Listening text transcripts

Unit 1

Track 1

page 1

What's your take on brands?

Mustapha: Is this a *Burberry* coat fake, Ciara?

Ciara: I mean, what am I supposed to do? Branded clothing is super expensive!

Aaron: Well, you could make sure you buy fewer items if you wanna get into the good stuff. If you want a *Burberry* coat, you have to be prepared for the price to be a bit shocking.

Ciara: Thanks, Aaron, I know.

Aaron: Still I think the name is worth it. Plus brands normally use better materials and the clothing is made more carefully.

Mustapha: Seriously? I always have trouble understanding the attraction of these cult favourites like *Hermès* bags and *Louis Vuitton* high heels. Like, Ciara, why would you spend more money on things that make you look the same as thousands of other people? You're always complaining about not having enough money, and as much as I like buying you coffee, it might help to spend less time and money chasing meaningless names.

Aaron: Mus, wait a second, though. I know you're all about your own unique style, but sometimes the names aren't meaningless. When you think about *Air Jordans* or especially different brands for athletic clothing like *Nike* or *Reebok*, it's often about the creators of the brand: what they stand for, what kind of connection the consumer has to their message, and the sense of belonging to a group of like-minded people.

Ciara: It's the belonging that's important, in my opinion. I definitely define myself through the brands I wear. When I have to wear no-name clothing, I feel like I'm a bit of a no-name myself. It's important to make a good impression on people you're introduced to, and when you choose your clothes carefully, people respect you more.

Mustapha: But aren't we all kind of creating our own personal brand as we make decisions on how we want to look anyway? If I could, I'd make my own clothes, because that for me is the only way to truly have your own style. I see myself as a brand, and I want to set my own trends for each season, not have to wait for others to tell me how to act.

Ciara: Maybe I just like shopping too much, but I wouldn't want to make my own clothes. To me it's the difference between going to a wedding in a tuxedo and going in a pair of jeans you've painted or stitched cool designs on.

Mustapha: Although hand-painted jeans will probably be officially "in style" at some point soon anyway …

Aaron: No way. That's something my little cousin would do.

Ciara: That could be true, but in my eyes there are certain traditions and appearances that I want to keep participating in. Even if I have to do that by occasionally buying fake brands online. Some of them are pretty realistic and they are way more affordable.

Aaron: I think it comes back to quality, for me. I totally understand what you mean about the feeling of belonging, Ciara, but some knock-off designer copies just don't feel the same. I don't even consider getting another version of something that I know is really good quality and it's exactly what I want. It's either the true brand name or nothing, for me!

Ciara: Do you only own a few really expensive pieces of clothing, then? And I mean this in a slightly joking way, but what happens when you have to do laundry?

Aaron: I do have a pretty limited wardrobe. That's another thing that no one mentions about buying exclusively brand names of designers you admire – it makes you appreciate your clothing way more!

Mustapha: Speaking for myself, I appreciate my clothing more when I know it was produced fairly and in an environmentally-friendly way. Or, when I buy things from thrift shops and know that I'm recycling or repurposing something that would otherwise be thrown out.

How influencing as a career has impacted today's economy

Track 2a

You are going to listen to a radio interview about influencer marketing on social media. 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 (1–6) with the sentence endings (A–I). There are two sentence endings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 2

Audie Cornish, host: A generation ago, kids didn't dream of being social media influencers. But last year, companies spent around $ 1.3 billion on marketing through *Instagram*. Today, we'll hear from two people on opposite ends of this career path. First, Cosette Rinab. She's 19. She has thousands of followers on *Instagram* and *TikTok*.

Cosette Rinab: You think of the basic *Instagram* lifestyle influencer, fashion influencer promoting skinny tea, you know? I think most people lean towards the term *creator*.

Audie Cornish, host: Rinab got started back in high school with a fashion blog. Soon, she was reaching out to different brands, asking to collaborate.

Cosette Rinab: I would go on *Etsy* and find small boutique shops and send them a message: "Hi, my name's Cosette. I'm from New York City. I model and act. I have a fashion blog. Would you like to send me

some products to try out, and I'll write a dedicated blog entry about it?" One of my first companies was a shoe company that bought shoes and bedazzled them. That was one of my first deals that really struck me as, oh, wow, this is actually something that I could be making money with.

Audie Cornish, host: Fast forward a few years. Rinab is now a rising junior at the *University of Southern California*, and she runs a club for content creators. Hundreds of students apply each semester. Just 10 % get in.

Cosette Rinab: I actually give a presentation every semester on collaborating with brands and how exactly to approach that because for some people, it's a very foreign idea, and they're scared to reach out to companies. I'm like, how do you expect people to just find your *Instagram* and reach out to you? You have to take the initiative and actually reach out to them.

Audie Cornish, host: One thing about this business in particular is it's all about the numbers, I mean, the same way TV is about ratings. But the follower count for people who do social media work is so important. Do you look at yourselves as kind of like athletes? Like, you're in this business to go hard and fast for a limited time, and then you'll get out and do something else? Or do you see yourself doing something like this long-term?

Cosette Rinab: I see myself doing something like this long-term. I think the goal for me is not to hustle, hustle, hustle, get the big numbers fast and then move on to the next thing. I'm very natural in front of the camera. I love sharing parts of my life with my following. And … while I don't think that I'm at a point where I can fully support myself by just doing that, I would love to one day.

Audie Cornish, host: Cosette Rinab is a student at the *University of Southern California*. She runs the club *Reach*, a club for influencers. I guess I should say *creators*, right?

Cosette Rinab: Yeah.

Audie Cornish, host: Like Cosette Rinab, Sara Li discovered *Instagram* and its power to persuade when she was a teenager. She then became an activist. She posted about sexual assault prevention, and it went viral.

Sara Li: The number of people who saw my tiny account was mind-blowing. I mean, like, I had famous actresses texting me that they had seen my project on *Instagram* saying that it's really cool. Many of them asked me how they could get involved.

Audie Cornish, host: Li is now a social media strategist. She works with influencers, but she says she doesn't wanna be one anymore.

Sara Li: It just really wasn't for me. I mean, that was definitely a few years ago when it was less regulated.

Audie Cornish, host: What do you mean by regulated?

Sara Li: Well, so nowadays, you know, there's a lot more transparency on influencers and their brand deals. We have, like, the mega influencers, like Danielle Bernstein, talking about how much she makes in a post and we have *Federal Trade Commission* guidelines. And, you know, some years ago, there really wasn't that kind of transparency.

We're so used to *Instagram* being this highlight reel that I think that as more and more people talk about influencer culture, we're getting this need for authenticity and transparency and kind of a more genuine storytelling rather than, here are the best parts of my life, and that's all there is.

Audie Cornish, host: It sounds like you're saying this business has come around in a way that magazines once were, right? Like, now we're just looking at people – beautiful people with a lot of resources doing what they do.

Sara Li: Yes. Yeah, completely. And, you know, I'm not going to say all influencers are bad because that's not true. I know a lot of influencers and content creators who really do put, like, a genuine, authentic version of themselves out there. But on that note, I think it's also important to kind of realize that there is a huge portion of influencers who kind of are in it for the wrong reasons – kind of like that glossy, magazine-style life.

Audie Cornish, host: How realistic is it to have a sustained career as an influencer?

Sara Li: Very realistic. You know, whether you like influencers or not, it's a very profitable career. And I would say it's not unrealistic to quit your full-time job to become an influencer. But I would say that if you're going to do that, have an actual business plan in mind because it's not as easy as it seems.

Audie Cornish, host: Is there any danger of burnout? Like, when you talk to young people getting into this business, is that something they're aware of?

Sara Li: Oh, absolutely. But that's the same for any entrepreneur – right? – any self-starter who may be starting their own business at home. I think as a content creator, there's just more pressure because it's you that you're selling, not just the product.

I know for me, sometimes when I post a lot of stories, I'm like, I don't even know if I'm living my life or if I'm just posting this to make it seem like I have a life. You know, you're watching your own reality directed back at you, and then you're also putting it out there for other people to consume. And this is really intense.

Audie Cornish, host: Sara Li is a writer and social media strategist. Cosette, Sara, thank you so much for speaking with us. Audie Cornish, *NPR News*. *(Fade-out)*

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Polite and friendly small talk – Dialogue 1

Stefan: Do you mind if I join you?

Carmen: No, not at all. I'm Carmen from *Borealis* and this is Marta from *H&S*, Zagreb.

Stefan: My name's Stefan, pleased to meet you.

Marta: Forgive me if I'm mistaken, but didn't I see you on the *Siemens* stand earlier?

Stefan: Yes, that's right, I'm doing an internship with them, in marketing.

Carmen: Oh, okay … so what does that involve exactly?

Stefan: Well, at the moment I'm working in building automation, which is basically management systems that run things like heating, ventilation, air conditioning, whatever.

Carmen: Sounds interesting, don't you think, Marta? Marta is a graphic designer, and the company she works for has been commissioned to design an advertising slogan for a new product.

Marta: That's right – and currently we're struggling a bit with the results of the latest market analyses. We definitely need to focus on viral marketing. Hey, maybe I can pick your brain a little?

Stefan: Sure, I'd be pleased to help, if I can.

Carmen: Oh well, I think I'll leave you both to it. I'd better be getting back to my colleagues at the *Borealis* stand. It was nice talking to you, Stefan. Perhaps we'll bump into each other later. Bye, Marta!

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Polite and friendly small talk – Dialogue 2

Michael: Hi, I'm Michael, a friend of Simon's. And you are …?

Andrés: Andrés. Hi, nice to meet you.

Michael: And where exactly are you from, Andrés? I haven't seen you at Simon's before, have I?

Andrés: No, I've only just moved to Bregenz and I've just started working in the same company as Simon. Before that I was in Stuttgart, working in marketing at *Mercedes-Benz*. But originally I am from Madrid.

Michael: Oh really? I'd also like to work in marketing later on. And what brings you to Bregenz, if you don't mind me asking?

Andrés: Oh no, not at all. My girlfriend's from round here and we decided to move here rather than live in Stuttgart, far better quality of life here.

Michael: Yeah, I certainly agree with you on that – cheers!

Andrés: Well, tell me, Michael, what do you do?

Michael: Me? I'm a student at the local technical college. I'm in my final year there.

Andrés: And what do you plan to do when you leave?

Michael: I'm not quite sure yet … I've just done an internship with *Siemens* and now I think I might take a year off and do some travelling before I go to university or look for a job.

Andrés: Sounds great! Well, whatever you end up doing, may the force be with you, as they say! *(Laughs)*

Michael: Thanks. Oh well, I'm going to have to make a move now. I've got a paper to hand in tomorrow. Enjoy the rest of the barbecue!

Andrés: Right then, I'd better be off now, too. I promised to help a friend with his computer. It was good talking to you. See you later, Michael.

Michael: See you, Andrés. Take care.

Data facts

Speaker 1: About 1.7 megabytes of new information is created every second for every human being on the planet.

Speaker 2: Over 90 % of all the data in the world was created in the past two years.

Speaker 3: Data creation will grow to more than 195 zettabytes by 2035.

Speaker 4: *YouTube* users upload 48 hours of new video every minute of the day.

Speaker 5: *Google* gets over 8.5 billion searches daily.

Speaker 6: *WhatsApp* users exchange up to 100 billion messages daily.

Speaker 7: According to big data stats, cyber scams have gone up 400 % at the start of the COVID-19 pandemic.

Speaker 8: It would take a person approximately 181 years to download all the data from the Internet.

The history of *Wikipedia*

Track 6a

You are going to listen to a talk about the history of *Wikipedia*. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, answer the questions (1–6) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 6

Wikipedia is an online free content encyclopaedia helping to create a world in which everyone can freely share in the pool of all knowledge. Since its creation on January 15, 2001, *Wikipedia* has grown into the world's largest reference website. It is overseen by the nonprofit *Wikimedia Foundation*. *Wikipedia* uses a collaborative software program that facilitates the creation and development of articles. It was founded by Jimmy Wales and Larry Sanger; Sanger coined its name as a blending of "wiki", a shortened version of a nickname for the "World Wide Web" and "encyclopaedia".

The *Wikipedia* community is based on a limited number of standard principles. One important principle is neutrality. Another is the faith that contributors are participating in an objective and sincere fashion. Readers can correct what they perceive to be errors, and disputes over facts and over possible bias are conducted through contributor discussions. Three other guiding principles are to keep within the defined parameters of an encyclopaedia, to respect copyright laws, and to consider any other rules necessary for the material.

The central policy of inviting readers to serve as authors or editors creates the potential for problems as well as their at least partial solution. Not all users are scrupulous about providing accurate information, and *Wikipedia* must also deal with individuals who deliberately deface particular articles, post misleading or false statements, or add obscene material. *Wikipedia*'s method is to rely on its users to monitor and clean up its articles. Trusted contributors can also receive administrator privileges that provide access to an array of software tools to speedily fix Web graffiti and other serious problems.

Reliance on community self-policing has generated some problems. In 2005 the American journalist John L. Seigenthaler, Jr., discovered that his *Wikipedia* biography wrongly identified him as a potential conspirator in the assassinations of John F. Kennedy and Robert F. Kennedy and that these malicious claims had survived *Wikipedia*'s community policing for 132 days. Since all that is known about unregistered contributors is their computers' IP – Internet protocol – addresses (many of which are automatically generated each time a user goes online), it was difficult to find the author.

The contributor later confessed and apologised, saying that he wrote the false information as a joke. The Seigenthaler case prompted *Wikipedia* to prohibit unregistered users from editing certain articles.

Because *Wikipedia* has occasionally come under fire for including information not intended to be widely disseminated – such as images of the 10 inkblots used by psychologists in the Rorschach Test – it has also adapted its philosophy of openness in certain cases.

Wikipedia administrators also have the power to block particular IP addresses – a power they used in 2006 after it was found that staff members of some US congressional representatives had altered articles to

eliminate unfavourable details. News of such self-interested editing inspired Virgil Griffith, a graduate student at the *California Institute of Technology*, to create *Wikipedia* Scanner, or *WikiScanner*. By correlating the IP addresses attached to every *Wikipedia* edit with their owners, Griffith constructed a database that he made available on the Web for anyone to search through. He and other researchers quickly discovered that editing *Wikipedia* content from computers located within corporations and in government offices was widespread.

