

JEDYNY MAGAZYN POŚWIĘCONY BUSINESS ENGLISH



BUSINESS ENGLISH MAGAZINE

Business English Magazine

TWÓJ
DODATEK

UPROOTING: A QUICK GUIDE TO BUYING PROPERTY ABROAD



colorfulmedia.pl business-english.com.pl

20 Is Car-sharing
a Profitable Ride?

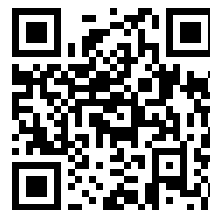
26 Living in a Future
3D World

50 Unilever: Anatomy
of a Fast-Moving Giant

THE DROID
YOU'RE
LOOKING FOR?

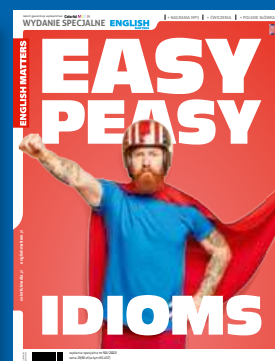
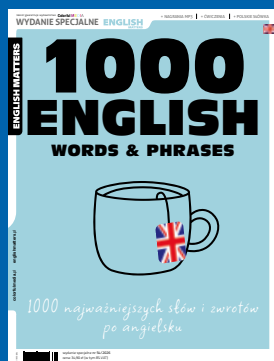
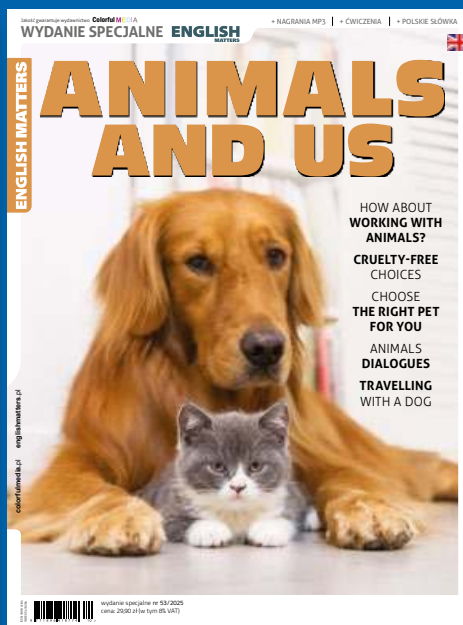
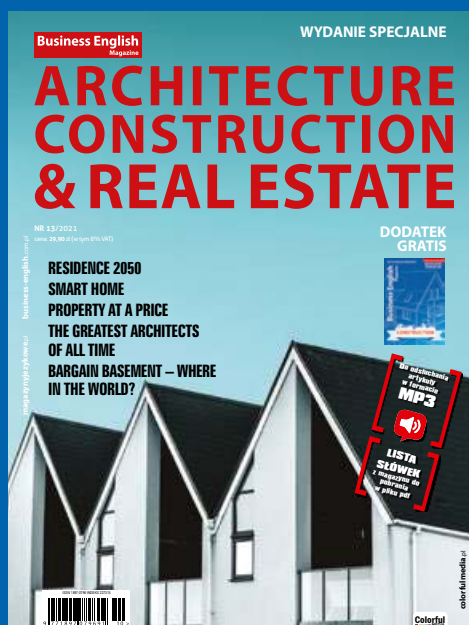


Językowo najlepsi!



KUP TERAZ

UZUPEŁNIJ SWOJĄ KOLEKCJĘ WYDAŃ SPECJALNYCH





4

IN BRIEF

New Words of 2025: How English Keeps Evolving

6

Snail Snatch

7

MOMENTS IN HISTORY

Twelve Good Men and True?

INTERNATIONAL

The Scandinavian Nexus

Luke Skywalker: Your New Avatar?

Is Car-sharing a Profitable Ride?



FUTURE FOCUS

Living in a Future 3D World

SCIENCE

It's Alive! The Emergence of Biobots.

COVER STORY

Uprooting: A Quick Guide to Buying Property Abroad

INFLUENTIAL WOMAN

Kadri Tuisk

BUSINESS PROFILE

Unilever: Anatomy of a Fast-Moving Giant



56



63



65



71

75

78

79

TRAVEL

Malaysia – A Magical Kingdom of Contrasts

Business and Economy in Malaysia

TECHNOLOGY

The Droid You're Looking For?

MANAGING PEOPLE

Amy C. Edmondson – Why Getting it Wrong May Be Right

BUSINESS LANGUAGE

Business Dialogues: Viral Value

AT THE END

Influential People

Book & Film Reviews

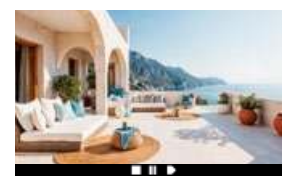
DODATEK DO POBRANIA

83

AI Terminology



VIDEO



business-english.com.pl
KOD DOSTĘPU: v2956



by Paul Martin from
www.go-native.pl

NEW WORDS OF 2025: HOW ENGLISH KEEPS EVOLVING

"*SHE MIGHT HAVE butter skin¹, but she spends too much time bed-rotting² and reading rage bait³ – she should touch grass⁴ more often.*"

Not a clue⁵ what I'm talking about? That is because this sentence contains four new additions to the English language.

In 2025, the English language continued to add words to its already **weighty tome⁶**, **reflecting⁷** shifts in technology, culture, social behaviour, and global interaction. Here is an **overview⁸** of some of the **weird⁹** and wonderful **supplements¹⁰** **derived from¹¹** social media, **AI¹²**, and **cross-cultural exchange¹³**.

Standing out¹⁴ is "rage bait," chosen by Oxford University Press as its Word of the Year for 2025.

It describes **online content¹⁵** deliberately designed to provoke anger or **outrage¹⁶** to **boost¹⁷** **engagement¹⁸** (likes, shares, comments). **Unlike¹⁹** clickbait, which **attracts attention²⁰** with sensational **headlines²¹**, rage bait specifically **triggers²²** emotional anger to manipulate user behaviour.

Other Notable²³ New Words and Trends in 2025

Some of these were added to major **dictionaries²⁴** like Dictionary.com, Cambridge Dictionary, or Oxford English Dictionary; others became notable as **trending²⁵** words.

- Parasocial – (adjective/noun) – A one-sided emotional connection people feel with a **public figure²⁶**, celebrity, or digital persona they don't **actually²⁷** know.
- Vibe coding – (noun) – A trendy term

tied to tech and social culture (selected as Collins Dictionary's 2025 word), meaning the process of translating intuitive or "vibe-based" **cues²⁸** into actual code or digital systems.

- AI slop – (noun) – A pejorative term **referring to²⁹** low-quality or **messy³⁰** content generated by AI – content **perceived as³¹** **sloppy³²** or **substandard³³**.
- Rizz – (noun) – Slang for someone's **charm³⁴** or ability to attract romantic interest, especially in online interactions.
- Touch grass – (verb) – Internet phrase meaning to take a break from online life and return to real-world activities.
- Shadow ban – (verb) – To quietly restrict a user's **visibility³⁵** on a platform without their **knowledge³⁶**.
- Biohack – (verb/noun) – Optimising health or **performance³⁷** through unconventional lifestyle, diet, or tech strategies.
- Aura **farming³⁸** – (verb) – Cultivating or projecting a particular personal image or vibe, often online – to appear **confident³⁹**, cool, or charismatic.
- Bed rotting – (noun) – The act of spending long, **idle⁴⁰** periods in bed with minimal activity.
- Butter skin – (noun) – A beauty trend describing extremely smooth, **glowing⁴¹** skin achieved with **skincare⁴²** and makeup.
- Brologarchy – (noun) – A **playful⁴³** blend of "bro"⁴⁴ and "oligarchy," describing a powerful, **predominantly⁴⁵** male tech or business elite. We already have "bromance" – A close, non-romantic

¹ butter skin 'bʌtə skɪn promiennie wyglądająca skóra

² bed-rotting 'bed 'rɒtɪŋ gnicie w łóżku

³ rage bait 'reɪdʒ beɪt treści (np. posty, artykuły, filmy, nagłówki), które są celowo stworzone po to, by wywołać złość, oburzenie lub frustrację odbiorców i skłonić ich do reakcji: komentarzy, kłótni, udostępnień

⁴ to touch grass tə tʌtʃ grɑːs wychodzić z domu, na świeże powietrze, dosł. dotknąć trawy

⁵ to not have a clue tə nɒt hæv ə kluː nie mieć pojęcia

⁶ weighty tome 'weɪtɪ təʊm opasły tom

⁷ to reflect sth tə rɪ'flekt 'sʌmθɪŋ odzwierciedlać coś

⁸ overview 'əʊvəvjuː omówienie, przegląd

⁹ weird 'wiəd dziwny

¹⁰ supplement 'sʌplɪmənt uzupełnienie, dodatek

¹¹ derived from sth dɪ'raɪvd frɒm 'sʌmθɪŋ pochodzący od czegoś

¹² AI = artificial intelligence ,eɪ 'aɪ =,ɑːtɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

¹³ cross-cultural exchange kros 'kʌltʃərəl ɪks'tʃeɪndʒ wymiana międzykulturowa

¹⁴ to stand out tə stænd aʊt wyróżniać się, rzucać się w oczy

¹⁵ online content ,ɒn'laɪn 'kɒntent treść internetowa

¹⁶ outrage 'aʊtreɪdʒ oburzenie

¹⁷ to boost sth tə buːst 'sʌmθɪŋ pobudzać, zwiększać coś

¹⁸ engagement ɪn'geɪdʒmənt zaangażowanie

¹⁹ unlike X 'ʌn'laɪk eks w przeciwieństwie do X

²⁰ to attract attention tə ə'trækt ə'tenʃən przyciągać uwagę

²¹ headline 'hedlaɪn nagłówek

²² to trigger sth tə 'trɪɡə 'sʌmθɪŋ prowokować coś

²³ notable 'nəʊtəbl godny uwagi

²⁴ dictionary 'dɪkʃənəri słownik

²⁵ trending 'trendɪŋ popularny

²⁶ public figure 'pʌblɪk 'fɪɡʊr osoba publiczna

²⁷ actually 'æktʃʊəli w rzeczywistości

²⁸ cue kjuː sygnał, znak

²⁹ to refer to sth tə rɪ'fɜː tə 'sʌmθɪŋ odnosić się do czegoś

³⁰ messy 'mesi niechlujny, bałaganiarski, nieuporządkowany

³¹ perceived as X pə'sɪːvd æ zeks postrzegany jako X

³² sloppy 'slɒpi niedbały, niechlujny

³³ substandard 'sʌb'stændəd gorszej jakości

³⁴ charm tʃɑːm urok, wdzięk osobisty

³⁵ visibility ,vɪzɪ'bɪləti widzialność

³⁶ knowledge 'nɒlɪdʒ wiedza

³⁷ performance pə'fɔːməns wyniki

³⁸ farming 'fɑːmɪŋ uprawa

³⁹ confident 'kɒnfɪdənt pewny siebie

⁴⁰ idle 'aɪdl bezczynny

⁴¹ glowing 'gləʊɪŋ promienny

⁴² skincare 'skɪnkeə(r) pielęgnacja skóry

⁴³ playful 'pleɪfʊl żartobliwy

⁴⁴ bro 'brə pot. slang: brachu, brachol, brat

⁴⁵ predominantly prɪ'dɒmɪnəntli głównie

friendship between two men, often marked by **affection**⁴⁶, **camaraderie**⁴⁷, and emotional support.

Not content with⁴⁸ adding words from social media and online activity, English has always **plundered**⁴⁹ other languages and **incorporated**⁵⁰ them. For example:

- shampoo – Hindi/Indian – from *chām-po*, meaning to massage
- pyjamas/pajamas – Persian/Indian – *pāy-jāmeḥ*, “leg **garment**⁵¹”
- safari – Swahili/East Africa – “journey,” from Arabic *safar*
- bungalow – Hindi/Indian – *banglā*, “Bengali-style house”
- chocolate, avocado – Nahuatl/Mexican
- tattoo – Tahitian/Polynesian – *tatau*, to mark the skin
- algebra – Arabic – *al-jabr*, “**reunion**⁵² of broken parts.”

In 2025, other foreign words joining these long-established examples included:

- **Gigil (Tagalog, Philippines)**
Meaning: The **intense urge**⁵³ to **squeeze**⁵⁴ or **pinch**⁵⁵ something cute.
Example: “That puppy is so tiny, I can’t stop feeling gigil!”
- **Hygge (Danish)**
Meaning: A sense of cosy comfort, **contentment**⁵⁶, and well-being – often with friends, candles, or warm drinks.
Example: “We spent a weekend in the **cabin**⁵⁷, pure *hygge*.”
- **Saudade (Portuguese)**
Meaning: A deep emotional state of nostalgic **longing for**⁵⁸ someone or something **absent**⁵⁹, often with **bittersweet**⁶⁰ feelings.
Example: “I felt a wave of *saudade* remembering my childhood home.”
- **Tingo (Pascuense, Easter Island/Rapa Nui)**
Meaning: Borrowing items from a friend’s house **gradually**⁶¹ until nothing is left.

Example: “He kept *tingo-ing* my DVDs until my shelf was empty!”

English is a particularly **acquisitive**⁶² language, which, **due to**⁶³ its global reach, has **innumerable**⁶⁴ **touch points**⁶⁵, online and elsewhere, meaning there will always be words coming in the opposite direction. New words also give us **feedback**⁶⁶ about what is **occupying**⁶⁷ humans. Language isn’t just evolving; it’s telling the story of our times.

- ⁴⁶ **affection** ˈəˌfektʃən **sympatia**
- ⁴⁷ **camaraderie** ˌkæməˈrɑːdəri: **koleżeństwo**
- ⁴⁸ **not content with sth** nɒt ˈkɒntent wɪð ˈsmʌθɪŋ **nie zadowolając się czymś**
- ⁴⁹ **to plunder sth** tə ˈplʌndə ˈsmʌθɪŋ **grażyć, plądrować coś**
- ⁵⁰ **to incorporate sth** tə ɪnˈkɔːpərt ˈsmʌθɪŋ **przyłączać, włączać coś**
- ⁵¹ **garment** ˈɡɑːmənt **część garderoby**
- ⁵² **reunion** ˈriːjuːnjən **ponowne połączenie, zjednoczenie**
- ⁵³ **intense urge** ɪnˈtens 3ːdʒ **silna chęć**
- ⁵⁴ **to squeeze** tə skuːz **uściskać**
- ⁵⁵ **to pinch sth** tə pɪntʃ ˈsmʌθɪŋ **przytulić, uściskać coś**



A WORD WORTH REMEMBERING

rage baits
/reɪdʒ beɪts/

treści (np. posty, artykuły, filmy, nagłówki), które są celowo stworzone po to, by wywołać złość, oburzenie lub frustrację odbiorców i skłonić ich do reakcji: komentarzy, kłótni, udostępnień

- ⁵⁶ **contentment** kənˈtəntmənt **zadowolenie**
- ⁵⁷ **cabin** ˈkæbɪn **domek, chatka**
- ⁵⁸ **longing for sb/sth** ˈlɒŋɪŋ fə ˈsʌmbədi ˈsmʌθɪŋ **tęsknota za kimś/czymś**
- ⁵⁹ **absent** ˈæbsənt **nieobecny**
- ⁶⁰ **bittersweet** ˈbɪtəswiːt **słodko-gorzki**
- ⁶¹ **gradually** ˈɡrædʒuəli **stopniowo**
- ⁶² **acquisitive** əˈkwɪzɪtɪv **zachłanny**
- ⁶³ **due to sth** djuː tə ˈsmʌθɪŋ **z powodu czegoś**
- ⁶⁴ **innumerable** ɪˈnjuːməərəbl **niezliczony**
- ⁶⁵ **touch point** tʌtʃ pɔɪnt **punkt styczny**
- ⁶⁶ **feedback** ˈfiːdbæk **informacja zwrotna**
- ⁶⁷ **to occupy sb** tə ˈɒkjəpaɪ ˈsʌmbədi **zajmować, interesować kogoś**



REDAKCJA:
ul. Lednicka 23, 60-413 Poznań
redakcja@colorfulmedia.pl
tel. 61 833 63 28

WYDAWCA:
COLORFUL MEDIA
ul. Lednicka 23, 60-413 Poznań
colorfulmedia.pl
business-english.com.pl

EDITOR-IN-CHIEF:
Piotr Olejniczak

REDAKTOR PROWADZĄCA:
Hanna Danielczak-Ziadi

ZESPÓŁ:

Janet Sandford
Michael Gaylord
Jonathan Sidor
Steve Sibbald
Jonathan Moore
Paul Martin

KOREKTA:
Graham Crawford

CZYTELNIK TESTOWY:
Jakub Nowak

STUDIO DTP:
Sławomir Kinał
Michał Sobański

PROJEKT OKŁADKI/ZDJĘCIA:
Sławomir Kinał/Freepik

ILUSTRACJE:
Sławomir Kinał

NAGRAŃIA MP3:
Graham Crawford

DZIAŁ PRENUMERATY:
prenumerata@colorfulmedia.pl
tel. 61 833 63 28, 663 242 433

DZIAŁ REKLAMY:
tel. 61 833 63 28
reklama@colorfulmedia.pl

PRODUCT MANAGER
Karolina Mazurkiewicz
tel. 663 242 433
k.mazurkiewicz@colorfulmedia.pl

**BUSINESS
ENGLISH
MAGAZINE**

dwumiesięcznik



Dołącz do nas na Facebooku:
facebook.com/businessenglishmagazine

by Janet Sandford

SNAIL¹ SNATCH²

IT SEEMS THERE is no limit to what **villains**³ will **nick**⁴ to make a few **dishonest**⁵ **bob**⁶. We thought we had seen it all when we reported on the **bizarre**⁷ UK art theft of an 18-carat gold toilet titled America, stolen from Blenheim Palace, the **stately**⁸ home where Winston Churchill was born.

However, it seems French **felons**⁹ are no less **audacious**¹⁰. In late November 2025, a gang **made off**¹¹ with the total **stock**¹² of snails from L'Escargot des Grands Crus, **pocketing**¹³ approximately 450kg of fresh and frozen snails destined for the Christmas menus of Michelin-starred restaurants. The producer **estimated**¹⁴ the total value to be EUR 90,000. The **burglary**¹⁵, **carried out**¹⁶ by cutting **fences**¹⁷ and **smashing into**¹⁸ **cold rooms**¹⁹, left the small family business unable to **honour**²⁰ **orders**²¹ at the **busiest**²² time of year.

The theft was absurd enough to **grab international headlines**²³, perhaps because most people would not expect such a niche item to **feature**²⁴ on thieves' Christmas shopping lists. Yet, surprisingly, it fits a growing **pattern**²⁵ in which organised criminals have **developed a taste for**²⁶ high-value **foodstuffs**²⁷. Luxury

produce commands high prices per kilogram and, **until recently**²⁸, was often **stored**²⁹ in small, **lightly secured**³⁰ **facilities**³¹ rather than the **tightly guarded**³² **warehouses**³³ used for electronics or cash.

The criminal networks behind these **heists**³⁴ are often **sophisticated**³⁵, with **knowledge**³⁶ of where luxury food is stored and how to move **perishable goods**³⁷ quickly through **informal markets**³⁸. That suggests a shift from opportunistic **petty theft**³⁹ to professionalised **supply-chain crime**⁴⁰.

The snail grab is not an isolated culinary **caper**⁴¹. In the UK last year, **fraudsters**⁴² **bilked**⁴³ an **artisan**⁴⁴ cheese distributor of a **haul**⁴⁵ of award-winning artisan **cloth-bound cheddars**⁴⁶ in what became known as the "great cheese heist." Around 950 wheels (22 tonnes) of Hafod Welsh Organic cheddar, Westcombe cheddar, and Pitchfork cheddar, valued at **roughly**⁴⁷ GBP 300,000, were taken in a sophisticated fraud from Neal's Yard Dairy in London in October 2024, before the **scam**⁴⁸ was **uncovered**⁴⁹.

¹⁷ fence fens ogrodzenie

¹⁸ to smash into sth tə smæʃ 'ɪntə 'sʌmθɪŋ tu: sforsować coś, włamać się do czegoś

¹⁹ cold room kəʊld ru:m chłodnia

²⁰ to honour tə 'ɒnə realizować

²¹ order 'ɔ:də zamówienie

²² busy 'bɪzi tu: gorący

²³ to grab international headlines tə græb ,ɪntə'næʃənl 'hedlaɪnz zagościć w międzynarodowych nagłówkach gazet, tytułach informacyjnych

²⁴ to feature tə 'fi:tʃə znajdować się

²⁵ pattern 'pætən schemat, wzorec

²⁶ to develop a taste for sth tə dɪ'veləp ə teɪst fə 'sʌmθɪŋ polubić coś

²⁷ foodstuffs 'fu:dstʌfs artykuły żywnościowe

²⁸ until recently ən'tɪl 'rɪ:sntli do niedawna

²⁹ stored stɔ:d trzymany, przechowywany

³⁰ lightly secured 'laɪtli sɪ'kjʊəd słabo zabezpieczony

³¹ facility fə'sɪlɪti tu: obiekt

³² tightly guarded 'taɪtli 'ɡo:dɪd pilnie strzeżony

¹ snail sneɪl ślimaczy

² snatch snætʃ kradzież

³ villain 'vɪlən przestępca

⁴ to nick tə nɪk rąbnąć, buchnąć

⁵ dishonest dɪs'ɒnɪst nieuczciwy

⁶ bob bɒb niewielka kwota

⁷ bizarre brɪ'zɑ: dziwny

⁸ stately 'steɪtli okazały

⁹ felon 'felən przestępca

¹⁰ audacious ɔ:'deɪʃəs zuchwały, bezczelny

¹¹ to make off tə meɪd ɒf ulotnić się

¹² stock stɒk zapas

¹³ to pocket tə 'pɒkɪt zgarnąć, przywłaszczyć sobie

¹⁴ to estimate tə 'estɪmeɪt oszacować

¹⁵ burglary 'bɜ:glərɪ włamanie

¹⁶ to carry out tə 'kærɪ aʊt wykonać, przeprowadzić



Elsewhere in Europe, gangs targeted **acorn-fed**⁵⁰ hams, **pilfering**⁵¹ 400 **legs**⁵² of prized jamón Ibérico valued at EUR 200,000 from the **family-run**⁵³ Jamones Eíriz facility in the **remote**⁵⁴ mountain village of Corteconcepción, in southern Andalusia, Spain.

Truffle fields have long been the scene of **furtive**⁵⁵ nighttime **raids**⁵⁶ and even

³³ warehouse 'weəhaʊs magazyn

³⁴ heist haɪst skok, napad

³⁵ sophisticated sə'fɪstɪkətɪd tu: zaawansowany

³⁶ knowledge 'nɒlɪdʒ wiedza

³⁷ perishable goods 'perɪʃəbl ɡɒdz łatwo psujące się towary

³⁸ informal market ɪn'fɔ:ml 'mɑ:kɪt czarny rynek

³⁹ petty theft 'petɪ θeft drobna kradzież

⁴⁰ supply-chain crime sə'plaɪ tʃeɪn kraɪm przestępczość wymierzona w łańcuchy dostaw

⁴¹ caper 'keɪpə tu: pot. przekręt

⁴² fraudster 'frɔ:dstə(r) oszust

⁴³ to bilk tə bɪlk wyłudzać

⁴⁴ artisan ,ɑ:tɪ'zæn rzemieślnicz

⁴⁵ haul haʊl łup

⁴⁶ cloth-bound cheddar kloθ baʊnd 'tʃedə tradycyjnie dojrzewający cheddar

⁴⁷ roughly 'rʌfli mniej więcej, z grubsza

⁴⁸ scam skæm oszustwo, przekręt, szwindel

⁴⁹ uncovered ən'kʌvəd odkryty

⁵⁰ acorn-fed 'eɪkɔ:nd tu: ze świń karmionych żołędziami

⁵¹ to pilfer tə 'pɪlfə ukrasć

⁵² leg leg udziec, nóżka

⁵³ family-run 'fæmɪli rʌn rodzinny

⁵⁴ remote rɪ'məʊt odległy

⁵⁵ furtive 'fɜ:tɪv potajemny

⁵⁶ raid reɪd nalot



by Paul Martin from
www.go-native.pl

violence⁵⁷, given the stellar⁵⁸ value of the fungi⁵⁹ at peak season⁶⁰. For example, in 2025, black truffles, the most revered⁶¹ by chefs, typically fetch⁶² EUR 800 – 1,500 per kilogram on European markets at peak winter season, which runs from December to March, with January and February generally considered the height of flavour and price.

For small producers, it is no laughing matter⁶³. Many artisan suppliers operate on tight margins⁶⁴ and rely on a short, intense trading season to see them through⁶⁵ the year. While insurance policies⁶⁶ may cover their immediate financial loss, it may take years to re-establish⁶⁷ trust with their customers, for whom removing a signature dish⁶⁸ from the menu could damage their own fragile⁶⁹ reputations in the fickle⁷⁰ world of high-end⁷¹ restaurants.

It may be shutting the stable door after the horse has bolted⁷², but producers of niche, luxury food items⁷³ are going to have to wise up⁷⁴ to the fact that they are sitting on a gold mine⁷⁵ and can't allow culinary crooks⁷⁶ to walk in and clean them out⁷⁷. That is sure to mean the installation of security cameras⁷⁸ and stronger storage locks⁷⁹.

Meanwhile, back in France, police are on the trail⁸⁰ of the snail snatchers.

⁵⁷ violence 'vaɪələns przemoc

⁵⁸ stellar 'stelə super

⁵⁹ fungi 'fʌŋɡaɪ grzyby

⁶⁰ peak season pi:k 'si:zn szczyt sezonu

⁶¹ revered rɪ'vɪəd ceniony

⁶² to fetch tə fetʃ osiągać wartość

⁶³ no laughing matter nəʊ 'lɑ:fɪŋ 'mætə poważna sprawa

⁶⁴ margin 'mɑ:dʒɪn marża

⁶⁵ to see through sth tə si: θru: 'sɑ:mθɪŋ przetrwać coś

⁶⁶ insurance policy ɪn'ʃʊərəns 'pɒlɪsɪ polisa ubezpieczeniowa

⁶⁷ to re-establish tə 'ri:ɪs'tæblɪʃ odbudować

⁶⁸ signature dish 'sɪɡnətʃə dɪʃ popisowe danie, specjalność zakładu

⁶⁹ fragile 'frædʒaɪl kruchy

⁷⁰ fickle 'fɪkl kapryśny, nieprzewidywalny

⁷¹ high-end ,haɪ 'end ekskluzywny

⁷² to shut the stable door after the horse has bolted tə ʃʌt ðə 'steɪbl dɔ: ɑ:ftə ðə hɔ:s hæz 'bɔʊltɪd być mądrym po szkodzie

⁷³ food item fu:d 'aɪtəm produkt spożywczy

⁷⁴ to wise up tə waɪz ʌp uświadomić sobie

⁷⁵ to sit on a gold mine tə sɪt ɒn ə ɡəʊld maɪn siedzieć na żyłę złota

⁷⁶ crook kruk oszust

⁷⁷ to clean sb out tə kli:n 'sɑmbədi: aʊt okraść kogoś

⁷⁸ security camera sɪ'kjʊərɪtɪ 'kæməɹə kamera monitoringu

⁷⁹ lock lɒk zamek

⁸⁰ to be on the trail tə bi: ɒn ðə treɪl być na tropie

TWELVE GOOD MEN AND TRUE?

WITH A UK Crown Court backlog¹ exceeding² 80,000 cases³, the British government⁴ is proposing a controversial solution⁵: restricting the right to trial by jury⁶ for mid-level offences⁷. As new “Swift Courts” loom⁸, English Matters explores the origins⁹ of the jury system and what a shift to judge-only trials¹⁰ could mean for British justice.

every eventuality, England uses Common Law¹⁷.

Established during the reign¹⁸ of King Henry II in the 12th century, this system relies entirely on precedent¹⁹. Instead of interpreting a rulebook²⁰, judges²¹ follow the decisions made in previous²² similar cases. Over centuries, these rulings²³ have built up like bricks²⁴ in a wall, creating the complex legal architecture we see today.

Trial By Fire²⁵

Before the jury system existed, English justice was a terrifying²⁶ affair²⁷. In the early medieval²⁸ period, guilt²⁹ or innocence³⁰ was often decided by “Trial by Ordeal³¹.” This was based on the belief³² that God would intervene to protect the innocent and expose³³ the guilty.

