pm, and it's in the community centre, and we hope lots of responsible citizens will come.

Interviewer: Now let's move on to another hot topic these days: crime. Although there are increasing numbers of CCTV cameras in public places and on public transport, judging from the number of complaints we've received, few people feel that they're really making any difference.

Gavin: According to the recent crime figures issued by the police, the situation has improved, with graffiti and vandalism on the decline, but yes, we agree, there, there is still a long way to go.

Interviewer: In particular our elderly citizens feel uncomfortable going out after dark with all these youth gangs around, and I would think that this is an intolerable situation.

Gavin: I couldn't agree more, and I can assure you and our listeners that we are aware of the problem and are working on it.

Interviewer: Another burning issue is that of housing, or rather the shortage of it. Rising property prices make it impossible for young families to find affordable housing as they would have to spend more than half of their income on mortgages.

Gavin: I know, I know, we are well aware of the situation and as a matter of urgency, we will be building 300 homes this year – the affordable kind – with another

300 to follow. These have been earmarked for first-time buyers and those on low incomes.

Interviewer: Yes, and I'm sure you've noticed the rise in the number of homeless people, who are sleeping rough. What about them?

Gavin: We've just opened a new hostel with 30 beds.

Interviewer: I see.

Gavin: And in addition, we're working with the local education and skills office to help the jobless get back into employment. We're determined to create new jobs in the local economy so that our town returns to being a centre for commerce and industry.

Interviewer: I'm sorry to interrupt you, but I'm afraid we've run out of time. Thank you very much for coming in to talk to us.

Gavin: Thank you.

(15 sec pause, acoustic signal, track replays)

Preparing for final exams, Listening task 3 (TCD 64)

Announcer: You are going to listen to two colleagues, John and Olivia, talking about their market research about millennials. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, choose the correct answer (A, B, C or D) for each question (1 to 7). Put a cross in the correct box. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

John: Hi Olivia. I've just finished some market research on millennials in the US.

Olivia: Hey John. So have I. Shall we discuss our findings?

John: Sure. So, millennials are one of the largest generations in history. If we go by Strauss and Howe, who coined the term 'millennial,' they're born between 1982 and 2004. And they're entering the most significant period of their financial lives, which is affecting lots of industries.

Olivia: True, though the news often says they're "irresponsible with money."

John: I've seen research that doesn't back that up.

Anyway, let's move on to the travel industry where there's been substantial revenue growth.

Olivia: Well, I was surprised to learn that millennials are willing to give up things like their Netflix subscription, coffee, and alcohol to have enough money to travel.

John: I couldn't believe that so many will save for their next trip rather than pay off debts or purchase their first home.

Olivia: They're even willing to accept a lower salary if it means they can travel more frequently.

John: I'd never agree to that.

Olivia: Nor would I.

John: Lots of successful travel providers are meeting millennials' expectations.

Olivia: They avoid guided sightseeing tours and bus excursions – attracting this target market takes more than just clever marketing.

John: Indeed. It's providers who offer them opportunities to see what it's like to live and eat like locals while on holiday.

Olivia: At the same time, millennials are demanding when it comes to price. And the convenience of e-commerce makes it easier to find great deals to plan every aspect of their vacation.

John: Let's move on to the camping industry. There there's been an influx of young campers.

Olivia: And more millennials are purchasing campervans for outdoor adventures.

John: You know, it used to be a relatively niche and inaccessible pastime. Now it's more like an alternative travel industry, with a range of lodging options. Most importantly, it's more kid- and family-friendly than it was in the past. That's essential for a generation now making up the majority of new parents in the States.

Olivia: And technology and camping go hand in hand. For instance, they can discover new places to go camping on social media. And 30 percent of millennials pick camping spots because of posts that they've seen.

John: Older generations camp to get away from everything. Perhaps millennials are too dependent on technology.

Olivia: Well, virtually all campers report bringing a device – primarily to research safety issues. And millennials who are first-time campers are more likely to go camping where Wi-Fi's available for an added sense of protection.

John: I see. The fitness industry's also changing.

Olivia: Yes, millennials tend to stay away from traditional full-service gyms – those types of memberships aren't rising, unlike online subscriptions to fitness classes.

John: They're motivated to stay in shape, so they're spending 7 billion dollars annually in this industry. I believe it'll exceed all others because of their attitude towards well-being.

Olivia: You never know ... There's a 2014 report about this industry that says why millennials invest in fitness. And being an affordable fitness provider isn't at the top of the list.

John: Yes, the study says some go to pricy boutique studios to have the best workout sessions available.

