Reading Passage 1

You should spend 20 minutes on questions 1–14, which are based on Reading Passage 1.

Social Media Privacy: A Contradiction in Terms?

This article is by Naomi Troni, global CMO of Euro RSCG Worldwide.

A Never in the course of human interaction have so many shared so much about themselves with so many others — and with so little apparent concern for their privacy. Was it really just a generation ago that people kept all but their most basic information under virtual lock and key? Today, we happily share our date and place of birth, name of our first pet, mother's maiden name, favourite movie or book, favourite colour, first school teacher — and myriad other snippets of information required by online services as part of their security procedures.

B The basic premise behind this information-sharing is nothing new. Consumers have long handed over a little personal information in exchange for services such as banking and finance, utilities and healthcare. The big difference now is that the information is digitized and accessible online — and we're handing it out to virtually anyone who asks, regardless of how briefly the business has been in existence. Of even greater concern to many is the amount and variety of information being gathered about us *without* our explicit permission. Whereas retailers and others used to tweeze out information gleaned through loyalty cards, prize draws and catalogue mailing lists, now these old standbys have been massively augmented by customers researching and purchasing online, leaving in their wake a digital trail of cookie crumbs detailing their needs, tastes and desires.

C And then there's social media. If this isn't the Holy Grail* for marketers, it's difficult to imagine what would be. In this thoroughly 21st century communications channel, old notions of privacy simply do not apply; sharing personal information, experiences and opinions is the whole point of the service. And, wonder of wonders, consumers don't only provide it willingly — they provide it for free! Sure, some people take the precaution of limiting access to their Facebook or Google+ pages, but even these people typically are eager to share their thoughts via comment sections on news sites, reviews on retail sites and in branded clubs and forums.

D With all the time we spend online and all the forums we frequent, it's no wonder most of us have grown accustomed to doling out little snippets of personal information with barely a second thought. It helps that we rarely are asked to hand over a whole stack of personal information in one massive data transfer; that would be too much trouble and might provoke too much anxiety. Rather, we routinely hand it out a bit at a time.

E Anybody over the age of 30 likely will remember that in the early days of mainstream Internet, 10 to 15 years ago, consumers were wary about handing over private information. A 2001 UCLA report, for instance, found high levels of consumer concern over online privacy in general and credit card security in particular.

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F Since then hundreds of millions of people have come online and become regular users of commerce sites and social media. Early concerns about online privacy have been sidelined by the desire for more speed, more convenience, more choice and more great deals. Familiarity has bred complacency and even foolhardiness; we've all heard about people uploading pretty much everything, including the most intimate words and images.

G Now, after a decade of consumers feeling increasingly free-and-easy with their personal information online, we are seeing signs of a new wariness setting in. In a Euro RSCG global survey conducted among 7,213 adults in 19 countries, we found that 55% of respondents are worried that 'technology is robbing us of our privacy'; the figure was above 60% in a number of countries, including the United States and China. Similarly, 61% overall agreed 'People share too much about their personal thoughts and experiences online; we need to go back to being more private.'

H And it's not just snooping companies and hackers that consumers fear. Nearly half the sample (47%) — and a majority of millennials* — worry that friends or family will share inappropriate personal information about them online. Around one-third overall already regret posting personal information about themselves.

* **Holy Grail** – a desired ambition or goal (in Christian tradition, the cup used by Jesus at the Last Supper with his followers)
* **Millennials** – people born between 1982 and 2000

Questions 1–5

*Reading Passage 1 has eight sections, A–H. Choose the correct heading for sections **B**, **C**, **D**, **F** and **G** from the list of headings below.*

*Write the correct number **i–vii** by question numbers 1–5.*

i A reverse in trends
ii Blogging
iii Digital technology: a threat to privacy
iv Privacy versus ease
v Online social networks and consumer information
vi Little by little
vii Phone hacking and privacy
viii Attitudes at the turn of the century

Example: Paragraph E viii

1 Paragraph B .....
2 Paragraph C .....
3 Paragraph D .....
4 Paragraph F .....
5 Paragraph G .....

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Questions 6–10

Do the following statements agree with the information in the text?

By question numbers 6–10 write

TRUE	*if the statement is true.*
FALSE	*if the statement contradicts the information in the text.*
NOT GIVEN	*if there is no information about this.*

6 In the past, people shared their personal details freely.

7 Nowadays, individuals give their personal information to online services because it makes them feel safe.

8 Traditionally, financial organizations have asked their clients to provide a limited amount of information.

9 The difference between the past and the present is that private information is available digitally to a much larger number of people.