Root and Branch¹¹

To understand the British legal system, we must look to the Middle Ages¹². Unlike the Civil Law¹³ systems common in Europe, which rely on¹⁴ comprehensive¹⁵ written codes to cover¹⁶

¹ backlog 'bækɒlɒɡ zaległości

² to exceed tə ɪk'si:d przekroczyć

³ case keɪs sprawa

⁴ government 'ɡʌvnmənt rząd

⁵ solution sə'lʊ:ʃən rozwiązanie

⁶ trial by jury 'traɪəl baɪ 'dʒʊəri rozprawa, proces przed ławą przysięgłych

⁷ mid-level offence mɪd 'levl ə'fens przestępstwo średniego szczebla

⁸ to loom tə lu:m majaczyć

⁹ origins 'ɒrɪdʒɪnz korzenie

¹⁰ judge-only trial 'dʒʌdʒ 'əʊnli 'traɪəl proces bez ławy przysięgłych

¹¹ root and branch ru:t ənd brɑ:ntʃ doszczętnie, kompletnie

¹² Middle Ages 'mɪdl 'eɪdʒɪz średniowiecze

¹³ Civil Law 'sɪvl lɔ: system prawa kontynentalnego

¹⁴ to rely on sth tə ri'laɪ ɒn 'sɑ:mθɪŋ polegać na czymś

¹⁵ comprehensive ,kɒmpri'hensɪv kompleksowy

¹⁶ to cover tə 'kʌvə obejmować

¹⁷ Common Law 'kɒmən lɔ: prawo precedensowe

¹⁸ reign reɪn panowanie

¹⁹ precedent 'presɪdənt precedens

²⁰ rulebook 'ru:l bʊk tu: kodeks

²¹ judge 'dʒʌdʒ sędzia

²² previous 'pri:vjəs poprzedni, wcześniejszy

²³ ruling 'ru:lɪŋ orzeczenie

²⁴ brick brɪk cegła

²⁵ trial by fire 'traɪəl baɪ 'faɪə próba ognia

²⁶ terrifying 'terɪfaɪɪŋ straszny, przerażający

²⁷ affair ə'feə sprawa

²⁸ medieval ,medi'i:vəl średniowieczny

²⁹ guilt ɡɪlt wina

³⁰ innocence 'ɪnəsəns niewinność

³¹ Trial by Ordeal 'traɪəl baɪ ɔ:'di:l ordalia, sąd boży

³² belief bɪ'li:f przekonanie

³³ to expose tə eks'pəʊz ujawniać

The “Ordeal by Fire” required a suspect to carry a **red-hot**³⁴ **iron bar**³⁵ for nine feet. Their hands were bandaged, and if the wounds had begun to **heal**³⁶ after three days, they were considered innocent. If the wounds **festered**³⁷, God had judged them guilty. Alternatively, the “Ordeal by Water” saw suspects **tied up**³⁸ and thrown into a **pond**³⁹. If they sank, the holy water had “accepted” them, and they were **fished out**⁴⁰ as innocent. If they **floated**⁴¹, the water had rejected them, proving their guilt. This practice effectively ended in 1215 when the **Pope**⁴² **forbade**⁴³ priests from **blessing**⁴⁴ the ordeals. Suddenly, the English legal system needed a new way to decide facts without **divine intervention**⁴⁵. The solution was the jury: a group of typically 12 local men **sworn**⁴⁶ to tell the truth.

The Great Divide

The jury became a sacred right with the signing of **Magna Carta**⁴⁷ in 1215. Clause 39 famously stated that no free man could be punished without “the lawful judgment of his **equals**⁴⁸.” This created a fundamental **split**⁴⁹ from the legal traditions developing on the continent.

In many European countries, the legal process became **inquisitorial**⁵⁰, meaning the judge actively **investigates**⁵¹ the facts and searches for the truth **alongside**⁵² the **lawyers**⁵³. In contrast, the English system became **adversarial**⁵⁴. The trial is a battle between two opposing sides, **prosecution**⁵⁵ and **defence**⁵⁶, argued before a neutral judge and jury. The judge acts only as a **referee**⁵⁷, **ensuring**⁵⁸ the rules are followed, while the **jury members**⁵⁹ sit as silent observers who alone decide the verdict.

Modern Justice, Measured

Today, juries in Crown Courts decide serious crimes, **convicting**⁶⁰ in **roughly**⁶¹ 56 percent of cases. Jury service is a **mandatory**⁶² **civic duty**⁶³ for most UK **citizens**⁶⁴,

men and women, aged 18 to 75 who are **registered to vote**⁶⁵. Potential jurors are selected **at random**⁶⁶ from the electoral register and **summoned**⁶⁷ to court for a two-week period. Once a trial begins, 12 individuals are chosen by **ballot**⁶⁸ to sit on the case. They are not legal experts; their role is **solely**⁶⁹ to listen to the **evidence**⁷⁰, follow the judge’s legal directions, and deliver a verdict of guilty or not guilty based on the facts.

However, the system is breaking **under pressure**⁷¹. By 2025, the backlog reached 78,000 cases, forcing some **victims**⁷² to wait four years for justice. The

³⁴ red-hot 'red'hot rozżarzony

³⁵ iron bar 'aɪən bɑː żelazny pręt

³⁶ to heal tə hiːl goić się

³⁷ to fester tə 'fɛstə ropieć

³⁸ tied up 'taɪd ʌp związany

³⁹ pond pɒnd staw

⁴⁰ to fish out tə fɪʃ aʊt wyławiać

⁴¹ to float tə fləʊt unosić się na wodzie, dryfować

⁴² pope pəʊp papież

⁴³ to forbid tə fə'brɪd zabraniać

⁴⁴ to bless tə bles błogosławić

⁴⁵ divine intervention dɪ'vaɪn ,ɪntə'veɪʃən
boska interwencja

⁴⁶ sworn swɔːn zaprzysiężony

⁴⁷ Magna Carta ,mæɡnə 'kɑːtə Wielka Karta
Swobód

⁴⁸ equal 'iːkwəl równy sobie

⁴⁹ split splɪt rozdział

⁵⁰ inquisitorial ɪn,kwɪzɪ'tɔːrɪəl śledczy

⁵¹ to investigate tə ɪn'vestɪɡeɪt prowadzić
dochodzenie, badać, dociekać

⁵² alongside ə'lɒŋ'saɪd wraz z

⁵³ lawyer 'lɔːjə prawnik

⁵⁴ adversarial ,ædvə'seəriəl kontrybucyjny
(tj. taki, w którym strony sporu - np.
oskarżyciel i obrońca - przedstawiają
swoje argumenty i dowody, a sędzia
pełni rolę neutralnego arbitra, który
ocenia przedstawione dowody i decyduje
o wyroku. W systemie kontrybucyjnym
sędzia nie prowadzi śledztwa ani nie
poszukuje dowodów na własną rękę - jego
zadaniem jest obiektywne rozstrzygnięcie
sporu między stronami)

⁵⁵ prosecution ,prɒsɪ'kjuːʃən oskarżenie

⁵⁶ defence dɪ'fens obrona

⁵⁷ referee ,refə'riː arbiter

Courtroom Lingo¹

- **Acquittal**² – a judgment that a person is not guilty of the crime with which they have been charged.
- **Barrister** – a lawyer who specialises in courtroom advocacy and represents clients in higher courts.
- The **Dock**³ – the **enclosed**⁴ place in a criminal court where a defendant stands or sits during a trial.
- **Hung Jury**⁵ – a jury that cannot agree upon a verdict after **extended**⁶ **deliberation**⁷.
- **Precedent** – an earlier event or decision that is used as an example for similar situations later.
- **Verdict** – the final decision made by a jury, usually Guilty or Not Guilty.

¹ lingo 'lɪŋɡəu język, żargon

² acquittal ə'kwɪtl uniewinnienie

³ dock dɒk ława oskarżonych

⁴ enclosed ɪn'kləʊzd odgradzony

⁵ hung jury hʌŋ 'dʒʊəri niejednomyślna
ława przysięgłych

⁶ extended ɪks'tendɪd przeciągający się

⁷ deliberation dɪ,lɪbə'reɪʃən obrady

INFOBOX

⁵⁸ to ensure tə ɪn'ʃʊə zapewniać

⁵⁹ jury member 'dʒʊəri 'membə członek ławy
przysięgłych

⁶⁰ to convict tə 'kɒnvɪkt uznawać za winnego,
skazywać

⁶¹ roughly 'rʌfli mniej więcej

⁶² mandatory 'mændətəri obowiązkowy

⁶³ civic duty 'sɪvɪk 'djuːti obowiązek obywatelski

⁶⁴ citizen 'sɪtɪzn obywatel

⁶⁵ registered to vote 'redʒɪstəd tə vɔt
zarejestrowany wyborca

⁶⁶ at random ət 'rændəm losowo

⁶⁷ summoned 'sʌmənd wezwany

⁶⁸ ballot 'bælət ciągnięcie losów

⁶⁹ solely 'seʊli jedynie

⁷⁰ evidence 'evɪdəns dowody, materiał
dowodowy

⁷¹ under pressure 'ʌndə 'prefə pod naciskiem

⁷² victim 'vɪktɪm ofiara

The Great Divide: Common Law vs. Civil Law

- **The Source of Law** In the Civil Law systems of Europe, laws are based on written Codes. In the English Common Law system, laws are based on Case Law and precedent.
- **The Role of the Judge** In Civil Law, the judge is often inquisitorial, meaning they actively investigate the case. In Common Law, the judge is adversarial, acting as a neutral referee between two sides.
- **The Jury In Civil Law**, juries are **rare**¹ or sit in **mixed panels**² with judges. In Common Law, a jury of 12 ordinary people is the sole **decision-maker**³ regarding guilt or innocence in serious crimes.

¹ rare *reə* rzadki

² mixed panel *mɪkst 'pæni* skład mieszany

³ decision-maker *dɪ'sɪʒn meɪkə(r)*

osoba decyzyjna, decydent

INFOBOX

Turner **MP**⁸² warned, “this is an 800-year-old right we are being asked to **discard**⁸³ for the sake of⁸⁴ expediency⁸⁵.”

The jury system is slow and expensive, but it remains a powerful **check on**⁸⁶ **state power**⁸⁷. It ensures the law is **applied by**⁸⁸ **ordinary**⁸⁹ citizens, not just elites.

The future of the English jury now rests on a difficult choice between tradition and **efficiency**⁹⁰. As Swift Courts prepare to open, the English courtroom may soon look much more like its European **neighbours**⁹¹, with the **fate**⁹² of **defendants**⁹³ resting in the hands of a single professional judge rather than twelve equals.

⁷³ beyond reasonable doubt *bɪ'jɒnd 'ri:znəbl*

daut ponad wszelką wątpliwość

⁷⁴ supporter *sə'pɔ:tə* zwolennik

⁷⁵ delay *dɪ'leɪ* opóźnienie

⁷⁶ fraud *frɔ:d* oszustwo

⁷⁷ layperson *'leɪpɜ:sn* laik

⁷⁸ slide *slɑɪd* *tu:* pogorszenie sytuacji

⁷⁹ courtroom *'kɔ:tru:m* sala sądowa

⁸⁰ chamber *'tʃeɪmbə* *tu:* pej. komora

⁸¹ case-hardened *'keɪs,hɑ:dnd* zobojętniały z powodu prowadzonych spraw

⁸² MP = Member of Parliament *,em 'pi:=' 'membə* *ov 'pɑ:ləmənt* poseł, członek



parlamentu

⁸³ to discard *tə 'dɪskɑ:d* odrzucać

⁸⁴ for the sake of sth *fə ðə seɪk* *ov 'sʌmθɪŋ* w imię czegoś

⁸⁵ expediency *ɪks'pi:djənsɪ* *tu:* szybkość postępowania

⁸⁶ check on sth *tʃek* *on 'sʌmθɪŋ* *tu:* kontrola nad czymś

⁸⁷ state power *steɪt 'paʊə* władza państwowa

⁸⁸ applied by sb *ə'plɑɪd* *baɪ 'sʌmbədɪ* *tu:* wymierzany przez kogoś

⁸⁹ ordinary *'ɔ:dənəri* zwykły

⁹⁰ efficiency *i'fɪjənsɪ* efektywność

⁹¹ neighbour *'neɪbə* sąsiad

⁹² fate *feɪt* los

⁹³ defendant *dɪ'fendənt* podsądny

government's solution is the proposed introduction of “Swift Courts.” These would allow judges to decide mid-level crimes (sentences under three years) without a jury. This moves the system closer to the judge-led models seen elsewhere, prioritising speed over tradition.

Beyond Reasonable Doubt⁷³

Supporters⁷⁴ argue this change is vital to reduce **delays**⁷⁵. They note that complex **fraud**⁷⁶ cases already function without juries and that the modern legal system is often too technical for **laypeople**⁷⁷. Critics, however, warn of a dangerous **slide**⁷⁸. They argue that removing juries turns **courtrooms**⁷⁹ into bureaucratic **chambers**⁸⁰ and that judges may become ‘**case-hardened**⁸¹’ and cynical. As Karl



The Scandinavian Nexus¹

Scandinavia is often treated as a single success story. In this article, **Paul Martin** aims to **unpack**² that **assumption**³, exploring what truly **binds** Denmark, Norway and Sweden **together**⁴, and where history, economics and **identity**⁵ quietly push them in different directions.

Distinct⁶ Societies⁷

To an **external**⁸ observer, Scandinavia can seem **unusually**⁹ easy to understand. The image is **familiar**¹⁰: snow-covered **landscapes**¹¹, well-organised cities, high **taxes**¹², and **citizens**¹³ who appear calm and content. Denmark, Norway and Sweden are often grouped together as if they were the same model, countries that share not only geography but also a **common**¹⁴ **solution**¹⁵ to **modern**¹⁶ social and economic problems.

This **perception**¹⁷ is not entirely wrong, but it is incomplete. These countries do co-operate closely and share many **values**¹⁸, particularly around **welfare**¹⁹, **equality**²⁰ and **social**

trust²¹. Yet **beneath the surface**²², they remain distinct societies with different histories, different economic **foundations**²³, and different **strategic instincts**²⁴. Treating Scandinavia as a single, **uniform**²⁵ space risks missing what makes each country function the way it does.

¹ nexus 'heksəs sieć, ogniwo

² to unpack sth to 'ʌn'pæk 'sʌmθɪŋ przeanalizować coś badając części składowe

³ assumption ə'sʌmpʃən założenie

⁴ to bind sth together tə baɪnd 'sʌmθɪŋ tə'geðə łączyć, wiązać coś ze sobą wzajemnie

⁵ identity aɪ'dentəti tożsamość

⁶ distinct dɪs'tɪŋkt różny, odmienny, odrębny

⁷ society sə'saɪəti społeczeństwo

⁸ external ɛks'tɜːnl z zewnątrz

⁹ unusually ʌn'juːʒəli niezwykle

¹⁰ familiar fə'mɪljə znajomy

¹¹ landscape 'lændskeɪp krajobraz

¹² tax 'tæks podatek

¹³ citizen 'sɪtɪzn obywatel

¹⁴ common 'kɒmən wspólny

¹⁵ solution sə'ljuːʃən rozwiązanie

¹⁶ modern 'mɒdən współczesny

¹⁷ perception pə'sepʃən postrzeganie, odbiór

¹⁸ values 'væljuːz wartości

¹⁹ welfare 'welfeə tu: interes społeczny

²⁰ equality i:'kwɒləti równość

²¹ social trust 'səʊʃəl trʌst zaufanie społeczne

²² beneath the surface bɪ'niːθ ðə 'sɜːfɪs pod powierzchnią

²³ foundation faʊn'deɪʃən fundament, podstawa

²⁴ strategic instinct strə'tiːdʒɪk 'ɪnstɪŋkt instynkt strategiczny

²⁵ uniform 'juːnɪfɔːm jednolity

OGŁADAJ VIDEO



business-english.com.pl

POBIERZ NAGRANIA MP3



KOD DOSTĘPU: hpm

LUB ODSŁUCHAJ NA STRONIE business-english.com.pl

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

NORWAY

SWEDEN

DENMARK



Red cottages by coastline
Hamnoylofoten Islands, Norway.

Scandinavian or Nordic?

Part of the **confusion**²⁶ begins with language. Outside the region, the words “Nordic” and “Scandinavian” are often used **interchangeably**²⁷. Within the region, the distinction **matters**²⁸.

Scandinavia refers specifically to Denmark, Norway and Sweden. These three countries form a cultural and linguistic **core**²⁹, **bound together by**³⁰ closely related languages and a long, shared history.

The Nordic region is broader and more political in nature. It includes Finland and Iceland, as well as autonomous territories such as Greenland and the **Faroe Islands**³¹. Cooperation across this wider group is strong, particularly through shared institutions and policy coordination, but it does not **erase**³² deeper cultural differences.

Finland illustrates this clearly. Although it works closely with its western **neighbours**³³ and shares many social values, its language and genomics belongs to a

completely different family. As a result, Finland's connection to Scandinavia is largely institutional rather than cultural.

Shared History, Rarely³⁴ Peaceful³⁵

The idea that Scandinavia naturally belongs together has deep **historical roots**³⁶, but those roots are **tangled**³⁷ and often **violent**³⁸. For centuries, Denmark, Norway and Sweden were **locked into**³⁹ cycles of union, rivalry and war. Modern cooperation did not **grow out of**⁴⁰ **long-standing**⁴¹ harmony, but out of repeated **failure**⁴².

The most famous attempt at **unity**⁴³ was the Kalmar Union, created at the end of the fourteenth century. Under this **arrangement**⁴⁴, the three **kingdoms**⁴⁵ were ruled by a single monarch.

tə'geðə baɪ 'sʌmθɪŋ być połączonym czymś

³¹ Faroe Islands 'fearəʊ ,aɪləndz Wyspy Owcze

³² to erase tə 'reɪz usuwać

³³ neighbour 'neɪbə sąsiad

³⁴ rarely 'reəli rzadko

³⁵ peaceful 'pi:sfəl spokojny

³⁶ historical roots hɪs'tɒrɪkəl ru:ts historyczne korzenie

³⁷ tangled 'tæŋɡld poplątany, splątany

On the surface, the union suggested strength and solidarity. In practice, it proved deeply **unstable**⁴⁶. Political power was concentrated in Denmark, and **resentment**⁴⁷ spread elsewhere, especially among the Swedish **nobility**⁴⁸. This **tension**⁴⁹ culminated in the early sixteenth century, when a Danish king ordered the execution of prominent Swedish figures in what became known as the **Stockholm Bloodbath**⁵⁰. The event shocked the region and **triggered**⁵¹ a **rebellion**⁵² that led to Sweden's permanent break from the union.

What followed was rivalry. Denmark and Sweden spent centuries competing for regional dominance, fighting repeated wars and **redrawing**⁵³ **borders**⁵⁴. Norway, meanwhile, remained largely **subordinate**⁵⁵, first ruled from Copenhagen and later **forced into**⁵⁶ a union with Sweden after Denmark found itself on the losing side of the Napoleonic Wars. Norway did not achieve full **independence**⁵⁷ until 1905, making it the youngest of the three modern **states**⁵⁸.

³⁸ violent 'vaɪələnt pełen przemocy

³⁹ locked into sth lɒkt 'ɪntə 'sʌmθɪŋ uwięziony w czymś

⁴⁰ to grow out of sth tə grəʊ aʊt ɒv 'sʌmθɪŋ wyrosnąć z czegoś

⁴¹ long-standing 'lɒŋ'stændɪŋ długotrwały

⁴² failure 'feɪljə porażka, niepowodzenie

⁴³ unity 'ju:nəti wspólnota

⁴⁴ arrangement ə'reɪnzdʒmənt porozumienie

⁴⁵ kingdom 'kɪŋdəm królestwo

⁴⁶ unstable 'ʌn'steɪbl niestabilny

⁴⁷ resentment rɪ'zentmənt niechęć, rozżalenie

⁴⁸ nobility nəʊ'bɪləti szlachta

⁴⁹ tension 'tenʃən napięcie

⁵⁰ Stockholm Bloodbath 'stɒk'hæʊm 'blʌdbɑ:θ krwawa łaźnia sztokholmska

⁵¹ to trigger sth tə 'trɪɡə 'sʌmθɪŋ wywołać coś

⁵² rebellion rɪ'beljən powstanie

⁵³ to redraw sth tə ,ri:'drɔ: 'sʌmθɪŋ wytyczać coś na nowo, zmieniać

⁵⁴ border 'bɔ:də granica

⁵⁵ subordinate sə'bɔ:dɪnət podporządkowany, zależny

⁵⁶ forced into sth fɔ:s't 'ɪntə 'sʌmθɪŋ przymuszony do czegoś

⁵⁷ independence ,ɪndɪ'pendəns niepodległość

⁵⁸ state steɪt państwo

²⁶ confusion kən'fju:ʒən zamieszanie

²⁷ interchangeably ,ɪntə'tʃeɪndʒəbli wymiennie

²⁸ to matter tə 'mætə mieć znaczenie

²⁹ core kɔ: rdzeń, centrum

³⁰ to be bound together by sth tə bi: baʊnd

TREATING SCANDINAVIA AS A SINGLE, UNIFORM SPACE RISKS MISSING WHAT MAKES EACH COUNTRY FUNCTION THE WAY IT DOES.

This history explains why cooperation today is **cautious**⁵⁹, **institutionalised**⁶⁰ and built around respect for **sovereignty**⁶¹. Scandinavian unity exists, but it is a **learned behaviour**⁶².

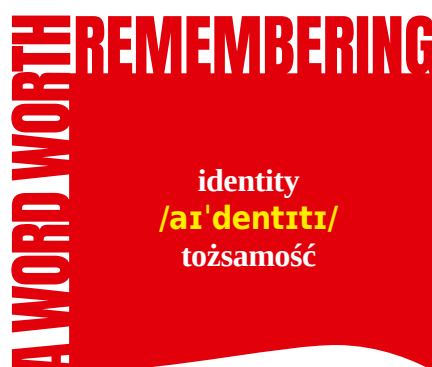
The Law of Jante

Despite⁶³ conflict, Denmark, Norway, and Sweden developed a shared cultural **outlook**⁶⁴ known as the Law of Jante (Janteloven), a concept drawn from early twentieth-century literature but rooted in much older **social habits**⁶⁵.

At its core is the belief that no individual should see themselves as **inherently**⁶⁶ **superior**⁶⁷ to others. In modern Scandinavia, it continues to support social equality, limits extreme **displays of wealth**⁶⁸, and **reinforces**⁶⁹ the idea that success is collective rather than **purely**⁷⁰ individual.

This **mindset**⁷¹ has long **underpinned**⁷² the regional **commitment to**⁷³ the **welfare state**⁷⁴. Social benefits are not **framed as**⁷⁵ **charity**⁷⁶ or **reward**⁷⁷, but as rights **attached to**⁷⁸ **citizenship**⁷⁹. High taxation has been broadly accepted because it is seen as fair, and because most people trust their states to use **resources**⁸⁰ **efficiently**⁸¹.

But while Jante remains **influential**⁸², it is increasingly **contested**⁸³. In Sweden, critics argue that it has mutated into a restrictive “**opinion corridor**⁸⁴,” where **deviation**⁸⁵ from **consensus**⁸⁶, particularly on **sensitive issues**⁸⁷ like immigration, is



⁵⁹ cautious 'kɔːʃəs ostrożny

⁶⁰ institutionalised ˌɪnstɪˈtjuːʃənəlaɪzd
zinstytucjonalizowany

⁶¹ sovereignty 'sɒvrənti suwerenność,
niezależność

⁶² learned behaviour ˈlɜːnd bɪˈhɛvɪə nabyte,
wyuczone zachowanie

⁶³ despite sth dɪsˈpaɪt 'sʌmθɪŋ pomimo czegoś

⁶⁴ outlook ˈaʊtlʊk tu: sposób postrzegania świata

⁶⁵ social habits 'səʊʃəl 'hæbɪts nawyki społeczne

⁶⁶ inherently ɪnˈherəntli z natury

⁶⁷ superior suːˈpiəriə lepszy

⁶⁸ display of wealth dɪsˈpleɪ ɒv welθ afiszowanie
się bogactwem

⁶⁹ to reinforce sth tə ˈriːnfoːs 'sʌmθɪŋ wzmacniać
coś

⁷⁰ purely 'piːəli: czysto

⁷¹ mindset ˈmaɪndset nastawienie, sposób myślenia

⁷² to underpin sth tə ˈʌndəˈpɪn 'sʌmθɪŋ wzmacniać
coś

⁷³ commitment to sth kəˈmɪtmənt tə 'sʌmθɪŋ
przywiązanie do czegoś

⁷⁴ welfare state ˈwelfeə steɪt państwo opiekuńcze

⁷⁵ framed as sth freɪmd æz 'sʌmθɪŋ postrzegany
jako coś

⁷⁶ charity ˈtʃærəti dobroczynność

⁷⁷ reward ˈriːwɔːd nagroda

⁷⁸ attached to sth əˈtætʃt tə 'sʌmθɪŋ przynależny
do czegoś

⁷⁹ citizenship ˈsɪtɪznʃɪp obywatelstwo

⁸⁰ resources ˈriːsɔːsɪz zasoby, środki finansowe

⁸¹ efficiently ɪˈfɪʃəntli wydajnie

⁸² influential ˌɪnfluːˈenʃəl posiadający wpływ

⁸³ contested kənˈtestɪd kwestionowany

⁸⁴ opinion corridor əˈpɪnjən ˈkɒrɪdɔː korytarz opinii

⁸⁵ deviation ˌdiːvɪˈeɪʃən odstępstwo, odchylenie

⁸⁶ consensus kənˈsensəs zgodna opinia, konsensus

⁸⁷ sensitive issues ˈsensɪtɪv ˈɪʃuːz drażliwe
politycznie kwestie

Poland's View to the North

Poland's relationship with Scandinavia is shaped by history, economics, and aspiration. For centuries, the Baltic Sea connected these regions through **trade**¹ and conflict. Shared dynasties and dramatic wars left **lasting marks**² on Polish history, even if they no longer dominate **public memory**³.

In the modern era, the connection has intensified. Since Poland joined the European Union, Scandinavia has become an important destination for Polish workers. Norway, **in particular**⁴, **attracts**⁵ large numbers of Poles, who now form the country's largest immigrant group and play a central role in construction, **industry**⁶ and infrastructure.

Yet the attraction is not only economic. For many Poles, Scandinavia represents a vision of modern life that feels both efficient and humane. It combines economic success with social security, **personal freedom**⁷ with **collective responsibility**⁸. Scandinavian education systems, **work culture**⁹, and even popular **crime fiction**¹⁰ **contribute to**¹¹ an image of societies that function calmly and rationally.

¹ trade treɪd handel

² lasting mark ˈlɑːstɪŋ mɑːk trwały ślad

³ public memory ˈpʌblɪk ˈmeməri świadomość
społeczna

⁴ in particular ɪn pəˈtɪkjələr w szczególności

⁵ to attract sth tə əˈtrækt ˈsʌmθɪŋ przyciągać
coś

⁶ industry ˈɪndəstri przemysł

⁷ personal freedom ˈpɜːsnl ˈfriːdəm wolność
osobista

⁸ collective responsibility kəˈlektɪv
rɪs,pɒnsəˈbɪləti odpowiedzialność zbiorowa

⁹ work culture wɜːk ˈkʌltʃə kultura pracy

¹⁰ crime fiction kraɪm ˈfɪkʃən kryminał

¹¹ to contribute to sth tə kənˈtribjuːt tə 'sʌmθɪŋ
przyczyniać się do czegoś

INFOBOX



MUTUAL INTERESTS OR SELF-REFLECTION?

Grammar Focus: Choose Each Other (reciprocal, between two sides) or Themselves (reflexive, internal) to complete the sentences.

1. Despite centuries of war, the Scandinavian countries now rely on _____ to maintain regional stability.
2. Under the Law of Jante, individuals are taught not to consider _____ superior to anyone else.
3. Although they cooperate closely, Denmark, Norway, and Sweden still view _____ as distinct societies with unique identities.
4. During the Kalmar Union, the three kingdoms were legally bound to _____ under a single monarch.
5. By reintroducing border checks, Scandinavian governments are trying to protect _____ from the spread of organised crime.
6. Finland and its western neighbours frequently consult _____ on matters of security and policy.
7. Polish immigrants in Norway have successfully established _____ as key workers in the construction industry.
8. The economies of the region are so interconnected that they have a strong influence on _____.

BEM TEST

Answer Key: 1. each other, 2. themselves, 3. themselves, 4. each other, 5. themselves, 6. each other, 7. themselves, 8. each other

socially penalised. Meanwhile, a younger generation of **entrepreneurs**⁸⁸ is actively **rejecting**⁸⁹ these norms to compete in the global tech economy, viewing Jante as a barrier to innovation.

Cracks⁹⁰?

The idea of a single, unified Scandinavian model has become harder to defend as economic and **security**⁹¹ pressures push the region in different directions. While Denmark, Norway and Sweden are still often grouped together internationally, the reality is that each country now faces distinct economic **challenges**⁹² that could **weaken**⁹³ any sense of a **shared path**⁹⁴.

Denmark's recent success rests heavily on its pharmaceutical industry, especially the global **weight-loss**⁹⁵ and **diabetes**⁹⁶ drug boom driven by Novo Nordisk. This has protected the country from wider European **downturns**⁹⁷, but it also means a large part of the national economy depends on the **fortunes**⁹⁸ of a single company. If **global demand**⁹⁹ shifts or **regulations**¹⁰⁰ change, the impact would be felt far beyond the **healthcare**¹⁰¹ sector.

