

has what it takes to fight the system here in Spain. Does she really want her career badly enough to do an MBA? It's going to be tough. I just feel she might be happier if she accepted the situation and made her family her priority, rather than banging her head against a brick wall.

S: Well, I don't know, and I'm not sure she does – although she certainly seems to have plenty of self-belief ... There's only one way to find out, and I for one will be backing her to do the MBA. I think she could surprise us all.

R: Well, I certainly wouldn't stand in her way. If that's what she wants to do, she deserves her chance – even though it may mean we lose her sooner rather than later. But I still think at the end of the day, she'll back down.

S: Hmm.

1:16

Xabi: Hi Gem! What's for dinner?

Gemma: Yes, I did have a good day at work, thank you, what about you?

X: Come on, Gemma, let's not go there, I'm starving, that's all – I didn't have time for lunch.

G: Well, I didn't have time to think about dinner. I've only just finished putting Nina to bed.

X: Well, is there something I can do to help?

G: You can make something if you want. I'm not hungry.

X: You're still upset about not making Marketing Manager, aren't you? Look, if the people at SEVS don't appreciate your talents, why not go somewhere else? I'm making good money now, you could go part-time, maybe do an MBA, or even stop work for a few years. We could move out into the country, you could spend more quality time with Nina ...

G: Spend more quality time in the kitchen, you mean!

X: Gemma, you know that's not what I mean. Look – Nina's four already. Don't you think it's time we started thinking about giving her a little brother or sister?

G: Listen, Xabi, if you think I'm just going to stay at home and cook, clean and make babies, then you'd better think again! I've always wanted a real career, and I'm determined to have one!

X: Yes, but if SEVS won't promote you ...

G: Then I'll go elsewhere! In fact, I've already had an extremely good offer I'm thinking about accepting.

X: You've had another job offer? Well, that's great – but why didn't you tell me?

G: Because I knew you wouldn't like it.

X: Come on, Gemma, I admit I'd rather you spent more time at home, but if you've had a good offer, you know I'd never stand in the way of your career.

G: Really?

X: Really. So what is it?

G: It's Svenska Glastek: they've offered me a job as Marketing Manager in their automobile division; I could really go places with the Swedes, I mean, they practically invented equal opportunities!

X: Svenska Glastek? I didn't know they were in Spain.

G: They aren't. The job's in Stockholm.

X: Stockholm? Now, hold on, Gemma, I can't possibly move to Stockholm ...

G: See, I told you you wouldn't like it!

X: But my home's here in Seville – there's my career to think about, and my family, and my friends ...

G: Well, I've had it up to here with your career, your family and your friends! What about my career? You men are all the same! When are you going to start taking women seriously?

2 Corporate image

2.1 About business Corporate image

1:17

Narrator: Cynics might assume its environmental moves are mere greenwash, but 'they are more than cosmetic,' according to Tim Lang, professor of food policy at City University.

Tim Lang: I was sceptical when McDonald's started altering its menus and playing around with greener options. I thought it was a temporary blip, but they've hardwired it into their system. There is another problem, however – will they be able to maintain this commitment to more sustainable foods? And will they be able to maintain their prices? The fundamentals of the food supply chain are going in an awesome direction – energy, oil, water and food commodity prices are all rising. McDonald's is no longer in denial mode. They are more engaged, but will they be able to engage with these fundamentals? They will not be alone. All big food companies are facing these changes. But as a meat purveyor, McDonald's is going to be very exposed.

N: What seems to have changed, and what is most noticeable among the customers I meet, is an absence of embarrassment or defensiveness about dining under the golden arches. There is an acute awareness of the health perils of junk food and a healthy cynicism about the corporate food industry, but it no longer seems to affect McDonald's sales. Giles Gibbons, Managing Director of Good Business, the corporate responsibility consultancy created by Steve Hilton (the man who rebranded the Conservatives), believes that customers are still not completely convinced by its revamp. McDonald's comes bottom of Good Business's 'concerned consumer index', which suggests that people remain suspicious of its brand.

Giles Gibbons: The business has regenerated itself, but the brand is lagging behind. It's a very long road. You can't win people's trust back overnight. You've got to continue to take leadership decisions that people are delighted and surprised by, and over time that will lead to people feeling more trusting and happy to associate themselves with you.

N: Why McDonald's is thriving despite this enduring cynicism is because people have realized that their concerns about obesity, industrial food production and environmental degradation cannot be the

fault of one brand, argues Gibbons. Or, to put it a different way, if all global food corporations are as bad as each other, why worry unduly about McDonald's? 'Companies have responded, but people also understand the issue of obesity better,' says Gibbons. (It's only Prince Charles who makes crotchety statements about banning McDonald's these days.)

GG: The debate is more grown-up at the same time as McDonald's has evolved. The combination of these two factors means that people are less embarrassed to be associated with it.

2.2 Vocabulary Corporate social responsibility

1:18–1:23

1

Eco-efficiency was a phrase coined by the Business Council for Sustainable Development to describe the need for companies to improve their ecological as well as economic performance. Minimizing the company's environmental impact, particularly around highly visible aspects of its operations or in areas where it makes financial savings, is a particularly popular tactic amongst companies whose products are inherently destructive to the environment. For example, an oil company installing solar panels on the roofs of its petrol stations and reducing the carbon emissions of its operations whilst remaining committed to a continual increase in oil and gas production.

2

Donating to charities is a simple and reputation-enhancing way for a company to put a numerical value on its CSR 'commitment'. McDonald's network of Ronald McDonald Houses to 'improve the health and well-being of children', and BP's sponsorship of the National Portrait Award are two high-profile examples. Because it's easy and very PR friendly, corporate giving is more easily dismissed as a PR exercise than other forms of CSR. In an effort to respond to this criticism companies are shifting to making larger donations to a smaller number of charity 'partners' and combining giving with other activities.

3

Cause-related marketing, such as Tesco's highly successful 'computers for schools' promotion, is a partnership between a company and a charity, where the charity's logo is used in a marketing campaign or brand promotion. Companies choose charities which will attract target consumers. The charity gains money and profile, and the company benefits by associating itself with a good cause as well as increasing product sales.

4

The Reebok Human Rights Awards, Nestlé's Social Commitment Prize and the Alcan Prize for Sustainability are high-profile examples of corporate sponsored award schemes. Through award schemes, companies position themselves as experts on an issue and leaders of CSR simply by making a large donation.

5

Corporate codes of conduct are explicit statements of a company's 'values' and standards of corporate behaviour. Codes