10 New businesses are not allowed to request personal information.

6 .....

7 .....

8 .....

9 .....

10 .....

Questions 11–14

*Complete each sentence with the correct ending **A–F** from the list below.*

*Write the correct letter **A–F** next to the question number.*

11 It is worrying that

12 Even people who protect their personal information on social networks

13 Online services ask for a small amount of information

14 Nearly 50% of people who responded to a survey about personal information

A there are strict controls on who has access to our personal details.

B did not trust people in their closest social networks to respect their privacy.

C because their customers would be worried about giving away a lot of information at one time.

D give away personal information on online forums and discussion boards.

E a lot of private information is gathered without our knowledge.

F to persuade users to provide them with details about their friends.

11 .....

12 .....

13 .....

14 .....

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Reading Passage 2

You should spend 20 minutes on questions 1–12, which are based on Reading Passage 2.

A For years, employers have been aware of employee engagement* and retention issues in their workplaces. These organizations have engagement policies that typically address engagement for the organization under one policy, without any differentiation for the generations of employees. As the millennial generation (also commonly known as Gen-Y and includes births from 1982–2000) grows in the workforce and *baby boomers** retire, managers and human resources professionals will need to develop new engagement models that take into account the generational differences between baby boomers and millennials. In this article, I will highlight some of the characteristics that differentiate millennials from other generations and explain why employee engagement should be *top of mind* for managers.

B Baby boomers are currently the largest generation of active workers. Research has shown that boomers identify their strengths as organizational memory*, optimism and their willingness to work long hours. This generation grew up working in organizations with large corporate hierarchies, rather than flat management structures and teamwork-based job roles.

C Millennials have a drastically different outlook on what they expect from their employment experience. Millennials are well educated, skilled in technology, very self-confident, able to multi-task and have plenty of energy. They have high expectations for themselves, and prefer to work in teams, rather than as individuals. Millennials seek challenges, yet work-life balance is of utmost importance to them. They do, however, realize that their need for social interaction, immediate results in their work and desire for speedy advancement may be seen as weaknesses by older colleagues.

D The millennial generation is the largest age group to emerge since the baby boom generation, and as this group grows into a significant proportion of the workforce over the next 20 years, employers will need to make major adjustments in their engagement models. Motivating, engaging and retaining people will never cease as managerial priorities, but employers will have to carefully consider what strategies they will use to cultivate and retain valuable millennial employees now and into the future.

E Millennials are creating a change in how work gets done, as they work more in teams and use more technology. Their social mindset, however, is also a significant factor. As Leigh Buchanon writes in *Meet the Millennials*, 'One of the characteristics of millennials, besides the fact that they are masters of digital communication, is that they are primed to do well by doing good. Almost 70 percent say that giving back and being civically engaged are their highest priorities.'

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F Coupled with the socially minded millennial comes their desire to be creative. Millennials have grown up in a time where information has become available instantly. Through a Google or Wikipedia search, answers to even quite complicated questions can be found. As such, millennials have developed into a group that wants to work on new and tough problems, and ones that require creative solutions. In a 2009 article by Tamara Erickson, a millennial who had been struggling in her role, she admitted to peers that, 'I guess I just expected that I would get to act on more of my ideas, and that the higher-ups here would have figured out by now that the model's changing' (*Gen-Y in the Workforce*, Tamara Erickson, Harvard Business Review, February 2009).

G The millennial employee is interested in feedback on his or her performance. But traditional semi-annual reviews are too infrequent for millennials. They want to know that they've done a good job, and they want to know now. A 2008 article in *Nonprofit World* provides readers with a checklist on the topic of providing millennial feedback. The list includes: give them checklists, offer plenty of help, reward them for innovating and taking appropriate risks, engage them with frequent feedback, provide them with mentors, create a collegial and team-oriented culture, etc. Feedback must also be given in such a way that millennials are receptive.