Norway presents a different **puzzle**¹⁰². The country is extremely wealthy thanks to decades of oil and gas exports and the **enormous**¹⁰³ Government Pension Fund

Copenhagen, Denmark



⁸⁸ entrepreneur ,ɒntɹəprə'nɜː przedsiębiorca

⁸⁹ to reject sth tə 'rɪdʒekt 'sʌmθɪŋ odrzucać coś

⁹⁰ crack kræk pęknięcie

⁹¹ security sɪ'kjʊərəti bezpieczeństwo

⁹² challenge 'tʃælɪndʒ wyzwanie

⁹³ to weaken sth tə 'wiːkən 'sʌmθɪŋ osłabiać coś

⁹⁴ shared path ʃeəd pɑːθ wspólna ścieżka

⁹⁵ weight-loss weɪt lɒs utrata wagi

⁹⁶ diabetes ,daɪə'biːtɪz cukrzyca

⁹⁷ downturn 'daʊntɜːn spadek koniunktury

⁹⁸ fortunes 'fɔːtʃʊnz losy

⁹⁹ global demand 'glɒbəʌl dɪ'mɑːnd światowy popyt

¹⁰⁰ regulations ,regjə'leɪʃənz przepisy

¹⁰¹ healthcare 'helθ keə(r) opieka zdrowotna

¹⁰² puzzle 'pʌzl zagadka

¹⁰³ enormous ɪ'nɔːməs olbrzymi



Stockholm, Sweden

Global, often described as a **savings account**¹⁰⁴ for future generations. Yet the Norwegian **currency**¹⁰⁵ has weakened, making imports more expensive and everyday life costlier for **households**¹⁰⁶.

Sweden's position is yet more **fragile**¹⁰⁷. Its long-standing strength in **manufacturing**¹⁰⁸ and industrial innovation suffered a **serious blow**¹⁰⁹ with the **collapse**¹¹⁰ of Northvolt, a company **intended to anchor**¹¹¹ Europe's **transition to**¹¹² green energy. At the same time, Sweden's independent currency, the krona, has lost value. While having its own currency once gave Sweden **flexibility**¹¹³ during crises, its **weakness**¹¹⁴ is now pushing up prices and **fuelling**¹¹⁵ political debate about whether the country should **eventually**¹¹⁶ **adopt**¹¹⁷ the euro.

Internal¹¹⁸ Pressures

Security concerns have had an even sharper effect. Sweden has experienced a **dramatic rise**¹¹⁹ in organised crime, including **shootings**¹²⁰ and bomb attacks linked to gang networks. **In response**¹²¹, the government has **moved away**¹²² from its traditional focus on rehabilitation and social integration.

Under the Tidö Agreement, a political deal that underpins the current **right-wing**¹²³ government, Sweden has introduced **tougher measures**¹²⁴, representing a **significant shift**¹²⁵ in how the state understands crime and **punishment**¹²⁶.

This impact has not stopped at Sweden's borders. Denmark and Norway, concerned that **violence**¹²⁷ and criminal networks could spread, have **reintroduced**¹²⁸ internal **border checks**¹²⁹. This effectively **suspends**¹³⁰ the **promise**¹³¹ of free movement associated with the Schengen Area, the system that normally allows people to cross borders in much of Europe without routine checks. In practice, the region is becoming less open and integrated.

Unity Without Uniformity

Despite these pressures, **dismissing**¹³² the continued **relevance**¹³³ of the **relationship**¹³⁴ between Denmark, Norway, and Sweden would be a **mistake**¹³⁵. **Cultural ties**¹³⁶, shared institutions and deep strategic cooperation remain central to how the region functions.

Scandinavia's strength has never depended on **sameness**¹³⁷. It works because its countries have learned how to cooperate without pretending to be identical. The region's unity is pragmatic rather than ideological, built on coordination, trust, and respect for sovereignty.

Understanding Scandinavia therefore requires **resisting**¹³⁸ **simple labels**¹³⁹. It is neither a utopia, nor a single model waiting to be copied. It is a project of **collaboration**¹⁴⁰ without the loss of independence, a **refined**¹⁴¹ balance which may be the most **distinctly**¹⁴² Scandinavian **trait**¹⁴³ of all.

- ¹⁰⁴ **savings account** 'seɪvɪnz ə'kaʊnt **konto oszczędnościowe**
- ¹⁰⁵ **currency** 'kʌrənsɪ **waluta**
- ¹⁰⁶ **household** 'haʊshəʊld **gospodarstwo domowe**
- ¹⁰⁷ **fragile** 'frædʒaɪl **kruchy**
- ¹⁰⁸ **manufacturing** ,mænjʊ'fæktʃərɪŋ **produkcja przemysłowa**
- ¹⁰⁹ **serious blow** 'sɪəriəs bləʊ **poważny cios**
- ¹¹⁰ **collapse** kə'læps **upadek**
- ¹¹¹ **intended to anchor** ɪn'tendɪd tə 'æŋkə **mający dawać oparcie**
- ¹¹² **transition to sth** træn'sɪʒən tə 'sʌmθɪŋ **przejście na coś**
- ¹¹³ **flexibility** ,fleksə'bɪləti **elastyczność**
- ¹¹⁴ **weakness** 'wi:knes **słabość**
- ¹¹⁵ **to fuel sth** tə fjuəl 'sʌmθɪŋ **podsycać coś**
- ¹¹⁶ **eventually** ɪ'ventʃʊəli **w końcu, ostatecznie**
- ¹¹⁷ **to adopt sth** tə ə'dɒpt 'sʌmθɪŋ **przyjąć coś**
- ¹¹⁸ **internal** ɪn'tɜːnl **wewnętrzny**
- ¹¹⁹ **dramatic rise** drə'mætɪk raɪz **dramatyczny wzrost**
- ¹²⁰ **shooting** 'ʃuːtɪŋ **strzelanina**
- ¹²¹ **in response** ɪn rɪs'pɒns **w odpowiedzi**
- ¹²² **to move away** tə muːv ə'weɪ **odejść**
- ¹²³ **right-wing** 'raɪtɪŋ **prawicowy**
- ¹²⁴ **tougher measures** 'tʌfə 'meʒəz **ostrzejsze środki**
- ¹²⁵ **significant shift** sɪɡ'nɪfɪkənt ʃɪft **znacząca zmiana**
- ¹²⁶ **punishment** 'pʌnɪʃmənt **kara**
- ¹²⁷ **violence** 'vaɪələns **przemoc**
- ¹²⁸ **to reintroduce sth** tə ,riːɪntrə'djuːs 'sʌmθɪŋ **przywrócić coś**
- ¹²⁹ **border check** 'bɔːdə tʃek **kontrola graniczna**
- ¹³⁰ **to suspend sth** tə səs'pend 'sʌmθɪŋ **zawieszać coś**
- ¹³¹ **promise** 'prɒmɪs **obietnica**
- ¹³² **to dismiss sth** tə dɪs'mɪs 'sʌmθɪŋ **deprecjonować coś**
- ¹³³ **relevance** 'reləvəns **znaczenie, ważność**
- ¹³⁴ **relationship** rɪ'leɪʃənʃɪp **związek**
- ¹³⁵ **mistake** mɪs'teɪk **błąd**
- ¹³⁶ **cultural ties** 'kʌltʃərəl 'taɪz **więzi kulturowe**
- ¹³⁷ **sameness** 'seɪmənəs **tu: jednolitość**
- ¹³⁸ **to resist sth** tə rɪ'zɪst 'sʌmθɪŋ **odrzucać coś**
- ¹³⁹ **simple labels** 'sɪmpl 'leɪblz **proste etykiety**
- ¹⁴⁰ **collaboration** kə,læbə'reɪʃən **współpraca**
- ¹⁴¹ **refined** rɪ'faɪnd **dopracowany**
- ¹⁴² **distinctly** dɪs'tɪŋktli **wyraźnie**
- ¹⁴³ **trait** treɪ **cecha**

Luke Skywalker: Your New Avatar?

A **landmark deal**¹ **inked**² in December between Disney and OpenAI has **unleashed**³ a potential new path for the growth of Artificial Intelligence (AI) models. BEM's **Michael Gaylord** tried to get into character to find out how **impactful**⁴ this deal could be.

Pretty soon we will be able to connect with Disney characters and stories in very personal ways. That's correct – the **average**⁵ person could soon create a Mickey Mouse version of themselves, **'be'** the **Hunchback**⁶ in Notre Dame Cathedral, or **'find'** themselves as Nemo. In December, Disney became the first major film studio to invest in an AI model developer, **dropping** a billion US dollars of **equity**⁷ **into** OpenAI. Under the agreement, which **went into effect**⁸ in January of this year and is set to last for three years, people can make short videos using Marvel, Pixar and Star Wars characters (the intellectual property, or IP rights to these characters

are **owned by**⁹ Disney). Some of these creations made by users will be **available**¹⁰ for streaming on the Disney+ platform, and the **tie-up**¹¹ will also **cover**¹² image generation on ChatGPT.

How it Works

A subscriber to OpenAI's Sora, a **standalone**¹³ generative AI video app can, by giving **text prompts**¹⁴, make short clips which feature famous movie characters. So, it's possible, for example, for a user to **type in**¹⁵ a few **commands**¹⁶ which **enable**¹⁷ the creation of a video in which an avatar of themselves interacts with others. That

¹ landmark deal 'lændmɑ:k di:l przełomowa, historyczna umowa

² inked ɪŋkt podpisany, zawarty

³ to unleash sth tʊ 'ʌn'li:f 'sʌmθɪŋ uwolnić, uruchomić, zapoczątkować coś

⁴ impactful ɪm'pæktfʌl mający duży wpływ, znaczący

⁵ average 'ævərɪdʒ przeciętny

⁶ hunchback 'hʌntʃbæk garbus, tu: Quasimodo – w odniesieniu do produkcji Dzwonnik z Notre Dame

⁷ to drop sth into sth tə drɒp 'sʌmθɪŋ 'ɪntʊ 'sʌmθɪŋ wrzucić coś do czegoś, zainwestować

⁸ equity 'ekwɪtɪ kapitał własny

⁹ to go into effect tə ɡəʊ 'ɪntʊ ɪ'fekt wejść w życie

¹⁰ owned by sth əʊnd baɪ 'sʌmθɪŋ należący do czegoś, będący własnością czegoś

¹¹ available ə'veɪləbl dostępny

¹² tie-up taɪ ʌp współpraca, alians (biznesowy)

¹³ to cover sth tə 'kʌvə 'sʌmθɪŋ obejmować coś

¹⁴ standalone 'stænd ələʊn samodzielny, niezależny

¹⁵ text prompt tekst prompt polecenie tekstowe

¹⁶ to type in sth tə taɪp ɪn 'sʌmθɪŋ wpisać coś

¹⁷ command kə'mɑ:nd polecenie, komenda

¹⁸ to enable sth tə ɪ'neɪbl 'sʌmθɪŋ umożliwić coś



avatar could be in the form of characters as diverse as Spiderman, Homer Simpson, and Darth Vader. **Given¹⁹** these features, **it appears that²⁰** the two companies are clearly **seeking to²¹ reach out to²²** younger audiences. “The rapid **advancement²³** of AI marks an important moment for our industry, and through this collaboration we will **extend²⁴ the reach of²⁵** our storytelling through generative AI [...] we’re going to **put** imagination and creativity **directly into the hands of²⁶** our [young] fans in ways that have never been seen before”, said Walt Disney Company CEO Robert Iger on the company’s news website.

Significance of the Deal

The collaboration is the largest **equity investment²⁷** by a film studio in an AI developer ever. **It stands to further increase²⁸** the **exposure²⁹** of Disney characters globally, perhaps making them even more iconic than they already are, and Disney can now use its application programming interfaces (its APIs) to create new products and experiences. What’s more, **according to³⁰** a CNBC report, Disney’s media production costs could be cut by as much as 30

OGIADAJ VIDEO

business-english.com.pl

POBIERZ NAGRAŃIA MP3

KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYNIK KODÓW:
COLORFULMEDIA.PL/CZYNNIK

A WORD WORTH REMEMBERING

to go into effect
/tə ɡəʊ 'ɪntə
rɪ'fekt/
wejść w życie

- ¹⁹ given X 'ɡɪvn eks zważywszy na X
- ²⁰ it appears that ɪt ə'piəz dəet wydaje się, że
- ²¹ to seek to do sth tə si:k tə du: 'sʌmθɪŋ dążyć do zrobienia czegoś, starać się zrobić coś
- ²² to reach out to sb tə ri:tʃ aʊt tə 'sʌmbədi skontaktować się z kimś, odezwać się do kogoś
- ²³ advancement əd'vɑːnsmənt postęp, rozwój
- ²⁴ to extend sth tə ɪks'tend 'sʌmθɪŋ rozszerzyć coś
- ²⁵ reach of sth ri:tʃ ɒv 'sʌmθɪŋ zasięg czegoś
- ²⁶ to put sth directly into the hands of sb tə pʊt 'sʌmθɪŋ dɪ'rektli 'ɪntə ðə hændz ɒv 'sʌmbədi przekazać coś bezpośrednio w ręce kogoś, oddać coś bezpośrednio komuś
- ²⁷ equity investment 'ekwɪtɪ ɪn'vestmənt inwestycja kapitałowa
- ²⁸ it stands to further increase ɪt stændz tə 'fɜːðər 'ɪnkriːs może jeszcze bardziej wzrosnąć
- ²⁹ exposure ɪks'pəʊʒə ekspozycja (np. na ryzyko), narażenie
- ³⁰ according to X ə'kɔːdɪŋ tə eks według X

A List of Essential Artificial Intelligence (AI) Acronyms and Abbreviations

ABBREVIATION:	WHAT IT MEANS:	EXAMPLE IN SPEECH:
NLP (Natural Language Processing)	This is the technology that allows ¹ computers to understand and generate ² basic human language, such as that for voice assistants.	"NLP enables my Siri to provide useful responses to my questions more quickly than I could find them myself."
ML (Machine Learning)	This is an approach within AI in which machine systems learn from data – they recognise ³ patterns and, over time, improve ⁴ their performance through experience; it is synonymous with CV (Computer Vision).	"Although it seems quite sophisticated and new, dating apps have been doing machine learning, to help match people, for a long time."
AI bots (Artificial Intelligence Chatbots)	These are software programs that are capable of ⁵ maintaining a conversation with a human user in natural time – essentially, chatbots. They are not always powered by AI.	"The threat of layoffs of customer service employees certainly isn't slowing down the company's fondness for using AI bots!"
DALL-E and DALL-E 2	These are image generators created by OpenAI in 2021 and 2022, respectively ⁶ . They are still relevant, at least partly because there is much debate about how they will influence ⁷ the future of art – its originality and credibility, for instance.	"Not a lot of people know that DALL -E is actually a portmanteau, not an acronym – it combines the names of the Disney Pixar character WALL-E and the artist Salvador Dali.
LLMs (Large Language Models)	These are deep neural networks that use massive amounts of data, allowing them to predict ⁸ what comes next in a given sequence of words.	"Military intelligence has built an LLM that allows them to stealthily run convincing queries in the language of their enemy."
AGI (Artificial General Intelligence)	This refers to a mode of AI that actually exceeds ⁹ or surpasses ¹⁰ human intelligence across intellectual tasks. Thus, it is mostly hypothetical (for now!).	"AGI aims to develop systems that can perform cognitive tasks at a human level. Because it has the potential to autonomously address a wide range of complex problems, it is quite contentious."
IVA (Intelligent Virtual Assistant)	This is a chat assistant – enabled by ¹¹ AI – that generates very personalised responses. It is more advanced than the simple chatbots because it uses detailed customer information, such as their past conversations and location.	"By combining sophisticated analytics and cognitive computing, IVAs certainly seem to be getting 'smarter' over time!"

¹ to allow **tə ə'laʊ** **pozwalać**

² to generate sth **tə 'dʒenəreɪt** 'sʌmθɪŋ
generować coś

³ to recognise sth **tə 'rekəɡnaɪz** 'sʌmθɪŋ
rozpoznawać coś

⁴ to improve sth **tə ɪm'pru:v** 'sʌmθɪŋ
polepszać coś

⁵ to be capable of sth **tə bi: 'keɪpəbl** ɒv 'sʌmθɪŋ

być zdolnym do czegoś

⁶ respectively **rɪs'pektɪvli** **odpowiednio**

⁷ to influence sth **tə 'ɪnfluəns** 'sʌmθɪŋ **wpływać na coś**

⁸ to predict sth **tə prɪ'dɪkt** 'sʌmθɪŋ **przewidzieć coś**

⁹ to exceed sth **tə ɪk'si:d** 'sʌmθɪŋ **przekroczyć, przewyższyć coś**

¹⁰ to surpass sth **tə sɜ:'pa:s** 'sʌmθɪŋ

przewyższyć, prześcignąć coś

¹¹ enabled by sth **ɪ'neɪbld** baɪ 'sʌmθɪŋ
umożliwiony przez coś, dzięki czemuś

INFOBOX

percent (a saving of as much as USD 1.5 bln, according to Morgan Stanley). These potential benefits for the company would, it **seems**³¹, aim to **offset**³² a rather weak 2025 which saw the company **weather**³³ a boycott of many of its customers and **flat share prices**³⁴. OpenAI appears to be equally optimistic. Chief Sam Altman said in an CNBC interview: “We’re excited to partner [with Disney] to allow Sora to **expand**³⁵ the way people create and experience great content”. However, like the famed Disney character *Alice*, one may wonder, is the deal really **poised**³⁶ to be a **game-changer**³⁷?

Potential Problems

At 1 bln USD, this investment gives Disney a 0.2 percent **stake**³⁸ in OpenAI, which is really a **fraction of**³⁹ **ownership**⁴⁰ **compared to**⁴¹ other players (consider that Microsoft has a 27 percent stake in OpenAI, for instance). Thus, any immediate financial benefit to Disney appears to be very limited. “Compared to what rivals are doing, this deal lacks economic significance”, wrote economic analyst Peter Cohan in *Forbes* shortly after the partnership was formed. According to Cohan, Disney’s strong desire to strictly control its intellectual property limits the deal’s potential. For instance, Sora users can use only a specific, **curated**⁴² set of 200 characters; the **agreement**⁴³ **prohibits**⁴⁴ the use of actors’ voices or **likenesses**⁴⁵ (think: one could create an avatar of *Woody* from *Toy Story* but not use Tom Hanks’ voice or mannerisms); user-generated content must follow strict rules (which could potentially limit the creative freedom of users and cause them to **quit**⁴⁶ the service, one would think); and, **related to**⁴⁷ this last point, as mentioned, the videos must be short – 30 seconds is the maximum length.

And then there is the **uproar**⁴⁸ from within the entertainment industry itself – already being **voiced**⁴⁹ loud and clear. Unions representing thousands of actors, writers, directors and musical artists recently said that OpenAI exposes artists to serious risks through Sora. They don’t trust the AI company to fairly compensate the artists for use

of their creations and fear the technology will **undermine**⁵⁰ human creative work, the Canadian Broadcasting Corporation reported. What’s more, as iconic as some of these Disney characters are, there is a possibility that, on Sora, characters like *Frozen’s* Elsa, *The Lion King’s* Simba, and *Star Wars’* Hans Solo, **among others**⁵¹, would all have their images damaged as they will be featured in **off-brand**⁵², low-quality videos.

It’s still early days but, thus far, this union between OpenAI and Disney has produced some interesting **outcomes**⁵³: **on the upside**⁵⁴, it appears Disney – with its **cautious**⁵⁵ **approach**⁵⁶ – has **at least**⁵⁷ tried to protect both its artists and its copyrights (for example, OpenAI can use Disney’s IP for only one year; after that, **the latter**⁵⁸ is free to strike deals with other AI companies); the strict time limit on the videos and the limited aspects of characters that users can **actually**⁵⁹ use seem to show that Disney recognises that creators perceive AI as a **threat**⁶⁰.

However, many creative unions, such as the Writer’s Guild of America, remain highly critical. They are concerned that this type of use of AI will lead to losses in creative jobs and, potentially, create conflict for labour negotiations in the future. The sloppy, amateurish videos of Disney characters that will, no doubt, **be churned out**⁶¹ could **dilute**⁶² Disney’s carefully managed brand, according to some. And, thus far – for those Wall Street-minded folk – no significant **upswing**⁶³ in Disney’s brand value has appeared (between the striking of the deal in early December and the time of this publication, about two months later, its share price had **increased**⁶⁴ by less than two percent, although Disney has said it views the deal as more of a long-term strategic investment and not a **quarterly**⁶⁵ **booster**⁶⁶). **All in all**⁶⁷, it appears that, at present, it remains too soon to determine whether this deal will **turn out**⁶⁸ to be a *Beauty*...or a *Beast*.

³¹ to seem *tə si:m* wydawać się

³² to offset *tə ˈɒfset* zrekompensować, zrównoważyć

³³ to weather *tə ˈweðə* ‘samo’ przetrwać coś, poradzić sobie z czymś (np. kryzysem)

³⁴ flat share prices *flæt ʃeə ˈpraɪsɪz* ceny akcji bez zmian, w stagnacji

³⁵ to expand *tə ɪksˈpænd* ‘samo’ rozszerzyć, rozwinąć coś

³⁶ poised *pɔɪzd* gotowy (do czegoś)

³⁷ game-changer *geɪm ˈtʃeɪndʒə* coś przełomowego, zmieniającego zasady gry

³⁸ stake *steɪk* udział (np. w firmie)

³⁹ fraction of sth *ˈfrækʃən ɒv* ‘samo’ ułamek czegoś, niewielka część czegoś

⁴⁰ ownership *ˈɒnəʃɪp* własność, prawo własności

⁴¹ compared to sb *kəmˈpeəd tə* ‘samo’ w porównaniu do kogoś

⁴² curated *ˈkjʊəreɪtɪd* wyselekcjonowany, starannie dobrany

⁴³ agreement *əˈɡri:mənt* umowa, porozumienie

⁴⁴ to prohibit sth *tə prəˈhɪbɪt* ‘samo’ zabraniać, zakazywać czegoś

⁴⁵ likenesses *ˈlaɪknɪsɪz* wizerunki (podobieństwa osób wykorzystywane np. w AI)

⁴⁶ to quit sth *tə kwɪt* ‘samo’ rzucić coś, zrezygnować z czegoś

⁴⁷ related to sth *rɪˈleɪtɪd tə* ‘samo’ związany z czymś

⁴⁸ uproar *ˈʌprɔː* oburzenie, poruszenie

⁴⁹ voiced *vɔɪst* wyrażony

⁵⁰ to undermine sth *tə ˌʌndəˈmaɪn* ‘samo’ podważać/osłabiać coś (np. czyjś autorytet lub zaufanie)

⁵¹ among others *əˈmɒŋ ˈʌðəz* między innymi

⁵² off-brand *ɒf brænd* niemarkowy, gorszej jakości (często używane, gdy coś nie pasuje do czyjegós wizerunku lub standardów)

⁵³ outcome *ˈaʊtkʌm* wynik, rezultat

⁵⁴ on the upside *ɒn ðiː ˈʌpsaɪd* z pozytywnej strony, dobrą stroną jest to, że...

⁵⁵ cautious *ˈkɔːʃəs* ostrożny, uważny

⁵⁶ approach *əˈprəʊtʃ* podejście

⁵⁷ at least *æt liːst* co najmniej

⁵⁸ the latter *ðə ˈlætə* ten drugi (z wymienionych)

⁵⁹ actually *ˈæktʃʊəli* właściwie, w rzeczywistości, faktycznie

⁶⁰ threat *θret* zagrożenie

⁶¹ to be churned out *tə biː tʃɜːnd aʊt* być produkowanym masowo

⁶² to dilute sth *tə daɪˈluːt* ‘samo’ osłabiać coś

⁶³ upswing *ˈʌpswɪŋ* poprawa, tendencja wzrostowa

⁶⁴ to increase *tə ˈɪnkriːs* zwiększać (się), wzrastać

⁶⁵ quarterly *ˈkwɔːtəli* kwartalnie

⁶⁶ booster *ˈbuːstə* czynnik stymulujący

⁶⁷ all in all *ɔːl ɪn ɔːl* ogólnie rzecz biorąc

⁶⁸ to turn out *tə tɜːn aʊt* okazać się

Is Car-sharing a Profitable Ride¹?

If scooters and bicycles are too **al fresco**², you might have considered a pay-as-you-go car-sharing service. It may be a cool and **convenient**³ option to get around town, but is it a profitable business? **Buckle up**⁴ as we take the concept for a **test drive**⁵.

For more than two decades, car-sharing has been promoted as an elegant **solution**⁶ to a **cluster**⁷ of **urban**⁸ problems: **congestion**⁹, **pollution**¹⁰, parking **shortages**¹¹ and the rising cost of vehicle **ownership**¹². The idea seems **unimpeachable**¹³. Why own a

car that **sits idle**¹⁴ 95 percent of the time when you could access one **on demand**¹⁵, pay only for what you use, and free cities from metal **clutter**¹⁶? Yet despite enthusiastic pilots, **vast**¹⁷ media interest and billions in investment, **profitability**¹⁸ has remained **stubbornly**¹⁹ **elusive**²⁰. The question is no longer whether people like the idea of car-sharing but whether the business can ever deliver **sustainable**²¹ **returns**²².

A Short History of Shared Wheels²³

Car-sharing did not begin with **apps**²⁴ and smartphones. The earliest experiments **date back**²⁵ to post-war Europe. Cooperative schemes appeared in Switzerland in the 1940s, driven by cost-sharing rather than technology. Modern car-sharing, however, **took shape**²⁶ in the late 1990s and early 2000s, when companies such as Zipcar in the US and

¹ profitable ride 'prɒfɪtəbl raɪd dochodowy interes

² al fresco æl 'freskə na świeżym powietrzu

³ convenient kən'vi:njənt wygodny

⁴ to buckle up tə 'bʌkl ʌp zapinać pasy

⁵ test drive test draɪv jazda próbna

⁶ solution sə'lu:ʃən rozwiązanie

⁷ cluster 'klʌstə zbitka

⁸ urban 'ʊ:bən miejski

⁹ congestion kən'dʒestʃən korki, tłok

¹⁰ pollution pə'lu:ʃən zanieczyszczenie

¹¹ shortage 'ʃɔ:tɪdʒ niedobór, deficyt

¹² ownership 'əʊnəʃɪp posiadanie

¹³ unimpeachable ,ʌnɪm'pi:tʃəbl bezsporny

¹⁴ to sit idle sɪt 'aɪdl stać i być nieużywanym

¹⁵ on demand ɒn dɪ'mɑ:nd na żądanie

¹⁶ clutter 'klʌtə rupiecie

¹⁷ vast vɑ:st szeroki

¹⁸ profitability ,prɒfɪtə'bɪləti rentowność

¹⁹ stubbornly 'stʌbənlɪ uparcie

²⁰ elusive ɪ'lu:sɪv nieosiągalny

²¹ sustainable sə'steɪnəbl trwały

²² return rɪ'tɜ:n zysk

²³ wheels wi:lz pot. fura, bryka

²⁴ app æp pot. aplikacja

²⁵ to date back tə deɪt bæk sięgać wstecz

²⁶ to take shape tə teɪk ʃeɪp nabierać kształtu

A WORD WORTH REMEMBERING

unimpeachable
/ˌʌnɪmˈpiːtʃəbl/
bezporny



THE QUESTION IS NO LONGER WHETHER PEOPLE LIKE THE IDEA OF CAR-SHARING BUT WHETHER THE BUSINESS CAN EVER DELIVER SUSTAINABLE RETURNS.

POBIERZ NAGRAŃIA **MP3**



KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLOREUMEDIA.PL/CZYTNIK



Shared (or Sharing) Economy

The shared economy refers to business models that **enable** people **to**¹ share access to **underused**² assets such as cars, homes or tools – usually via digital platforms. Instead of owning products **outright**³, users pay for **temporary access**⁴. Well-known examples include car-sharing, **accommodation platforms**⁵ and **peer-to-peer**⁶ services. **Supporters**⁷ argue it improves efficiency and **sustainability**⁸, while critics highlight issues around regulation, **labour rights**⁹ and profitability.

¹ to enable sb to do sth *tə ɪˈneɪbl 'sʌmbədɪ tə du: 'sʌmθɪŋ* umożliwiać komuś robienie czegoś

² underused *ˌʌndəˈju:zd* mało wykorzystywany

³ outright *'aʊtraɪt* **tu:** na własność

⁴ temporary access *'tempərəri 'ækses* czasowy dostęp

⁵ accommodation platform *əˌkɒməˈdeɪʃən 'plætfɔ:m* platforma do rezerwacji zakwaterowania

⁶ peer-to-peer *ˌpiə tə 'piə(r)* model komunikacji w sieci komputerowej zapewniający wszystkim hostom te same uprawnienia

⁷ supporter *səˈpɔ:tə* zwolennik

⁸ sustainability *səˌsteɪnəˈbɪləti* zrównoważony rozwój

⁹ labour rights *'leɪbə raɪts* prawa pracownicze

INFOBOX

City CarClub in the UK **introduced**²⁷ **membership models**²⁸, **hourly pricing**²⁹ and on-line reservations.

The concept evolved in two directions. Station-based car-sharing required users to

²⁷ to introduce *tə ɪnˈtrəˈdju:s* wprowadzać

²⁸ membership model *'membəʃɪpˈmɒdl* model

pick up³⁰ and return a car to the same location, usually a **fixed**³¹ **parking bay**³². **Free-floating**³³ car-sharing, popularised later by operators such as Car2Go and DriveNow, allowed vehicles to be picked up and left anywhere within a defined zone.

Smartphones, GPS and **digital payments**³⁴ **poured petrol on**³⁵ the idea. Cities began to see car-sharing as part of a broader “**mobility-as-a-service**³⁶” vision, sitting alongside public transport, cycling and **ride-hailing**³⁷. **Venture capital**³⁸ followed, and by the mid-2010s, car-sharing looked like it would become a **cornerstone**³⁹ of the **post-ownership**⁴⁰ **shared economy**⁴¹ (see *Fact Box*) future.