Debates about the utility of *Wikipedia* proliferated especially among students and educators, for whom the reliability of reference materials was of particular concern. While many classrooms, at nearly all grade levels, discouraged or prohibited students from using *Wikipedia* as a research tool, in 2010 the *Wikimedia Foundation* recruited several public policy professors in the United States to develop course work wherein students contributed content to the *Wikipedia* site.

The number of active editors (that means, those who edit more than 100 articles a month) peaked in 2007 and as of 2017 had declined by about a third. Various factors were blamed for this decline. *Wikipedia*'s bureaucratic culture with its complex norms and its reliance on automated procedures that tended to reject new edits were seen as discouraging to new editors. Editing the articles requires knowledge of a specialised markup language that is difficult to edit on smartphones and tablets.

Surveys of *Wikipedia* editors have revealed a persistent gender gap; only about 10–20 percent of the editors are women. In response to concerns about this gender gap and how it is reflected in the encyclopaedia, *Wikipedia* began to encourage "edit-a-thons," in which editors come together at events devoted to increasing the site's coverage of such subjects as feminism and women's history. Regardless of whether or not *Wikipedia* can solve these demographic problems, it has undoubtedly become a model of what the collaborative Internet community can and cannot do. *(Applause)*

Unit 3
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What it means to be "real" according to psychologists

Track 7a

You are going to listen to a radio interview about what it means to be "real" according to psychologists. 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 1–6. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 7

Host: Good morning, everyone! Our topic today is *What it means to be real*. We are happy to welcome Mr Steven Handel to our show. He is a psychologist from New York City and has published many essays and books on this topic. So, Steven, what does it mean to be authentic and real?

Steven: Good morning, thanks for inviting me. Well, this is a tough question to answer in only a few minutes. But let me refer to a new study by psychologists who tried to explore the concepts of "realness" and "fakeness". One of the first questions asked in the study was: How good are you at communicating your true thoughts and feelings? Like for example, if a friend or your partner asks you what's bothering you, are you honest with them? If you meet someone new you like, are you able to reach out and connect? So, these are just a few questions that touch on the idea of being authentic and real.

Host: In one of your essays I read that being "real" is when your behaviour on the outside matches how you feel on the inside regardless of personal or social consequences, whereas in contrast, being "fake" is when you hide or conceal aspects of your inner experience. Is that right?

Steven: Yes, absolutely. In a pretty new study published in the *Journal of Research in Personality*, researchers conducted several experiments to pinpoint the concept of *realness*. They discovered that "realness" is an aspect of one's personality that people can often pick up on. To measure "realness," participants were asked how much they agreed with statements such as …

- *"I tell the truth even if it makes others unhappy."*
- *"I express my needs and desires directly."*
- *"I tell people what I want even if they may not want the same thing."*

The more people agreed with those statements, the higher they ranked on the "Realness Scale." It clearly showed that people are most likely to consider someone else "real" when they act in a way that comes at a personal cost to them – they are willing to put their image and reputation on the line for the sake of honesty.

Host: Hm, makes sense. What about the role of social media?

Steven: Interestingly the researchers of the study note that currently, as the world is awash in online 'fake news,' citizens are routinely manipulated by politicians who do not mean what they say, and social media platforms incentivize virtue signaling and punish straightforwardness. And although being 'yourself' is often demanded on social media as well as in real life, it comes with social risks. It is these moments of social risk that provide perhaps the most valid test of whether a person is actually being real: a person who is only truthful when it pays off is not really real at all.

Host: I see. Can you give an example?

Steven: Sure. For instance, if a person gives likes on social media only to get likes in return, or if an employee gives compliments at work to their boss, it doesn't typically come off as "authentic" because they are usually motivated to be nice only to win over that boss and be liked. Perhaps they are aiming toward a bonus or some other external reward. On the other hand, if a person was to call their boss out for making a mistake or correct them on something even if the boss might get upset at them, then the person is seen as "authentic" because they are taking a leap of faith by doing the right thing. Of course, this doesn't mean you should call out your boss all the time, it's just an example of how "realness" is often perceived by others. *(Laughing)*

Host: In other words, keeping it real often means taking a risk.

Steven: For sure. It means sharing your thoughts and feelings in a way that may backfire on you or get you rejected by others, but you share them anyway because you feel it is genuinely the right thing to do. This aligns with my take that being yourself is often a costly and uncomfortable process – it could mean getting rejected or ostracized by a group.

Host: It's a bit like Elbert Hubbard famously said, "Do nothing, say nothing, and be nothing, and you'll never be criticized." This type of self-censoring is a great way to be *safe* from external judgments, but it's also the opposite of being real and authentic, isn't it?

Steven: The truth is no one is completely normal. We all have certain traits, interests, or hobbies that aren't going to match with what's popular or mainstream. In the study mentioned earlier, researchers also found that "realness" was often associated with traits like extraversion, openness, conscientiousness, honesty, and the belief that you have power over changing your circumstances in life. "Realness" was also associated with less neuroticism, self-monitoring, and fear of negative evaluation. Being real sometimes means being disagreeable and going against the crowd; but this type of healthy dissent can serve a positive function in society by helping to break old social norms and facilitate social progress. There are some famous examples for it, such as Joan of Arc, Thomas Paine, Rosa Parks, William Tell, or Henry David Thoreau. They all have historically experienced both the costs and benefits of this trait.

Host: Any more downsides to being authentic and real?

Steven: Unfortunately, sometimes people use "honesty" as an excuse to be negative and destructive, like all these Internet trolls and bullies do. They yell out insults and criticisms at someone and then reply, "Sorry, I'm just being honest!" Realness isn't about putting your feelings above everything or giving your thought on each and everything. So the next most important thing to being "real" is to know how to communicate your feelings in a healthy and constructive way. It's important to remember that you can be honest and straightforward with others while at the same time not being negative or toxic. But that all comes down to your social skills and communication skills.

Host: Thank you, Steven. What I learned today is that "realness" can have both its costs and its benefits, but it can generally be a positive and constructive thing for building stronger relationships and a more authentic lifestyle. So, how often do you keep it real? *(Fade-out)*

Unit 3	**Romance scams**
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You are going to listen to a radio programme reporting on romance scams. 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 (1–7) with the sentence endings (A–J). There are two sentence endings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Romance scams occur when a criminal adopts a fake online identity to gain a victim's affection and trust. The scammer then uses the illusion of a romantic or close relationship to manipulate and/or steal from the victim. Romance scam, as it's known, happens with online dating in general, but the police are now so worried that particularly deaf people are being singled out by criminals that they have made a video in British Sign language to show deaf people what to watch out for.

Romance scam is the term used when you're approached online by a man or a woman who appears absolutely gorgeous, or so the picture they send you would suggest. This gorgeous person strikes up an online conversation with you, and over a period of time they build a relationship with you. They often claim to be out of the country on business, and they're desperate to meet you, and then suddenly they're in trouble, they had an accident, got ill, got robbed – and are therefore unable to get to the UK … and then they need money.

So how are deaf people particularly involved in this? Because you could do all of that to anyone really.

Well, these criminals know that parts of the deaf community are isolated and potentially vulnerable. In a world that relies heavily on spoken communication it's much more difficult for deaf people to pick up general warnings. First of all, many deaf people aren't aware of what the scams are, as the information isn't as easily accessible to them as to people who watch TV and listen to the radio, for example. And if they get a scam email from abroad in not very good English because it's been translated using *Google*, for instance, a deaf person won't necessarily see that. Their first language is Sign; English is their second language.

In the past fraudsters have sent out masses of messages, and just by the law of averages they'll get a few people answering. Now fraud seems to be a lot more victim-focused. Police have discovered three main areas: firstly, romance scams; secondly, deaf adoption schemes, where they contact people via social media to say that a recently orphaned deaf child needs a deaf couple to adopt him or her. Now that tugs at the heart strings of some people in the deaf community and that's how they would get them to pay fees up front for adoption, etcetera. And the third thing is the "deaf lottery", a lottery run to raise money for the deaf and the hearing impaired. In this case, you receive an email informing you that you've won a large amount of money through the deaf lottery, all you need to do is transfer the processing fee to their bank account and you will receive your winnings.

All these techniques are called "advanced fee frauds", and that's where someone is persuaded to send money in advance of getting something back, whether it be love, or a child, or a lottery win.

Unit 4
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Skilled labour shortage in Austria

Host: Good morning and welcome to our show on the topic of skilled labour shortage in Austria. I'm happy to welcome Paul Schmidt, CEO of a well-known Austrian plumbing business. So, Paul, who is most concerned with the problem of skilled labour shortage in Austria?

Paul Schmidt: Thank you for inviting me. Well, you can't generalise this topic for the entire country of Austria. The numbers clearly show a lack of skilled workers, and this number is rising. But this is more obvious in some regions than others.

Host: Now, this lack of skilled workers isn't just a sudden phenomenon; it's been around for years. Could something have been done preventatively on the political side?

Paul Schmidt: In my opinion, the shortage began with the trades' very poor image and reputation. In the past, you might have heard "If you don't want to study, go to work". In this way, practicing a trade was placed in a very bad light, and now we're dealing with the consequences: In Austria, there are a great number of people with bachelor's and master's degrees, and far too few skilled workers. This hurts everyone, as these degrees can then lose their value on the job market, and trade enterprises can't find any apprentices. For example, you often have to wait many months for hand-crafted furniture, because the carpenter doesn't have an apprentice anymore and all of the work falls to him. At present, it's like this for many in the craftsmen's sector, but also in the industry. The industry is currently looking for 60,000 skilled workers in various areas.

Host: From your perspective, what does a career as a plumber really look like today?

Paul Schmidt: Today, the trade is a high-quality profession. We're not talking about clearing out sewers and lifting pipes here, but a technically complex vocation. It's a very exciting profession and I think that at the moment you're often better off as a craftsman than as an academic. You have every opportunity there if you show commitment and interest.

Host: But it's not just about finding apprentices, you should also be able to retain employees. In your opinion, what are the most common mistakes employers make with apprentices on the job? What causes apprentices to abandon their training and leave a company?

Paul Schmidt: The reason for an early termination is very often the instructor. That is not only my personal opinion, surveys and studies on this topic also show that. If the instructor isn't a nice and respectful person, then apprenticeship contracts are terminated very quickly. Another point is the current negative image of apprenticeships and the unfortunately still very low pay rates.

Host: What can be done about the lack of skilled workers?

Paul Schmidt: Hm, it already starts with the job advertisement itself. It needs, for example: informative and concise job advertisements, clear definition of the exact target group, strategic personnel work, digital recruiting, active sourcing on social media, enhancing diversity, recommendation programmes where employees suggest people who they know personally for a position within the company, and most importantly: increased respect and appreciation for skilled workers themselves.

Host: Thank you for the interesting interview.

Paul Schmidt: You're welcome.

Unit 4 **Track 10** page 55 🇬🇧	**Being passionate about one's job**

Speaker 1

My name is Sheila and I am a food scientist. I still sometimes find myself standing in a grocery store aisle with a wide grin as I watch people picking up products that I or my teams developed years ago. It's like watching your children grow.

Roughly 70 % of the food items that we eat everyday have been processed in some way by a food manufacturer. The remaining 30 % is what we buy as unprocessed raw produce (fruits and vegetables).

It is said, and rightly so, I think, that we are what we eat. From that perspective, food scientists have a very special role in our lives. Just have a look at grocery store shelves. From a simple product like a bottle of flavoured water, to complex products like a high protein breakfast bar or a vegan egg, each product has been designed and developed by food scientists.

I have always been interested in foods. I love eating, and starting at an early age, I read food labels and learned about the ingredients, calories, nutrients etc. that a product included. In primary school I used to bombard poor Mrs Kingston, my primary school teacher, with questions about abbreviations on food and beverage labels. Frankly, I've never had problems at school and my grades were usually above average. Pretty soon, I knew that I would become a food scientist.

After graduating from High School, I studied Food Science at the *University of Leeds*. During the five years that I spent at this university, I attended lectures, seminars and practical workshops designed to introduce me to the basics of food science and technology. These disciplines include food composition, chemistry, rheology, engineering, microbiology, food safety and quality, packaging, sensory science, regulations and food laws, agriculture, and nutrition. However, as in any other field, the real tricks of the trade are learnt on the ground.

Being part of a productive team of food scientists in a food manufacturing company and creating new food products can definitely be a thrilling experience – especially these days where vegan, gluten-free and lactose-free products are on the rise. It's a big challenge to create such foods and still make them look and taste good. Currently, my team and I are creating a new series of vegan food products and are therefore doing lots of research on how to increase their nutritional value and improve their appearance and taste.

Creating a breakthrough innovative product that disrupts trends and potentially creates a category of its own is often the result of a long-term vision and some newly developed technology along with a great deal of fundamental research. For a food scientist, this is the most exciting and rewarding kind of project. Only the best and most creative product developers and scientists are assigned these projects. So I'm very proud to be one of them. By nature, these projects are extremely high risk and high reward.

In my 22-year career as a food scientist, I've had numerous memorable breakthrough moments, as well as my fair share of setbacks. However, I can't recall a single failure that eventually did not contribute in one way or another to a future success. And most importantly, I do still love my job.

Speaker 2

My name is Sean and I am a sustainable heating engineer. I grew up in a small village in Norway, and also attended secondary school there. I wasn't what you'd call a star student – I was not very interested in academics or other parts of traditional schooling, although I'd like to think I was a pretty smart young boy. I was, and hopefully still am, a quick learner – especially when I was truly invested in learning something. My grades were always below average, but it was more because of a lack of interest than a lack of ability or talent.

After I finished secondary school, I completed an apprenticeship as an electrician with distinction, and almost immediately started to work at a large local electrical company, where I stayed for the next few years. But in time, I realised I was feeling restless more often than not and even felt myself being drawn back to school. I wanted to do more with my life and make something better out of myself.