* **engagement** – motivation and involvement (management term)
* **baby boomers** – people born between 1946 and 1964
* **organizational memory** – understanding of how the structures and systems of a company have developed over time

Questions 1–5

Reading Passage 2 has seven paragraphs labelled A–G. Which paragraph contains the following information? Write the correct letter ***A–G*** *on your answer sheet.*

NB *You may use any letter more than once.*

1 how to advise and motivate the younger generation

2 the professional characteristics of Gen-Y

3 Gen-Y attitudes to baby boomers

4 a professional profile of baby boomers

5 millennials and social responsibility

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Questions 6–10

*Complete the sentences with information from Reading Passage 2. Select **ONE** correct alternative.*

6 Until recently, employers have

- **A** tried to motivate all employees in the same way.
- **B** created new policies to motivate Gen-Y employees.
- **C** implemented innovative engagement policies for baby boomers.
- **D** recognized the difference between millennials and the older generation.

7 People born between 1946 and 1964 are

- **A** less productive than other generations.
- **B** harder working than younger people.
- **C** used to working within highly structured businesses.
- **D** used to working in teams.

8 Gen-Y and baby boomers are seen to be different because Gen-Y employees

- **A** like to work individually.
- **B** prefer to work on several projects at the same time.
- **C** expect rapid promotion.
- **D** work long hours.

9 The majority of Gen-Y workers

- **A** have accepted traditional ways of working.
- **B** think that contributing to society is very important.
- **C** find digital technology challenging.
- **D** prefer to communicate online.

10 Gen-Y employees

- **A** want occasional feedback on their performance.
- **B** are satisfied with checklists.
- **C** prefer to work in a collaborative environment.
- **D** do not need very much support.

Questions 11–12

*Answer the questions with information from Reading Passage 2. Select **TWO** correct alternatives.*

11 Why does management need to change its approach to employee retention?

- **A** Gen-Y employees will soon represent the majority of workers.
- **B** Baby boomers have never needed motivating.
- **C** Gen-Y employees do not expect to work hard.
- **D** Millennials are more demanding of their employers than baby boomers.
- **E** Gen-Y workers are not satisfied with traditional organizational styles.

12 In what ways can employers motivate Gen-Y employees?

- **A** Keep feedback to a minimum.
- **B** Give them the opportunity to implement their ideas.
- **C** Ask them to complete review forms.
- **D** Encourage them to work in rigidly structured organizations.
- **E** Give them challenging issues to resolve.

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Reading Passage 3

You should spend 20 minutes on questions 1–12, which are based on Reading Passage 3.

The Millennium Development Goals

The MDG drinking water target has been reached. Over 2 billion people gained access to improved water sources from 1990 to 2010, and the proportion of the global population still using unimproved sources is estimated at only 11 per cent. This is less than half of the 24 per cent estimated for 1990. Almost 6.1 billion people, 89 per cent of the world's population, were using an improved water source in 2010. The drinking water target has thus become one of the first MDG targets to be met.

While this tremendous achievement should be applauded, a great deal of work remains.

First, huge disparities exist. While coverage of improved water supply sources is 90 per cent or more in Latin America and the Caribbean, Northern Africa and large parts of Asia, it is only 61 per cent in sub-Saharan Africa. Coverage in the developing world overall stands at 86 per cent, but it is only 63 per cent in countries designated as 'least developed'. Similar disparities are found within countries – between the rich and poor and between those living in rural and urban areas.

Second, complete information about drinking water safety is not available for global monitoring. Systematically testing the microbial and chemical quality of water at the national level in all countries is prohibitively expensive and logistically complicated; therefore, a proxy indicator for water quality was agreed upon for MDG monitoring. This proxy measures the proportion of the population using 'improved' drinking water sources, defined as those that, by the nature of their construction, are protected from outside contamination. However, some of these sources may not be adequately maintained and therefore may not actually provide 'safe' drinking water. As a result, it is likely that the number of people using safe water supplies has been over-estimated.

Finally, more than 780 million people remain unserved. Although the MDG drinking water target has been met, it only calls for halving the proportion of people without safe drinking water. More than one tenth of the global population still relied on unimproved drinking water sources in 2010.

Assessing progress towards the MDG target alone creates an incomplete picture, since countries that started out with low baseline coverage have had to work much harder to halve the proportion of the population without water and sanitation. Added to this is the challenge of rapid population growth, which can easily mean that any gains in people served are overtaken by population growth. Moreover, it is the poorest countries that are often characterized by a combination of low baseline coverage and high population growth. This means that countries may be making significant progress in the absolute number of people served, but still be persistently 'off track'.

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In response, the JMP* has developed an alternative indicator that represents the proportion of the current population that has gained access over the period from 1995 to the most recent update, in this case 2010. It is thus the percentage of people living in a country today who have gained access in the last 15 years.