Globally, car-sharing expanded rapidly. Millions of users **signed up**⁴², particularly in **dense**⁴³ European cities. Some schemes showed impressive **utilisation rates**⁴⁴, and studies suggested that each shared car could **replace**⁴⁵ between five and ten privately owned vehicles. From a **societal**⁴⁶ perspective, this was a **clear win**⁴⁷.

Cars are **depreciating assets**⁴⁸. They cost money even when stationary, and car-sharing fleets spend much of their lives idle between **bookings**⁴⁹. Add **insurance**⁵⁰, cleaning, servicing, **parking permits**⁵¹, **customer support**⁵², and the **not-insignificant**⁵³ cost of vandalism and **minor accidents**⁵⁴, and **margins**⁵⁵ **shrink**⁵⁶ quickly. Unlike traditional **car rental**⁵⁷, car-sharing involves many short trips rather than fewer long ones, increasing **wear**⁵⁸ and **operational overhead**⁵⁹.

Roadblock⁶⁰

Zipcar, often cited as the global pioneer, **struggled with**⁶¹ profitability long before it exited the UK. Avis **acquired**⁶² the company in 2013, seeing strategic value rather

członkowski

²⁹ hourly pricing *'aʊəli 'praɪsɪŋ* rozliczanie godzinowe

³⁰ to pick up *tə pɪk ʌp* odbierać

³¹ fixed *fɪkst* stały

³² parking bay *'pɑ:kɪŋ beɪ* miejsce parkingowe

³³ free-floating *'fri: 'fləʊtɪŋ* **tu:** swobodny

³⁴ digital payments *'dɪdʒɪtl 'peɪmənts* płatności

cyfrowe

³⁵ to pour petrol on sth *tə pɔ: 'petrəl ɒn 'sʌmθɪŋ* **tu:** dolać oliwy do ognia przyspieszając coś

³⁶ mobility-as-a-service *məʊˈbɪləti æz ə 'sɜ:vɪs* mobilność jako usługa

³⁷ ride-hailing *'raɪd heɪlɪŋ* usługi zamawiania przejazdów przez aplikację mobilną, gdzie kierowca (zawodowy lub prywatny) odbiera pasażera i zawozi go w wybrane miejsce (np. Uber, Bolt)

³⁸ venture capital *'ventʃə 'kæpɪtl* kapitał podwyższonego ryzyka (forma finansowania, w której inwestorzy wkładają pieniądze w młode, innowacyjne firmy - zwykle start-upy - które mają duży potencjał wzrostu, ale też duże ryzyko niepowodzenia)

³⁹ cornerstone *'kɔ:nstəʊn* kamień węgielny

⁴⁰ post-ownership *pəʊst 'əʊnəʃɪp* postwłasnościowy

⁴¹ shared economy *ʃeəd ɪˈkɒnəmi* gospodarka współdzielenia

⁴² to sign up *tə saɪn ʌp* zarejestrować się

⁴³ dense *dens* **tu:** gęsto zaludniony

⁴⁴ utilisation rate *ˌju:təlaɪˈzeɪʃn reɪt* wskaźnik wykorzystania

⁴⁵ to replace sth *tə rɪˈpleɪs 'sʌmθɪŋ* zastępować coś

⁴⁶ societal *səˈsaɪətəl* społeczny

⁴⁷ clear win *kliə wɪn* ewidentne zwycięstwo

⁴⁸ depreciating assets *dɪˈpri:ʃɪeɪtɪŋ 'æsets* aktywa tracące wartość

⁴⁹ booking *'bʊkɪŋ* rezerwacja

⁵⁰ insurance *ɪnˈʃʊərəns* ubezpieczenie

⁵¹ parking permit *'pɑ:kɪŋ 'pɜ:mɪt* pozwolenie parkingowe

⁵² customer support *'kʌstəmə səˈpɔ:t* obsługa klienta

⁵³ not-insignificant *nɒt ˌɪnsɪɡˈnɪfɪkənt* niemały

⁵⁴ minor accident *'maɪnə 'æksɪdənt* drobny wypadek

⁵⁵ margin *'mɑ:dʒɪn* marża

⁵⁶ to shrink *tə ʃrɪŋk* zmniejszać się

⁵⁷ car rental *kɑ: 'rentl* wypożyczalnia samochodów

⁵⁸ wear *weə* zużycie

⁵⁹ operational overhead *ˌɒpə'reɪʃənl 'əʊvəhed* koszty operacyjne

⁶⁰ roadblock *'rəʊdblɒk* blokada drogowa

⁶¹ to struggle with sth *tə 'strʌgl wɪð 'sʌmθɪŋ* zmagać się z czymś

⁶² to acquire sth *tə əˈkwaɪə 'sʌmθɪŋ* nabywać coś

A GROWING NUMBER OF SMALLER, LOCALLY FOCUSED OPERATORS ARE ENTERING THE MARKET USING WHITE-LABEL TECHNOLOGY PLATFORMS.



than **immediate**⁶³ profits. But in markets where car ownership remains relatively **affordable**⁶⁴ and public transport **reasonably**⁶⁵ good, **usage**⁶⁶ levels never reached the **density**⁶⁷ needed to **justify**⁶⁸ the **cost base**⁶⁹.

In Poland, Panek's decision to **abandon**⁷⁰ car-sharing at the end of March in 2025, while **doubling down**⁷¹ on conventional rentals, illustrates a **broadier pattern**⁷². Traditional rental offers higher **ticket values**⁷³, clearer **demand patterns**⁷⁴ and far simpler logistics.

Despite **high-profile**⁷⁵ exits, car-sharing is far from dead. Instead, it is fragmenting into niches.

Station-based schemes continue to perform reasonably well in specific contexts, particularly where **municipalities**⁷⁶ offer strong support. Germany remains one of Europe's most **resilient**⁷⁷ markets, with a mix of cooperative and commercial operators **benefiting from**⁷⁸ **favourable**⁷⁹ **regulation**⁸⁰ and high urban density.

Free-floating models have had a tougher ride. Some **merged**⁸¹ or **withdrew**⁸², unable to **crack**⁸³ the combination of high fleet costs and **variable**⁸⁴ demand. Even well-funded players found it difficult to **scale**⁸⁵ profitably beyond a **handful**⁸⁶ of ideal cities.

At the same time, a growing number of smaller, locally focused

operators are entering the market using **white-label**⁸⁷ technology platforms such as ATOM Mobility and Onde. Rather than owning vehicles themselves, platform providers **supply**⁸⁸ the **software**⁸⁹ that **handles**⁹⁰ bookings, payments, **telematics**⁹¹ and fleet management. This dramatically lowers the **barrier to entry**⁹² and management costs for ride-hailing, taxi and car-sharing companies and individuals.

Why is Profitability so Hard to Achieve⁹³?

Car-sharing's **ongoing**⁹⁴ **financial challenges**⁹⁵ **boil down to**⁹⁶ a handful of structural **issues**⁹⁷.

- Utilisation is everything. A shared car must be on the road – and earning

⁷⁴ demand patterns *dɪ'mɑːnd* wzorce popytu

⁷⁵ high-profile *ˌhaɪ 'prəʊfaɪl* głośny

⁷⁶ municipalities *mjuːˌnɪsɪ'pælətɪz* władze lokalne

⁷⁷ resilient *rɪ'zɪliənt* elastyczny

⁷⁸ to benefit from sth *tə 'benɪfɪt* korzystać z czegoś

⁷⁹ favourable *'feɪvərəbl* przychylny

⁸⁰ regulation *'regjʊ'leɪʃən* *tu:* regulacje prawne

⁸¹ to merge *tə mɜːdʒ* łączyć się

⁸² to withdraw *tə wɪð'drɔː* wycofywać się

⁸³ to crack sth *tə kræk 'sʌmθɪŋ* *tu:* poradzić sobie z czymś

⁸⁴ variable *'veəriəbl* zmienny

⁸⁵ to scale sth *tə skeɪl 'sʌmθɪŋ* skalować coś

⁸⁶ handful *'hændfʊl* garstka

⁸⁷ white-label *ˌwaɪt 'leɪbl* model biznesowy, w którym firma korzysta z gotowego produktu lub usługi stworzonego przez inną firmę, ale sprzedaje go pod własną marką, tak jakby to była jej własna technologia

⁸⁸ to supply sth *tə sə'plaɪ 'sʌmθɪŋ* dostarczać coś

⁸⁹ software *'sɒftweə(r)* oprogramowanie

⁹⁰ to handle sth *tə 'hændl 'sʌmθɪŋ* zajmować się czymś

⁹¹ telematics *ˌtelɪ'mætiks* telematyka

⁹² barrier to entry *'bæriə tə 'entri* próg wejścia

⁹³ to achieve sth *tə ə'tʃiːv 'sʌmθɪŋ* osiągać coś

⁹⁴ ongoing *'ɒŋgəʊŋ* ciągły

⁹⁵ financial challenges *fai'nænʃəl 'tʃælɪndʒɪz* trudności finansowe

⁹⁶ to boil down to sth *tə bɔɪl daʊn tə 'sʌmθɪŋ* sprowadzać się do czegoś

⁹⁷ issue *'ɪʃuː* kwestia

⁶³ immediate *ɪ'mɪdɪət* natychmiastowy

⁶⁴ affordable *ə'fɔːdəbl* przystępny cenowo

⁶⁵ reasonably *'riːznəblɪ* w miarę

⁶⁶ usage *'juːzɪdʒ* użytkowanie

⁶⁷ density *'densɪti* *tu:* gęstość zaludnienia

⁶⁸ to justify sth *tə 'dʒʌstɪfaɪ 'sʌmθɪŋ* uzasadniać coś

⁶⁹ cost base *kɒst beɪs* *tu:* ponoszone koszty

⁷⁰ to abandon sth *tə ə'ændən 'sʌmθɪŋ* rezygnować z czegoś, porzucić coś

⁷¹ to double down *tə 'dʌbl daʊn* podwoić nakłady

⁷² broader pattern *'brɔːdə 'pætən* *tu:* szerszy trend

⁷³ ticket values *'tɪkt 'væljuːz* przychody z jednej transakcji

– for a **high proportion**⁹⁸ of each day. Even small **dips**⁹⁹ in usage can **wipe out**¹⁰⁰ margins.

- **Pricing**¹⁰¹ is **constrained**¹⁰². Raise prices too far and customers **revert to**¹⁰³ ride-hailing, public transport, or simply buying a car. Unlike airlines or hotels, car-sharing offers **little room**¹⁰⁴ for **yield management**¹⁰⁵.
- Operational complexity is **relentless**¹⁰⁶. Vehicles need to be cleaned, **charged**¹⁰⁷ or refuelled, repositioned to areas of demand and repaired quickly. Every additional city brings new regulations, parking rules and **partnerships**¹⁰⁸.
- Consumer behaviour often works against the model. Many users love car-sharing as an occasional **convenience**¹⁰⁹ but **rely on**¹¹⁰ other **modes**¹¹¹ for daily travel. That makes demand **spiky**¹¹² and difficult to **predict**¹¹³.

Can it Still Work if Done Well?

Proponents¹¹⁴ **argue**¹¹⁵ that the problem is not car-sharing itself but how it has been **implemented**¹¹⁶. The early wave of operators often chased scale too fast, expanding into marginal cities in the hope that growth would **fix**¹¹⁷ the economics.

A more **sober**¹¹⁸ view suggests that car-sharing can be profitable **under specific conditions**¹¹⁹:

- High population density and limited parking
- Strong municipal support, including reserved bays and **exemptions**¹²⁰
- Tight fleet control, often using smaller or electric vehicles
- Clear target users, such as businesses, **housing developments**¹²¹ or campuses

Instead of selling “a car everywhere for everyone”, the more promising models focus on constrained **environments**¹²² where alternatives are limited, and usage is predictable.

Corporate car-sharing, for example, allows firms to replace grey fleets (See Fact Box) with shared vehicles. Residential developers are increasingly integrating shared cars into new housing projects,

reducing the need for **parking spaces**¹²³. Universities, hospitals and **local authorities**¹²⁴ offer another **route**¹²⁵ to stable demand.

An Electric Shock

The development and **widespread**¹²⁶ **rollout**¹²⁷ of hybrid and fully electric cars also changed the dynamics of the business model. Electric vehicles add both cost and opportunity. EVs are expensive **upfront**¹²⁸ but cheaper to run and **align well with**¹²⁹ urban environmental goals. Cities are more **willing**¹³⁰ to support electric car-sharing schemes, offering charging infrastructure and **regulatory incentives**¹³¹.

However, EVs introduce new operational **headaches**¹³²: **charging downtime**¹³³,

⁹⁸ high proportion *hai prə'pɔːʃən* *tu: większość*

⁹⁹ dip *dɪp* *spadek*

¹⁰⁰ to wipe out sth *tə waɪp aʊt 'sʌmθɪŋ* *zniszczyć coś*

¹⁰¹ pricing *'praɪsɪŋ* *ustalenie cen*

¹⁰² constrained *kən'streɪnd* *ograniczony*

¹⁰³ to revert to sth *tə rɪ'vɜːt tə 'sʌmθɪŋ* *wracać do czegoś*

¹⁰⁴ little room *'lɪtl ru:m* *mało miejsca*

¹⁰⁵ yield management *jɪːld 'mæɪnɪdʒmənt* *możliwości zarządzania przychodami*

¹⁰⁶ relentless *rɪ'lentləs* *bezwzględny*

¹⁰⁷ charged *tʃɑːdʒd* *naładowany*

¹⁰⁸ partnership *'pɑːtnəʃɪp* *partnerstwo*

¹⁰⁹ convenience *kən'viːnjəns* *udogodnienie*

¹¹⁰ to rely on sth *tə rɪ'laɪ ɒn 'sʌmθɪŋ* *polegać na czymś*

¹¹¹ mode *məʊd* *sposób, środek*

¹¹² spiky *'spaɪki* *tu: zmienny, nieregularny*

¹¹³ to predict sth *tə prɪ'dɪkt 'sʌmθɪŋ* *przewidzieć coś*

¹¹⁴ proponent *prə'pɒnənt* *zwolennik*

¹¹⁵ to argue *tə 'ɑːɡjuː* *twierdzić*

¹¹⁶ implemented *'ɪmplɪmɪntɪd* *wdrożony*

¹¹⁷ to fix sth *tə fɪks 'sʌmθɪŋ* *rozwiązywać problem związany z czymś*

¹¹⁸ sober *'seʊbə* *trzeźwy*

¹¹⁹ under specific conditions *'ʌndə spə'sɪfɪk kən'dɪʃənz* *w określonych warunkach*

¹²⁰ exemptions *ɪɡ'zempʃənz* *tu: zwolnienia z niektórych opłat*

¹²¹ housing development *'haʊzɪŋ dɪ'veləpmənt* *dzielnica mieszkaniowa*

Grey Fleet

A grey fleet is made up of employees' privately owned cars used for work **purposes**¹, with **mileage**² claimed as **expenses**³. Although common, grey fleets carry risks: employers still have a **duty**⁴ of care to ensure vehicles are safe, insured and properly maintained. They can also be costly and **carbon-intensive**⁵, as **reimbursement**⁶ is hard to control, and vehicles are often older than managed or shared fleets.

¹ purpose *'pɜːpəs* *cel*

² mileage *'maɪlɪdʒ* *przebieg, kilometrówka*

³ expenses *ɪks'pensɪz* *tu: koszty służbowe*

⁴ duty *'djuːti* *obowiązek*

⁵ carbon-intensive *'kɑːbən ɪn'tensɪv* *wysokoemisyjny*

⁶ reimbursement *'riːɪm'bɜːsmənt* *zwrot kosztów*

INFOBOX

¹²² environment *ɪn'vaɪərənmənt* *tu: okolica*

¹²³ parking space *'pɑːkɪŋ speɪs* *miejsce parkingowe*

¹²⁴ local authorities *'ləʊkəl ɔːθərɪtiz* *władze lokalne*

¹²⁵ route *ruːt* *droga*

¹²⁶ widespread *'waɪdspreɪd* *powszechny*

¹²⁷ rollout *'rəʊl aʊt* *wejście na rynek*

¹²⁸ upfront *ʌp'frʌnt* *bezpośrednio*

¹²⁹ to align well with sth *tə ə'laɪn wel wɪð 'sʌmθɪŋ* *dobrze się do czegoś dopasować*

¹³⁰ willing *'wɪlɪŋ* *chętny*

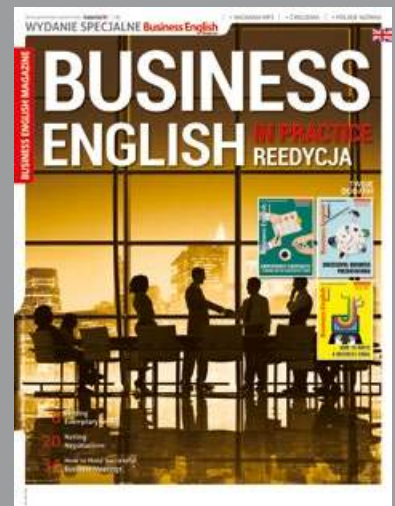
¹³¹ regulatory incentives *'regjələtəri ɪn'sentɪvz* *zachęty regulacyjne*

¹³² headache *'hedetk* *ból głowy, problem*

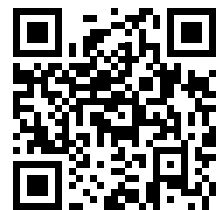
¹³³ charging downtime *'tʃɑːdʒɪŋ 'daʊntaɪm* *przestój związany z ładowaniem*

Językowo najlepsi!

JUŻ WKRÓTCE
NAJNOWSZE
WYDANIE
SPECJALNE



kiosk.colorfulmedia.pl



KUP TERAZ

range anxiety¹³⁴ and the need for active fleet management to keep cars available. Once again, the economics hinge on¹³⁵ utilisation and intelligent software.

This is where technology providers argue the next wave will succeed. Better data, predictive analytics and dynamic pricing can squeeze¹³⁶ more revenue from the same asset. Whether that is enough to tip the balance¹³⁷ remains an open question. Further setbacks¹³⁸ are possible if charging infrastructure lags behind¹³⁹ and maintaining¹⁴⁰ charge in vehicles dispersed¹⁴¹ across a city becomes a logistical and economic challenge.

¹³⁴ range anxiety reɪndʒ æŋ'zaiəti lęk przed niewystarczającym zasięgiem samochodu elektrycznego

¹³⁵ to hinge on sth tə hɪndʒ on 'sʌmθɪŋ zależeć od czegoś

¹³⁶ to squeeze sth tə skwiːz 'sʌmθɪŋ wyciskać coś

¹³⁷ to tip the balance tə tɪp ðə 'bæləns przechylać szalę

¹³⁸ setback 'setbæk problem

¹³⁹ to lag behind tə læg br'haɪnd pozostawać w tyle

¹⁴⁰ to maintain sth tə meɪn'teɪn 'sʌmθɪŋ utrzymywać,

Car-sharing is unlikely¹⁴² to become the highly profitable, winner-takes-all¹⁴³ business once imagined, but that does not mean it is an economic write-off¹⁴⁴. Instead, it looks set to become a minor player¹⁴⁵ in the overall transportation mix. It is most likely to succeed in cities with good EV infrastructure that are actively looking to reduce the number of privately owned vehicles on the roads.

That said, companies with existing vehicle fleets have already moved their assets to profitable lines¹⁴⁶ and at best, the jury is out¹⁴⁷ on the future viability¹⁴⁸ and certainly, business attractiveness of the car-sharing business.

zachowywać coś

¹⁴¹ dispersed dɪs'pɜːst rozproszony

¹⁴² unlikely ʌn'laɪkli wątpliwy

¹⁴³ winner-takes-all 'wɪnə teɪks ɔːl zwycięzca bierze wszystko

¹⁴⁴ write-off 'raɪt'ɒf niewypał

¹⁴⁵ minor player 'maɪnə 'pleɪə pomniejszy gracz

¹⁴⁶ lines laɪnz tu: obszary, trasy

¹⁴⁷ jury is out 'dʒʊəri ɪz aʊt sprawa jest otwarta

¹⁴⁸ viability 'vaɪə'bɪləti zdolność do utrzymania się na rynku

Living in a Future 3D World

3D printing¹ has been around² for a while, but as the technology develops apace³, a world populated by 3D-printed objects may be closer than we think.

3D printing did not arrive with a bang⁴. It crept up⁵ quietly in the 1980s, beginning with a simple idea: build objects not by cutting material away⁶, but by adding it. (see Fact Box)

In 1986, Charles “Chuck” Hull patented the first stereolithography⁷ machine. This was a device that used ultraviolet light to solidify⁸ thin layers⁹ of resin¹⁰. According to historical accounts¹¹ of the industry¹², this invention¹³ gave birth to¹⁴ the first commercial 3D-printing company and set the entire sector in motion¹⁵.

By the 1990s, new techniques such as laser sintering¹⁶ and fused-filament fabrication¹⁷ broadened the palette of printable materials. Engineers could now shape plastics, metals and composites¹⁸ directly from digital files, bypassing¹⁹ tooling²⁰ and moulds²¹. Throughout the 2000s, the technology became synonymous with rapid prototyping²².

The last decade has been transformative. According to Wohlers Associates Report 2024 (a long-running, industry-standard annual review²³). The additive manufacturing²⁴ (AM) market surpassed²⁵ the USD 20 bln mark²⁶ with growth from the previous year of 11 percent.

The market describes all aspects of the 3D printing economy, such as printers²⁷ and hardware²⁸, materials, software²⁹ and services.

Wohlers's findings³⁰ were mirrored by³¹ McKinsey & Company in their report *The mainstreaming of additive manufacturing*,

¹ 3D printing 'θri: 'di:'prɪntɪŋ druk przestrzenny

² to be around tə bi: ə'raʊnd istnieć

³ apace ə'peɪs szybko

⁴ with a bang wɪð ə bæŋ z przytupem

⁵ to creep up tə kri:p ʌp zakradać się, pojawiać się

⁶ to cut sth away tə kʌt 'sʌmθɪŋ ə'weɪ odcinać coś

⁷ stereolithography 'steriəʊ,lɪθə'græfi stereolitografia

⁸ to solidify sth tə sə'lɪdɪfaɪ 'sʌmθɪŋ utwardzać coś

⁹ layer 'leɪə warstwa

¹⁰ resin 'rezɪn żywica

¹¹ historical account hɪs'tɒrɪkəl ə'kaʊnt

historyczna relacja, historyczne świadectwo

¹² industry 'ɪndəstri branża

¹³ invention ɪn'venʃən wynalazek

¹⁴ to give birth to sth tə gɪv bɜ:θ tə 'sʌmθɪŋ dać początek czemuś

¹⁵ to set sth in motion tə set 'sʌmθɪŋ ɪn 'məʊʃən wprowadzić coś w ruch, uruchomić coś

¹⁶ laser sintering 'leɪzə 'sɪntərɪŋ spiekanie laserowe

¹⁷ fused-filament printing 'fju:zd 'fɪləmənt 'prɪntɪŋ osadzanie topionego materiału

¹⁸ composite 'kɒmpəzɪt kompozyt

¹⁹ to bypass sth tə 'baɪpɑ:s 'sʌmθɪŋ pomijać coś

²⁰ tooling 'tu:lɪŋ tu: potrzeba narzędzi

²¹ mould məʊld forma

²² rapid prototyping 'ræpɪd 'prəʊtətaɪpɪŋ szybkie prototypowanie

²³ annual review 'ænjʊəl rɪ'vju: coroczny przegląd

²⁴ additive manufacturing 'ædɪtɪv ,mænjə'fæktʃərɪŋ druk przestrzenny

²⁵ to surpass tə sɜ:'pɑ:s przewyższać

²⁶ mark mɑ:k tu: próg

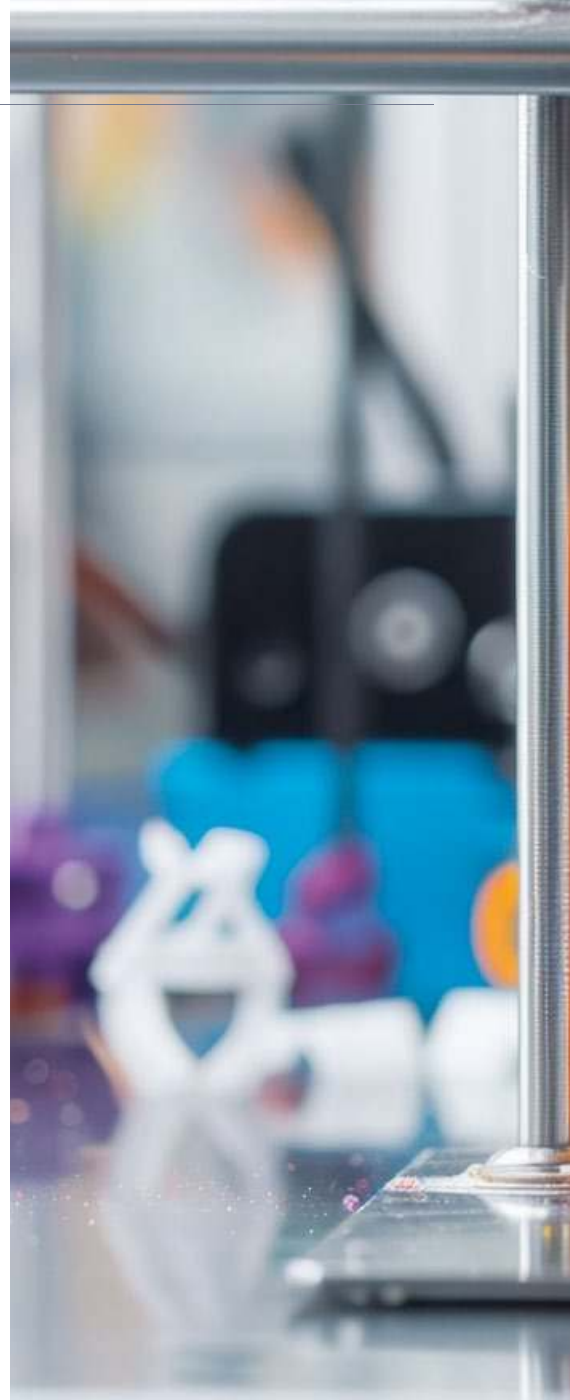
²⁷ printer 'prɪntə drukarka

²⁸ hardware 'hɑ:dweə sprzęt

²⁹ software 'sɒftweə(r) oprogramowanie

³⁰ findings 'faɪndɪŋz ustalenia

³¹ to be mirrored by sth tə bi: 'mɪrəd baɪ 'sʌmθɪŋ znaleźć odzwierciedlenie w czymś



A WORD WORTH REMEMBERING

mould
/məʊld/
forma



in which they said that additive technologies had moved into routine **manufacturing**³² in sectors such as **medical devices**³³ and **aerospace**³⁴ as machine **performance**³⁵ and process integration improved.

The Industries Where 3D Printing Has Become Integral

Aerospace: Weight Matters

In aerospace, every gram saved reduces **fuel burn**³⁶ and **savings**³⁷ **compound**³⁸ over the years of service. Printed metal

components can be **hollowed out**³⁹ **internally**⁴⁰, using **lattice**⁴¹ structures that keep strength but lose weight. They can also consolidate multiple parts into a single printed piece, reducing **assembly**⁴² time.

³² manufacturing ˈmænjʊˈfæktʃərɪŋ produkcja przemysłowa

³³ medical device ˈmedɪkəl dɪˈvaɪs wyrób medyczny

³⁴ aerospace ˈeəʊəspeɪs lotnictwo

³⁵ performance pəˈfɔːməns wydajność

³⁶ fuel burn fjuəl bɜːn zużycie paliwa

³⁷ savings ˈseɪvɪŋz oszczędności

³⁸ to compound təˈkɒpaʊnd kumulować się

³⁹ hollowed out ˈhɒləʊəd aʊt wydrążony

**YOU MAY NOT
REALISE HOW
MANY PRODUCTS
ALREADY HAVE
3D-PRINTED
COMPONENTS.**

⁴⁰ internally ɪnˈtɜːnəli wewnątrz

⁴¹ lattice ˈlætsis kratownica

⁴² assembly əˈsembli montaż

According to aerospace studies, the sector is one of the **fastest-growing**⁴³ users of additive manufacturing, particularly for **fuel-nozzle assemblies**⁴⁴, **heat exchangers**⁴⁵ and lightweight **brackets**⁴⁶. Airlines **benefit from**⁴⁷ lower costs; manufacturers benefit from **unprecedented**⁴⁸ **design freedom**⁴⁹.

Healthcare⁵⁰: Made-to-Measure⁵¹

Medicine

Healthcare has made great **strides**⁵² already. For example, Invisalign **dental aligners**⁵³ are produced almost entirely with 3D printing, and companies such as Phonak now manufacture **custom**⁵⁴ **hearing-aid shells**⁵⁵ exclusively with printed **workflows**⁵⁶. Hospitals like the Mayo Clinic and Great Ormond Street Hospital routinely print patient-specific anatomical models to plan complex **surgeries**⁵⁷. More **striking**⁵⁸ is the rapid development of **bioprinting**⁵⁹. **Research groups**⁶⁰ are printing **cartilage**⁶¹, **skin patches**⁶², **bone scaffolds**⁶³ and **vascular tissue**⁶⁴. Using a patient's own **cells**⁶⁵, bioprinting may also eliminate **immune rejection**⁶⁶. A *Nature Reviews Bioengineering* reports that using the patient's own tissues avoids **immune incompatibility**⁶⁷, while 3DBio Therapeutics' bioprinted ear implant in 2022 demonstrated the **principle**⁶⁸: a living **graft**⁶⁹ made from the patient's cells with **virtually**⁷⁰ no rejection risk. As the technology develops, hospitals may one day print customised implants or regenerative patches **on-site**⁷¹.