So that's exactly what I did. I attended evening classes at a Higher Technical College and had to work during the day, which meant that every Monday to Friday, I would work a full shift, then go to school from 6 to 10 pm. Sometimes I even had classes on Saturdays. These four years were tough to schedule and very difficult for me. But I made it through, and went on to study sustainable heating technology at *Western Norway University of Applied Sciences* in Bergen.

After I graduated from there, I started my job at the company I'm still at today, where I am now the area director. My daily tasks and duties include everything from installations, inspections, diagnosing problems or faults in the structure of our heating systems, contributing to testing and research, to giving lectures at my Alma Mater, the *University of Applied Sciences*, and collaborating with clients in the US and Canada, where sustainable heating technology is just taking off. I'm trying to raise more awareness about the different opportunities over there and create a bigger market for sustainable heating technology on the other side of the Atlantic.

What I like most about my profession and about this job, in particular, is that no day is ever exactly the same. There are so many diverse areas and tasks that we are responsible for, as well as different work sectors that we are directly or indirectly involved in. Frequent business trips to the US or Canada are also a welcome change in my day-to-day schedule, and it is helpful to engage with so many other people in the field who are working internationally. I enjoy the collaboration with the university and all of the research and testing we conduct as well; it gives me the opportunity to truly contribute to the development of new technologies and strategies in this profession. I am proud to be able to make a valuable contribution to protecting the environment by convincing people to choose or switch to more environmentally-friendly heating systems.

Writing a CV

Track 11a

You are going to listen to a radio interview with a Human Resources Manager giving advice about writing a CV. 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 (1–6) with the sentence endings (A–I). There are two sentence endings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 11

Host: *LinkedIn, Xing, Jobcase, Twitter Threads* … Are professional networking sites making the paper CV redundant? Maybe it's time to reassess the situation and discuss the implications for applicants and recruiters alike. I put these questions to Melanie Rickey, a Human Resources Manager, currently located in Vienna, who sees hundreds of CVs every week. First of all, are we falling behind the times when we print out another copy of our CV for our next job application?

Melanie Rickey: Well, whatever works, I'd say. The crucial element is successfully getting across your passion, your drive, and making it crystal clear what you can contribute to your future employer's

business. But, having said that, it's not advisable next time you go for a job to send that tried and trusted CV you've been using for years. There's no getting around tailoring your CV to each and every position you apply for – no more 'one size fits all'! You've really got to highlight the relevant aspects each time: for instance, your student job at *McDonald's* may be impressive for a hands-on management job where you want to show you're not afraid of knuckling down to hard work, but less so for a job in a more exclusive context where you need to come over as pretty sophisticated!

Host: OK, that makes sense to me. Are there any other things to avoid when writing your CV?

Melanie Rickey: Well, one thing that looks pretty old-fashioned these days is writing long paragraphs instead of bullet points. It's too much text to read and, let's be honest, no one's got the time. Talking of user-friendly: stick to modern, easy-to-read fonts like *Arial*, not *Comic Sans* or anything else too fancy and hard on the reader's eyes. Keep it short and concise. Simplicity is key. However, your CV's just as likely to be screened by computers as by humans, using software designed to scan CVs for specific keywords – usually the requisite skills and qualifications listed up in the original job advert, so remember to ensure they are all in your CV somewhere or there's a good chance it won't even end up in human hands at all.

If it does make it as far as the hiring manager though, he or she will most probably be viewing your CV on the computer and not on print-outs, so you can forget the "everything must fit on one page rule" that we used to insist on. It's easier to scroll down a screen than flip the page, so don't feel obliged to cram your experience onto one single page if it doesn't work out that way. Still don't make it more than two pages though. Of course, if you're a school-leaver and don't have much work experience yet, one page will probably suffice.

And one last thing: remember that if you get shortlisted, the hiring manager is going to check you out on the Internet, so google yourself first and see what kind of image you may be presenting to those who want to find out about you. Recruiters routinely use social media to get a more well-rounded view of applicants, so watch what you publish in your tweets and social media posts. Your official record may say that you are a great team player but your posts complaining about your co-workers may speak louder than your CV!

Host: What are absolute no-go's?

Melanie Rickey: Well, everything like spelling errors, grammar errors, serious punctuation errors or reverse chronological structure are no-go's.

Host: Thank you, Melanie, it was great having you.

Melanie Rickey: Thank you as well. *(Fade-out)*

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Job satisfaction

Track 12a

You are going to listen to a radio interview with Josh Brandon, editor of *AusBiz* magazine, about their recently published survey of the best places to work in Australia. 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 (1–8) with the sentence endings (A–K). There are two sentence endings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 12

Host: Welcome back to *Sunrise on Seven*. Now, if you're unhappy at work, it might be time to switch to a job in IT. The industry has dominated *AusBiz* magazine's list of best places to work in Australia. The survey involved 291 companies and almost 17,000 employees.

Coming in at the top was information technology company *OBS*, followed by data management firm *NetApp* and Internet giant *Google*.

Now, Josh Brandon is the editor of *AusBiz* magazine, good morning to you, Josh. So, what exactly does *OBS* do?

Josh Brandon: Essentially, *OBS* specialises in installing software products into people's offices.

Host: And why did it dominate your list?

Josh Brandon: Look, I think *OBS* scored really well on some basics, like high level of trust and a lot of flexibility, in terms of its workforce. But it also did rather well when it comes to their extra "perks". So, at *OBS* for example, if you need to do the school drop-off, you're allowed to do that. Fundamentally, the one thing that got it into the number one position though is, at its core it has a philosophy of having fun. So it has a Chief Fun Officer, if you like, in the office, making sure there's enough fun going around on a daily basis. *(Laughing)* Fun is *the* element that helps drive a motivated and happy workforce.

Host: So it's not just all about spending a lot of money on staff, it's actually about the environment, culture and flexibility?

Josh Brandon: Yeah. Look, it's true to say the perks get the headlines, everyone loves to hear about being able to play ping-pong in your office, sleeping pods and stuff like that, but that's not really what we're looking at here. What we're looking at are levels of trust in the workforce, how much do you trust your colleagues, how much do you feel there is a relationship of trust between you and your employer. And flexibility. These days employers definitely need to meet the needs of their employees a bit more, in terms of how they live their lives.

Host: OK. But why do IT companies dominate? Is it because they make so much money they can afford to be so much more flexible? *(Laughing)* Are their customers paying them too much?

Josh Brandon: I think it certainly helps to be in a high-margin industry, there's no doubt about it. But actually the things that are driving the fact that IT companies are dominating this list are: one, there's a huge skills shortage of IT people around the world, so you can't just pay them more money, especially when you're competing against big global companies for good IT analysts. You've got to make it a really attractive place to work. I also think it's fair to say that the IT sector is at the forefront of flexibility, allowing employees to work from wherever they like because a) they have the tools, and b) it's very output focused. So IT can be very relaxed about saying you can work from home, you can work from the café, as long as you come up with the goods. Therefore it's definitely no coincidence that data management firm *NetApp* and Internet giant *Google* are at the top when it comes to the best and most popular work places.

Host: So, let's see: free days off on birthdays, working from home one day a week, paid parental leave, part-time or job-share positions … all of these were mentioned in the survey as being highly desirable features of an employee-friendly workplace. Well, I suppose these are tips every business, big or small, can take from this – in the end, it's all about having a good company culture and a good team. Some good tips there, Josh, thank you for that. Coming up next: Dwayne Johnson, live on *Sunrise* … *(Fade-out)*

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Track 13a

You are going to listen to a radio interview about the impact of Positive Education on students' happiness at school. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, complete the sentences (1–6) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 13

Guy Raz (host): It's the *TED Radio Hour* from *NPR*. I'm Guy Raz. The topic of our show today is the importance of Positive Education for student happiness. According to Professor Michael Dockery, a researcher and lecturer with the *School of Economics and Finance*, there is an inverse relationship between education and happiness or satisfaction with life: as education levels go up, happiness goes down. How's this possible? I'm happy to have Lea Waters, a psychologist and author, in the studio today.

Lea Waters: Thanks. Well, so how is this possible? Let me come back to this question a little bit later. Philosophers as far back as Aristotle have considered happiness to be the end goal of education. But not everything we see in schools today is working towards this goal. Even though it needs to be said that things have improved significantly in the last decades. In 2009, Martin Seligman, the father of

Positive Education, wrote a paper as a response to the gap between what people wanted for their children and what schools were teaching. To fix this gap, Positive Education is proposed, where schools teach achievement and accomplishment along with positive psychology-informed mental health skills. In other words, positive education wants to bring positive psychology's goals of well-being and mental health support for everyone into the school setting.

Host: Okay, wow.

Lea Waters: Other people working in education have also historically been interested in students' well-being, so Positive Education is not necessarily a groundbreaking innovation.

Host *(Laughing):* So what is Positive Education supposed to be like in an everyday classroom situation?

Lea Waters: Hm. It's all about fair chances for everyone. In a typical classroom there are introverted as well as extroverted students, there are talkative ones and silent ones. So classroom conversation is possibly the most important aspect of student engagement, but students participate at various levels, with most classrooms being dominated by the same voices each lesson. One way to increase classroom conversation is to pair students or put them into groups and give them enough time to prepare a task or assignment and finally let them present their findings, opinions and views. This approach ensures that each student is prepared to actively discuss a subject matter in class rather than passively listening to others talk about it. Student response papers can also be used as starting points for class discussion if a class is still being quiet.

Another way to increase student discussion is to offer participation credit. Grading based on participation, however, can be disadvantageous to students who are more naturally shy. One solution to this is to offer group participation credit. One study exhibited this by separating classrooms into small groups composed of both high-participating and low-participating students and offering credit to the entire group if all of their members participated on a given day. Those researchers found increased participation levels in low-participating students with this group-based credit system. This method also had the added bonus of high-participating students teaching low-participating students how to participate more often, so that the group would receive their shared credit. On top of that, this mutual learning effect also had a very positive impact on students' overall happiness during these lessons.

Host: Interesting. In other words, Positive Education takes into account that students have different strengths and weaknesses as well as different character traits and tempers.

Lea Waters: Right. The goal of Positive Education is to reveal children's combination of character strengths and to develop their ability to effectively engage those strengths.

Host: What about the role of the teacher in Positive Education?

Lea Waters: Positive Education is not just for the sake of the students, also the teachers' happiness should be emphasized. Happy teachers will directly lead to happy students, by helping their students associate education with happiness, as the teachers do. Even teachers who believe that students' well-being is a crucial part of teaching can feel burdened if asked to attend to both the academic and emotional needs of their students. But if teachers are being asked to increase their workload, which has happened to a great extent in the last couple of years, then steps must be taken to ensure their happiness as well. This can be achieved with a higher salary or with increased respect, understanding and appreciation for their job and commitment. A major downside of being a teacher is the lack of promotion opportunities, which has a strong impact on motivation levels. In short, there is still lots of work to do …

Host: Right. I see. Social and emotional learning are often-overlooked aspects of education, aren't they?

Lea Waters: Yes, definitely. Emotional and social learning are really important for a young learner and if we would like to cultivate happiness in schools, there is no way around it. Students should get the chance to identify their strengths, learn how to express gratitude, and how to give their honest unbiased opinion, they should get the opportunity to enhance team player skills and, most importantly, they should learn how to practice resilience.

Host: Let's take up the question concerning the inverse relationship between education and happiness from the beginning of the interview.

Lea Waters: Of course. To put it bluntly, I agree with Professor Michael Dockery when he says: as education level goes up, happiness goes down. We tend to believe that educated people have better lives, because they're better informed and thus make better decisions, hold better jobs, and are better off financially, among other things. But to know more and to maybe have experienced and seen more than others, usually sets the bar very high. In other words, highly-educated people often have high expectations and demand more from life, which, as a consequence, makes it harder for them to achieve happiness. This is why the core aim of Positive Education is to equip students with tools to

make it possible for them to overcome exaggerated perfectionism and better cope with frustration and disappointment.

Host: Thank you, Lea. I appreciate your time. *(Fade-out)*

The *FailFare* event

Last night I went to a *FailFaire* event in Washington DC, organized by a tech company that works in remote areas of the developing world. There were about 100 business people there, mostly from the international aid community, like me. We had come together to celebrate failure – in its many different forms. It was what you might call a "safe space," a place where people who might normally be embarrassed by a project that bombed could have some beers, laugh, and learn from one another's mistakes. I thought the guy who ran it was really quite impressive. He said that events like this show that failure is no reason to be ashamed, that the stigma needs to be taken out of it – failure actually leads to progress and innovation.

Then ten rather brave people presented their best development project failures. There were definitely some recurring themes, like not making use of technological skills or equipment already available and assuming that technology would be the magic bullet that would solve everyone's problems. The ones I really got a kick out of, though, were the ones that showed that nature can undermine even the best-laid technological plans, like when killer bees built a nest in a junction box or lizards simply ate through the circuitry.

One of the presenters, Brian Forde, told us about his scheme to bring cheap international phone calls to Nicaragua. A few years ago, he and his business partners started out renting a wall of phones out of an ice cream shop. Then they decided to bring a phone service to rural areas. They came up with one of those ideas that seems brilliant in its simplicity: they created a bike whose pedals would power the phones, and then they took it to isolated towns to provide them with "green" telephone access. Within five hours of uploading the video of the bike to *YouTube*, Forde said, he got a call from *CNN* and before they knew where they were, it was being broadcast internationally, with everyone calling it a stroke of green genius.

But Forde and his partners had unfortunately failed to predict a big problem: who wants to make a personal phone call with half the village listening in?

As a result, their biggest media success actually became their biggest commercial failure! No one wanted to use it and business competitors ridiculed them publicly on social media. So, as a consequence, they had to focus back on their original idea, phone booths, and they swore not to get carried away so much in the future.

The real point of *Failfaire* night wasn't about celebrating failure just for the sake of it, but about taking the sting out of failure so that it becomes something we can learn from, and not sweep it under the rug out of embarrassment. Innovation most often involves taking a risk; sometimes big, sometimes small. Any risk has a chance of failure, so it stands to reason that fear of failure inhibits risk-taking, which can inhibit innovation. If you look at the history of successful entrepreneurs, you'll often see they had multiple failures before becoming successful. The idea is actually very Silicon Valley, where if you haven't failed, you haven't done anything yet, as they say.