This indicator can be used to assess a country's performance irrespective of whether it started out with high or low baseline coverage. The indicator is expressed as: the increase since 1995 in the number of people with access as a proportion of the current (2010) population.

The graph shows selected countries in sub-Saharan Africa that have performed above the regional average of nearly 26 per cent. Some countries have made remarkable progress in providing large proportions of their population with access to improved drinking water sources, and this is true even of countries that are off track in terms of MDG progress. Rwanda and Sierra Leone, for instance, both experienced conflict during the period 1995 to 2010, but have nevertheless shown greater progress than that suggested by the regional average. In Rwanda, more than 30 per cent of the population have gained access to improved drinking water sources since 1995; this represents over 3 million people. Even countries that have not reported such good progress are noteworthy in terms of the number of people served.

The Democratic Republic of the Congo has provided improved water sources for only about 16 per cent of its population since 1995; still, this represents more than 10 million people. It is remarkable that sub-Saharan Africa has outstripped Eastern Asia in terms of the proportion of the current population that have gained access in the last 15 years.

* **JMP** – Joint Monitoring Programme

Questions 1–6

Complete the table with information from Reading Passage 3. Write ***NO MORE THAN TWO WORDS OR A NUMBER****.*

1990	**2010**
Projected percentage for 1990 **2** .....%.	11% of world's population using **1** ..... **3** .....% of global population using treated water. **4** .....% of sub-Saharan population has access to safe drinking water. 86% of population in **5** ..... use improved water sources. 63% have improved water in **6** ..... countries.

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Questions 7–10

Complete the flow chart with information from Reading Passage 3. Select your answers from the list ***A–F****.*

A drainage

B measurement

C unpolluted

D water sources

E inaccurate

F costly

Problem 1
Testing water quality **7** ..... and difficult to organize

↓

Solution 1
Proxy indicator
= proportion of population using **8** ..... drinking water

Problem 2
Data does not reflect true progress
9 ..... systems not maintained
Poor countries have low baseline and high population growth

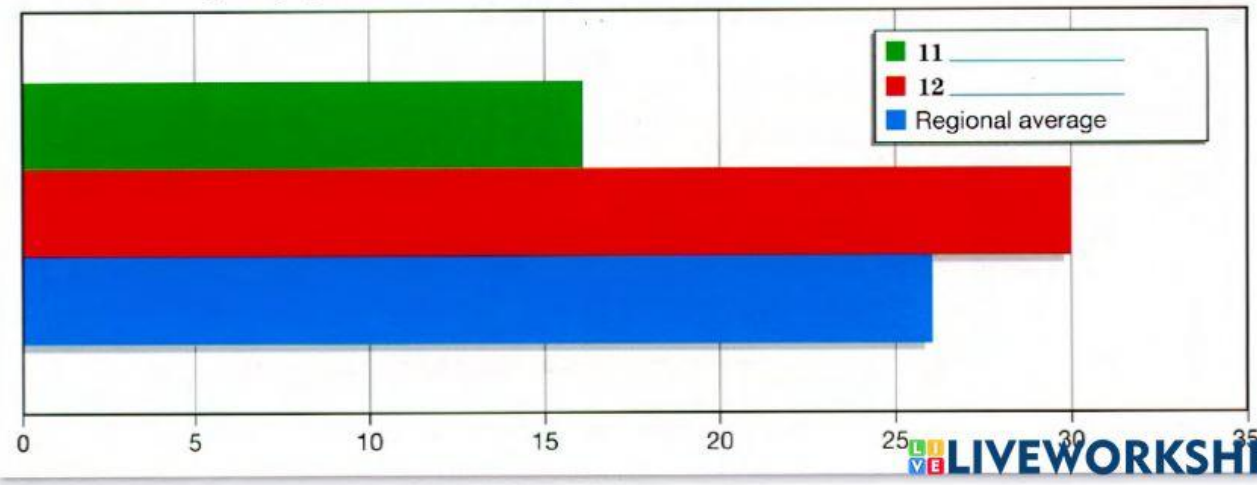
↓

Solution 2
Alternative **10** ..... introduced
= increase in percentage of population with access to clean water over 15 years

Questions 11–12

Label the graph with information from Reading Passage 3. Write ***NO MORE THAN FOUR WORDS AND/OR A NUMBER****.*

Percentage of population which has gained access to safe drinking water since 1995



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