Manufacturing: Flexibility⁷² Over Scale Traditional manufacturing **excels at**⁷³ mass production of **uniform**⁷⁴ items. But when **quantities**⁷⁵ are low, shapes are complex, or designs keep changing, 3D printing is often the cheaper and quicker option.

For instance⁷⁶, companies such as BMW and Airbus use industrial 3D printing to create **jigs**⁷⁷, **fixtures**⁷⁸, custom **housings**⁷⁹ and **rapid tooling**⁸⁰, allowing them to **iterate**⁸¹ designs quickly and cut development time, which is **crucial**⁸² when **product lines**⁸³ change every few months.

⁴³ fastest-growing 'fɑːstəst 'grəʊɪŋ najszybciej rozwijający się



Construction: House Printing, Not House Building

Large-scale **concrete printers**⁸⁴ are no longer **laboratory curiosities**⁸⁵.

⁴⁴ fuel-nozzle assembly 'fjʊəl 'noʒl ə'sembli zespół dysz paliwowych

⁴⁵ heat exchanger 'hi:t ɪks'tʃeɪndʒə wymiennik ciepła

⁴⁶ bracket 'bræktɪt wspornik

⁴⁷ to benefit from sth tə 'benɪfɪt frəm 'sʌmθɪŋ korzystać z czegoś

⁴⁸ unprecedented ʌn'presɪdəntɪd niespotykany, bezprecedensowy

⁴⁹ design freedom dɪ'zaɪn 'friːdəm swoboda projektowania

⁵⁰ healthcare 'helθ keə(r) służba zdrowia, opieka medyczna

⁵¹ made-to-measure 'meɪd tə 'meɪʒə(r) na miarę

⁵² stride 'straɪd postępek

⁵³ dental aligner 'denti ə'lɪnə nakładka ortodontyczna

⁵⁴ custom 'kʌstəm tuː spersonalizowany, na zamówienie

⁵⁵ hearing-aid shell 'hɪərɪŋ'əɪd ʃel obudowa aparatu słuchowego

⁵⁶ workflow 'wɜːkfləʊ tuː proces (produkcji)

⁵⁷ surgery 'sɜːdʒəri operacja

⁵⁸ striking 'straɪkɪŋ uderzający

⁵⁹ bioprinting 'baɪəʊ'prɪntɪŋ biodruk 3D

⁶⁰ research group rɪ'sɜːtʃ gruːp grupa badawcza

⁶¹ cartilage 'kɑːtəlɪdʒ chrząstka

⁶² skin patch 'skɪn pætʃ pląt skóry

⁶³ bone scaffold bæʊn 'skæfəld rusztowanie kostne

⁶⁴ vascular tissue 'væskjələ 'tɪʃuː tkanka naczyniowa

⁶⁵ cell sel komórka

⁶⁶ immune rejection ɪ'mjuːn ɪ'dʒekʃən odrzucenie przeszczepu, odrzucenie immunologiczne

⁶⁷ immune incompatibility ɪ'mjuːn ɪn'kɒmpə'tɪbəlɪ niezgodność immunologiczna

⁶⁸ principle 'prɪnsəpl zasada

⁶⁹ graft graːft tuː przeszczep

⁷⁰ virtually 'vɜːtʃʊəli praktycznie

⁷¹ on-site ɒn saɪt na miejscu

⁷² flexibility 'fleksə'bɪlətɪ elastyczność

⁷³ to excel at sth tə ɪk'sel ət 'sʌmθɪŋ celować w czymś, być bardzo dobrym w czymś

⁷⁴ uniform 'juːnɪfɔːm jednakowy

⁷⁵ quantity 'kwɒntəti ilość

⁷⁶ for instance fər ɪn'stəns na przykład

⁷⁷ jig dʒɪɡ zacisk

⁷⁸ fixture 'fɪkstʃə armatura, instalacja, osprzęt; element armatury/instalacji/osprzętu

⁷⁹ housing 'haʊzɪŋ osłona silnika

⁸⁰ rapid tooling 'ræpɪd 'tuːlɪŋ szybkie wytwarzanie narzędzi

⁸¹ to iterate sth tə ɪ'teɪrɪt 'sʌmθɪŋ powtarzać coś wielokrotnie

⁸² crucial 'kruːʃəl kluczowy

⁸³ product line 'prɒdʌkt laɪn linia produktów

⁸⁴ concrete printer 'kɒnkriːt 'prɪntə drukarka do betonu

⁸⁵ laboratory curiosity læ'bɒrətəri ,kjʊəri'ɒsəti nowinka technologiczna, laboratoryjna ciekawostka

Companies such as ICON in the US and PERI/COBOD in Europe have printed full homes within days, while China's Winsun has demonstrated rapid **multi-unit⁸⁶ builds⁸⁷**, all featuring curved geometries and hollow wall sections designed for **insulation⁸⁸**.

Durability⁸⁹, **regulation⁹⁰** and finishing remain **challenges⁹¹**, but once the **gremlins⁹²** are **ironed out⁹³**, printed homes could offer **affordable⁹⁴**, rapid **solutions⁹⁵** for **social housing⁹⁶** and **disaster relief⁹⁷**.

Consumer Products⁹⁸: Quiet

Successes

You may not realise how many products already have 3D-printed components. Sports brands such as Adidas use it to produce customised **midsoles⁹⁹**, while Decathlon prints **spare parts¹⁰⁰** for bicycles and fitness equipment. In consumer electronics, companies like HP and Dyson **rely on¹⁰¹** 3D printing to prototype components within hours and to manufacture **small-batch¹⁰²** parts that would be uneconomical with traditional moulds.

A major shift is the move toward localised, on-demand production. Instead of

shipping¹⁰³ products across continents, companies can print components close to the customer, cutting **lead times¹⁰⁴**, **freight costs¹⁰⁵** and emissions. This is already happening: IKEA, for example, has **trialled¹⁰⁶** distributed manufacturing for **replacement fittings¹⁰⁷**, allowing stores to print parts on site.

3D printing has several **advantages¹⁰⁸** that make it such an attractive technology:

Complexity is free: The cost of printing a simple **cube¹⁰⁹** is almost the same as printing an **intricate¹¹⁰** shape with internal **channels¹¹¹**.

Local production: Designs travel digitally; products are made on demand.

Material efficiency: Additive processes use only what is needed, reducing **scrap¹¹²**.

Customisation: Every **item¹¹³** can be unique with no **penalty¹¹⁴**.

Rapid iteration: Designers can test dozens of versions in a single day.

¹⁰⁴ **lead time** li:d taɪm czas realizacji zamówienia

¹⁰⁵ **freight costs** freɪt kɒsts koszty transportu

¹⁰⁶ **to trial** tə 'traɪəl testować

¹⁰⁷ **replacement fittings** rɪ'pleɪsmənt 'fɪtɪŋz części zamienne

¹⁰⁸ **advantage** əd'vɑ:ntɪdʒ przewaga; zaleta

¹⁰⁹ **cube** kju:b sześcian

¹¹⁰ **intricate** 'ɪntrɪkət skomplikowany

¹¹¹ **channel** 'tʃænl kanał

¹¹² **scrap** skræp odpady

¹¹³ **item** 'aɪtəm element; rzecz, przedmiot

¹¹⁴ **penalty** 'penəltɪ dodatkowy koszt

"Beam me up, Scotty"

A famous line from the cult series, Star Trek, said by Captain Kirk to his chief engineer, 'Scotty.' It refers to the starship's fictional **teleportation device¹**, a transporter, which instantly moves people from one location to another. **Beyond²** science fiction, the phrase has entered popular culture as a humorous way to say, "Get me out of here³," in an **awkward⁴**, difficult or **unpleasant⁵** situation.



¹ **a teleportation device** tele'pɔrtə'teɪʃən dɪ'vaɪs urządzenie do teleportacji

² **beyond sth** brɪ'jɒnd 'sʌmθɪŋ poza czymś

³ **Get me out of here.** get mi: aʊt ɒv hɪə Wydostań mnie stąd.

⁴ **awkward** 'ɔ:kwəd tu: niezręczny, kłopotliwy

⁵ **unpleasant** ʌn'pleznt nieprzyjemny

INFOBOX



⁸⁶ **multi-unit** 'mʌltɪ 'ju:nɪt wielolokalowy

⁸⁷ **build** bɪld tu: budowa

⁸⁸ **insulation** ɪn'sʃjə'leɪʃən izolacja

⁸⁹ **durability** ˌdʒʊərə'bɪlətɪ trwałość

⁹⁰ **regulation** ˌregjʊ'leɪʃən regulacje prawne, przepisy

⁹¹ **challenge** 'tʃælɪndʒ wyzwanie

⁹² **gremlin** 'ɡremlɪn tu: trudne do zidentyfikowania błędy, usterki

⁹³ **to iron out sth** tə 'aɪən aʊt 'sʌmθɪŋ rozwiązywać coś

⁹⁴ **affordable** ə'fɔ:dəbl przystępny cenowo

⁹⁵ **solution** sə'lu:ʃən rozwiązanie

⁹⁶ **social housing** 'səʃəl 'haʊzɪŋ budownictwo socjalne

⁹⁷ **disaster relief** dɪ'zɑ:stə rɪ'li:f pomoc w przypadku katastrof

⁹⁸ **consumer product** kən'sju:mə 'prɒdʌkt towar konsumpcyjny

⁹⁹ **midsole** ˌmɪd'səʊl podeszwa środkowa

¹⁰⁰ **spare parts** speə pɑ:ts części zamienne

¹⁰¹ **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ polegać na czymś

¹⁰² **small-batch** smɔ:l bæʃ w małych partiach, seriach

¹⁰³ **to ship** tə ʃɪp wysłać

An Astonishing¹¹⁵ Future

Even the sky may not be the limit to how far this 3D printing could go in the future.

In healthcare, the next frontier¹¹⁶ is vascularisation¹¹⁷ – creating a functioning blood-vessel¹¹⁸ network within printed tissues. In aerospace, we are not yet at the “Beam me up, Scottie” phase, but future rockets, deep space probes¹¹⁹, and satellites may include entirely printed assemblies¹²⁰, redesigned and reprinted during flight on-board when updates¹²¹ are needed. In construction, houses may be child’s play¹²² to build, sitting in metropolitan areas alongside printed infrastructure such as bridges, culverts¹²³, and bypasses¹²⁴.

For businesses and customers, we will soon get used to collecting items produced at the local 3D print hub¹²⁵ as we currently do with parcel lockers¹²⁶. The economic and environmental benefits include reduced stock holding¹²⁷, shorter supply chains¹²⁸ and a lower carbon footprint¹²⁹. It would replace, or significantly change the drop shipping¹³⁰ model that has become

commonplace¹³¹ on sites like Amazon and Allegro.

Barriers Slowing the Revolution

Speed and Scale – Traditional moulding¹³² still outpaces¹³³ printing for high-volume¹³⁴ items. Additive excels at complexity, not repetition, so true mass production¹³⁵ remains limited.

Materials and Consistency¹³⁶ – Different machines, powders and operators produce different results. Industries need tighter standards for reliability¹³⁷, fatigue strength¹³⁸ and long-term performance.

Cost and Post-Processing¹³⁹ – High-end¹⁴⁰ metal printers and powders are costly, and many parts still need machining, polishing¹⁴¹ or heat treatment¹⁴², adding time and expense¹⁴³.

Regulation, Certification and Liability¹⁴⁴ – If a printed part fails, who is responsible: the designer, software provider, materials supplier¹⁴⁵ or printer operator? Current law is still catching up¹⁴⁶.

Intellectual Property¹⁴⁷ – Design files can be copied, shared or pirated as easily as music. Companies need stronger protection for digital designs and better tools to prevent¹⁴⁸ unauthorised reproduction.

Subtractive¹ and Additive Manufacturing

Traditional manufacturing is subtractive – cutting, drilling² or milling³ material away from a solid block. 3D printing is additive – building objects layer by layer only where needed, reducing waste and enabling⁴ shapes impossible to machine.

¹ subtractive səb'træktiv subtraktywny

² drilling 'dri:liŋ wiercenie

³ milling 'mi:liŋ mielenie

⁴ to enable sth tə 'neɪbl 'səməθiŋ umożliwiać coś

INFOBOX

¹¹⁵ astonishing əs'tɒnɪʃɪŋ niesamowity

¹¹⁶ frontier 'frʌntɪə granica

¹¹⁷ vascularisation ,væskjələraɪ'zeɪʃən unaczynienie, waskularyzacja

¹¹⁸ blood-vessel 'blʌd,vesl naczynie krwionośne

¹¹⁹ space probe speɪs prəʊb sonda kosmiczna

¹²⁰ assembly ə'sembli podzespół

¹²¹ update ʌp'det aktualizacja

¹²² child's play tʃaɪldz pleɪ bułka z masłem

¹²³ culvert 'kʌlvət przepust, kanał pod drogą

¹²⁴ bypass 'baɪpɑ:s obwodnica

¹²⁵ 3D print hub θri: di: prɪnt hʌb centrum druku 3D

¹²⁶ parcel locker 'pɑ:sl 'lɒkə paczkomat

¹²⁷ stock holding stɒk 'həʊldɪŋ magazynowanie zapasów

¹²⁸ supply chain sə'plaɪ tʃeɪn łańcuch dostaw

¹²⁹ carbon footprint 'kɑ:bən 'fʊtprɪnt ślad węglowy

¹³⁰ drop shipping drɒp 'ʃɪpɪŋ model sprzedaży, w którym sprzedawca nie przechowuje produktów we własnym magazynie, lecz przekazuje zamówienie bezpośrednio do producenta lub hurtownika, który wysła towar bezpośrednio do klienta

¹³¹ commonplace 'kɒmənpleɪs powszechny

¹³² moulding 'məʊldɪŋ odlewanie

¹³³ to outpace sth tə aʊt'peɪs 'səməθiŋ pozostawiać w tyle za czymś

¹³⁴ high-volume haɪ 'vɒljʊm wielkoobjętościowy

¹³⁵ mass production mæs prə'dʌkʃən produkcja masowa

¹³⁶ consistency kən'sɪstənsɪ tu: zgodność, spójność

¹³⁷ reliability rɪ,lɪə'bɪlətɪ niezawodność

¹³⁸ fatigue strength fə'ti:g streŋθ wytrzymałość zmęczeniuwa

¹³⁹ post-processing pəʊst 'prəʊsesɪŋ końcowa obróbka

¹⁴⁰ high-end ,haɪ 'end z górnej półki

¹⁴¹ polishing 'pɒlɪʃɪŋ polerowanie

¹⁴² heat treatment hi:t 'tri:tment obróbka cieplna

¹⁴³ expense ɪks'pens nakład pieniędzy

¹⁴⁴ liability ,laɪə'bɪlətɪ odpowiedzialność prawna

¹⁴⁵ supplier sə'plaɪə dostawca

¹⁴⁶ to catch up tə kætʃ ʌp nadrabiać zaległości

¹⁴⁷ intellectual property ,ɪntɪ'lektʃʊəl 'prɒpəti własność intelektualna

¹⁴⁸ to prevent sth tə prɪ'vent 'səməθiŋ zapobiegać czemuś, uniemożliwiać coś





THE FORECAST FOR TOMORROW'S 3D PRINTING IS A MIXED BAG.

Skills Gap¹⁴⁹ – Engineers must learn to design for additive using new software, new geometries and different **validation**¹⁵⁰ methods.

Digital Security¹⁵¹ – We have already entered the era of cyberhacking at airports, hospitals and banks. Attacking, stealing or **corrupting**¹⁵² the data transfer and **storage**¹⁵³ in 3D printed products in healthcare and **aviation**¹⁵⁴ could be catastrophic.

Warm and Sunny With A Little Cloud and Possible Storms

The **forecast**¹⁵⁵ for tomorrow's 3D printing is a **mixed bag**¹⁵⁶. As a **society**¹⁵⁷, we are already benefitting from it much more

than we **realise**¹⁵⁸. Given its **merits**¹⁵⁹, its use will increase, bringing speed, efficiency, cost-savings and a cleaner **environment**¹⁶⁰. However, as with all fast-moving technologies, legislation, regulation, and security are **lagging behind**¹⁶¹. **Authorities**¹⁶² need to fully **comprehend**¹⁶³ all of the technology's possible **applications**¹⁶⁴ and **ramifications**¹⁶⁵.

Maintaining the **integrity**¹⁶⁶ of the data will be key, for a corrupted file may be as **damaging**¹⁶⁷ as a **mutant gene**¹⁶⁸, while a printed bridge or **tower block**¹⁶⁹ that **collapses**¹⁷⁰ would cause an **outcry**¹⁷¹ and a **loss of faith**¹⁷² in the reliability of the process.

Chances are, though, that many of the concerns will be **dispelled**¹⁷³, and in a decade or two, living in a 3D apartment will seem as ordinary as a video call on your mobile phone, which itself, not so long ago, would have seemed **pure**¹⁷⁴ science fiction.

¹⁴⁹ skills gap skilz gæp brak wykwalifikowanych pracowników

¹⁵⁰ validation ,væli'deɪʃən walidacja

¹⁵¹ digital security 'dɪdʒɪtl sɪ'kjʊərəti bezpieczeństwo cyfrowe

¹⁵² to corrupt sth tə kə'rʌpt 'sʌmθɪŋ uszkadzać

coś

¹⁵³ storage 'stɔːrɪdʒ przechowywanie

¹⁵⁴ aviation ,eɪvɪ'eɪʃən lotnictwo

¹⁵⁵ forecast 'fɔːkɑːst prognoza

¹⁵⁶ mixed bag mɪkst bæɡ mieszany

¹⁵⁷ society sə'saɪəti społeczeństwo

¹⁵⁸ to realise sth tə 'riːəlaɪz 'sʌmθɪŋ zdawać sobie z czegoś sprawę

¹⁵⁹ merit 'merɪt zasługa

¹⁶⁰ environment ɪn'vaɪərənmənt środowisko naturalne

¹⁶¹ to lag behind tə læɡ br'haɪnd pozostawać w tyle

¹⁶² authorities ɔːθɔːrtɪz władze

¹⁶³ to comprehend sth tə ,kɒmpri'hend 'sʌmθɪŋ zrozumieć coś

¹⁶⁴ application ,æplɪ'keɪʃən zastosowanie

¹⁶⁵ ramification ,ræmɪfɪ'keɪʃən konsekwencja, następstwo

¹⁶⁶ integrity ɪn'tegrəti integralność

¹⁶⁷ damaging 'dæmədʒɪŋ szkodliwy

¹⁶⁸ mutant gene 'mjuːtənt dʒiːn zmutowany gen

¹⁶⁹ tower block 'taʊə blɒk wieżowiec

¹⁷⁰ to collapse tə kə'læps zaważyć się

¹⁷¹ outcry 'aʊtkraɪ protesty

¹⁷² loss of faith lɒs ɒv feɪθ utrata wiary

¹⁷³ dispelled dɪs'peld rozwany

¹⁷⁴ pure pjʊə czysty

It's Alive!

The Emergence¹ of Biobots.



by Paul Martin from
www.go-native.pl

When we hear “robot,” we imagine metal and **circuits**². But what if the next machines are grown, not built – made of **living tissue**³? **Paul Martin** plugs into the strange world of biobots and the **unsettling**⁴ new “Third State” between life and machine.

Not Born, Not Made

In 2020, a collaboration led by researchers at Tufts University, **alongside**⁵ the University of Vermont and Harvard University, **unveiled**⁶ something that **defied**⁷ traditional biology: the Xenobot.

The work was co-led by Michael Levin, a **developmental biologist**⁸ known for exploring how living cells organise and **repurpose themselves**⁹.

Named after the **African clawed frog**¹⁰ (*Xenopus laevis*), these **entities**¹¹ are not **genetically modified organisms**¹² (GMOs) in the conventional sense; there is no introduction of foreign DNA. **Nor**¹³ are they mechanical robots constructed from inorganic parts. They are **millimetre-scale**¹⁴ living machines, measuring just 0.7 to 1 millimetre, constructed entirely from the **embryonic cells**¹⁵ of frogs.

¹ emergence 'ɪmɜːdʒəns pojawienie się

² circuit 'sɜːkt obwód, układ

³ living tissue 'lɪvɪŋ 'tɪʃuː żywa tkanka

⁴ unsettling 'ʌn'setlɪŋ niepokojący

⁵ alongside ɐ'lon'saɪd eks wraz z X

⁶ to unveil sth tə ʌn'veɪl 'sʌmθɪŋ ujawnić coś

⁷ to defy sth tə dɪ'faɪ 'sʌmθɪŋ sprzeciwić się, przeciwstawić się czemuś

⁸ developmental biologist dɪ'veləp'mentl baɪ'ɒlədʒɪst biolog rozwoju

⁹ to repurpose oneself tə 'riː 'pɜːpəs wʌn'self zmienić swoje przeznaczenie, nadać sobie nowe zastosowanie

¹⁰ African clawed frog 'æfrɪkən kləʊd frog afrykańska żaba szponiasta

¹¹ entity 'entɪtɪ byt, jednostka, podmiot

¹² genetically modified organism genetically 'mɒdɪfaɪd 'ɔːɡənɪzm genetycznie zmodyfikowany organizm

¹³ nor nɔː ani

¹⁴ millimetre-scale 'mɪlɪ,mi:tə skeɪl w milimetrowej skali

¹⁵ embryonic cell 'embri'ɒnɪk sel komórka embrionalna

BUT WHAT IF THE
NEXT MACHINES
ARE GROWN, NOT
BUILT – MADE OF
LIVING TISSUE?

POBIERZ NAGRANIA
MP3



KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

A WORD WORTH REMEMBERING

to dissociate sth
/tə dɪ'səʊʃieɪt
'sʌmθɪŋ/
rozdzielać, odłączać
coś

XENOBOTS ARE MILLIMETRE-SCALE LIVING MACHINES, MEASURING JUST 0.7 TO 1 MILLIMETRE, CONSTRUCTED ENTIRELY FROM THE EMBRYONIC CELLS OF FROGS.

In a developing **frog embryo**¹⁶, these cells would naturally **self-assemble into**¹⁷ a **tadpole**¹⁸, to **fend off**¹⁹ pathogens and **circulate**²⁰ blood. However, researchers discovered that if you **dissociate**²¹ these cells and place them in a novel environment, they don't die. **Instead**²², they **reassemble**²³. The skin cells provide a passive, structural architecture, while the heart muscle cells act as tiny engines, **contracting**²⁴ spontaneously to **drive**²⁵ **locomotion**²⁶.

They represent a new class of “**reconfigurable**²⁷ organisms,” living tissue **liberated from**²⁸ its **genomic developmental constraints**²⁹ and **reshaped into**³⁰ new functional anatomies.

The Human Element

While Xenobots served as the proof of concept, 2023 brought the technology much closer to home with the emergence of Anthrobots. Developed again under Michael Levin, Anthrobots push the idea of biological machines into human territory.

Unlike³¹ Xenobots, which **require**³² embryonic cells, Anthrobots are grown from **adult human tracheal cells**³³; the cells lining the **windpipe**³⁴.

However, when isolated in a lab, these cells **exhibit**³⁵ a **startling**³⁶ plasticity. They form a **spheroid**³⁷ shape where the **cilia**³⁸ **face outward**³⁹, acting like hundreds of tiny

oars⁴⁰ that **propel**⁴¹ the bot through **aqueous**⁴² environments. Unlike Xenobots, which require complex manual microsurgery to **assemble**⁴³, Anthrobots self-assemble. The cells spontaneously form functional shapes, a key element in achieving the **scalability**⁴⁴ required for future mass production.

Designed by AI

Perhaps the most fascinating aspect of these biobots is that their designs are the result of Artificial Intelligence.

The interaction between thousands of individual cells is too complex for the human mind to predict. To solve this, the team **employs**⁴⁵ the Deep Green supercomputer **cluster at**⁴⁶ the University of Vermont. Led by computer scientist Josh Bongard, the team uses an evolutionary algorithm to explore the “morphospace,” the vast landscape of possible biological shapes.

The process mimics natural selection but **accelerates**⁴⁷ it exponentially. The computer generates a population of **random**⁴⁸ 3D configurations and places them in a physics engine that simulates the biophysics of frog cells.

The simulation **applies**⁴⁹ a “fitness function,” for example, measuring how far a design can travel in ten seconds. Designs that **fail to**⁵⁰ move are deleted. Those that move, however poorly, are **retained**⁵¹ and “mutated.” Over thousands of generations, the algorithm **refines**⁵² these designs, perhaps discovering that a toroidal (donut)

¹⁶ **frog embryo** *frog* 'embriəʊ **zarodek żaby**

¹⁷ **to self-assemble into sth** *tə selfə'sembl* 'into 'sʌmθɪŋ **samoorganizować się w coś, samoczynnie coś tworzyć**

¹⁸ **tadpole** 'tædpəʊl **kijanka**

¹⁹ **to fend off sth** *tə fend ɒf 'sʌmθɪŋ* **odeprzeć coś, o/bronić się przed czymś**

²⁰ **to circulate sth** *tə 'sɜːkjələt 'sʌmθɪŋ* **krążyć, wprawiać coś w obieg**

²¹ **to dissociate sth** *tə dɪ'səʊʃiət 'sʌmθɪŋ* **rozdzielać, odłączać coś**

²² **instead** *ɪn'sted* **w zamian**

²³ **to reassemble** *tə 'riːə'sembl* **ponownie złożyć**

(się,) **zrekonstruować (się)**

²⁴ **to contract** *tə 'kɒntrækt* **kurczyć się**

²⁵ **to drive sth** *tə draɪv 'sʌmθɪŋ* **napędzać, powodować coś**

²⁶ **locomotion** 'ləʊkə'məʊʃən **poruszanie się**

²⁷ **reconfigurable** 'riːkən'fɪɡə(r) 'əbl **możliwy do rekonfiguracji, przestawialny**

²⁸ **liberated from sth** 'lɪbəreɪtɪd frəm 'sʌmθɪŋ **uwolniony od czegoś**

²⁹ **genomic developmental constraints** dʒɪ'nɒmɪk dɪ'veləp'menti kən'streɪnts **genomowe ograniczenia rozwojowe**

³⁰ **reshaped into sth** 'riːʃeɪpt 'ɪntə 'sʌmθɪŋ **przekształcony w coś**

³¹ **unlike X** 'ʌn'laɪk **eks w przeciwieństwie do X**

³² **to require sth** *tə rɪ'kwaɪə 'sʌmθɪŋ* **wymagać czegoś**

³³ **adult human tracheal cells** 'ædʌlt 'hjuːmən trə'kiːəl selz **komórki tchawicy dorosłego człowieka**

³⁴ **windpipe** 'wɪndpaɪp **pot. tchawica**

³⁵ **to exhibit sth** *tə ɪg'zɪbɪt 'sʌmθɪŋ* **przejawiać coś**

³⁶ **startling** 'stɑːtɪŋ **zadziwiający, zaskakujący, zdumiewający**

³⁷ **spheroid** 'sferɔɪd **sferoida, bryła o kształcie zbliżonym do kuli**

³⁸ **cilia** 'sɪlɪə **rzęski (struktury komórkowe)**

³⁹ **to face outward** *tə feɪs 'aʊtwəd* **być skierowanym na zewnątrz**

⁴⁰ **oar** ɔː **wiosło**

⁴¹ **to propel sth** *tə prə'pel 'sʌmθɪŋ* **napędzać coś, wprawiać coś w ruch**

⁴² **aqueous** 'ækwɪəs **wodny**

⁴³ **to assemble** *tə ə'sembl* **gromadzić się, składać w całość**

⁴⁴ **scalability** 'skeɪlə'bɪləti **skalowalność (zdolność systemu do pracy przy zwiększającej się skali)**

⁴⁵ **to employ sth** *tə ɪm'plɔɪ 'sʌmθɪŋ* **stosować coś, wykorzystywać coś**

⁴⁶ **to cluster at X** *tə 'klaʊstə æt eks* **skupiać się w okolicach X, tworzyć gromady w punkcie X**

⁴⁷ **to accelerate** *tə ək'seləreɪt* **przyspieszać**

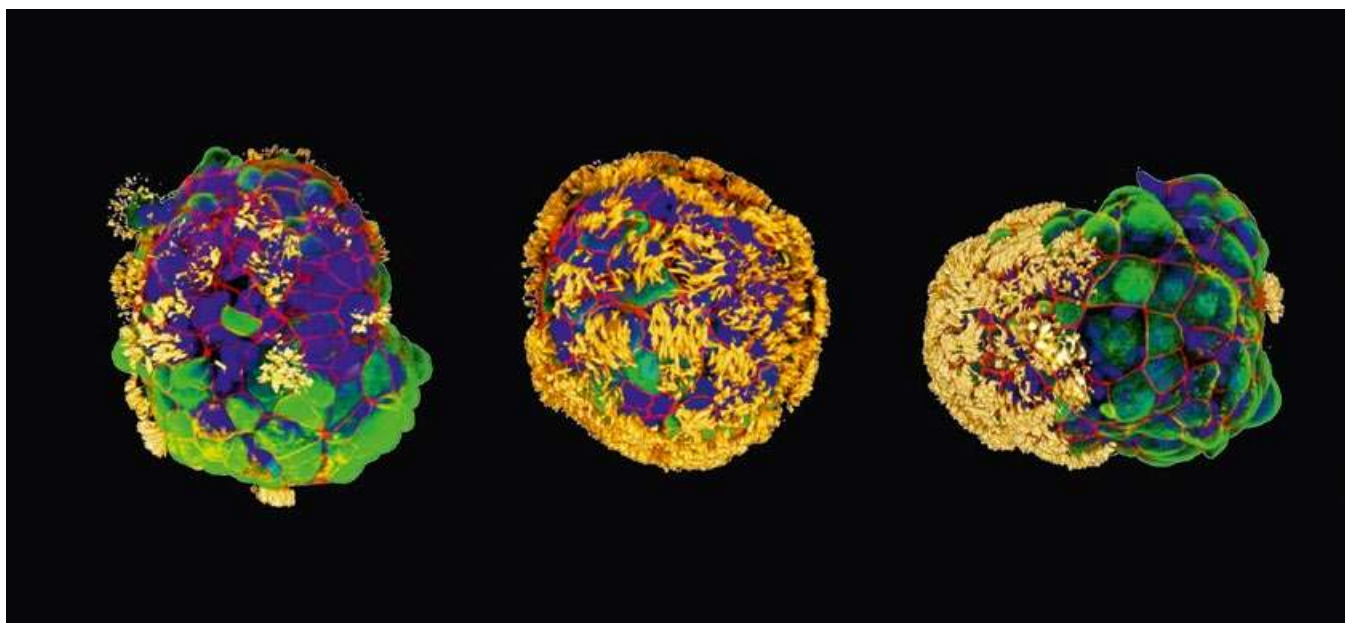
⁴⁸ **random** 'rændəm **losowy, przypadkowy**

⁴⁹ **to apply sth** *tə ə'plai 'sʌmθɪŋ* **zastosować coś**

⁵⁰ **to fail to do sth** *tə feɪl tə duː 'sʌmθɪŋ* **nie zdołać czegoś zrobić**

⁵¹ **retained** rɪ'teɪnd **zachowany, zatrzymany**

⁵² **to retain sth** *tə rɪ'teɪn 'sʌmθɪŋ* **zachować, zatrzymać coś**



shape reduces **drag**⁶³, or that placing heart cells **at the rear**⁶⁴ produces a more effective **kicking motion**⁶⁵.