Speaking of Silicon Valley, tech icon Steve Jobs also got a mention last night as one of the prime examples of someone making a virtue out of a failure. Most of his considerable fortune was not made with *Apple*, but with *Pixar* – after being fired by the board of directors of the company he founded. If only we could all fail so well!

A problem-solving business meeting

Track 15a

You are going to listen to a business meeting where four employees of a medium-sized IT company are discussing a recent bid that they made as part of a call for tenders. Jennifer is the managing director of the company and is chairing this meeting. Also present at the meeting are Michael, Sarah and Ben, members of her staff. 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 1–6. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Jennifer: Good morning …, good morning, everyone. Shall we get started? *(Sounds of agreement* – Yes / Sounds good / Yeah / Sure …*)* Thanks for coming, I realise it was short notice, but I'll keep it brief and get straight to the point, OK?

All: Right / Yeah …

Jennifer: Well, as you all know, last month we put in a tender for that big contract with Manchester City Council. Well, we've just got word on who's been awarded the contract. And it wasn't us.

All: Come on, really?! / What?! / Are you joking?! …

Jennifer: OK everyone, I know we all put a lot of effort into preparing that bid …

Michael: … But I thought it was in the bag. We've done loads of work for the Manchester City Council, we're practically their in-house IT experts!

Jennifer: Well, apparently they gave the contract to a small company based in Scotland, called *Creative Networks* or something. Never heard of them before, must be new. And this is the third contract of this kind that we've lost in six months. We really need to figure out what's been going wrong and do something about it. It must have something to do with the way we work or plan things, maybe there's a discrepancy or inconsistency we haven't recognised yet. We have to make up for this problem … as soon as possible …

All: Yeah. / Uh-huh / You are right. / Absolutely …

Jennifer: There were five criteria for evaluating the bids: technical requirements, qualifications and experience of the team, cooperation partners, the time frame and, of course, the cost. Michael, what can you tell us about the technical side of things?

Michael: Well, basically we've done this kind of contract before, there was no need to reinvent the wheel on this one. We offered them our standard package, it's always gone down well so far.

Ben: Right, but is it possible that at this time we were a bit too eager to make our standard package fit the needs of the client, rather than the other way around? Just a thought.

Michael *(defensive):* Well, we were under a great deal of time pressure to get the proposal out in time …

Jennifer *(interrupts to stop Michael whining):* Good. That's a start. So much for the technical side. Let's move on to the next criterion: I have no reason to question the team's qualifications and experience, we know that's rock solid. Or have there been any misunderstandings in the team that I don't know about?

All: No, no way. / No, no. / All good.

Jennifer: So what about our cooperation partners? Sarah, can you give us your take on them?

Sarah: I don't know if you can remember, but one of our main hardware suppliers went bankrupt just before the submission deadline and we were casting around for a new one at the last minute. We were really lucky to get *X-Tex* as a replacement, they're really well established in public sector contracts. I thought it had all turned out for the best.

Ben: Mmm. I suppose they could have a track record with Manchester Council that we don't know about.

Sarah: Could be.

Jennifer: OK, right. Next point: the time frame. No issues there, that's set down in the call for tenders. So, that brings us to the cost. Always a hot potato, that one. Ben, how do you assess the price issue? Were we too expensive?

Ben *(sighs):* It's really hard to say, we don't know what our competitors were asking for. Based on previous experience, we're usually somewhere in the middle of the price range, but we have a reputation for quality and reliability that clients are usually willing to pay a bit more for. This new company – *Creative Networks* did you say? – they might be price dumping to get a foot in the door of the public sector market.

Jennifer: You may just have a point there. I can't see our usual competitors going down on price too much, we're all working on minimum profit margins as it is these days. Well, thank you everyone for your input on this, I think we're getting somewhere. So, what should be our next course of action, do you think?

Michael: I could go back to the client's needs and check to what extent our standard package actually covers these, what's missing, etc. On the basis of that, we could consider reviewing our use of standard packages and how we can tailor these more in the future.

Jennifer: Great, thanks, Michael. Do you think you can report on that by Friday?

Michael: I'll do my very best.

Sarah: And I'll give my contacts at the Council a call and see if there is any problem with our new partners that we don't know about. I can do that today, actually.

Jennifer: Great idea, Sarah, you do that. Do you think you could also try and find out if they know anything about the pricing policy of this *Creative Networks* company while you're at it? You never know, someone might have heard something.

Sarah: Sure. Will do.

Ben: And I could do some research on the company in the meantime, find out how long they've been around, who their main customers are, see if any of my colleagues know anything about them.

Jennifer: Thanks, Ben. Go for it. Well, I think that's a great set of action points. Thanks for being so constructive. I know you are all disappointed about not getting the contract, but we've got to get to the root of the problem here and make sure we come out on top in the next tender. Thank you for your time. I suggest we meet up again on Friday at eleven to see what we've found out. That's all for today.

Michael? Ah, do you have a moment for a quick chat about that new programmer? … *(Fade-out)*

Unit 7
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The pros and cons of cultural diversity in the workplace

As national politics and discourse seem to grow more inward-looking and divisive across America and Europe, successful businesses must continue to think inclusively and globally. Embracing cultural diversity in the workplace is an important first step for businesses that want to be competitive on an international scale.

From the *Virgin Group* to *Disney* and *Google*, organizations across industries are embracing the benefits of a diverse workforce. But with benefits necessarily come challenges of working across borders, cultures, and languages. Let me point out just a few of them.

Some of the most crucial benefits are that diverse cultural perspectives can inspire creativity and drive innovation. Besides, local market knowledge and insight make a business more competitive and profitable. Another advantage is that a diverse skills base allows an organization to offer a broader and more adaptable range of products and services. Apart from that, it is a proven fact that diverse teams are more productive, more creative and better-performing. Cultural diversity in the workplace also helps employees to grow personally and professionally. Last but not least, drawing from a culturally diverse talent pool allows an organization to attract and retain the best talent.

Some challenges of a culturally diverse workforce might be that colleagues from some cultures may be less likely to let their voices be heard. On top of that, integration across multicultural teams can be difficult in the face of prejudice or negative cultural stereotypes. It may also happen that professional communication can be misinterpreted or difficult to understand across languages and cultures. Different understandings of professional etiquette and conflicting working styles across teams could also be quite challenging for everybody involved.

Our culture influences the way in which we see the world. A variety of viewpoints along with the wide-ranging personal and professional experience of an international team can offer new perspectives that inspire colleagues to see the workplace – and the world – differently.

In other words, multiple voices, perspectives, and personalities bouncing off one another can give rise to out-of-the-box thinking. By offering a platform for the open exchange of ideas, businesses can reap the biggest benefits of diversity in the workplace. Let's go for it!

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How travel cures prejudices and alters perspectives

Track 17a

You are going to listen to a radio interview about how travelling can break down prejudices and stop discrimination. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, answer the questions (1–6) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Mary Louise Kelly (host): Whenever you've travelled, have you ever experienced that lovely sensation of being reconciled with life itself? Because when you travel, you open your mind. You become more tolerant. It's the *TED Radio Hour* from *NPR*. I'm Mary Louise Kelly and on the show today – Michael Messner, Professor of Sociology at the *University of California*.

So does travel help us leave prejudices behind?

Prof. Michael Messner: Good morning. Well, yes, definitely. While traveling, you are able to understand your prejudices and give yourself time to unravel them slowly as you live through your new experiences. Travel is the most authentic way to get to know the world, but also to really get to know the prejudices we carry around with us, without blinding ourselves to them. We automatically assume that our way of understanding life, our day to day living, is the correct one. And when we travel we discover "how strange" the other people are, and how "strange" we can be too.

Mary Louise Kelly (host): And how exactly does this help us reduce prejudice and discrimination?

Prof. Michael Messner: Well, we tend to be biased when we interpret the information we receive all around us. Whatever is our own, whatever is familiar to us, whatever we are used to seeing and doing – that is what we consider to be "normal". Whatever doesn't fit in with our own customs is "strange". It's as if there's a dividing line between what is right and what is wrong. Between the proper way of doing and understanding things, and the strange, bizarre way of doing them.

Mary Louise Kelly (host): Can you give us an example?

Prof. Michael Messner: Of course. For instance, if you are a calm and composed person, think about how you felt at some point in your life when a sudden burst of anger challenged your powers of self-control. You probably felt strange and awkward at the same time, because people who don't often get angry, often do not know *how* to get angry.

The truth is that even if we are normally calm and composed, anger is still a part of us, ready to explode. Our different nuances form and shape us. We shouldn't try to deny or cover up essential parts of our being simply because they aren't what we normally express. Something similar happens when we travel. We shouldn't claim that only *our* understanding of things comes from common sense, and that of others' comes from a meaningless stroke of luck. People and their customs are shaped from their cultural heritage, social environment and surroundings. And experiencing this first hand helps us understand and respect it.

Mary Louise Kelly (host): And our surroundings shape and mold us from childhood, right?

Prof. Michael Messner: Absolutely, yes. And so the experiences in which we relate to people who are different to us, when we leave our usual environment, travel and try out different routines – they are the ones that start to break our genetic mold. When we are able to look at what is "foreign" with eyes of curiosity and not of prejudice, then we are taking a big step on the road to tolerance.

Mary Louise Kelly (host): Has the hypothesis that travel makes people more trusting and that it leads people to have a more charitable view of humanity been scientifically confirmed?

Prof. Michael Messner: Yes. In a recent test series, my co-authors Adam D. Galinsky of *Columbia University* and William W. Maddux of *INSEAD* and I tested this assumption and given the trend toward globalization and the increasing popularity of foreign travel, it was an important and interesting question to explore. In addition, we compared two aspects of foreign experiences: the number of countries one visits and the length of time one spends abroad and explored which one plays a critical role in the process. Across five studies, using different research methods, including a longitudinal study, we found that the more countries one travels to, the more trusting one is. The five studies included more than 700 participants in total.

Mary Louise Kelly (host): So what is the key finding of your research?

Prof. Michael Messner: Visiting places that are unfamiliar and different appears to be a key factor. In a final experiment, we found that those who visited places less similar to their homeland became more trusting than those who visited places more similar to their homeland.

Mary Louise Kelly (host): So what can young people learn from this?

Prof. Michael Messner: The current research provides support for study abroad programs and work abroad options in companies and organizations, because it proves that traveling to many different places broadens the mind and makes us more trusting and less prejudiced. This gives us more reason why we should either choose to live, study or work abroad for some time or choose to be travelers: because it will, in fact, make us a better person.

Mary Louise Kelly (host): Nice words to end our show. Thank you for tuning in. This is Mary Louise Kelly, *NPR News. (Fade-out)*

A dive into Beyoncé's impressive Instagram status

Track 18a

You are going to listen to a radio interview about Beyoncé's career as an influencer. 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 1–6. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 18

Interviewer: Good morning and welcome everyone to today's show: I'm talking to Mari Smith today. She is an expert, influencer, social media thought leader and business consultant. She has been having a closer look at Beyoncé's *Instagram'* for some months and is trying to analyse her impressive success, as she currently ranks among the most influential female *Instagram* influencers.

Mari Smith: Good morning and thanks for having me.

Interviewer: So what is Beyoncé doing right?

Mari Smith: Well Beyoncé is on a whole new level when it comes to influencers. She does not follow anyone on *Instagram*, and she doesn't have to. She's not like us – that's why we love to hate and hate to love following celebrities of her rarefied status on social media. She clearly does not use it to keep up with friends and family, and repeatedly demonstrates that she prefers *Instagram* to be the place for her brand of public relations, while controlling her aesthetic and perception down to the pixel.

Interviewer: Well, but that sounds quite professional and not so much like a fun profile, doesn't it?

Mari Smith: That's definitely true. But as she constantly releases news and "engages" with her fans on *Instagram* by posting pictures of her latest albums, family and kids, they somehow feel kind of close to her. They get informed about Beyoncé's professional life on a regular basis and from time to time she grants them a sneak peek into her private life. For instance, when her twins Rumi and Sir Carter entered the world, her aesthetic on *Instagram* grew even more tightly edited.

Interviewer: But what does she do differently that motivates millions of people to follow her?

Mari Smith: Well, Beyoncé's social media presence has veered into the territory of both a business woman and mom. At Christmas, for instance, she posted a really cute collage video. It's a little basic but there's no denying it's very cute and festive, which is all anyone can ask for during what is arguably the worst time of the year to be checking your *Instagram* nonstop. What nobody knew when Beyoncé posted it was that she was not the only one featured in the post. On February 1st, the pregnancy announcement almost blasted the entire Internet into smithereens, as Beyoncé symbolically posed in a photograph that revealed she was pregnant with twins. It swiftly became the most liked *Instagram* photo of all time.

Interviewer: What's her personal benefit of being an *Instagram* influencer?

Mari Smith: In an interview with *GQ*, Beyoncé spoke of a physical archive she oversees, "a temperature-controlled digital-storage facility that contains virtually every existing photograph of her, starting with the very first frames taken of *Destiny's Child*, the '90s girl group she once fronted; every interview she's ever done; every video of every show she's ever performed; every diary entry she's ever recorded while looking into the unblinking eye of her laptop."

Interviewer: Does she post stuff on *Instagram* every single day?

Mari Smith: Not at all. And nobody seems to expect that from her. After over a month of silence on social media, Beyoncé broke her own record of posting the most-liked *Instagram* post ever and gifted the world with another one – a *Madonna-and-Child-esque* photo taken by famous celebrity photographer Mason Poole where she can be seen holding the twins to her chest while she is draped in robes and surrounded by a halo of flowers. This was an extremely over-the-top announcement, but it's to be expected. What's arguably more extra is the way Beyoncé has recently begun to perfect her use of the three-image grid.

Interviewer: Pardon me? Could you explain what that is?