Olivia: Though nearly half go because of a fitness provider's atmosphere, the majority view exercise as a social group activity rather than an individual one.

John: How about changes in the food industry?

Olivia: Well, in 2019, millennials spent nearly half their monthly food budget on dining out or takeout.

John: And they're turning away from old-school chain restaurants and embracing new fast-casual dining concepts such as organic and sustainable menus.

Olivia: Really? I believe that ordinary restaurants may get

a boost as more millennials have children. They're a place where they can go with their kids to relax without being hurried out the door.

John: I think they'd consider that type of dining experience old-fashioned. Anyway, this generation is environmentally aware. I'd be surprised if they didn't insist that food providers reduce their packaging waste.

Olivia: Good point.

(15 sec pause, acoustic signal, track replays)

Preparing for final exams, Listening task 4 (TCD 65)

Announcer: You are going to listen to a manager of a travel agency talking to an apprentice about ecotourism. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, match the beginnings of the sentences (1 to 7) with the sentence endings (A to J). There are two extra sentence endings that you should not use. Write your answers in the spaces provided. The first one – zero – has been done for you.

After the second listening, you will have 45 seconds to check your answers.

(45 sec pause, acoustic signal)

Manager: Hi Hannah. Since you're a new apprentice at our travel agency, I thought we ought to discuss ecotourism since more and more clients want to go on ethical tours.

Hannah: OK, Mr Thompson. I'm glad ecotourism's becoming more popular. It's taken a while, though – it's been around since the 1970s.

Manager: That's right, but it wasn't until the eighties that it became more prevalent. Back then, American environmentalist Jay Westervelt first thought of the word 'greenwash', which, of course, our tour operators don't do. By that, I mean using marketing to give a false impression their company's environmentally friendly.

Hannah: I remember studying Westervelt at school, actually. He drew attention to hotels that were encouraging guests to reuse their towels to help save the environment. But, in actual fact, the hotels weren't doing anything to promote recycling but had found a dishonest way to try and cut their laundry expense.

Manager: That's right. These days, something you'll find is that many holidaymakers mistake sustainable ideas with ecotourism. For instance, they often believe that travelling to destinations in vehicles that use fewer fossil fuels is ecotourism. Though coach travel uses six times less energy than an aeroplane – ecotourism is much more than reducing the emissions to get to a particular destination.

Hannah: I see. I'd like to know more about the ethical travel companies we work with. Could you tell me about a few?

Manager: Sure. I'll start with Intrepid Travel. They've invested more than 2.5 million pounds in grassroots

projects globally and donated one hundred percent of their profits from a whole season of trips to Nepal to help rebuild after its 2015 earthquake. And they've taken the lead along with a few other companies to make carbon-neutral expeditions available. And they only use local guides with the target of doubling the number of female tour leaders.

Hannah: That's interesting. How about G Adventures? I think they're a Canadian company.

Manager: Yes, and they work with social enterprises and NGOs across the globe. It uses small, locally owned companies and backs these communities so residents can set up rural tourism projects. And the company evaluates what percentage of expenditure stays in the local economy. So, for example, it supports Women on Wheels – a company in India where all the chauffeurs are female.

Hannah: What they're doing sounds great. I've also heard about Much Better Adventures, but not in any detail.

Manager: Well, they focus on short trips in Europe and have a strong, responsible travel ethic. That's to say, this company makes sure that at least 80 percent of the cost of a trip goes to the conservation projects where they offer tours. It also works with charities that are addressing climate change. For example, a popular tour is their three-day rafting, kayaking, and hiking tour in Albania with local activists to help save the Vjosa, one of Europe's last wild, free-flowing rivers.

Hannah: And I've already been on an Adventure Alternative tour.

Manager: So, you have first-hand experience of what this trekking and climbing company is trying to do.

Hannah: Yes. They're based in Northern Ireland, and they've been building a worldwide network of responsible trekking and climbing companies with trips to some of the world's most iconic mountains. Their business model is against outsourcing. Instead, they help support local operators and run initiatives that improve the economic well-being of people who live in very isolated villages in different parts of the world.

Manager: Good. And what do you know about Global Himalayan Expedition?

Hannah: Just what's on their website. I think the purpose behind this company's expeditions is to send groups of travellers to remote off-grid mountain villages. And, they also take with them the technology and expertise to build working solar microgrids. Without this kind of support, these villages would probably never have electricity.

Manager: That's right. So far, they've visited more than 50 villages, where people can now study after dark, run homestays, and get rid of kerosene lamps.

Hannah: How impressive. Anyway, thanks for your help.

Manager: Any time.

(15 sec pause, acoustic signal, track replays)