Once the algorithm **converges on**⁶⁶ a high-performance design, the **blueprint**⁶⁷ is sent to the biologists at Tufts University to be built in the real world, a process known as the “Sim-to-Real” transfer.

Pac-Man

This AI-driven **approach**⁶⁸ led to one of the most surprising discoveries in the project.

Researchers asked the computer to find a shape that could make copies of itself. After running **countless**⁶⁹ simulations, the AI suggested an unexpected design: a shape similar to the video-game character Pac-Man.

When scientists built this Pac-Man-shaped Xenobot and placed it in a dish with **loose**⁷⁰ **stem cells**⁷¹, something remarkable happened. The tiny living machine swam around, **collecting**⁷² cells in its open “mouth.” As it pushed the cells together, they **clumped into**⁷³ small, solid balls. Over time, these balls developed into new Xenobots.

This isn’t reproduction in the normal biological sense, like **cells dividing**⁷⁴. And it isn’t manufactured either. Instead, it’s a new process: a living machine that builds

copies of itself using materials it finds in its surroundings, something scientists had never seen before in complex living organisms.

The Third State

This research **challenges**⁷⁵ our fundamental understanding of life and death. Traditionally, biology recognises two states: the developing life (embryogenesis) and death (decomposition).

But these biobots exist in what researchers are now calling a “Third State.”

This refers to cells from a dead organism (or **removed from**⁷⁶ a living one) that continue to function and **evolve**⁷⁷ new capabilities that were never part of their original nature. It suggests that our cells possess a “**latent morphospace**⁷⁸,” a hidden menu of shapes and behaviours that they can access when liberated from the strict instructions of the body.

The Killer App: Regenerative Medicine

The transition from “cool science experiment” to “product” **is** already **underway**⁷⁹, **driven by**⁸⁰ the potential for medical revolution.

⁶³ drag *dræg* opór (np. aerodynamiczny lub hydrodynamiczny)

⁶⁴ at the rear *æt ðə riə* z tyłu, w tylnej części

⁶⁵ kicking motion *'kɪkɪŋ 'məʊʃən* ruch kopiący

⁶⁶ to converge on sth *tə kən'vɜːdʒ ɒn 'sʌmθɪŋ* zbiegać się w jakims punkcie, dążyć do wspólnego celu

⁶⁷ blueprint *'bluːprɪnt* plan, schemat, projekt (w biologii: zapis genetyczny)

⁶⁸ approach *ə'prəʊtʃ* podejście

⁶⁹ countless *'kaʊntlɪs* niezliczone

⁷⁰ loose *luːs* swobodny

⁷¹ stem cells *stem selz* komórki macierzyste

⁷² to collect sth *tə kə'lekt 'sʌmθɪŋ* zbierać, gromadzić coś

⁷³ clumped into sth *klʌmpt 'ɪntə 'sʌmθɪŋ* zbity w coś

⁷⁴ cells dividing *selz dɪ'vaɪdɪŋ* dzielenie się komórek

⁷⁵ to challenge sth *tə 'tʃælɪndʒ 'sʌmθɪŋ* rzucać wyzwanie czemuś

⁷⁶ removed from sth *rɪ'muːvd frɒm 'sʌmθɪŋ* usunięty z czegoś

⁷⁷ to evolve *tə ɪ'vɒlv* ewoluować, rozwijać się

⁷⁸ latent morphospace *'leɪtənt mɔːfospaʊs* ukryta przestrzeń morfogenetyczna (potencjał komórek do przybierania różnych kształtów poza naturalnym organizmem)

⁷⁹ to be underway *tə biː ˌʌndə'weɪ* być w toku

⁸⁰ driven by sth *'drɪvn baɪ 'sʌmθɪŋ* napędzany przez coś

Because Anthrobots are **autologous**⁷¹ (made from the patient's own cells), they **bypass**⁷² the massive **hurdle of**⁷³ **immune rejection**⁷⁴. This opens the door to “smart” drug delivery, where biobots could be

Bio-Babble

The world of synthetic biology comes with its own complex vocabulary. Here are a few terms to help you sound like a scientist.

- **Autologous**: Obtained from the same individual. An autologous transplant uses the patient's own cells, preventing rejection.
- **Kinematic**¹: Relating to motion. Kinematic replication means creating a copy through physical movement (gathering parts) rather than chemical or biological growth.
- **In Silico**²: A phrase used to describe an experiment performed on a computer or via computer simulation (as opposed to *in vivo*, in a living thing, or *in vitro*, in a glass/test tube).
- **Morphospace**³: The theoretical landscape of all possible shapes or structures an organism could take.
- **Somatic Cells**⁴: Cells of the body that are not reproductive cells (sperm or egg). Anthrobots are made from these, meaning they cannot pass on traits to offspring in the traditional sense.

¹ kinematic *ˌkɪnəˈmæɪtɪk* kinematyczny, dotyczący ruchu

² in silico *ɪn sɪlɪkoʊ* przeprowadzany za pomocą komputera (np. symulacja komputerowa)

³ morphospace *mɔːfəʊˈspeɪs* przestrzeń morfogenetyczna (możliwe formy, jakie może przyjąć organizm)

⁴ somatic cells *səˈmæɪtɪk selz* komórki somatyczne (komórki ciała, z wyłączeniem płciowych)

INFOBOX

programmed to navigate to **deep-tissue tumours**⁷⁵ or specific organs to release a **pharmaceutical payload**⁷⁶.

In a **seminal**⁷⁷ “Bridgebot” experiment, researchers demonstrated this therapeutic potential. They created a **scratch “wound”**⁷⁸ in a layer of human neurons and introduced a cluster of Anthrobots. The bots settled into the gap and formed a bridge, **inducing** the neurons **to**⁷⁹ grow underneath and through them, effectively **stitching** the tissue **back together**⁸⁰.

Beyond this, researchers theorise that **swarms of**⁸¹ biobots could one day be **injected into**⁸² arteries to physically **scrape away**⁸³ **atherosclerotic plaque**⁸⁴, acting as soft, **living scrubbers**⁸⁵ that **dissolve**⁸⁶ once their job is done.

Industry and Ethics

This technology is already moving beyond the laboratory and into the commercial world. The most prominent company working in this space is Fauna Systems, a startup co-founded by the scientists behind the original research, Michael Levin and Josh Bongard. Their goal is to offer what they describe as “Xenobots-as-a-Service”: **custom-designed**⁸⁷ living machines **tailored to**⁸⁸ specific industrial or medical problems.

At the same time, the emergence of living robots **raises**⁸⁹ serious ethical questions. Some critics argue that **deliberately**⁹⁰ creating new biological forms crosses a line, framing the work as an example of scientists “playing God” without fully understanding the long-term consequences.

Others **point out**⁹¹ that existing legal frameworks are not prepared for entities that are **neither** machines **nor**⁹² traditional organisms. Regulators must now ask whether biobots should be treated as medical **devices**⁹³, living tissue, or something entirely new, a question with major implications for safety testing and approval.

There are also concerns about dual use. The same techniques that **allow** biobots **to**⁹⁴ deliver drugs or repair tissue could, in theory, **be misused**⁹⁵ to deliver harmful substances.

⁷¹ autologous *ɔːˈtɒləgəs* autologiczny (pochodzący z organizmu tego samego pacjenta, np. przeszczep)

⁷² to bypass sth *tə ˈbaɪpɑːs ˈsʌmθɪŋ* omijać coś

⁷³ hurdle of sth *ˈhɜːdl ɒv ˈsʌmθɪŋ* przeszkoda, trudność w czymś

⁷⁴ immune rejection *ɪˈmjuːn rɪˈdʒekʃən* odrzut immunologiczny

⁷⁵ deep-tissue tumour *diːp ˈtɪʃuː ˈtjuːmə* nowotwór tkanek głębokich

⁷⁶ pharmaceutical payload *ˌfɑːməˈsuːtɪkəl ˈpeɪləʊd* ładunek farmaceutyczny (np. lek transportowany przez roboty do guza)

⁷⁷ seminal *ˈseɪmɪnəl* przełomowy, nowatorski, o doniosłym znaczeniu

⁷⁸ scratch “wound” *skrætʃ wuːnd* „rana” powstała przez zadrapanie (używana w testach regeneracji tkanek)

⁷⁹ to induce sth to do sth *tə ɪnˈdjuːs ˈsʌmθɪŋ tə duː ˈsʌmθɪŋ* skłaniać coś do zrobienia czegoś

⁸⁰ to stitch sth back together *tə stɪtʃ ˈsʌmθɪŋ bæʃk təˈgeðə* zszywać coś z powrotem

⁸¹ swarms of sth *swɔːmz ɒv ˈsʌmθɪŋ* roje czegoś

⁸² injected into sth *ɪnˈdʒektɪd ɪntə ˈsʌmθɪŋ* wstrzyknięty do czegoś

⁸³ to scrape away sth *tə skreɪp əˈweɪ ˈsʌmθɪŋ* zdrapywać, zeszkrobywać (np. płytkę miażdżycową z naczyń)

⁸⁴ atherosclerotic plaque *æθərəʊskləˈrɒtɪk plæk* blaszka miażdżycowa

⁸⁵ living scrubbers *ˈlɪvɪŋ ˈskrʌbəz* „żywe szorowarki” (metaforyczne określenie robotów czyszczących naczynia krwionośne)

⁸⁶ to dissolve *tə dɪˈzɒlv* rozpuszczać (się)

⁸⁷ custom-designed *ˈkʌstəm dɪˈzaɪnd* zaprojektowany na zamówienie, specjalnie zaprojektowany

⁸⁸ tailored to sth *ˈteɪləd tə ˈsʌmθɪŋ* dopasowany do czegoś, skrojony na miarę

⁸⁹ to raise a question *tə reɪz ə ˈkwɛstʃən* nasuwać pytanie, podnosić kwestię

⁹⁰ deliberately *dɪˈlɪbəreɪtli* celowo, umyślnie

⁹¹ to point out sth *tə pɔɪnt aʊt ˈsʌmθɪŋ* wskazywać coś

⁹² neither... nor... *ˈneɪðə... nɔː... ʌni... ʌni...*

⁹³ device *dɪˈvaɪs* urządzenie

⁹⁴ to allow sth to do sth *tə əˈləʊ ˈsʌmθɪŋ tə duː ˈsʌmθɪŋ* pozwalać/umożliwiać czemuś zrobienie czegoś

⁹⁵ to be misused *tə biː ˈmɪsˈjuːd* zostać nadużyty, zostać niewłaściwie wykorzystany



THEY REPRESENT
A NEW CLASS OF
'RECONFIGURABLE
ORGANISMS,'
LIVING TISSUE
LIBERATED FROM
ITS GENOMIC
DEVELOPMENTAL
CONSTRAINTS AND
RESHAPED INTO
NEW FUNCTIONAL
ANATOMIES.

To address this risk⁹⁶, researchers are already discussing built-in⁹⁷ safety mechanisms. These include biological “kill switches,” such as making the bots dependent on nutrients⁹⁸ that only exist in controlled lab environments, ensuring they cannot survive or reproduce outside approved⁹⁹ settings.

As with many powerful technologies, the challenge is not simply whether we can create these living machines, but how, and under what rules¹⁰⁰, we choose to use them.



INSTRUCTIONS

Choose the best option (A, B, or C) to complete the logical deduction, regret, or hypothetical statement.

- Possibility (Past):** AI explored millions of shapes. It _____ a square or a triangle, but it discovered that the “Pac-Man” shape was the most efficient. A) *must have chosen* B) *could have chosen* C) *should not have chosen*
- Negative Deduction:** The Xenobots are made entirely of skin and heart cells from a frog. They _____ contained any metal or plastic parts. A) *must have* B) *would not have* C) *can't have*
- Negative Criticism:** Some ethicists argue that the scientists _____ released this technology to the public without establishing strict safety laws first. A) *shouldn't have* B) *couldn't have* C) *wouldn't have*
- Negative Hypothetical:** If the Anthrobots had been made from a donor's cells instead of the patient's own cells, the patient's body _____ accepted them so easily. A) *must not have* B) *wouldn't have* C) *should have*
- Logical Deduction:** The cells in the dish started moving and clumping together on their own. They _____ retained some kind of memory from their original biological function. A) *must have* B) *should have* C) *could not have*
- Negative Ability (Past):** It would have been impossible to calculate these biological shapes manually. The team _____ done the work without the “Deep Green” supercomputer. A) *shouldn't have* B) *couldn't have* C) *must not have*
- Positive Criticism/Regret:** The “kill switch” safety feature is being discussed now, but many people feel the researchers _____ included it in the original design years ago. A) *would have* B) *could not have* C) *should have*
- Possibility (Past):** The AI tested thousands of random shapes. It _____ selected a simple sphere or a cube, but it found that the “donut” shape was actually better for movement. A) *must have* B) *could have* C) *should not have*

BEM TEST

Answers: 1. B) could have chosen (It was a possibility, but it didn't happen). 2. C) can't have (Logical impossibility, they are organic). 3. A) shouldn't have (Criticism/Regret about a past action). 4. B) wouldn't have (Hypothetical result in the past: 'If X had happened, Y would not have happened'). 5. A) must have (Logical certainty based on evidence). 6. B) couldn't have (Past inability/impossibility without the computer). 7. C) should have (Regret: It was a good idea, but they didn't do it). 8. B) could have (Possibility: It was possible for the AI to choose other shapes).

⁹⁶ to address this risk *to ə'dres ðis risk żeby wyjść naprzeciw temu ryzyku*

⁹⁷ built-in *bɪlt ɪn wbudowany*

⁹⁸ nutrients *'nju:trɪənts składniki odżywcze*

⁹⁹ approved *ə'pru:vɪd zatwierdzony*

¹⁰⁰ under what rules *'ʌndə wɒt ru:lz na jakich zasadach, według jakich reguł*



Uprooting¹: A Quick Guide to Buying Property² Abroad³



by Paul Martin from
www.go-native.pl

For decades, the Polish Dream meant owning a home rooted firmly in Polish **soil**⁴. Today, rising wealth and geopolitical **unease**⁵ are redrawing that dream on a wider map. As record numbers of Poles look south to Spain, Italy and beyond, **Paul Martin** examines the causes of this quiet uprooting, and offers a guide on how to buy abroad.

A WORD WORTH REMEMBERING

townhouse
/'taʊn.haus/
szeregowiec

OGIĄDAJ

VIDEO



business-english.com.pl

POBIERZ

NAGRAŃKA
MP3



KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

¹ uprooting ʌp'ru:tɪŋ tu: zmiana miejsca zamieszkania z powodów życiowych lub rynkowych

² property 'prɒpərti nieruchomość

³ abroad ə'brɔ:d za granicą

⁴ soil sɔɪl ziemia

⁵ unease ʌn'ɪːz niepokój



The Polish Dream

Winter in Poland is beautiful. But for some, the **slate-grey**⁶ sky and smog **warnings**⁷ **spark**⁸ thoughts of change, and another **scroll through**⁹ the **property listings**¹⁰.

For decades, many dreamt of building a house **in the suburbs**¹¹, **securing**¹² a city-centre apartment, or a weekend **plot**¹³ in Masuria or the Tatra mountains.

For others, the Polish Dream took a different form, of **so-called**¹⁴ **labour mobility**¹⁵: a “**bread-earning**¹⁶” **exodus to**¹⁷ the UK, Ireland, or Germany, where work abroad would help build up capital at home.

Taking Flight

Today, that capital **is on the move**¹⁸. There are now an estimated 1.5 mln Polish **citizens**¹⁹ resident in **foreign countries**²⁰, and in 2024 alone, Polish buyers **purchased**²¹ over 4,200 properties in Spain, a **year-on-year**²² increase of more than 35 percent and four times the volume seen in 2019.

With average apartment prices in Warsaw now **exceeding**²³ PLN 16,400 per square metre, and premium **districts**²⁴ far higher, many have realised that they can secure a **spacious**²⁵ **townhouse**²⁶ with a **sea**

view²⁷ in Valencia or Alicante for the cost of a **compact flat**²⁸ in Mokotów.

For those hoping to take flight, this article offers a short **guide**²⁹ to successful relocation, a practical **handbook**³⁰ for navigating foreign bureaucracies and avoiding **legal traps**³¹. We focus on the four destinations that have most captured the Polish imagination: Spain, Italy, Croatia and Portugal.

Spanish Fever

Spain is the **undisputed**³² number one destination for Polish **expats**³³, often described as Europe’s Florida. It offers a **mature**³⁴ property market, excellent **flight connections**³⁵ from almost every **major**³⁶ Polish city, and long-established foreign **communities**³⁷ that ease relocation.

For Polish buyers, the main focus remains the Costa Blanca, **particularly**³⁸ Alicante province. Towns such as Torrevieja and Orihuela Costa still offer strong **value**³⁹, with two-bedroom apartments under EUR 150,000, prices now **rare**⁴⁰ in Poland’s major cities.

Higher-budget buyers often turn to the Costa del Sol, where Málaga, Marbella and Estepona offer premium developments,

international schools, and stronger **long-term rental**⁴¹ **demand**⁴² at higher **entry costs**⁴³.

⁶ slate-grey 'slet 'grei szaroniebieski

⁷ warning 'wɔ:nɪŋ ostrzeżenie

⁸ to spark sth tə spɔ:k 'sʌmθɪŋ wywoływać coś

⁹ to scroll through sth skrɔʊ θru: 'sʌmθɪŋ przewijać, przeglądać coś

¹⁰ property listings 'prɒpəti 'lɪstɪŋs ogłoszenia z nieruchomościami

¹¹ in the suburbs ɪn ðə 'sʌbɜ:bz na przedmieściach

¹² to secure sth tə sɪ'kjʊə 'sʌmθɪŋ tu: posiadać coś

¹³ plot plot tu: działka

¹⁴ so-called 'səʊ'kɔ:ld tak zwany

¹⁵ labour mobility 'leɪbə məʊ'bɪləti mobilność zawodowa

¹⁶ bread-earning bred 'ɜ:nɪŋ za chlebem

¹⁷ exodus to X 'eksədəs tu eks emigracja do X

¹⁸ to be on the move tə bi:ɒn ðə mu:v być w ruchu

¹⁹ citizen 'sɪtɪzn obywatel

²⁰ foreign countries 'fɔ:ɪn 'kʌntrɪz zagraniczne kraje

²¹ to purchase sth tə 'pɜ:tʃəs 'sʌmθɪŋ nabywać, kupować coś

²² year-on-year jɪər ɒn jɪər rok do roku

²³ to exceed tu ɪk'si:d przekroczyć

²⁴ district 'dɪstrɪkt dzielnica

²⁵ spacious 'speɪʃəs przestronny

²⁶ townhouse 'taʊn.haʊs szeregowiec

²⁷ sea view si: vju: widok na morze

²⁸ compact flat 'kɒmpækt flæt niewielkie mieszkanie

²⁹ guide gaɪd przewodnik

³⁰ handbook 'hændbʊk podręcznik, poradnik

³¹ legal traps 'li:ɡəl træps pułapki, kruczki prawne

³² undisputed 'ʌndɪs'pjʊ:tɪd niekwestionowany

³³ expat 'ekspæt ekspat

³⁴ mature mə'tjʊə dojrzały

³⁵ flight connections flaɪt kə'nekʃnz połączenia lotnicze

³⁶ major 'meɪdʒə główny

³⁷ community kə'mju:nəti społeczność

³⁸ particularly pə'tɪkjʊləli szczególnie

³⁹ value 'vælju: wartość

⁴⁰ rare reə rzadki

⁴¹ long-term rental 'lɒŋtɜ:m 'rentl wynajem długoterminowy

⁴² demand dɪ'mɑ:nd popyt

⁴³ entry costs 'entri kɒsts koszty wejścia

The key administrative **hurdle**⁴⁴ is the NIE (Número de Identificación de Extranjero), required for all legal and financial transactions. While it can be **obtained**⁴⁵ **via**⁴⁶ the Spanish Embassy, **appointment availability**⁴⁷, especially in Alicante, has become a major **bottleneck**⁴⁸. **Granting**⁴⁹ **Power of Attorney**⁵⁰ (Poder Notarial) to a Spanish **lawyer**⁵¹ is often the most **reliable**⁵² **solution**⁵³.

Once the NIE is **secured**⁵⁴, the purchase proceeds through reservation, a **binding**⁵⁵ Contrato de Arras with a typically 10 percent deposit, and final completion before a **notary**⁵⁶. Most buyers should budget an additional 10-15 percent for **taxes**⁵⁷ and **fees**⁵⁸ (dependent on specific region as specific **tax rates**⁵⁹ are different across Spanish regions), including **transfer tax**⁶⁰ on **resales**⁶¹ or VAT and **stamp duty**⁶² on new **builds**⁶³, plus legal and registry costs.

THERE ARE NOW AN ESTIMATED 1.5 MLN POLISH CITIZENS RESIDENT IN FOREIGN COUNTRIES.

A **common concern**⁶⁴ has been *okupas*, or squatters. While historically a significant risk for homes left empty, the **legal landscape**⁶⁵ shifted dramatically with

⁴⁴ hurdle 'hɜːdl przeszkoda

⁴⁵ obtained əb'teɪnd uzyskany

⁴⁶ via X 'vaɪə eks poprzez, za pośrednictwem X

⁴⁷ appointment availability ə'pɔɪntmənt ə'veɪlə'bɪləti dostępność terminów

⁴⁸ bottleneck 'bɒtlnek wąskie gardło

⁴⁹ to grant tə grɑːnt przyznawać

⁵⁰ Power of Attorney 'pəʊər ɒv ə'tɜːnɪ pełnomocnictwo pisemne

⁵¹ lawyer 'lɔːjə prawnik

⁵² reliable rɪ'laɪəbl niezawodny

⁵³ solution sə'lʊːʃən rozwiązanie

⁵⁴ secured sɪ'kjʊəd uzyskany

⁵⁵ binding 'baɪndɪŋ wiążący

⁵⁶ notary 'nəʊtəri notariusz

⁵⁷ tax tæks podatek

⁵⁸ fee fi: opłata

⁵⁹ tax rate tæks reɪt stawka podatkowa

⁶⁰ transfer tax 'trænsfɜː tæks podatek od przeniesienia własności

⁶¹ resale 'riːseɪl odsprzedaż

⁶² stamp duty stæmp 'djuːtɪ opłata skarbową

⁶³ build bɪld budynek

⁶⁴ common concern 'kɒmən kən'sɜːn powszechna obawa

⁶⁵ legal landscape 'liːgəl 'lændskeɪp otoczenie prawne

The “Golden Documents” & Market Snapshot

The following table serves as your quick-reference guide to the “Big 6” markets.

DESTINATION		GOLDEN DOCUMENT	PRIMARY DRIVER	PRICE LEVEL	KEY RISKS
Spain		NIE (Foreigner ID)	Lifestyle / Security	High (€2k-4k/m²)	Okupas (Squatters) & Bureaucracy bottlenecks
Italy		Codice Fiscale	Culture / Renovation	Low-Medium (South)	Renovation Costs on cheap homes
Portugal		NIF (Tax ID)	Premium / Digital Nomad	High (€3k-6k/m²)	Usage Licenses on rural land
Croatia		OIB (Personal ID)	Proximity / Familiarity	Medium-High (Coast)	Maritime Domain & Clean Title issues
Germany		Steuer-ID	Labour / Integration	High	Tenant Protections (Low yield)
UK		National Insurance	Settlement / Diaspora	Very High	Visa Rules & Stamp Duty Surcharges

INFOBOX



THE AFFORDABILITY QUESTION

Buying property abroad is often a balancing act between budget and ambition. Complete the sentences below using too, too much, too many, or enough.

1. For many Poles, apartment prices in Warsaw have simply become _____ high, prompting them to look for better value in Spain or Italy.
2. Banks in Spain are conservative with non-residents; they rarely lend _____ money to cover more than 60–70% of the property value.
3. The “express eviction” law in Spain only works if you report squatters quickly _____; you have a strict 48-hour window.
4. While “1-Euro” homes in Italy sound appealing, they often require _____ renovation work to be financially viable for the average buyer.
5. Croatia appeals to Polish buyers because it is close _____ to reach by car in a single day.
6. In Portugal, buying a rural home without a usage license is _____ risky, as obtaining retrospective approval is notoriously difficult.
7. There are _____ potential legal traps in purchasing foreign property to consider proceeding without a professional lawyer.
8. Don’t forget that you must have _____ cash available upfront to pay the 10% reservation deposit immediately.

BEM TEST

Answer Key: 1. too, 2. enough, 3. enough, 4. too much, 5. enough, 6. too, 7. too many, 8. enough

the **introduction**⁶⁶ of the 2025 Anti-Okupa Law. Police are now **empowered**⁶⁷ to **evict**⁶⁸ squatters within 48 hours without a **prior**⁶⁹ **judicial order**⁷⁰, provided the **intrusion**⁷¹ is “**flagrant**⁷²” and reported **immediately**⁷³.

In this context, a monitored alarm system connected to the police is no longer just a **deterrent**⁷⁴ but a critical **legal tool**⁷⁵; it provides the **verifiable**⁷⁶ **timestamp**⁷⁷ of entry required to **trigger**⁷⁸ this “express eviction” window, **thereby**⁷⁹ avoiding the slower judicial processes of the past.

The Italian Job

Where Spain appeals to sun-seeking pragmatists, Italy attracts romantics seeking espresso-fuelled **piazzas**⁸⁰, historic architecture, and a slower rhythm of life. While **headlines**⁸¹ often highlight “EUR 1

homes,” these **schemes**⁸² frequently **disappoint**⁸³, **tying** buyers **to**⁸⁴ **remote villages**⁸⁵, strict renovation **deadlines**⁸⁶ and significant **hidden costs**⁸⁷.

Polish buyers are increasingly looking elsewhere. Regions such as Puglia and Sicily have **emerged**⁸⁸ as realistic alternatives. In cities like Palermo or the towns of Salento, it is still possible to find **habitable**⁸⁹ historic apartments for under EUR

⁶⁶ introduction ˌɪntrəˈdʌkʃən wprowadzenie

⁶⁷ empowered ɪmˈpaʊəd upoważniony, uprawniony

⁶⁸ to evict sb tə ɪˈvɪkt ˈsʌmbədi eksmitować kogoś

⁶⁹ prior ˈpraɪəz uprzedni

⁷⁰ judicial order dʒuːˈdɪʃəl ˈɔːdə nakaz sądowy

⁷¹ intrusion ɪnˈtruːʒən wtargnięcie

⁷² flagrant ˈfleɪɡrənt tu: rażący

⁷³ immediately ɪˈmiːdɪətli od razu



⁷⁴ deterrent dɪˈtərənt środek odstrasżający

⁷⁵ legal tool ˈliːɡəl tuːl narzędzie prawne

⁷⁶ verifiable ˈverɪfaɪəbl wiarygodny, weryfikowalny

⁷⁷ timestamp ˈtaɪmstæmp znacznik czasu

⁷⁸ to trigger sth tə ˈtrɪɡə ˈsʌmθɪŋ uruchamiać coś

⁷⁹ thereby ˈðeəˈbaɪ tym samym

⁸⁰ piazza ˈpiːzə plac

⁸¹ headlines ˈhedlaɪnz nagłówki

⁸² scheme skiːm tu: program, projekt

⁸³ to disappoint sb tə ˈdɪsəˈpɔɪnt ˈsʌmbədi rozczarowywać kogoś

⁸⁴ to tie sb to sth tə taɪ ˈsʌmbədi tə ˈsʌmθɪŋ wiązać kogoś z czymś

⁸⁵ remote village ˈriːməʊt ˈvɪlɪdʒ odległa wioska

⁸⁶ deadline ˈdedlaɪn termin

⁸⁷ hidden costs ˈhɪdn kɒsts ukryte koszty

⁸⁸ to emerge tə ɪˈmɜːdʒ pojawiać się

⁸⁹ habitable ˈhæbɪtəbl nadający się do zamieszkania



WITH AVERAGE APARTMENT PRICES IN WARSAW NOW EXCEEDING PLN 16,400 PER SQUARE METRE, AND PREMIUM DISTRICTS FAR HIGHER, MANY HAVE REALISED THAT THEY CAN SECURE A SPACIOUS TOWNHOUSE WITH A SEA VIEW IN VALENCIA OR ALICANTE FOR THE COST OF A COMPACT FLAT IN MOKOTÓW.