Mari Smith: Beyoncé has been committed to her grid, posting triptychs despite the fact that *Instagram*'s algorithm almost always separates three posts in a row from the same user, sharing everything out of order. She was actually one of the first celebrities who began to use the grid to post a combination of stills, sound-tracked video collages, and at least one post that implements the carousel feature, all with a cohesive themed border or background. Beyoncé successfully dominates this feature of

Instagram better than just about anyone else." Even when she gets political on social media, Beyoncé adheres to her practice of incorporating the three-image grid into her posts.

Interviewer: What fascinates people about her *Instagram*?

Mari Smith: That's a good question. Well, choosing to not follow anyone is against one of the biggest *Instagram* best practices. But when you're a queen, you don't follow the rules, you make them. Beyoncé's *Instagram* clearly shows us why captions are so important to grow your *Instagram* following. Captions have to be compelling, unique, tell a story, make fans laugh, be amazed or tag their friends. On Beyoncé's *Instagram*, the photos with the highest engagement have a caption that evokes the emotions of her millions of followers. She really knows what she is doing.

Interviewer: I see. Is there anything that could do harm to her social media career?

Mari Smith: Well, no. *(Laughing)* Beyoncé doesn't need to worry. She likely doesn't even need to be on *Instagram* at all; people will be following her no matter how and when she decides to talk to us.

Interviewer: I bet you're right. Thanks so much for the interview.

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Unit 9

Track 19

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What are the Global Goals for Sustainable Development?

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Speaker 1: Have you ever heard the term *Global Goals for Sustainable Development*? Do you know what these goals stand for and how they can be reached? What about *"Who's responsible for monitoring the progress made?"* or *"What does success even look like?"*? Important answers to some of the questions about these issues are discussed in the following interview. What are the *Global Goals for Sustainable Development*?

Speaker 2: Well, in September 2015, the leaders of all 193 member states of the *UN* adopted *Agenda 2030*, a universal agenda that contains the *Global Goals for Sustainable Development*. The 17 *Goals* hold 169 targets and 230 indicators. Over the next fifteen years, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind. The *Global Goals* is actually the most ambitious agreement for sustainable development that world leaders have ever made. It integrates all three aspects of sustainable development; social, economic and environmental.

Speaker 1: Why are there 17 *Global Goals for Sustainable Development*?

Speaker 2: The *United Nations* conducted what was the biggest public consultation in its history to ask which issues should be included in the *Goals*. It was officially agreed that 17 *Goals* were needed in order to accommodate people's views. That way, you can be more sure that the correct focus will be placed on the areas that are essential for creating a sustainable future for all.

Speaker 1: What exactly is sustainable development?

Speaker 2: Great question. Sustainable development has been defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It calls for concerted efforts toward building an inclusive, sustainable and resilient future for people and planet. Kind of like the best compromise between the people's and the planet's needs.

Speaker 1: How do we achieve sustainable development?

Speaker 2: For starters, for sustainable development to be achieved, it is crucial to harmonise three core elements: economic growth, social inclusion and environmental protection. These elements are interconnected and all are crucial for the well-being of individuals and societies.

Speaker 1: How will the progress of the *Global Goals for Sustainable Development* be monitored?

Speaker 2: At the global level, the 17 *Goals* and 169 targets will be monitored and reviewed using a set of global indicators, agreed on by the *UN Statistical Commission*. Governments will also develop their own national indicators to assist in monitoring progress made on the goals and targets, to have another layer of review in place.

Speaker 1: What happens if the *Global Goals for Sustainable Development* aren't achieved?

Speaker 2: Although unanimously agreed upon, the *Goals* are not legally binding. The *Goals* are a promise made by all countries to each other to work together on a plan. No one can enforce that they are achieved, but by working together, urging businesses to play their part and holding governments accountable, they can be. Or at least, that is the ambitious goal we must pursue as a global community.

Just a Drop – **A charity that brings safe water and sanitation to communities**

Track 20a

You are going to listen to an interview with the founder of the charity organisation *Just a Drop*. 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 (1–6) with the sentence endings (A–I). There are two sentence endings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 20

Hannah Martin: Welcome to today's podcast episode number 22. It's a pleasure to have Fiona Jeffrey, founder of the charity *Just a Drop* with me in the studio today.

Fiona Jeffery: Hi Hannah; thanks so much for having me.

Hannah Martin: What was your inspiration to create *Just a Drop*?

Fiona Jeffery: The first, most fundamental reason I created *Just a Drop* was becoming a mum to Cameron and then Lauren. Motherhood made me see things differently. Secondly, in my job I was in a position of influence. Talking to international businesses all over the world who used the planet as their product, I just felt they should do something to give back. It was a question of working out what. There were three fundamental principles I wanted to achieve. I wanted to create something that, number one, was environmentally sound and, two, that touched people wherever they were in the world. Lastly, I wanted to help children and their families because I had seen the significance of this as a mum. This ultimately resulted in me focusing on water and sanitation as the core cause.

Hannah Martin: How did you build up *Just a Drop* and develop it?

Fiona Jeffery: I started within my own industry and using *World Travel Market*, the international event I was responsible for, as a springboard. I created a fundraising initiative and initially worked with the *International Red Cross*. I developed solutions to help companies achieve Corporate Social Responsibility – a term that wasn't really known or used then.

I wanted businesses to see and get a real sense of where their money was going and the difference it was making. That influenced how I developed the organisation.

Hannah Martin: What was a significant challenge for you and how did you overcome it?

Fiona Jeffery: When we started, we were a purely volunteer organisation and so ensuring people stay motivated, engaged and professional was quite a different kind of challenge, and presented a significant learning curve. The biggest challenge has been evolving, developing and growing in a way that ensures the constant improvement and growth of the organisation. Applying business principles to running a charity has also helped us steer through choppy, challenging times. I'm a big believer in having the best people you can afford around you or can find to volunteer for you, and I'm fortunate to have both.

Hannah Martin: Tell us more about your campaign *Mums' Army*.

Fiona Jeffery: *Just a Drop* has operated under the radar for many years and has an outstanding track record. But we recognised that our profile should be expanded. We know the work we do transforms lives, particularly those of women and children. We already have an army of volunteers in our project engineers, so we thought why not, on the fundraising side, develop another army – this time the *Mums' Army*, where mums in the UK could actively mobilise in a way that suited their own personal interests and networks, to help mums in the developing world.

If a mum in the UK puts herself in the shoes of a mum in certain countries in Africa walking up to 12 hours a day in the heat to collect water, which is actually unsafe and will make your children sick, but you have no other choice … Mums in the UK couldn't conceive living like this on a daily basis, yet millions of mums in the developing world do. Just £ 1.00 delivers clean water to a child for 10 years – so we felt that mums, in whatever way they want to, could fundraise and make a difference, and have fun along the way!

Hannah Martin: What are your top three pieces of advice for anyone who is inspired to start their own charity?

Fiona Jeffery: 1. Don't give up on something you believe in.
     2. Deliver quality and prioritise trust beyond anything else.
     3. Be inclusive and embrace others, it's not all about you.

Hannah Martin: Fiona, it was a pleasure talking to you. My dear listeners, if you want to support *Just a Drop,* check out their website at *www.justadrop.org*. And be sure to tune in next week, when we'll be discussing more ways in which women are changing the world in unique ways … *(Fade-out)*

A new perspective on the journey to net zero

As a young girl, I walked along the shores of Lake Chad, one of the largest lakes in Africa. It went on forever, touching four countries: Chad, Niger, Cameroon and my own country, Nigeria. It seemed like an ocean to me at the time, with 30 million people relying on its bounty.

Sadly, today, as you fly over Lake Chad, you won't see much. It's a fraction of its original size. Ninety percent of this freshwater basin has dried up, and with it, millions and millions of livelihoods, farmers, fisherfolk and our market women.

Now, add another extreme weather event: the Harmattan. What was once a short three-month season of dust and wind, as one farmer told me, the dust storms are coming earlier and bigger every year. A single storm can wipe out an entire year's crop overnight. The human and ecological cost? – More jobs lost. Hunger. Families displaced. A perfect storm for crushing poverty. And even more, sadly, violence.

Unfortunately, touch down anywhere in the world, and you'll hear more tragic stories of climate devastation. Droughts. Floods, wildfires. Lives and livelihoods in jeopardy, tipping towards a catastrophe. And yet, despite it all, I still have hope in our human family. And you might ask why. It's our capacity for human endeavour to survive against all odds. One that created the extraordinary promise of the *UN Paris Agreement* and its power to drive the 17 *Global Goals for Sustainable Development*. We know that the promise of *Paris* aims to limit global heating to 1.5 degrees to ensure that we survive as a society. To get there, we know exactly what we must do. We must decarbonise the global economy by 2050 by halving the emissions in this decade. We must make coal obsolete, with coal phased out in developed countries by 2030 and in other countries by 2040. The *G20* produces 80 percent of all greenhouse gas pollution, and so these 20 global leaders must take responsibility and lead. We must stop spending trillions subsidising fossil fuels, clogging the lungs of our people and destroying forests and oceans. And we must provide the resources that are needed for a just green and blue transition. We know that these are all essential ingredients to fulfill the *Paris Agreement*.

Now, try to re-imagine with me what this journey to net-zero emissions could look like through another lens. One that puts our focus on investing in people to reach their potentials while protecting our home, planet Earth. Decarbonisation, a powerful vehicle for climate action but also for delivering on the 17 *Global Goals for Sustainable Development*. Let me give you an example of what this looks like.

The *Great Green Wall*, an idea born in Africa over a decade ago at the edge of the Sahara. It aims to stop desertification and restore 100 million hectares of degraded lands from Senegal in the West to Djibouti in the Horn of Africa. It's an ambitious plan to plant 100 million trees, improve water harvesting and the use of land. Clearly, the climate benefits will be enormous, but it's about much more than keeping dust in the desert. It's about creating a green economic corridor for more than half a billion people. Men, women, children. One that builds local value chains, strengthens economies and fosters a young, fast-growing workforce. And as an economic opportunity grows, hope for the future becomes a reality in millions of lives. And the space for terrorism, extremism recedes.

The *Great Green Wall* inspires me because it is a journey of the human potential. Potential to amplify the deep knowledge of indigenous people who survive and thrive in harmony with nature. Potential to harness technology, to connect and to bridge the renewable energy divide, especially for women and for girls. The potential to transform food systems in ways that make people and the planet healthier.

So what's holding us back? What will it take for this potential to become a shared, lived reality? *(Applause)*

What's the best fuel for your car?

Track 22a

You are going to listen to a podcast about the question of which fuel is the best for your car. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, complete the sentences (1–6) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Historically, more cars have run on gasoline, but that doesn't have to be the case in the future: other liquid fuels and electricity can also power cars. So, what are the differences between these options? And which one's best?

Gasoline is refined from crude oil, a fossil fuel extracted from deep underground. The energy in gasoline comes from a class of molecules called hydrocarbons. There are hundreds of different hydrocarbons in crude oil, and different ones are used to make gasoline and diesel – which is why you can't use them interchangeably.

Fuels derived from crude oil are extremely energy-dense, bringing a lot of bang for your buck. Unfortunately, they have many drawbacks. Oil spills cause environmental damage and cost billions of dollars to clean up. Air pollution from burning fossil fuels like these kills 4.5 million people each year. And, transportation accounts for 16 percent of global greenhouse gas emissions, almost half of which comes from passenger cars burning fossil fuels. These emissions warm the planet and make weather more extreme. In the US alone, storms caused by climate change caused $ 500 billion of damage in the last five years.

So, while gas is efficient, something so destructive can't be the best fuel. The most common alternative is electricity. Electric cars use a battery pack and electric motor instead of the internal combustion engine found in gas-powered cars, and must be charged at charging stations. With the right power infrastructure, they can be as efficient as gas-powered cars. If powered by electricity generated without fossil fuels, they can avoid greenhouse gas emissions entirely. They're more expensive than gas-powered cars, but the cost difference has been shrinking rapidly since 2010.

The other alternatives to gasoline are other liquid fuels. Many of these can be shipped and stored using the same infrastructure as gasoline, and used in the same cars. They can also be carbon-neutral if they're made using carbon dioxide from the atmosphere – meaning when we burn them, we release that same carbon dioxide back into the air, and don't add to overall emissions.

One approach to carbon-neutral fuel is to capture carbon dioxide from the atmosphere and combine its carbon with the hydrogen in water. This creates hydrocarbons, the source of energy in fossil fuels – but without any emissions if the fuels are made using clean electricity. These fuels take up more space than an energetically equivalent amount of gasoline – an obstacle to using them in cars.

Another approach is to make carbon-neutral fuels from plants, which sequester carbon from the air through photosynthesis. But growing the plants also has to be carbon neutral – which rules out many crops that require fertilizer, a big contributor to greenhouse gas emissions. So the next generation of these fuels must be made from either plant waste or plants that don't require fertilizer to grow. Biofuels can be about as efficient as gasoline, though not all are.

For a fuel to be the best option, people have to be able to afford it. Unfortunately, the high upfront costs of implementing new technologies and heavy subsidies for the producers of fossil fuels mean that almost every green technology is more expensive than its fossil-fuel-based cousin. This cost difference is known as a *green premium*.

Governments have already started subsidizing electric vehicles to help make up the difference. In some places, depending on the costs of electricity and gas, electric cars can already be cheaper overall, despite the higher cost of the car. The other alternatives are trickier, for now – zero-carbon liquid fuels can be double the price of gasoline or more. Innovators are doing everything they can to bring green premiums down, because in the end, the best fuel will be both affordable for consumers and sustainable for our planet.

Unit 11

Seed cathedral

Hello. My name's Thomas Heatherwick. And I have a studio in London that has a particular approach to designing buildings. For the EXPO in Shanghai, we were invited to build the … well, we weren't invited, what am I talking about? We won the competition, and it was painful to get there. … So, our studio won the competition to build the UK pavilion.

Just to give you an idea about the EXPO … There are two hundred and fifty or more pavilions and there are up to a million people there every day, and 246 countries and international organisations participating. And the pavilions … they are all designed by renowned architects and designers, so it's a real challenge to catch people's eyes and design something really special.