100,000, often for less than the price of a small **studio**⁹⁰ in Warsaw.

Bureaucratically, Italy is surprisingly **accessible**⁹¹. The key document is the Codice Fiscale, required for all legal and financial transactions and usually **obtainable**⁹² within minutes. The purchase process moves from a formal offer (Proposta d'Acquisto), through a binding **preliminary contract**⁹³ (Compromesso), to final **completion**⁹⁴ at the notary (Rogito).

Italy's biggest, and often **overlooked**⁹⁵, advantage lies in taxation. Under the Prezzo-Valore system, transfer taxes for private sales are calculated on the **cadastral value**⁹⁶, not the market price, which means that they often **end up**⁹⁷ being 30-50 percent lower. While non-residents nominally pay a 9 percent **registration tax**⁹⁸ (*Seconda Casa*), the effective **tax burden**⁹⁹ is frequently far lower than in Spain.

Buyers who **transfer**¹⁰⁰ **residency**¹⁰¹ within 18 months may qualify for *Prima Casa* status, reducing the rate to just 2 percent.

The main risk is the cost of renovation. **Medieval**¹⁰² **layouts**¹⁰³, limited **contractors**¹⁰⁴, and language barriers can quickly **inflate**¹⁰⁵ costs, making already-renovated properties a safer choice.

The "Drive-To" Market

Croatia **occupies**¹⁰⁶ a unique place in the Polish imagination: familiar, **scenic**¹⁰⁷ and **reachable**¹⁰⁸ by car. A 10-12 hour

⁹⁰ **studio** 'stju:diəʊ kawalerka

⁹¹ **accessible** ək'sesəbl przystępny

⁹² **obtainable** əb'teɪnəbl dostępny, możliwy do uzyskania

⁹³ **preliminary contract** pri'lɪmɪnəri 'kontrækt

umowa przedwstępna

⁹⁴ **completion** kəm'pli:ʃən sfinalizowanie umowy

⁹⁵ **to overlook** tə ,əʊvə'lʊk przeoczyć, pomijać

⁹⁶ **cadastral value** kə'dæstrəl 'vælju: wartość katastralna

⁹⁷ **to end up** tə end ʌp kończyć

⁹⁸ **registration tax** ,redʒɪs'treɪʃən tæks podatek rejestracyjny

⁹⁹ **tax burden** tæks 'bɜ:dn obciążenie podatkowe

¹⁰⁰ **to transfer sth** tə 'trænsfɜ: 'sʌmθɪŋ przenieść coś

¹⁰¹ **residency** 'rezɪdənsɪ rezydencja, pobyt

¹⁰² **medieval** ,medi'i:vəl średniowieczny

¹⁰³ **layout** 'leɪaʊt tu: układ zabudowy

¹⁰⁴ **contractor** kən'træktə wykonawca

¹⁰⁵ **to inflate sth** tə ɪn'fleɪt 'sʌmθɪŋ podnosić coś

¹⁰⁶ **to occupy sth** tə 'ɒkjʊpaɪ 'sʌmθɪŋ zajmować coś

¹⁰⁷ **scenic** 'si:nɪk malowniczy

¹⁰⁸ **reachable** 'ri:tʃəbl dostępny

drive from southern Poland makes it feel like a **neighbour**¹⁰⁹ rather than a **distant**¹¹⁰ investment.

Since **adopting**¹¹¹ the euro and joining Schengen, buying in Croatia has become **frictionless**¹¹². Prices, however, have risen **sharply**¹¹³, especially in Split and Dubrovnik. Value now lies in **secondary**¹¹⁴ **hubs**¹¹⁵ such as Zadar and its surrounding islands.

The **essential**¹¹⁶ document is the OIB (*Osobni identifikacijski broj*), Croatia's personal identification number. It is required for **virtually**¹¹⁷ all legal and financial transactions, including buying property, opening a bank account, and paying taxes. For EU citizens, it can usually be obtained in person at a local **tax office**¹¹⁸ within minutes, often on the same day.

There are several **traps**¹¹⁹ to be aware of when buying in Croatia. Title must be checked carefully to confirm "1/1" **ownership**¹²⁰, meaning a single, undisputed owner. Many older buildings were constructed illegally, so a **valid**¹²¹ **use permit**¹²² proving the property's legality is also essential.

Buyers should also understand the concept of *Pomorsko dobro*, which **designates**¹²³ coastal land, typically within around six metres of the **shoreline**¹²⁴, as **public property**¹²⁵ which cannot be **fenced off**¹²⁶.

Atlantic Premium

Portugal **attracts**¹²⁷ a slightly different buyer profile: wealthier investors, **digital nomads**¹²⁸, and those seeking **year-round**¹²⁹ living rather than seasonal holidays. The Algarve remains the classic choice, while Madeira has emerged as a digital-nomad **hotspot**¹³⁰ with a **mild**¹³¹, spring-like climate throughout the year. Prices are generally higher than in Spain or Italy, particularly in Lisbon, but relative value can still be found **inland**¹³² and along the **so-called**¹³³ Silver Coast north of the **capital**¹³⁴.

The essential document is the NIF (*Número de Identificação Fiscal*), Portugal's tax identification number, required for buying property, opening a bank account and paying taxes. Although EU

citizens are no longer legally required to **appoint**¹³⁵ a **fiscal representative**¹³⁶, many banks still prefer one to **ensure**¹³⁷ tax correspondence is **properly**¹³⁸ **handled**¹³⁹.

A key trap in Portugal lies in **rural**¹⁴⁰ property. Many older homes **lack**¹⁴¹ a valid *Licença de Utilização* (**usage licence**¹⁴²). Without this document, a property cannot legally be used as a **residence**¹⁴³, and **obtaining**¹⁴⁴ **retrospective approval**¹⁴⁵ can be **extremely**¹⁴⁶ **difficult**¹⁴⁷.

New Horizons

Buying abroad **inevitably**¹⁴⁸ adds **layers of complexity**¹⁴⁹. **Mortgages**¹⁵⁰ for non-residents are conservative, typically covering no more than 60–70 percent of a property's value, which means **substantial**¹⁵¹ cash is required **upfront**¹⁵².

¹⁰⁹ **neighbour** 'neɪbə səsɪəd

¹¹⁰ **distant** 'dɪstənt odległy

¹¹¹ **to adopt sth** tɒ ə'dɒpt 'sʌmθɪŋ przyjmować coś

¹¹² **frictionless** 'frɪkʃnləs tu: bezproblemowy

¹¹³ **sharply** 'ʃɑːpli gwałtownie

¹¹⁴ **secondary** 'sekəndəri drugorzędny

¹¹⁵ **hub** hʌb ośrodek

¹¹⁶ **essential** ɪ'senʃəl niezbędny

¹¹⁷ **virtually** 'vɜːtʃʊəli praktycznie

¹¹⁸ **tax office** tæks 'ɒfɪs urząd skarbowy

¹¹⁹ **trap** træp pułapka

¹²⁰ **ownership** 'əʊnəʃɪp stan własności

¹²¹ **valid** 'væɪd aktualny, ważny

¹²² **use permit** juːs 'pɜːmɪt pozwolenie na użytkowanie

¹²³ **to designate** tə 'deɪzɪɡneɪt wyznaczać

¹²⁴ **shoreline** 'ʃɔːlaɪn linia brzegowa

¹²⁵ **public property** 'pʌblɪk 'prɒpəti mienie publiczne

¹²⁶ **fenced off** fensd ɒf ogrodzony

¹²⁷ **to attract** tə ə'trækt przyciągać

¹²⁸ **digital nomad** 'dɪdʒɪtl 'nəʊməd cyfrowy nomada

¹²⁹ **year-round** jɪə 'raʊnd całoroczny

¹³⁰ **hotspot** 'hɒtspt tu: popularne miejsce

¹³¹ **mild** maɪld umiarkowany

¹³² **inland** 'ɪnlənd w głębi lądu

¹³³ **so-called** 'səʊ'kɔːld tak zwany

¹³⁴ **capital** 'kæpɪtl stolica

¹³⁵ **to appoint sb** tə ə'pɔɪnt 'sʌmbədɪ wyznaczyć

kogoś

¹³⁶ **fiscal representative** 'fɪskəl ,reprɪ'zentətɪv

przedstawiciel podatkowy

¹³⁷ **to ensure sth** tə ɪn'ʃʊə 'sʌmθɪŋ zapewniać coś

¹³⁸ **properly** 'prɒpəli odpowiednio

¹³⁹ **handled** 'hændld prowadzony

¹⁴⁰ **rural** 'rʊərəl wiejski

¹⁴¹ **to lack sth** tə læk 'sʌmθɪŋ nie mieć czegoś

¹⁴² **usage licence** 'juːzɪdʒ 'laɪsəns pozwolenie na użytkowanie

¹⁴³ **residence** 'rezɪdəns tu: miejsce

zamieszkania

¹⁴⁴ **to obtain sth** tə əb'teɪn 'sʌmθɪŋ uzyskać coś

¹⁴⁵ **retrospective approval** ,retɹəʊ'spektɪv

ə'pruːvəl zgoda z mocą wsteczną

¹⁴⁶ **extremely** ɪks'triːmli wyjątkowo

¹⁴⁷ **difficult** 'dɪfɪkəlt trudny

¹⁴⁸ **inevitably** ɪn'evɪtəbli niewątpliwie

¹⁴⁹ **layers of complexity** 'leɪəz ɒv kəm'pleksɪti dodatkowe warstwy złożoności, dodatkowe trudności

¹⁵⁰ **mortgage** 'mɔːɡɪdʒ kredyt hipoteczny

¹⁵¹ **substantial** səb'stænʃəl znaczny

¹⁵² **upfront** ,ʌp'frʌnt z góry



While Poland's double-taxation treaties¹⁵³ still apply, the mechanism has changed under international agreements¹⁵⁴: tax paid abroad is now credited against¹⁵⁵ Polish tax rather than exempted¹⁵⁶. Therefore, foreign rental income¹⁵⁷ must still be reported¹⁵⁸ in Poland (PIT-28), even if no additional tax is due¹⁵⁹.

Owning property abroad while remaining resident in Poland also demands¹⁶⁰ organisation: reliable¹⁶¹ keyholders¹⁶², professional management, and careful budgeting for community fees¹⁶³ are essential to making both the numbers, and the lifestyle, work.

Yet foreign property ownership is no longer the preserve¹⁶⁴ of the ultra-wealthy. With remote work¹⁶⁵ now normalised and low-cost flights more accessible than ever, the barriers have quietly fallen. Just remember to leave the rush¹⁶⁶ at the airport, because in the south, time moves differently.

- ¹⁵³ double-taxation treaty 'dʌbl tæk'seɪʃən
'tri:tɪ umowa o unikaniu podwójnego
opodatkowania
- ¹⁵⁴ international agreement ,ɪntə'næʃənəl
ə'grɪ:mənt umowa międzynarodowa
- ¹⁵⁵ credited against 'kredɪtɪd ə'genst zaliczany
na poczet
- ¹⁵⁶ exempted ɪg'zemptɪd zwolniony
- ¹⁵⁷ rental income 'rentl 'ɪnkəm dochód
z wynajmu
- ¹⁵⁸ reported rɪ'pɔ:tɪd zgłaszany
- ¹⁵⁹ due dju: należny
- ¹⁶⁰ to demand sth tə dɪ'mɑ:nd 'sʌmθɪŋ wymagać
czegoś
- ¹⁶¹ reliable rɪ'laɪəbl godny zaufania
- ¹⁶² keyholder 'ki:həʊldər zarządca
nieruchomości, zaufana osoba posiadająca
klucze
- ¹⁶³ community fees kə'mju:nəti fi:z opłaty
wspólnotowe
- ¹⁶⁴ preserve prɪ'zɜ:v tu: domena
- ¹⁶⁵ remote work rɪ'məʊt wɜ:k praca zdalna
- ¹⁶⁶ rush rʌʃ pośpiech

Colorful
BOOKS

**PROPOZYCJE KSIĄŻKOWE
COLORFUL BOOKS**

**ZNAJDZIESZ NA:
KIOSK.COLORFULMEDIA.PL**



Colorful



Kadri Tuisk



by Paul Martin from
www.go-native.pl

The tiny country of Estonia, with a population of little more than 1.34 million, **punches** well **above its weight**¹ in the technology world. One of its shining examples is **entrepreneur**² and business mentor, Kadri Tuisk.

¹ to punch above your weight *tə ˈpʌntʃ əˈbʌv jə weɪt* bokсовать в cięższej wadze (być lepszym, niż można by oczekiwać)

² entrepreneur *ˌɒntrəprəˈnɜː* przedsiębiorca

Kadri Tuisk



IN DECEMBER
2019, CLANBEAT
ANNOUNCED
A SEED FUNDING
ROUND OF USD
1.2 MLN.

Kadri Tuisk was born in June 1982 in Estonia. She spent her first decade under the communist **yoke**³ of the Estonian Soviet Socialist Republic until the country **gained independence**⁴ in 1991. She reports that these formative years influenced her, leading her to take risks and be prepared to **try things out**⁵ and **dare**⁶ to fail in **adulthood**⁷.

She studied at the Estonian Business School, producing a **master's thesis**⁸ in **international business management**⁹, with a specific interest in mobile applications and **service design**¹⁰. This **foundation**¹¹ would shape her later career at the interface of technology, design and human-centred services.

Before **launching**¹² her own **ventures**¹³, she was employed in marketing and project management in **advertising agencies**¹⁴. During this period, she also worked as a **fashion model**¹⁵ and says that she learnt lessons in casting that she was able to carry into **funding pitches**¹⁶.

Starting Up

Around 2015, following a hackathon (See Fact Box) and inspired by ideas of personal development and human-centred service design, Ms Tuisk **co-founded**¹⁷ Clanbeat (**initially**¹⁸ among other founders, including Tiina Pauklin, Christjan Schumann and Triin Noorkõiv).

At first, Clanbeat targeted start-ups, offering **one-to-one**¹⁹ tools for **personal growth**²⁰ planning dialogues between

³ yoke /jəʊk/ jarzmo

⁴ to gain independence /tə ɡeɪn ˌɪndɪˈpendəns/ uzyskać niepodległość

⁵ to try sth out /tə traɪ ˈsʌmθɪŋ aʊt/ próbować czegoś

⁶ to dare /tə deə/ odważyć się

⁷ adulthood /ˈædʌlthʊd/ dorosłość

⁸ master's thesis /ˈmɑːstəz ˈθiːsɪs/ praca magisterska

⁹ international business management /ˌɪntəˈnæʃənəl ˈbɪznɪs ˈmænɪdʒmənt/ zarządzanie w biznesie międzynarodowym

¹⁰ service design /ˈsɜːvɪs dɪˈzaɪn/ projektowanie usług

¹¹ foundation /faʊnˈdeɪʃən/ fundament

A WORD WORTH REMEMBERING

to retain sth
/tə riˈteɪn
ˈsʌmθɪŋ/
zachowywać coś

Hackathon

A hackathon is a short, intensive event, typically lasting from 24 hours to several days, where teams collaborate to develop ideas, **software**¹, or prototypes around a defined challenge. Originally linked to programming and tech, hackathons are now widely used in business, education, and innovation to **encourage**² rapid problem-solving, creativity and collaboration **under time pressure**³.

¹ software /ˈswetweə(r)/ oprogramowanie

² to encourage sth /tə ɪnˈkʌrɪdʒ ˈsʌmθɪŋ/ zachęcać do czegoś

³ under time pressure /ˌʌndə taɪm ˈpreʃə/ pod presją czasu

INFOBOX

¹² to launch /tə ˌlɔːntʃ/ rozpoczynać

¹³ venture /ˈventʃə/ przedsięwzięcie

¹⁴ advertising agency /ˌædvətaɪzɪŋ ˈeɪdʒənsi/ agencja reklamowa

¹⁵ fashion model /ˈfæʃən ˈmɒdl/ modelka

¹⁶ funding pitch /ˈfʌndɪŋ pɪtʃ/ prezentacja dla inwestorów

¹⁷ to co-found /tə kəʊ faʊnd/ współzałożyć

¹⁸ initially /ɪˈnɪʃəli/ początkowo

¹⁹ one-to-one /wʌn tə ˈwʌn/ indywidualny

²⁰ personal growth /ˈpɜːsnl grəʊθ/ rozwój osobisty

Self-directed learning

Self-directed learning is an approach in which individuals take responsibility for identifying what they need to learn, **setting goals**¹, choosing resources, and **evaluating**² their progress.

In schools, it encourages pupils to manage their own projects, explore interests, and build independence rather than relying **solely**³ on teacher instruction.

In companies, it is used in professional development programmes where employees select courses, set skill-building goals, and learn at their own **pace**⁴ using digital platforms or coaching support.

¹ **setting goals** 'setɪŋ ɡəʊls wyznaczanie celów

² **to evaluate** tə 'rɛvəlju:et oceniać

³ **solely** 'səʊli wyłącznie

⁴ **pace** peɪs tempo

INFOBOX

employees, managers or **business owners**²¹. The aim was to **address issues**²² of engagement, well-being and personal growth in **fast-paced workplaces**²³.

However, by 2018, the company **underwent**²⁴ a strategic **pivot**²⁵. After engaging with schools, educators and learners, Clanbeat reoriented itself to focus mainly on education and **youth**²⁶: helping students and **pupils**²⁷ with **self-directed learning**²⁸ (See Fact Box). This marked a shift from corporate HR-tech towards EdTech and well-being, a domain where Kadri believed technology could support personal growth, not just productivity.

The product was **underpinned by**²⁹ a belief that growth does not happen in isolation inside an app but requires **community**³⁰, support, mentoring and human connection. As she explained, her mission was to enable people to become **self-aware**³¹,

self-managed individuals **capable of**³² **fulfilling**³³ their potential.

Exponential³⁴ Expansion

However, on **limited resources**³⁵, she could only scale the operation so far, so she sought an **external**³⁶ **capital injection**³⁷. In December 2019, Clanbeat announced a **seed funding**³⁸ round of USD 1.2 mln, led by Japanese fund Mistletoe Inc. and **backed**³⁹ by prominent Estonian **angel investors**⁴⁰, including co-founders of Pipedrive, Martin Henk and Ragnar Sass.

The funding aimed to **accelerate**⁴¹ product development and expand Clanbeat's reach beyond Estonia and into Northern Europe and Southeast Asia. Schools in Singapore were among the early clients.

Clanbeat's growth and impact earned external **recognition**⁴². Notably, in 2021, Clanbeat won the World Summit Award in the Health & Well-being category, an international **accolade**⁴³ **acknowledging**⁴⁴ its **contribution to**⁴⁵ mental health and growth support via technology.

Kadri Tuisk herself was honoured in 2021 as Young Female Entrepreneur of the Year in Estonia, **reflecting**⁴⁶ her role as a leading innovator and figure in her country's tech and startup ecosystem (see *Fact Box*).

After years of work in EdTech and personal development, in 2024, Kadri Tuisk launched a new venture, Wundamental AI, co-founded with Christjan Schumann. The company's **remit**⁴⁷ was to combine high-quality executive coaching with AI-driven analytics, creating tools to scale **leadership**⁴⁸ development and **improve**⁴⁹ **organisational performance**⁵⁰ **worldwide**⁵¹.

Wundamental AI offers coaches an analytics engine that can **detect**⁵² **behavioural patterns**⁵³, **growth opportunities**⁵⁴ and potential **blind spots**⁵⁵ – enabling a more measurable, data-informed **approach to**⁵⁶ coaching that **retains**⁵⁷ the human element

²¹ **business owner** 'bɪznɪs 'əʊnə właściciel firmy

²² **to address issue** tə 'ədrɛs 'ɪʃu: rozwiązać problem, kwestię

²³ **fast-paced workplace** 'fə:st 'peɪst 'wɜ:kpleɪs

dynamiczne środowisko pracy

²⁴ **to undergo** tə ,ʌndə'ɡəʊ przechodzić

²⁵ **pivot** 'pɪvət zmiana

²⁶ **youth** ju:θ młodzież

²⁷ **pupil** 'pju:pl uczeń

²⁸ **self-directed learning** self dɪ'rektɪd 'lɜ:nɪŋ

samodzielne uczenie się, samokształcenie

²⁹ **underpinned by sth** ,ʌndə'pɪnd baɪ 'sʌmθɪŋ

oparty na czymś

³⁰ **community** kə'mju:nɪti wspólnota

³¹ **self-aware** ,self ə'weə(r) samoświadomy

³² **capable of sth** 'keɪpəbl əv 'sʌmθɪŋ zdolny do czegoś

³³ **to fulfil** tə fʊl'fɪl wykorzystywać

³⁴ **exponential** ,ekspe'nenʃl wykładniczy

³⁵ **limited resources** 'lɪmɪtɪd rɪ'sɔ:sɪz

ograniczone środki

³⁶ **external** eks'tɜ:nl zewnętrzny

³⁷ **capital injection** 'kæpɪtl ɪn'dʒekʃən zastrzyk finansowy

³⁸ **seed funding** si:d 'fʌndɪŋ finansowanie zalążkowe

³⁹ **backed** bækt wspierany

⁴⁰ **angel investor** 'eɪndʒəl ɪn'vestə anioł

biznesu, inwestor prywatny, posiadający doświadczenie w prowadzeniu działalności gospodarczej, który inwestuje w przedsiębiorstwa będące we wczesnych fazach rozwoju w zamian za objęcie części ich akcji lub udziałów.

⁴¹ **to accelerate** tə ək'seləreɪt przyspieszać

⁴² **recognition** ,rekə'ɡnɪʃən uznanie

⁴³ **accolade** ækəʊleɪd wyróżnienie

⁴⁴ **to acknowledge** tə ək'nɒlɪdʒ uznawać

⁴⁵ **contribution to sth** ,kɒn'trɪ'bju:ʃən tə 'sʌmθɪŋ wkład w coś

⁴⁶ **to reflect** tə rɪ'flekt odzwierciedlać

⁴⁷ **remit** rɪ'mɪt **tu:** zakres działalności firmy

⁴⁸ **leadership** 'li:dəʃɪp przywództwo

⁴⁹ **to improve sth** tə ɪm'pru:v 'sʌmθɪŋ poprawić, polepszyć coś

⁵⁰ **organisational performance** ɔrgənɪsə'tʃənəl pə'fɔ:məns wyniki organizacji

⁵¹ **worldwide** 'wɜ:ldwaɪd na całym świecie

⁵² **to detect** tə dɪ'tekt zauważać, wykrywać

⁵³ **behavioural pattern** bi'heɪvjərəl 'pætən wzorec zachowań

⁵⁴ **growth opportunity** grəʊθ ,ɒpə'tju:nɪti możliwość rozwoju

⁵⁵ **blind spot** blaɪnd spɒt słaby punkt

⁵⁶ **approach to sth** ə'prəʊtʃ tə 'sʌmθɪŋ podejście do czegoś

⁵⁷ **to retain** tə rɪ'teɪn zachowywać



Kadri Tuisk

of personal growth. According to its founder, while human connection remains central, the AI **layer**⁵⁸ helps bring precision, structure and scale to coaching processes.

From Model to Mentor

Beyond her companies, Kadri Tuisk has contributed to shaping Estonia's EdTech ecosystem. She is a co-founder (with **peers**⁵⁹) of EdTech Estonia, a non-profit **umbrella organisation**⁶⁰ **established**⁶¹ in 2020 to represent and support Estonian EdTech companies, help coordinate **collaboration**⁶², **provide**⁶³ export contacts, resources and **raise the profile**⁶⁴ of education technology in the country.

She also belongs to networks supporting female founders and serves as a mentor, **advocating for**⁶⁵ more **inclusive**⁶⁶ **gender**⁶⁷ representation in **venture funding**⁶⁸.

She has spoken publicly about the need to break **biases**⁶⁹ in VC funding and help next-generation women founders succeed **on equal footing**⁷⁰.

She has said in interviews that she wants her own daughter and other young women to have equal **opportunity**⁷¹ to build businesses without gender-based bias, **contributing to**⁷² a more balanced entrepreneurial ecosystem.

Throughout her career, a **consistent thread**⁷³ in Kadri Tuisk's thinking has been that technology should serve human growth, not replace it. In her words, people are not **plants**⁷⁴ to be forced into a structure; rather, technology's role is like that of a **gardener**⁷⁵, to create optimal conditions for growth. It has certainly worked in her own case. Don't be surprised if you hear more about her and her original enterprises in the future.

⁵⁸ layer 'leɪə warstwa, tu: część

⁵⁹ peer pɪə tu: inny przedstawiciel branży

⁶⁰ umbrella organisation ʌm'brelə ɔːgənə'zeɪʃn organizacja patronacka

⁶¹ established ɪs'tæblɪʃt założony

⁶² collaboration kə,læbə'reɪʃən współpraca

⁶³ to provide tə prə'vaɪd dostarczać

⁶⁴ to raise the profile tə reɪz ðə 'prəʊfaɪl podnosić rangę, nadawać rozgłos

⁶⁵ to advocate for sth tə 'ædvəkeɪt fə 'sʌmθɪŋ wspierać coś publicznie, opowiadać się za czymś

⁶⁶ inclusive ɪn'kluːsɪv inkluzywny, niewykluczający

⁶⁷ gender 'dʒendə płeć

⁶⁸ venture funding 'ventʃə 'fʌndɪŋ forma inwestowania w młode, innowacyjne firmy (startupy), które mają ogromny potencjał wzrostu, ale jednocześnie niosą ze sobą wysokie ryzyko niepowodzenia

⁶⁹ bias 'biəs uprzedzenie

⁷⁰ on equal footing ɒn 'iːkwəl 'fʊtɪŋ na równych zasadach

⁷¹ opportunity ɒpə'tjuːnɪti szansa, możliwość

⁷² to contribute to sth tə kən'trɪbjʊːt tə 'sʌmθɪŋ przyczyniać się do czegoś

⁷³ consistent thread kən'sɪstənt θred jeden wątek

⁷⁴ plants plɑːnts rośliny

⁷⁵ gardener 'gɑːdnə ogrodnik

Estonia's Start-up Ecosystem

Often called the Silicon Valley of Europe, Estonia has one of the highest start-up **densities**¹ **per capita**² in the world.

Pioneering e-government and digital **ID**³ systems make it easy to start and operate a company.

Tallinn, Tartu and Tartu Science Park are major **hubs**⁴ for tech innovation (Tallinn and Tartu are Estonia's two largest cities and Tartu Science Park is a specific business incubation area).

Homegrown⁵ successes include Skype, Bolt, Pipedrive, and TransferWise (Wise).

Strong support infrastructure: **government grants**⁶, accelerators (e.g., Startup Wise Guys), co-working spaces, and investor networks.

Focus areas: fintech, EdTech, AI, **cybersecurity**⁷, and health-tech.

Culture encourages risk-taking, rapid **prototyping**⁸, and international scaling.

Estonia ranks high globally for **digital literacy**⁹ and entrepreneurship, attracting both local and **foreign**¹⁰ founders.

¹ density 'densɪtɪ zagęszczenie

² per capita pɜː 'kæpɪtə na osobę

³ ID = identity document ˌaɪ 'dɪː = aɪ'dentɪtɪ 'dɒkjʊmənt dokument tożsamości

⁴ hub hʌb centrum, ośrodek

⁵ homegrown 'həʊm'grəʊn lokalny, krajowy

⁶ government grants 'gʌvnmənt grɑːnts dotacje rządowe

⁷ cybersecurity 'saɪbə'sɪkjʊərətɪ cyberbezpieczeństwo

⁸ prototyping 'prəʊtəʊtaɪpɪŋ prototypowanie

⁹ digital literacy 'dɪdʒɪtl 'lɪtərəsɪ alfabetizm cyfrowy

¹⁰ foreign 'fɒrɪn zagraniczny

INFOBOX

Unilever: Anatomy of a Fast-Moving Giant

Unilever is one of the world's biggest **consumer-goods**¹ conglomerates, that has **managed**² to combine **immense**³ scale with an unusual **capacity**⁴ for **reinvention**⁵. We explore the secret of their formula for success.

From soap and margarine to ice cream, **skincare**⁶ and **nutrition**⁷, Unilever's history is not just one of growth, but of constant **pruning**⁸, refocusing and adaptation, **enduring**⁹ for over a century.