Coming back to the UK pavilion … the British government said, "You need to be in the top five." And so that became the governmental goal: how do you get recognition in the chaos of this EXPO, this mass of stimulus?

So, our concept was that we had to do one thing, and only one thing, instead of trying to have everything. And what we also felt was that whatever we did, we couldn't do a cheesy advert for Britain.

The EXPO in Shanghai was about the future of cities, and we were thinking particularly about how the Victorians pioneered integrating nature into the cities. The world's first public park of modern times was in Britain. And the world's first major botanical institution is in London: Kew Gardens, where they have this extraordinary project where they've been collecting 25 per cent of all the world's plant species in the form of seeds. So we suddenly realised that we had something there.

Everyone agrees that trees are beautiful, and I've never met anyone who says, "I don't like trees." And the same with flowers. I've never met anyone who says, "I don't like flowers." But we realised that these seeds at these major botanical gardens, these seeds aren't on show, you only get them in a garden centre, in a little paper packet. But this phenomenal seed collection project's been happening. So we realised we had to make a project that would show off these seeds – some kind of seed cathedral.

But how do we show these teeny-weeny things? Well, the film *Jurassic Park* actually really helped us. Because the DNA of the dinosaur that was trapped in the amber gave us some kind of clue that these tiny things could be trapped and be made to seem precious, rather than looking like nuts.

So the challenge was, how are we going to bring in light and … and expose these things? We didn't want to make a separate building and have separate content. So we were trying to think: how could we make a whole thing emanate?

By the way, we only had half the budget of the other Western nations. So that was also in the mix, along with a site the size of a football pitch.

So we came up with the idea to take these sixty-six thousand seeds that Kew Gardens agreed to give us, and to take each seed and trap it in this precious optical "hair" that kind of grows through a box in the middle – a bit like a nineteen seventies' fibre optics lamp – and make it into one cube-shaped building, a simple box element that could move in the wind, with the hairs gently moving when the wind blows. And inside, each "hair" is an optic and it brings light into the centre. And by night, artificial light emanates from the centre and comes out to the outside.

And to make the project affordable, we focused our energy. Instead of building a building as big as the football pitch, we focused it on this one element and didn't do anything else. And so the rest of the site was a public space. And with a million people there a day, it just felt like we should be offering some public space.

And then, in order to get you to go into the seed cathedral, … You know when a pet has an operation and they shave a bit of the skin and get rid of the fur? Well, in order to get you to go into the seed cathedral, in effect, we've shaved it.

And inside there's nothing; there's no famous actor's voice; there's no projections; there's no televisions; there's no colour changing. There's just silence and a cool temperature. And if a cloud goes past, you can see a cloud on the tips where it's letting the light through. *(Applause)*

Unit 11
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Green buildings – the future of construction

Track 24a

You are going to listen to a podcast about green buildings. 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 1–7. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 24

With the number of skyscrapers rising around the world, the environmental effects of constructing and maintaining these large buildings are being taken more and more into consideration. Over the years, making buildings more environmentally friendly has become one of the top priorities. If you look around, you might find more buildings with trees, roof gardens, solar panels and new approaches to natural light than ever before. The United States, Singapore, Italy and Australia are a few of the countries leading the way in green building design.

First off, we need to understand what green building is: It's the practice of increasing the efficiency of how buildings use energy, water, land and materials. Doing this is aimed at reducing the effect the building has on its environment and slowing down the pace of climate change.

A great example of a green building is the award-winning One Central Park Complex in Sydney, which is 117 meters high. The building itself consists of two residential towers, an east and west tower and a six-story shopping mall at the foot of the towers, which is illuminated entirely by natural sunlight.

Due to a number of unique features, One Central Park has been recognized internationally as an exceptional building. The most important of these are its vertical, hanging gardens, its gigantic mirror and its self-sufficiency. The vertical gardens of One Central Park are basically a living blanket of plants and flowers that extend over 50 meters, making it the tallest vertical garden in the world. The building houses 23 green walls with a total of 85,000 plants and 350 different species, both exotic and native Australian plants.

A key factor in the success of the vertical gardens was that the plants do not need any soil to grow. Light, water and nutrients are mechanically distributed to the plants to stimulate their growth and survival.

The One Central Park Complex is also famous for its large mirror, which is attached to the eastern tower. Suspended from the 28th floor it serves not only as a dominant design element for the building but also as a way to reflect light into the gardens and the atrium below. A series of motorized mirrors on the rooftop beneath it automatically tracks and reflects daylight up to the huge mirror, which consists of 220 individual panels. These panels then reflect light through the retail atrium, pedestrian area, pool, terrace and common areas. At night the mirror is transformed into a giant LED light display. At the heart of One Central Park is a commitment to sustainability and self-sufficiency. The complex meets both commitments with its own low-carbon natural gas power plant and an internal water recycling system that supplies all four thousand residents and fifteen thousand daily visitors.

Another interesting example of a green building is the Vertical Forest in Milan, also known as the Bosco Vertical. The Vertical Forest is a prototype building for a new format of architecture that focuses on the relationship between humans and other living species. The Vertical Forest was completed in 2014 in Milan's Puerto Nuova area and consists of two towers that are 80 and 112 meters high, respectively. These towers house a total of 100 trees, 15,000 plants and 5,000 shrubs, which add up to about one soccer field worth of forest. Each tower has staggered and overhanging balconies, designed to house large external tubes for vegetation and permit the growth of larger trees without interference. So it's basically a huge and strange version of a tree house. The plants were pre-cultivated in a nursery in order for them to adapt to similar conditions to those that they would encounter on the balconies. The plants create a shield around the building that filters the sun's rays, at the same time they also regulate humidity and improve air quality, which are qualities that won the project a number of important awards, including an award for the best tall building in the world a few years ago. The building is highly recognizable, even at a distance, and this has made the image of the vertical forest a new symbol for Milan.

What do you think about building green? Do you think green buildings are the future? Let us know in the comments below …

Unit 12
Track 25
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When obsessing over healthy eating turns dangerous

Track 25a

You are going to listen to a news report about orthorexia nervosa. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, complete the sentences (1–7) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 25

News reporter: If you struggle to stay away from an afternoon candy bar or French fries at dinner, you may not believe that trying to be too healthy can be a serious issue, or even a dangerous one. But tonight, a young woman who suffers from this lesser-known compulsion takes us inside her precisely controlled and often maddening world. Here's my *Nightline* co-anchor Juju Chang.

Juju Chang: 8:00 am, breakfast time in Santa Monica, California. Jenny Victor is carefully preparing her meal.

Jenni Victor: If something I cook doesn't come out the way I want it to, I will just throw it away. I know that if I eat it, it's not gonna be appetizing to me.

Juju Chang: Like many people who suffer from this eating disorder, Jenni is an extreme perfectionist, not only must it look perfect, it has to be perfectly nutritious.

Jenni Victor: This is coconut oil, which is pretty energy-dense, but I like to use it in the baked goods I make. I don't deprive myself of calories, I want to nourish my body and eat well.

Juju Chang: But her compulsive attention to every morsel has morphed into a full-blown eating disorder. One you might have never heard of: It's called orthorexia nervosa, which literally means a fixation with "virtuous" eating, which often leads to inadequate caloric and nutrient intake, even as the person thinks he or she is doing everything right.

Jenni Victor: Orthorexia has taken a huge toll on my body. I recently found out that I have adrenal fatigue and an underactive thyroid, and you know, I … I haven't had a period in almost a year.

Juju Chang: In a nation where one-third of adults are obese, you'd think an obsession with healthy food would be a good thing. But you'd be wrong.

Jenni Victor: Well, when you have orthorexia, every single day is full of anxiety over food.

Juju Chang: There's been very little research conducted on orthorexia and it's not listed in the official manual for psychological disorders.

Jenni Victor: I'm scared of gluten and scared of grains, even when eating a sweet potato for breakfast I wonder how much sugar is in it.

Juju Chang: We talked to Dr Jennifer Ashton, chief medical correspondent for *ABC News* and *Good Morning America* about this issue.

Dr Jennifer Ashton: We don't really know how prevalent orthorexia is. I think in some measures it's a reflection upon the obsession that part of our society has with food.

Juju Chang: Jenny was 17 when she says her eating disorder began taking over her thoughts. Six years later, every day is still a battle.

Jenni Victor: I start to get fidgety because I'm so nervous about what to eat.

Juju Chang: She's struggling a great deal over whether or not to order a coconut milk latte.

Jenni Victor: The drink is called immortal milk. I know it's good for me, I know it's actually really healthy.

Juju Chang: She orders the latte, revealing a clue as to why she's feeling so anxious.

Jenni Victor: On days like today, when I don't work out at all, I almost feel like I don't deserve as many calories and ordering a drink like that is then a big step for me. I think this is too pretty not to take a picture of …

Juju Chang: Jenny promptly posts the picture to her *Instagram* feed.

Jenni Victor: *Instagram* has actually been really amazing for me. It's connected me to a lot of other people who are also suffering from eating disorders.

Juju Chang: Orthorexia has taken on a life of its own on social media. Click the hashtag and you get flooded with highly nutritious but vaguely unappetizing photos of meals. More than 40,000 posts on *Instagram* from around the world. Girls posting obsessively about each and every morsel they eat. It can signal a much larger problem. But how does eating healthy become an eating disorder?

Jenni Victor: When it turns into an obsession rather than something that you are doing because it brings you joy and makes you feel passionate and excited about it. It just takes over your mind.

Dr Jennifer Ashton: All of a sudden now you put a picture on *Instagram* and you have potentially hundreds of thousands of people weighing in and it's like throwing gasoline on a fire.

Juju Chang: Jenni knows there's a long road ahead …

Jenni Victor: Once you start talking about it, you know you can't deny it to yourself any longer. Orthorexia turns you into a nasty person. Sometimes I've been really rude to my family and friends just because I myself have not been in a good place.

Juju Chang: Jenny reveals a startling fact about how deeply ingrained the disorder is in her life.

Jenni Victor: You kind of don't want to recover from it because you've put so much of yourself into being this way. And I think I'm almost scared to see who I am without all of the stresses I've placed upon myself.

Juju Chang: She's slowly trying to stop demonizing food and tells us since her interview, she's made major progress and says she's no longer obsessing over what she eats.

Jenni Victor: Recovery is not easy and it's extremely easy to get down on yourself, but I know that I can do this and I think just knowing that I can if I try hard enough is enough to push me to succeed.
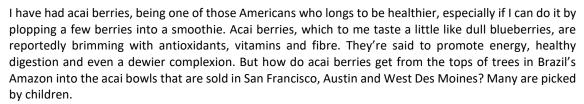
Juju Chang: For *Nightline*, I'm Juju Chang in New York.

Do you know who is picking your acai berries?

I have had acai berries, being one of those Americans who longs to be healthier, especially if I can do it by plopping a few berries into a smoothie. Acai berries, which to me taste a little like dull blueberries, are reportedly brimming with antioxidants, vitamins and fibre. They're said to promote energy, healthy digestion and even a dewier complexion. But how do acai berries get from the tops of trees in Brazil's Amazon into the acai bowls that are sold in San Francisco, Austin and West Des Moines? Many are picked by children.

This week, an exemplary piece of reporting by Terrence McCoy in *The Washington Post* put faces and names to some of those young workers. Jose Armando Matos de Lima is 11. His brother, Izomar, is 10. The acai palm trees are slender and routinely grow more than 60 feet tall. The bulk of an adult might snap them, so the boys scale the trees with knives in their belts and burlap wrapped around their feet. Their father, Joao, who is 51, still climbs with them, but he fell from a tree a decade ago and hurt his back. Terrence McCoy says Joao's feet are swollen, and his body is scarred by the acid sting of bees. He needs his sons to help pick acai in order to support their family. *The Post* says an estimated 120,000 families in the Amazon region harvest acai for a growing world market.

The *Fair for Life Program* awards fair trade certificates to participating companies that import and sell acai under phrases like *ethically sourced* and *hand-harvested*. But this is one of those situations where a certification shouldn't be allowed, Charity Ryerson told us. She's founder of the *Corporate Accountability Lab*, which investigates labor abuses. Brazilian acai is largely wild harvesting, she says. It's not clear what would be monitored and who would even identify where the harvesters are working or who they're working for.

Manoel Potiguar, one of the authors of a recent study by the state labor tribunal, told *The Post*, "I'd say there's a 90 % chance that the acai being eaten by someone in the United States was produced in an unjust way." The study found that someone in almost every family that harvests acai has gotten hurt, sometimes catastrophically. It is difficult and often frustrating to trace the ethical origins of everything we eat. But once we know, how can we turn away? Acai berries may be healthful for us, but what harm do they do to the small young hands that pick so many of them?

Scott Simons for *NPR News … (Fade-out)*

Facts about British food

Hello my fellow soulmates and food lovers! Welcome to another episode of Eileen's kitchen story. So, let's start right in.

Food fact number 1: The UK produces over 700 different types of cheese. For example, the Scottish crowdie. This is a fresh milk cheese that is very soft and has been made in Scotland for centuries. And the first farm to flavour it with garlic only did so because the cows escaped and then they went into the woods and ate some garlic. That garlic went straight into the milk and flavoured the cheese and after they discovered that they actually added this garlic afterwards into the cheese. It's super delicious and is a favourite cheese item in the UK.

Food fact number 2: More than a hundred and sixty-three million cups of tea are consumed in Britain every day. That's two and a half cups per person. The British *East India Company* made sure that the UK was supplied with enough tea during the 17th century. That was especially important because the British went to war against Spain and France and therefore were excluded from the coffee exports in the Mediterranean.

Food fact number 3: Speaking of tea – for your perfect little tea moment you need to have some biscuits. Unless you're having a cream tea or an afternoon tea of course. More biscuits are eaten in the UK than anywhere else in Europe. The British actually consume a proper 11.5 kilogram per person per year. Also an interesting fact: 500 people report every year that they get hurt and scald themselves while they are trying to dunk the delicate biscuit in to the tea.

Food fact number 4: The world's first ever chocolate bar was invented in Bristol in 1925 by Joseph Fry. The company was later taken over by *Cadbury,* which has now become part of *Mondelez International* and is the second largest chocolate manufacturer in the world.

Food fact number 5: Let's talk about this culinary tongue-twister, the *Worcestershire Sauce*. Yes it's called /wu·stu/ and not /whor-ses-ter-shire/. It's also called Leicester and Gloucester, guys! Everyone probably recognises the name, but not everyone knows what it is about and when the hell to use it.

The sauce was originally an Indian recipe which was brought back by an ex-governor from Bengal. He asked two chemists, John Lea and William Perrins, to make a batch of the sauce and both of them were from Worcester in England. It's perfect for meat and marinades as well as Caesar salads and a Bloody Mary.

Food fact number 6: The Brits actually invented the most common and most popular on-the-go lunch or humble in-between meal. The sandwich was actually named after an English aristocrat who was called John Montagu or the Earl of Sandwich. While gambling, he didn't want to stop playing, so he turned to the waiter that he wanted to have two pieces of bread and some meat put in between. So there you go: The sandwich was born.

Food fact number 7: What is a pudding for you, guys? In America it is pretty simple. A pudding is a dessert and even in Germany we call pudding a custard. In Britain it actually can be a true savoury pudding as well. The pudding is certainly a British invention because the sausages used for them were brought into the country by the Romans. The roots of this word actually come from the Latin word *botellus,* which means *sausage.* If you look at black pudding, for example, this is a steamed or boiled pudding, which is typical in Britain. A pudding was actually a boiled sausage but throughout the years it has evolved that you have now sweet and savoury puddings. So, watch out if you're having a pudding in the UK. The same goes for pie: both can be sweet or savoury.

Thank you guys so much for listening! I hope you enjoyed these food facts. It would be amazing if you listened to my other podcasts …

Unit 13

Track 28

page 212

What globalisation means to me

Interviewer: *Globalisation* is a term that we all have heard about, right? We are interested in what it means to young Europeans.

Speaker 1
For me, globalisation, which has accelerated since the 18th century due to advances in transportation and communication technology, is a process of global integration and unification that connects all worlds and civilizations.

Speaker 2
I think that a benefit of globalisation is that – with the help of the Internet and mobile technology – people from all different countries and continents are connected and can communicate with each other.

Speaker 3
In my view, one of the main aspects of globalisation is that companies can expand their markets and sell their products and services worldwide. Multinational corporations, for example, have their subsidiaries in many different countries.

Speaker 4
For me, globalisation has a lot to do with cultural exchange. In an interconnected world, cultural values of different countries are exchanged. We can enjoy foods and beverages from other countries, wear clothes that are traditional in other cultures and celebrate holidays that have their origin in other cultures. All this is part of globalisation as well.

Speaker 5
I think it is advantageous that globalisation boosts technological advancement because it allows technicians to gain easier access to foreign knowledge and exchange it. It also enhances international competition, which also boosts technological advancement.

Unit 13

Track 29

page 217

E-commerce and COVID-19 – the good, the bad, and the ugly

Track 29a

You are going to listen to an interview with an international business correspondent about e-commerce. 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 (1–6) with the sentence endings (A–I). There are two sentence endings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Interviewer: Welcome to today's show. Today we'll be talking about a topic that has grown much more relevant in recent years and is probably well-known to almost everyone in one way, shape or form: Online commerce. We're here with Jorij Abraham, an international business correspondent at *The Economist.* Jorij, thanks for joining us. How did the COVID-19 crisis accelerate e-commerce expansion towards new merchants, new customers, and different types of products?

Jorij Abraham: Thanks for having me. Well, the COVID-19 crisis has led to a sharp increase in e-commerce, as we all know. What I find particularly interesting is the adoption of buying services online – not only when it comes to *Netflix* and *Disney+* subscriptions, but an overall increase. In 2020 e-commerce increased by about 40 % compared to 2019; especially in specific industries, like services, DIY, or sporting goods, where we have seen surges of 100 %, 150 %, or even 200 %.

We also observe that there were huge differences between countries, as the restrictions varied. Some countries limited in-store shopping severely; therefore, with no limitations applied to online shopping, e-commerce grew very fast. There were also countries such as Brazil, Peru, or Chile that had very strict restrictions for online delivery as well – and since delivering goods was not possible, e-commerce actually shrank. So, the way in which governments handle the crisis had a sharp effect on how much e-commerce grew.

Interviewer: In this context, what can be done to support online merchants, while also protecting customers and increasing their trust?

Jorij Abraham: This aspect is very country-specific as well. In some countries, the logistical infrastructure was mature enough to handle this 40 % increase in e-commerce, while in others, that was not the case. Here, we witnessed logistical problems because these players were not flexible enough and could not scale up fast enough. The payment infrastructure also plays an important role and is constantly changing and improving; but most payments are made with cash on delivery, which is very expensive.

However, my biggest concern now regarding trust has been the massive increase in the number of scams due to the COVID-19 pandemic. The crime syndicates are rapidly going online, which was already happening. However, this trend is now being reinforced by the pandemic. According to one of our studies, 3 % of all websites are now scams. That, of course, is hindering the consumers' trust as online fraud is now the most reported crime in the UK, the US, and across Asia.

Interviewer: What do you think was the short-term impact of the COVID-19 crisis on the e-commerce industry?

Jorij Abraham: One of the big impacts of COVID-19 on the short-term was represented by higher costs. *Amazon* is a great example of a company that was trying to protect their organisation from COVID-19, spending around EUR 800 million in 2020 for that purpose alone, testing 50,000 employees every day to prevent their operations from stopping.

The second short-term impact of the crisis was indicated by logistical challenges. As most packages are usually shipped with passenger flights, their sharp decline meant that they had to be shipped with cargo flights instead – thus, triggering a large increase in the logistics cost. In addition, warehousing costs increased too, simply because demand grew significantly, while supply remained the same.

Interviewer: What about the long-term impact?

Jorij Abraham: In the long term, we see three trends: e-commerce growth, changing consumer behaviour, and what I call regional platformisation.

I believe that e-commerce will keep growing because consumers will continue to shop more online after the pandemic. In addition, physical stores have been severely affected and are now simply closing – a trend that was visible for a long time and was just accelerated by the COVID-19 pandemic. As more people get used to online shopping, the less they will shop physically.

Regarding the changing consumer behaviour, as previously discussed, we see the emergence of new online services that mitigate the lack of physical presence. Besides online therapy, dating, and shopping, I expect virtual reality to become an option in travel and other forms of education and entertainment.

Finally, we have observed a move towards platforms, because customers trust them more than they trust individual websites. Another trend is regionalisation: on the one hand, we have industry giants like *Google*, *Facebook*, and *Amazon* in the US, while on the other, we have *Alibaba* and *Tencent* in Asia – which makes me curious as to what will happen in Europe, as I think that the governments are right in limiting the power of marketplaces in the region. My expectation is that regions will move towards

their own growth, and as a result, we will see e-commerce becoming more regional and less global than we have previously thought.

Interviewer: Thanks for joining us, Jorij, and for your insight into this rapidly-changing sector.

Fair trade – a just world starts with you

I want you all to take a moment and think about the things that you consume every single day. Now raise your hand and keep it raised if you've had one of the following today: a cup of coffee, a cup of tea, a banana, something with sugar in it. If you're wearing cotton, keep your hand up as well.

You can put your hands down now. I want you to raise your hand again if and only if you know exactly where or what country your coffee, tea, sugar, banana or cotton came from. All right, we got one. So I think it's fair to say that we're all pretty active participants in the global economy because products like those that I mentioned are coming from thousands of miles away. I think it's also fair to say that we're pretty disconnected from the products we buy every day and this wouldn't be such a bad thing if the following weren't true.

Two billion people in the world live on less than $ 2 a day. Two-thirds of the world's cocoa comes from the West African farmers who make less than 50 cents a day. 1.8 million children work on cocoa plantations along the Ivory Coast. They likely have never even tasted chocolate. Labour laws in the developing world are either weak or not enforced and that's really what is driving these issues. There's a saying that goes like this: You don't ever want to know how two things are made: sausages and laws. But you better start adding the coffee you had for breakfast this morning, the banana you ate yesterday and the cotton shirt you're wearing right now to this list, because products like these too often come from large plantations and sweatshops where workers are exploited.

I know this is all pretty dismal and it's not too fun to talk about and it's probably why we don't even think about it usually. But the good news is that there's something we can do about it, there's something we can all do about child labour and there's something we can all do to fight global poverty and it starts with you choosing to purchase products with certain labels. You can support business practices that share similar values with you. By choosing *Fairtrade* products, you support businesses that respect workers' rights, guarantee fair wages and good working conditions, prohibit child and slave labour and even promote environmental sustainability through the production of these products.

Now let's talk about choice for a moment. A business wouldn't dare put a product on their shelf that a customer wouldn't buy and for this reason consumers demand what is supplied. If consumers can demand *what* is produced, why can't we demand *how* it's produced?

European consumers so heavily demand products to be fairly traded that even one of the largest corporations in the world like *Nestle* can change their ways. Let's take coffee as another example. Coffee is the second most highly traded good in the world. Coffee grows exclusively in areas like South America, Africa and parts of Asia and it's something we drink every day. From a conventional cup of coffee farmers typically receive three cents from each $ 3 cup sold, from a *Fairtrade* cup of coffee farmers earn five times that amount. The switch is easy, the impact enormous. *Fairtrade* is a vehicle to supporting and respecting workers' rights. *Fairtrade* is a third party certification and membership process that ensures a business is meeting strict labour, environmental and developmental standards.

An important distinction to make is that *Fairtrade* is not a charity. Fair trade is simply a different way of doing business in a moral and ethical way and above all, it's a way for us to live according to our values because really, every day purchases should become an extension of our values. *(Applause)*

Spot, the robot dog, adapts role as construction site worker

Speaker 1: To give you an idea about the possibilities of artificial intelligence, let's talk about Spot. It sounds like your childhood dog, but *Boston Dynamics'* Spot is actually a versatile little robot. Able to pull trucks, work on oil rigs, and even herd sheep, the (yes, slightly dog-like) bot has now learned a new trick and helped *Foster & Partners* with its *Battersea Roof Garden*s project in London, England.

Foster & Partners' Applied Research & Development group collaborated with *Boston Dynamics* to task Spot with roaming around the *Battersea* project and it sounds like the robot has been genuinely useful, rather than just a novelty.

Spot used 3D laser scanning tech to capture and monitor construction progress. The robot made regular precision scans of the site, checking that the building work done matches the architectural plans and that everything is going smoothly. The usual scanning and processing times required for this sort of project have been reduced from weeks to just days, says *Foster & Partners*, freeing up significant staff resources.

Additionally, though building sites are very hazardous places, the robot can navigate stairs and other obstacles using its four legs without issue, and either work semi-autonomously or be controlled by a remote. Spot doesn't come when it's called, but this technology is still pretty ground-breaking and impressive for our team.

Speaker 2: Yes, we actually used our *Battersea Roof Gardens* mixed-use project – part of the third phase of the *Battersea Power Station* development – as a testbed. The team devised a map to roughly set up the missions Spot needed to follow on site in order to scan certain areas and capture specific data. Returning to the site on a weekly basis allowed Spot to re-run the same missions so the process could then yield a sequence of highly comparable, consistent models.

Speaker 1: As well as scanning the Battersea project, *Foster & Partners* also says that the bot has been instrumental in helping it produce a digital model of its own London headquarters. Along with other sensors inside the building, Spot's scans enabled the firm to get a better handle on how the building is used over time and make improvements to its efficiency.

Moving forward, *Foster & Partners* hopes to continue the collaboration and it's not too much of a stretch to imagine groups of Spot robots being commonplace on its building sites in the coming years. Indeed, with the addition of 3D-printing technology and bricklaying robots, the future of construction is likely to heavily feature such robots, which could very well spell trouble for some human jobs. Spot is definitely a character to watch.

Rejected *Shark Tank* ideas that became successful

Track 32a

You are going to listen to a podcast about rejected *Shark Tank* pitches. 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 1–7. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 32

The TV show *Shark Tank* has generated a ton of successful deals over its history. And plenty of businesses have become overnight sensations after being featured. Many of the companies that have been rejected by the *Sharks* are turned down for obvious reasons. There are a few rejects, however, that have managed to take their business to the next level even without the *Sharks* helping them along. These businesses managed to turn negative feedback into a positive and leveraged their appearance on *Shark Tank* along with a little entrepreneurial spirit and business savvy. It goes without saying that simply being on *Shark Tank* to begin with puts these companies in the spotlight for thousands of potential investors. Here are some of the most successful *Shark Tank* rejects that made millions.

Coffee Meets Bagels
This San Francisco-based dating app has become widely popular and is making big bucks for its founders. *Coffee meets Bagels* is basically a dating app for techies and hipsters. It was founded by three sisters – Arum, Dawoon and Soo Kang. And the girls really have a lot of business sense. They ended up turning down an offer from investor Marc Cuban, figuring that they can do better than his low-ball offer. This move turned out to be the best thing that ever happened to them.

First Defense Nasal Screens
If you've suffered from allergies or asthma, then you know how much it can affect your everyday activities. Joe Moore knew all about those issues and wanted a better solution to the problem. In 2011, Moore conceived the concept for a nasal screen after nearly losing his life due to a sneeze attack. He nearly collided with the back of a semi-trailer vehicle when he became distracted from the road due to a sneezing attack on the interstate. This event motivated him to strive to find a solution to similar problems in the future. He considered using face masks, but they were too heavy and uncomfortable for him. The *Defense Nasal Screens* are basically invisible screens that stick directly to the exterior of the nose and filter out the

vast majority of allergens, reducing the risk of any unwanted side effects while still allowing you to breathe easily. Although the *Sharks* were impressed by Moore's idea, they did not invest in his business.

Hammer & Nails

Michael Elliot did not let a little setback on the set of *Shark Tank* put him off from chasing his dream. He decided at the age of 15 that he wanted to build something that he could be proud of and opened his first store in 2013. Eliot had already made a name for himself in the world of screenplay writing, but he wasn't content sitting back and doing nothing when he wrapped that up. That's when he had an idea that he knew was going to be a huge success and also offer something that he was passionate about. His new business was going to center around giving men salon quality hand and nail care. The *Sharks* decided that his business idea was not unique enough and did not offer a deal. Despite this, today *Hammer & Nails* is more than just a manicure and pedicure salon for men. It's a grooming shop for guys. It gives you a full spa experience as you indulge in hand and foot treatment.

Hy-Conn LCC

When firefighters respond to a call and arrive at the scene of a blast, every second counts. Time is absolutely of the essence, and every wasted second increases the chance of someone dying or the fire spreading even further. This being said, *Hy-Conn LCC* founder and long-time firefighter Jeff Stroope realised that he wasn't being as efficient as he could be when it came to connecting hoses to hydrants. He noticed that every time a firefighter wanted to tap into a hydrant, the process usually took upwards of 30 seconds. This wasted time can really add up when it comes to emergency situations. His brilliant invention cuts this process down to a mere 3 seconds. After dedicating himself to getting the business off the ground for 11 years, Stroope took the next step and popped in to see if the *Sharks* could help him out. Despite being relatively impressed by the idea, nobody ended up offering Stroope a successful deal. Despite this setback, he left with a lot more faith in himself and in his product. *Hy-Conn LCC* has actually performed quite well since the show aired.

This just illustrates the fact that just simply showing up at *Shark Tank* can help a business succeed, as sometimes it is all about getting your name out to the right people.

Unit 15

Track 33

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🇬🇧

Britain leaving the European Union

Philipp: Welcome to the *European Youth Parliament* podcast. Today I'm here with Samantha Higgins, a Professor of Political Science at *St. Andrews University*, to talk about Brexit.

Hi Samantha, great to have you here. Let's start … Can you tell our listeners: What exactly *is* Brexit?

Samantha: Hello everybody! Well, the word 'Brexit' is a combination of 'Britain' and 'exit'. It's the process of the United Kingdom leaving the European Union.

Philipp: So when did the UK join the EU originally?

Samantha: Well, we have to go back in time a bit. The EU was born from the legacy of World War II. Countries believed that if they were linked economically and constantly cooperated, then they were less likely to go to war. This led to the creation of the *European Economic Community*, short *EEC*, founded by the *Treaty of Rome* in 1957 and signed by Belgium, France, Italy, Luxembourg, the Netherlands, and West Germany.

The UK finally joined the *EEC* in 1973 under the Conservative government, but its membership was debated. In 1975 the UK held its first referendum on its *EEC* membership. The Labour party was in government at the time, and it was divided over the issue of Europe. The new Prime Minister Harold Wilson promised to put the question to a referendum, and 67 % of voters wanted to stay.

Philipp: Still, seems like it was quite a controversy from the beginning.

Samantha. Yes, you're right, and despite this vote, the role of the UK in the EU continued to be debated. Conservative Prime Minister Margaret Thatcher argued from 1979 that the UK was contributing too much to the EU budget. And in 1984, Thatcher negotiated a reduction in British contributions to the *EEC* budget.

Then, in 1992, the British pound sterling fell in value so much that Britain was asked to leave the *European Exchange Rate Mechanism*, which was a system introduced by the *EEC* in 1979, to reduce the fluctuation of exchange rates between European countries and achieve monetary stability. In 2004, ten new countries joined the EU, including eight from Eastern Europe, which saw an increase in EU citizens moving to the UK.

Philipp: How did the Brexit vote happen?

Samantha: Well, in 2013, the UK's Conservative Prime Minister, David Cameron, promised to hold a national referendum on the UK's EU membership. This is a general vote where a country's entire electorate is asked to weigh in on a single question, and the result directly influences the decision of the government.

He argued that the British people were disillusioned with the EU and that they should have a direct say. This took place in a context of economic uncertainty, just six years after the financial crisis of 2007–2008. Britons were asked to choose whether they wished to 'Leave' or 'Remain' in the EU. A *Leave* win was unprecedented; no country has ever fully left the EU before. The Brexit referendum was held on Thursday the 23rd June, 2016. Voter turnout was 72.2 % of the British electorate, with 52 % voting to leave and 48 % choosing to remain.

Philipp: What would you say was the main reason people voted to 'Leave'?

Samantha: It's complicated, but the Brexit referendum took place in the context of a refugee crisis in Europe, making migration levels a key issue at the time. To Brexit supporters, the prospect of leaving the EU was a promise to end the free movement of people into the UK and decrease the number of people moving here. Pro-Brexiteers claimed immigrants put too much pressure on public services in the UK, such as the *National Health Service* and social welfare schemes. Many people also disliked the way the *European Parliament* decided on rules the UK had to follow and wanted the UK to have more control over its own affairs.

Philipp: And what about the other side? Why did people vote to 'Remain'?

Samantha: Many of the 48 % of the British population who voted to 'Remain' argued for the business benefits of being in the EU. They believed the single market system was good for the British economy, bringing in immigrants to develop the British workforce and public service projects. They also thought that being members of a wider economic and cultural community provided an element of security. The majority of people between the ages of 18 and 24 voted to 'Remain'. People over the age of 65 were more than twice as likely to vote 'Leave'.

Philipp: Wow, that's a pretty large contrast. When did Brexit officially happen?

Samantha: The UK officially left the EU at 11 pm on Friday 31st January 2020. This marked the beginning of a "transition period", which lasted until the end of 2020.

Philipp: Final question: why on Earth did Brexit take so long?

Samantha: That's another part of the story. – It actually took over three and a half years for Brexit to happen. The main problem was the lack of precedent; since no other country had officially left the EU before, no one really knew how this was supposed to happen.

Philipp: Thank you so much for your concise answers and analysis, Samantha. Great to have you on this week's episode! Listeners, make sure to tune in next week, as we tackle another topic in the political sphere … *(Fade-out)*

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Track 34
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Young Europeans on their post-COVID future

Track 34a

You are going to listen to four adolescents living in the European Union speaking about how they see their future. First you will have 45 seconds to study the task below, then you will hear the recording twice. While listening, match the speakers (1–4) with their statements (A–J). There are two extra statements that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you. After the second listening you will have 45 seconds to check your answers.

Track 34

Speaker 1

The years of the COVID-19 pandemic turned my life upside down. I went to college, but coronavirus made me lose hope for my school-leaving qualification and I dropped out. It was my dream to study chemistry. But under the current conditions, I just don't have the head for it. My life sometimes feels bleak, with no prospects.

I don't have to say much about the government, do I? Only people who are significantly older and richer determine what happens. That shows in the decisions that are made. "Economy here, economy there", I

am really sick of hearing it. What about all the kids and teenagers who are struggling psychologically? The EU hasn't done anything to change this, either, and seems to think that the only important thing is how well the economy is doing.

We are the future? Don't make me laugh. Fear of the future, self-doubt and intense pressure lie on the shoulders of all children and young people. Nobody helps us with that. Our governments aren't interested in investing in the health of young adults because we are technically less likely to get sick than people who are older. Everyone who is now graduating should get a voucher for a burnout clinic. If it wasn't clear already, I'm not very optimistic about the near future, because I don't see any positive changes happening.

Speaker 2

I cannot think of the current situation without instantly getting mad. Our generation will be responsible for reversing all of the damage done by the COVID-19 pandemic in the future. Money was given to every company and restaurant that had to close. We will have to pay tons of taxes for this down the road. It's our future that is at stake, but we have the least say in it. The people – this might seem harsh – who have the least to add to this world, the elderly, are the ones who have the say right now.

What matters most to me is that we are given a voice as well, a voice that is extremely important right now, as we are the ones who think about the future. I have a voice and I am willing to use it, but I cannot see how anymore. Citizens are being ignored.

I always used to set goals for myself. I used to always look at the future. Right now, I just can't. I cannot focus on the future as the future is an extreme uncertainty. I think the support offered to all member nations of the EU is a positive thing, but ultimately, this support must be paid for. Making up for all of the money spent right now on businesses going bankrupt will be the biggest issue for my generation: this financial crisis will not be made up for in the next 100 years. In other words, the future looks difficult, and I'm concerned about it.

Speaker 3

Months of isolation during the COVID-19 lockdown led me to start to see the politicisation in every aspect of my life. From school to the inequalities and disadvantages I am facing, it all comes back to politics and the government.

When I saw the terrible mishandling of the grading system during the pandemic, I was extremely discouraged. It almost felt as though the odds were against me going into my exam years. My eyes have been opened to how the system is failing people like me. What matters most to me now is combating this and working towards a more equal society.

The lockdown generation of kids are going to be seen as lesser than, or unequal, to our predecessors. We have missed out on crucial aspects of our teen years and vital months of education – so naturally, presumptions that we are less capable or unworthy are going to be made. It has been made so clear that we have a government that only functions well for the few, not the many. We should move towards a society and government that places more value on workers, students and local businesses, rather than the interests of the top 1 %. It is a sincere hope of mine that more revenue will be invested in education and resources for students and that the quality of education in the EU will be a top priority. Looking into the future, I think it's important to just wait and see. I'm neither pessimistic nor optimistic.

Speaker 4

I believe that the government forgot my generation, as the most important point was to save older people during the COVID-19 pandemic, while we, "the future", just stayed home, doing school online or trying to find a job, which was really difficult. I didn't and I don't care what the EU does as a group either, as long as there's a governing body in each country working towards the health and happiness of the citizens. But I was often in a really bad mood because I just didn't know what was coming next and how to decide for my future, and I don't think any government did much to help young people through this difficult stage.

If it was difficult to choose our future before COVID, now it is even more challenging. Young people need some sense of security and a clear vision, which is not the case now. These are meant to be our best years, when we get to do everything we want, but now I feel I am losing time I won't ever get back.

That being said, even though I feel like young people have lost a lot of time, I want to use this as motivation to experience everything I can and to take advantage of the time that I have even better than I did before the pandemic. In that way, I guess I'd be considered pretty optimistic, despite the circumstances. ^

Credits

Track 2: N.N. (NPR) – https://www.npr.org/2019/06/03/729390504/how-influencing-as-a-career-has-impacted-todays-economy (22.11.2021, adapted)

Track 3, 4, 11, 15: Susan Norris

Track 5: based on N.N. (Waterford Technologies) –https://waterfordtechnologies.com/how-big-is-big-data/; N.N. (CloudNine) – https://cloudnine.com/ediscoverydaily/electronic-discovery/date-fun-facts-big-data-ediscovery-trends/; N.N. (TechJury.net) – https://techjury.net/blog/big-data-statistics/ (06.07.2022)

Track 6: N.N. (Encyclopædia Britannica, Inc.) – www.britannica.com/topic/Wikipedia (6.12.2021, adapted)

Track 7: Steven Handel – https://www.theemotionmachine.com/authentic-what-it-means-to-be-real-according-to-psychology/ (11.12.2021, adapted)

Track 8: N.N. (BBC Radio 4) – http://www.bbc.co.uk/programmes/b01pgg3z (01.03.2018, adapted)

Track 9: based on N.N. (TGA-Interview mit Paul Apfelthaler – WEKA Industrie Medien GmbH) – https://tga.at/a/wir-muessen-uns-fragen-welche-unternehmen-ueberleben-die-krise-und-mit-welchem-personalstand (17.12.2021; Übers. aus dem Dt.)

Track 10/Speaker 1: N.N. (FoodGrads.com – https://foodgrads.com/a-day-in-the-life-of-a-food-scientist/ (18.12.2021, adapted)

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Track 13: Joaquín Selva – https://positivepsychology.com/positive-education-happy-students/ (20.12.2021, adapted)

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Track 16: Katie Reynolds – https://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/ (31.12.2021, adapted)

Track 17/Teil 1: N.N. (Exploring your mind) – https://exploringyourmind.com/travel-helps- us-leave-prejudices-behind/ (31.12.2021, adapted)

17/Teil 2: Eric W. Dolan – https://www.psypost.org/2013/12/new-study-confirms-mark-twains-saying-travel-is-fatal-to-prejudice-21662 (31.12.2021, adapted)

Track 18: Brooke Marine – https://www.wmagazine.com/story/beyonce-instagram-grid-deep-dive/ (27.11.2020; adapted)

Track 19: N.N. (The Global Goals) – https://www.globalgoals.org/ (14.01.2022, adapted)

Track 20: Hannah Martin – https://www.talentedladiesclub.com/articles/interview-with-fiona-jeffery-obe-founder-of-charity-just-a-drop/ (21.01.2022, adapted)

Track 21: Amina J. Mohammed – https://www.ted.com/talks/amina_j_mohammed_a_new_perspective_on_the_journey_to_net_zero (01.02.2022, adapted)

Track 22: Elizabeth Cox, George Zaidan – https://www.ted.com/talks/ted_ed_what_s_the_best_fuel_for_your_car (05.02.2022, adapted)

Track 23: Thomas Heatherwick – https://www.ted.com/talks/thomas_heatherwick_building_the_seed_cathedral (01.03.2018, adapted)

Track 24: N.N. (Top Luxury) – https://www.youtube.com/watch?v=THgQF8zHBW8 (14.02.2022, adapted)

Track 25: N.N. (ABC News) – https://www.youtube.com/watch?v=gl71xitLtVI&t=5s (21.02.2022, adapted)

Track 26: Scott Simons – https://www.npr.org/transcripts/1061427398?t=1645525426059 (22.02.2022, adapted)

Track 27: Eileen's Kitchen Stories – https://www.youtube.com/watch?v=njnpi8F2-oM (23.02.2022, adapted)

Track 29: Raluca Constantinescu, Interview with Jorij Abraham – https://thepaypers.com/interviews/ecommerce-and-covid-19-the-good-the-bad-and-the-ugly--1247083 (24.03.2022, adapted)

Track 30: Benjamin Conard – https://www.youtube.com/watch?v=xT6TQSxlDOY (24.03.2022, adapted)

Track 31: Adam Williams – https://newatlas.com/architecture/spot-robot-dog-foster-partners-boston-dynamics/ (22.03.2022, adapted)

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