Unilever's **origins**¹⁰ date back to two 19th-century industries shaped by mass consumption. In the Netherlands, the companies Jurgens, and Van den Bergh, built large businesses producing margarine after its **invention**¹¹ in

1871, offering an **affordable**¹² alternative to butter. In Britain, Lever Brothers transformed soap from a **commodity**¹³ into a branded product with Sunlight, sold in uniform blocks from the 1880s **onward**¹⁴.

Both sides expanded rapidly **overseas**¹⁵ into the early 20th century, investing in plantations and **oil mills**¹⁶ to secure **supplies**¹⁷ of **fats**¹⁸ and oils. After World War I, **falling**¹⁹ butter prices **squeezed**²⁰ the margarine business,

¹ **consumer-goods** ˈkənˌsjuː.mə ɡʊdʒ dobra konsumpcyjne

² **to manage** tə ˈmænɪdʒ dawać sobie radę, radzić sobie (z czymś)

³ **immense** ɪˈmens ogromny

⁴ **capacity** ˈkæ.pəsə.ti zdolność

⁵ **reinvention** ˈriːɪnˈvenʃən wymyślenie siebie na nowo

⁶ **skincare** ˈskɪnkeə(r) produkty do pielęgnacji skóry

⁷ **nutrition** ˈnjuːˌtrɪʃən żywienie

⁸ **pruning** ˈpruːnɪŋ **tu:** selektywne usuwanie zbędnych elementów

⁹ **to endure** tə ɪnˈdjʊə przetrwać

¹⁰ **origins** ˈɒrɪdʒɪnz początki

¹¹ **invention** ɪnˈvenʃən wynalezienie

¹² **affordable** əˈfɔːdəbl przystępny cenowo

¹³ **commodity** ˈkɑːmədɪti towar; surowiec

¹⁴ **onward** ˈɒnwəd wprzód

¹⁵ **overseas** ˈəʊvəˈsiːz zagraniczny

¹⁶ **oil mill** ɔɪl mɪl olejarnia

¹⁷ **supplies** səˈplʌz zaopatrzenie

¹⁸ **fats** fæts tłuszcze

¹⁹ **falling** ˈfɔːlɪŋ spadający

²⁰ **to squeeze sth** tə skwiːz **tu:** uderzać w coś

OGIADAJ

VIDEO



business-english.com.pl

POBIERZ

NAGRANIA
MP3KOD DOSTĘPU:
hpmLUB ODSŁUCHAJ
NA STRONIE
business-english.com.plPOBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

UNILEVER'S
HISTORY IS NOT
JUST ONE OF
GROWTH, BUT
OF CONSTANT
PRUNING,
REFOCUSING
AND
ADAPTATION.



Unilever

A WORD WORTH REMEMBERING

compelling
/kəm'pelɪŋ/
przekonujący

pushing the Dutch firms closer together. The logic of cooperation with Lever Brothers became increasingly **compelling**²¹ as soap and margarine shared the same basic **raw materials**²².

That logic culminated in the 1929 Equalisation Agreement, which created two legally separate but **tightly linked**²³ holding companies, one British, one Dutch, with shared **boards**²⁴ and voting rights. The new group **adopted**²⁵ the name “Unilever”, combining Lever Brothers and “Uni”, drawn from Margarine Unie, the Dutch margarine **alliance**²⁶ that preceded the **merger**²⁷. Operations began in January 1930, becoming one of the earliest examples of a **genuinely**²⁸ **multinational**²⁹ consumer-goods company.

Surviving³⁰ War and Learning to Decentralise

World War II **disrupted**³¹ **trade routes**³², and **political division**³³ **cut** many **subsidiaries**³⁴ **off**³⁵ from the head office. Unilever **responded**³⁶ pragmatically, granting local managers wide autonomy. That decentralised structure allowed the group to survive where more **rigid**³⁷ competitors **struggled**³⁸, and it left a **lasting mark**³⁹ on the company's culture.

The decades after 1945 brought rising **incomes**⁴⁰ and exploding **demand for**⁴¹ **packaged**⁴² consumer goods. Unilever invested heavily in **R&D**⁴³ centres and **brand development**⁴⁴.

The 1950s and 1960s saw the **launch**⁴⁵ of **enduring**⁴⁶ brands such as Sunsilk (1954) and Dove (1957). Margarine moved from



Unilever main office

wrapped blocks to **tubs**⁴⁷, while **health-positioned**⁴⁸ products like Becel responded to **growing concerns**⁴⁹ about cholesterol. By the mid-1960s, Unilever had evolved from a fats-and-soap producer into a diversified **FMCG**⁵⁰ group **spanning**⁵¹ food, personal care and **home care**⁵². In 1967, it introduced its first corporate “U” logo, signalling a more **unified**⁵³ **identity**⁵⁴.

Size Matters⁵⁵

By the 1980s, Unilever had become **enormous**⁵⁶, with its **diverse**⁵⁷ and unconnected interests ranging from detergents and ice cream to chemicals, packaging and **shipping**⁵⁸. The problem was complexity. Management concluded that size alone

polityczny

³⁴ subsidiary səb'sɪdɪəri spółka córka

³⁵ to cut off tə kʌt ɒf odciąć, odseparować

³⁶ to respond tə rɪs'pɒnd reagować

³⁷ rigid 'rɪdʒɪd niezmienny, sztywny

³⁸ to struggle tə 'strʌgl zмагаć się

³⁹ lasting mark 'lɑːstɪŋ mɑːk trwały ślad

⁴⁰ income 'ɪnkʌm dochód

⁴¹ demand for sth dɪ'mɑːnd fə 'sʌmθɪŋ popyt na coś

⁴² packaged 'pækɪdʒd pakowany

⁴³ R&D = research and development ˌɑːr ən 'diː = rɪ'sɜːtʃ and dɪ'veləpmənt badania i rozwój

⁴⁴ brand development brænd dɪ'veləpmənt rozwój marki

⁴⁵ launch lɔːntʃ wprowadzenie na rynek

⁴⁶ enduring ɪn'dʒʊərɪŋ nieprzemijający

⁴⁷ tub tʌb pojemnik

⁴⁸ health-positioned helθ pə'zɪʃənd pozycjonowany jako zdrowszy

⁴⁹ growing concerns 'grəʊɪŋ kən'sɜːnz rosnące obawy

⁵⁰ FMCG = fast moving consumer goods ɛf ɛm siː dʒiː = fɑːst 'muːvɪŋ kən'sjuːmə ɡʊdz produkty szybkozbywalne

⁵¹ spanning 'spæɪnɪŋ obejmujący

⁵² home care hæʊm keə środki do dbania o dom

⁵³ unified 'juːnɪfaɪd spójny

⁵⁴ identity aɪ'dentəti tożsamość

⁵⁵ size matters saɪz 'mæɪtəz rozmiar ma znaczenie

⁵⁶ enormous ɪ'nɔːməs olbrzymi

⁵⁷ diverse daɪ'vɜːs różnorodny

⁵⁸ shipping 'ʃɪpɪŋ transport

²¹ compelling kəm'pelɪŋ przekonujący

²² raw material rɔː mə'tɪəriəl surowiec

²³ tightly linked 'taɪtli lɪŋkt ściśle powiązany

²⁴ board bɔːd zarząd

²⁵ to adopt sth tə ə'dɒpt 'sʌmθɪŋ przyjąć coś

²⁶ alliance ə'laɪəns sojusz

²⁷ merger 'mɜːdʒə połączenie, fuzja

²⁸ genuinely 'dʒenjuɪnli autentycznie

²⁹ multinational 'mʌltɪ'næʃənl międzynarodowy

³⁰ to survive tə sə'vaɪv przetrwać

³¹ to disrupt sth tə dɪs'rʌpt 'sʌmθɪŋ przerwać coś

³² trade route treɪd ruːt szlak handlowy

³³ political division pə'lɪtɪkəl dɪ'vɪʒən podział

was no longer an advantage and began re-focusing on **core**⁵⁹, fast-moving consumer goods.

Ironically, this did not **preclude**⁶⁰ some further expansion. In personal care, Unilever strengthened its position through **acquisitions**⁶¹ such as Chesebrough-Pond's in 1986, adding **brands**⁶² like Vaseline and Pond's. Further deals at the end of the decade pushed the company into the **top tier**⁶³ of **global beauty**⁶⁴.

In food, ice cream **emerged**⁶⁵ as a global **pillar**⁶⁶, supported by acquisitions such as Breyers in the United States. The **turning point**⁶⁷ came in 2000, when Unilever acquired Bestfoods in a **landmark**⁶⁸ deal that brought brands including Knorr, Hellmann's and Marmite into the

portfolio⁶⁹. **Alongside**⁷⁰ **purchases**⁷¹ such as Ben & Jerry's and SlimFast, the acquisition **reshaped**⁷² Unilever into one of the world's largest food companies.

However, just as important as what Unilever bought was what it chose to sell. From the mid-1990s onward, the group began **shedding**⁷³ businesses that no longer **fitted**⁷⁴ its strategy. In 1997, it exited **speciality chemicals**⁷⁵ **entirely**⁷⁶, signalling a **decisive shift away from**⁷⁷ industrial operations.

In the early 2000s, numerous regional food and oil brands were sold, significantly reducing the number of brands the company managed. The objective was **clarity**⁷⁸: fewer brands, stronger positions, and better use of **management time**⁷⁹ and capital.

⁵⁹ **core** *ko:* podstawowy

⁶⁰ **to preclude** *tə pri'klu:d* przeszkadzać, uniemożliwiać

⁶¹ **acquisition** *ækwi'ziʃən* przejęcie, nabycie

⁶² **brand** *brænd* marka

⁶³ **top tier** *top 'tiə* czołówka

⁶⁴ **global beauty** *'gləʊbəl 'bjʊ:ti* globalny rynek kosmetyczny

⁶⁵ **to emerge** *tə i'mɜ:dʒ* wyłaniać się

⁶⁶ **pillar** *'pi:lə* filar

⁶⁷ **turning point** *'tɜ:nɪŋ pɔɪnt* punkt zwrotny

⁶⁸ **landmark** *'lændmɑ:k* przełomowy, doniosły

⁶⁹ **portfolio** *pɔ:t'fəʊljəʊ* portfel

⁷⁰ **alongside** *ə'lɒŋ'saɪd* eks wraz z X

⁷¹ **purchase** *'pɜ:tʃəs* zakup

⁷² **to reshape sth** *tə 'ri:'ʃeɪp 'sʌmθɪŋ*

przekształcać coś

⁷³ **to shed sth** *tə ʃed 'sʌmθɪŋ* pozbywać się

czegoś

⁷⁴ **to fit sth** *tə fɪt 'sʌmθɪŋ* pasować do czegoś

⁷⁵ **speciality chemicals** *'speʃɪ'æləti 'kemɪkəlz* chemia specjalistyczna

⁷⁶ **entirely** *ɪn'taɪəli* całkowicie

⁷⁷ **decisive shift away from sth** *dɪ'saɪsɪv ʃɪft ə'weɪ frəm 'sʌmθɪŋ* zdecydowane odejście od czegoś

⁷⁸ **clarity** *'klærəti* przejrzystość

⁷⁹ **management time** *'mænɪdʒmənt taɪm* zarządzanie czasem

Controversies

- Plastic use: Unilever is a major user of single-use plastic and has **faced accusations**¹ of **overstating**² progress on **recyclability**³, particularly in markets with weak **waste infrastructure**⁴.
- Palm oil: Despite sustainability commitments, its **supply chain**⁵ has been linked to **deforestation**⁶, **habitat loss**⁷ and poor **labour standards**⁸, including cases involving child labour among **suppliers**⁹.
- Brand **tensions**¹⁰: Ben & Jerry's has **clashed with**¹¹ corporate management over political and social activism, **exposing limits to**¹² brand autonomy within a global group.
- Environmental targets: The company has drawn criticism from **NGOs**¹³ and regulators after scaling back or **delaying**¹⁴ some climate and plastic-reduction goals.

¹ **to face accusations** *tə feɪs ækjuz'eɪʃənz* mierzyć się z oskarżeniami

² **to overstate sth** *tə 'əʊvə'steɪt 'sʌmθɪŋ* zawyżać coś

³ **recyclability** *ri:'saɪklə'bɪləti* zdolność recyklingu

⁴ **waste infrastructure** *weɪst 'ɪnfɪstrəktʃə(r)* infrastruktura w zakresie gospodarki odpadami

⁵ **supply chain** *sə'plai tʃeɪn* łańcuch dostaw

⁶ **deforestation** *ˌdiːfɒr'steɪʃn* wylesianie

⁷ **habitat loss** *'hæbɪtæt lɒs* utrata siedlisk

⁸ **labour standards** *'leɪbə 'stændərdz* standardy, normy pracy

⁹ **supplier** *sə'plaɪə* dostawca

¹⁰ **tension** *'tenʃən* napięcie

¹¹ **to clash with sth** *tə klæʃ wɪθ 'sʌmθɪŋ* zderzyć się z czymś

¹² **to expose limits to sth** *tə eks'pəʊzɪ 'lɪmɪts* *tə 'sʌmθɪŋ* ujawniać ograniczenia czegoś

¹³ **NGO** = non-governmental organisation *ˌen dʒiː 'əʊ = nɒn ˌɡʌvən'menti ˌɔ:ɡənaɪ'zeɪʃən* organizacja pozarządowa

¹⁴ **to delay sth** *tə dɪ'leɪ 'sʌmθɪŋ* opóźniać coś

INFOBOX





Entering the 21st century, Unilever also **reframed**⁸⁰ how it explained itself. Responding to the **zeitgeist**⁸¹ of rising **consumer awareness**⁸² of health and **sustainability**⁸³, in 2004, it launched its “Vitality” mission, **explicitly**⁸⁴ linking commercial success to health, well-being and everyday **quality of life**⁸⁵.

Sustainability, **ethical sourcing**⁸⁶ and nutrition moved up the corporate agenda. The company **phased out**⁸⁷ trans fats, invested in sustainable fishing standards and placed growing **emphasis on**⁸⁸ **responsible sourcing**⁸⁹ – though, it has to be said, not without controversy and criticism (See Controversies).

Portfolio reshaping continued. In 2017-18, Unilever sold its traditional **spreads**⁹⁰ business, including long-standing margarine brands, marking a **clean break**⁹¹ from one of its founding activities. In 2021-22, it followed with the sale of most of its global tea business, including Lipton and PG Tips. Tea remained iconic, but growth was slow; capital was better **deployed**⁹² elsewhere.

By the 2020s, Unilever had **narrowed its focus to**⁹³ beauty and personal care, home care, ice cream and nutrition. (See *Former and Current brands Owned by Unilever*).

Always Prepared to Reinvent Itself

Viewed **holistically**⁹⁴, Unilever’s history is not a simple tale of **relentless**⁹⁵ expansion. It is a story of repeated **repositioning**⁹⁶. The company has shown little sentimentality about its own past, selling off chemicals, oils, spreads and even beloved

⁸⁰ to reframe sth *tə ˈriːfreɪm ˈsʌmθɪŋ*
przeformułować coś

⁸¹ zeitgeist *ˈzaɪtɡaɪst* zeitgeist, duch czasu, klimat epoki

⁸² consumer awareness *kənˈsjʊ:mə əˈweənəs*
świadomość konsumencka

⁸³ sustainability *səˈsteɪnəˈbɪləti* zrównoważony rozwój

⁸⁴ explicitly *ˈeksplɪsɪtli* wyraźnie, jednoznacznie

⁸⁵ quality of life *ˈkwɒləti ɒv laɪf* jakość życia

⁸⁶ ethical sourcing *ˈeθɪkəl ˈsɔːsɪŋ* etyczne pozyskiwanie surowców

⁸⁷ to phase out sth *tə feɪz aʊt ˈsʌmθɪŋ*
wycofywać coś stopniowo

⁸⁸ emphasis on sth *ˈemfəsɪs ɒn ˈsʌmθɪŋ* nacisk na coś

⁸⁹ responsible sourcing *rɪsˈpɒnsəbl ˈsɔːsɪŋ*
odpowiedzialne pozyskiwanie surowców

⁹⁰ spreads *ˈspredz* produkty do smarowania, tłuszcze do smarowania

⁹¹ clean break *kliːn breɪk* całkowite odejście

⁹² deployed *dɪˈplɔɪd* lokowany

⁹³ to narrow one’s focus to sth *tə ˈnæərəʊ wʌnz ˈfəʊkəs tə ˈsʌmθɪŋ* zawężać swój obszar działania do czegoś

⁹⁴ holistically *həˈlɪstɪkli* całościowo

⁹⁵ relentless *rɪˈlentləs* bezwzględny, nieustający

⁹⁶ repositioning *ˌriːpəˈzɪfɪŋ* repozycjonowanie

BY THE 2020S, UNILEVER HAD NARROWED ITS FOCUS TO BEAUTY AND PERSONAL CARE, HOME CARE, ICE CREAM AND NUTRITION.

tea when they no longer bring home the bacon⁹⁷.

This approach⁹⁸ has been at the core of its modus operandi⁹⁹ and DNA, but may also carry a seed of self-destruction¹⁰⁰; an elephant in the room¹⁰¹ that almost came to an ugly head¹⁰². In 2020, Unilever resolved¹⁰³ a long-running internal governance dispute¹⁰⁴ among board members¹⁰⁵ by choosing London over Rotterdam as its single legal headquarters¹⁰⁶, after shareholder¹⁰⁷ resistance¹⁰⁸ to a Dutch-based structure blocked the plan. The unified group was registered at Unilever House on Victoria Embankment, bringing an end to its historical dual Anglo-Dutch arrangement¹⁰⁹, highlighting the growing strain¹¹⁰ within.

The marriage may yet endure¹¹¹ another 100 years. On the other hand¹¹², the minute it starts to look like a liability¹¹³, decisive action¹¹⁴ will follow swiftly¹¹⁵.

⁹⁷ to bring home the bacon *tə brɪŋ hæʊm ðə 'berkən* zarabiać na chleb

⁹⁸ approach *ə'prəʊtʃ* podejście

⁹⁹ modus operandi *ˌmɒdəs ˌɒpə'reɪndəɪ* sposób działania

¹⁰⁰ self-destruction *'selfdɪs'trʌkʃən* autodestrukcja

¹⁰¹ elephant in the room *'elɪfənt ɪn ðə ru:m* oczywisty problem, który jest ignorowany

¹⁰² to come to an ugly head *tə kʌm tə ən 'ʌɡli hed* doprowadzić do poważnego kryzysu

¹⁰³ to resolve sth *tə rɪ'zɒlv 'sʌmθɪŋ* rozwiązać coś

¹⁰⁴ governance dispute *'gʌvənəns dɪs'pju:t* spór korporacyjny

¹⁰⁵ member *'membə* członek

¹⁰⁶ headquarters *'hed'kwɔ:təz* centrala

¹⁰⁷ shareholder *'ʃeə,həʊldə* akcjonariusz, udziałowiec

¹⁰⁸ resistance *rɪ'zɪstəns* opór, sprzeciw

¹⁰⁹ arrangement *ə'reɪndʒmənt* porozumienie

¹¹⁰ strain *streɪn* napięcie

¹¹¹ to endure *tə ɪn'dʒə* przetrwać

¹¹² on the other hand *ɒn ði: 'ʌðə hænd* z drugiej

strony

¹¹³ liability *ˌlaɪə'bɪlətɪ* obciążenie

¹¹⁴ decisive action *dɪ'saɪsɪv 'ækʃən* zdecydowane działanie

¹¹⁵ to follow swiftly *tə 'fɒləʊ 'swɪftli* nastąpić szybko

Former Major Brands / Product Lines (Sold or Spun Off¹)

Spreads & Margarine

- Flora
- I Can't Believe It's Not Butter
- Becel / ProActiv
- Blue Band
- Rama

Tea

- Lipton (the most global tea business)
- PG Tips
- Brooke Bond
- Lyons Tea

Food & Ingredients

- Batchelors (UK)
- Oxo (UK)
- Lesieur (France)
- Royco (Europe)
- Loders Croklaan (fats & oils)

Chemicals & Industrial

- National Starch & Chemical
- Quest International
- Unichema
- Crosfield

Other

- SlimFast (weight-management brand)
- Calvin Klein Cosmetics
- Elizabeth Arden / Fabergé (beauty brands later sold)

Current Major Brands / Product Lines (as of the 2020s)

Unilever today focuses on beauty & wellbeing, personal care, home care, ice cream and nutrition:

Beauty & Personal Care

- Dove
- Rexona / Sure
- Axe / Lynx
- Sunsilk
- TRESemmé
- Vaseline

- Lux

- Pond's

Home Care

- Persil
- Omo
- Surf
- Comfort
- Domestos
- Cif

Ice Cream

- Magnum
- Cornetto
- Wall's / Algida / Ola
- Ben & Jerry's
- Breyers

Food, Condiments & Nutrition

- Knorr
- Hellmann's
- Marmite
- Maille
- Bovril
- Horlicks (selected markets)

Health & Wellbeing

- Liquid I.V.
- Olly
- Nutrafol

¹ to spin off sth *tə spin ɒf 'sʌmθɪŋ* wydzielić spółkę zależną

INFOBOX

Malaysia

– A Magical Kingdom¹ of Contrasts

Malaysia offers a **remarkable**² mix of old and new, cultures and **cuisines**³, impressive cities and **stunning**⁴ **landscapes**⁵. Let's see how much you can get **on your plate**⁶ as we go exploring.

- ¹ kingdom 'kiŋdəm królestwo
- ² remarkable rɪ'ma:kləbəl niezwykły
- ³ cuisine 'kwi:ʒən kuchnia
- ⁴ stunning 'stʌnɪŋ zachwycający
- ⁵ landscape 'lændʃeɪp krajobraz, pejzaż
- ⁶ to have sth on one's plate tə hæv smɪðŋ ɒn wanz pleɪt mieć dużo na głowie

MALAYSIA OFFERS A RICH MIX OF URBAN BUZZ, PRISTINE BEACHES, TROPICAL RAINFORESTS, WILDLIFE AND CENTURIES-OLD CULTURAL HERITAGE.

A WORD WORTH REMEMBERING

foodie
/'fu:di/
pot. smakosz

POBIERZ NAGRAŃIA MP3



KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYNIK KODÓW:
COLORFULMEDIA.PL/CZYNIK

OGLĄDAJ VIDEO



business-english.com.pl

Malaysia is a **diverse**⁷, fast-developing Southeast Asian nation shaped by centuries of trade, migration and **multicultural exchange**⁸. Its history spans early Malay kingdoms, regional **trade networks**⁹ and a long role on the **spice routes**¹⁰. By the 15th century, Melaka was a major port linking traders from the Middle East, India, China and the Indonesian archipelago. European powers later **vied for**¹¹ control, and Portuguese, Dutch, and **ultimately**¹² British **rule**¹³ left **lasting**¹⁴ cultural and economic **influence**¹⁵.

Under British administration, the **peninsula**¹⁶ was **unified**¹⁷. Large-scale **rubber**¹⁸, palm oil and **tin**¹⁹ **industries**²⁰ were developed, and immigration from China and India reshaped the population. After World War II and the **Malayan Emergency**²¹, the Federation of Malaya **gained independence**²² in 1957. It became Malaysia in 1963, with the inclusion of Sabah and Sarawak on Borneo. Singapore joined **briefly**²³, before leaving in 1965.

Today, Malaysia is a constitutional monarchy with a unique rotating

kingship²⁴, where the Yang di-Pertuan Agong is chosen every five years from nine **hereditary**²⁵ Malay rulers. Its parliamentary system follows the Westminster model, with competitive **multi-party**²⁶ elections. Modern Malaysia is **outward-looking**²⁷, business-friendly and focused on economic development and social stability.

Geographic and Ethnic Diversity

The country is divided into two regions separated by the South China Sea: Peninsular Malaysia (West Malaysia)

⁷ diverse *daɪ'vɜːs* zróżnicowany

⁸ multicultural exchange *ˌmʌlti'kʌltʃərəl ɪks'tʃeɪndʒ* wymiana międzykulturowa

⁹ trade network *treɪd 'netwɜːk* sieć handlowa

¹⁰ spice route *spɑːs ruːt* szlak przypraw

¹¹ to vie for *tə vaɪ fə* rywalizować

¹² ultimately *ˈʌltəmət* koniec końców

¹³ rule *ruːl* rządy

¹⁴ lasting *'lɑːsɪŋ* trwały

¹⁵ influence *'ɪnfluəns* wpływ

¹⁶ peninsula *pə'nɪnsjələ* półwysep

¹⁷ unified *'juːnɪfaɪd* zjednoczony

¹⁸ rubber *'rʌbə* kauczuk

¹⁹ tin *tɪn* cyna

²⁰ industry *'ɪndəstri* branża

²¹ Malayan Emergency *ma'leɪən ɪ'mɜːdʒənəsi* powstanie malajskie

²² to gain independence *tə ɡeɪn ˌɪndɪ'pendəns* zdobyć niepodległość

²³ briefly *'brɪfli* na krótko

²⁴ kingship *'kɪŋdəm* panowanie

²⁵ hereditary *ˌhɛrɪ'tɪəri* dziedziczny

²⁶ multi-party *ˌmʌlti'pɑːti* wielopartyjny

²⁷ outward-looking *'aʊtwaɪd lʊkɪŋ* otwarty, ukierunkowany na zewnątrz





²⁸ to border sth tə 'bɔːdə 'sɑːmθɪŋ graniczyć z czymś

²⁹ fertile 'fɜːtaɪl żyzny

³⁰ plain pleɪn równina

³¹ rugged 'rʌɡɪd tu: surowy, nierówny

³² highland 'haɪlənd wyżyna

³³ dense dens gęsty

³⁴ rainforest 'reɪnfɒrɪst las deszczowy

³⁵ extensive ɪks'tensɪv rozległy

³⁶ equatorial ,ekwə'tɔːriəl równikowy

³⁷ humidity 'hjuːmɪdətɪ wilgotność

³⁸ pygmy elephant 'pɪɡmɪ 'elɪfənt słoń karłowaty

³⁹ sustainability sə'steɪnə'bɪlətɪ zrównoważony rozwój

⁴⁰ conservation ,kɒnsəː'veɪʃən tu: ochrona przyrody

⁴¹ urban 'ɜːbən miejski

⁴² agriculture 'æɡrɪkʌltʃə rolnictwo

⁴³ deforestation ,diː'fɒrɪ'steɪʃn wylesianie

⁴⁴ flash flooding flæʃ 'flʌdɪŋ powódź błyskawiczna

⁴⁵ coastal erosion 'kəʊstəl ɪ'rəʊʒən erozja przybrzeżna

⁴⁶ to prompt sb to do sth tə prɒmpt 'sɑːmbədi tə duː 'sɑːmθɪŋ skłaniać kogoś do czegoś

⁴⁷ government 'ɡʌvnmənt rząd

⁴⁸ commitment kə'mɪtmənt zobowiązanie

⁴⁹ renewable energy rɪ'njuːəbl 'enədʒɪ energia odnawialna

⁵⁰ climate-resilient 'klaɪmət rɪ'zɪliənt odporny na zmiany klimatu

⁵¹ roughly 'rʌfli w przybliżeniu

and East Malaysia on northern Borneo. Peninsular Malaysia borders²⁸ Thailand to the north and Singapore to the south, with forested mountains flanked by fertile²⁹ coastal plains³⁰. East Malaysia, which is dominated by rugged³¹ highlands³², dense³³ rainforests³⁴ and extensive³⁵ river systems, shares borders on the island of Borneo with Indonesia and Brunei.

Its equatorial³⁶ climate brings consistent heat, high humidity³⁷ and heavy rainfall, supporting remarkable biodiversity, including Malayan tigers, orangutans and Bornean pygmy elephants³⁸. Sustainability³⁹ has become a growing priority, as Malaysia balances conservation⁴⁰ with pressures from urban⁴¹ growth, agriculture⁴² and industry. Issues such as deforestation⁴³, flash flooding⁴⁴ and coastal erosion⁴⁵ have prompted⁴⁶ government⁴⁷ commitments⁴⁸ to reforestation, renewable energy⁴⁹ and climate-resilient⁵⁰ infrastructure.

Malaysia's population is roughly⁵¹ 34 million, concentrated in the west. Kuala Lumpur, the national capital⁵², is known for its iconic skyline⁵³, retail districts⁵⁴ and cultural landmarks⁵⁵, while the administrative capital, Putrajaya, lies 25 km south and hosts⁵⁶ key ministries.

Other major urban centres include George Town in Penang, a UNESCO-listed city with heritage⁵⁷ architecture and a strong services and technology sector; Johor Bahru, a growing industrial hub⁵⁸ adjacent⁵⁹ to Singapore; Ipoh, historically linked to tin mining; and Kota Kinabalu and Kuching in East Malaysia, gateways⁶⁰ to ecotourism and local industry.

It is one of Asia's most ethnically varied countries. Malays and other indigenous⁶¹

⁵² capital 'kæpɪtl stolica

⁵³ skyline 'skɑɪlɪn panorama

⁵⁴ retail district 'riːteɪl 'dɪstrɪkt dzielnica handlowa

⁵⁵ landmark 'lændmɑːk zabytek

⁵⁶ to host sth tə həʊst'sɑːmθɪŋ mieścić coś

⁵⁷ heritage 'herɪtɪdʒ dziedzictwo

⁵⁸ hub hʌb centrum, ośrodek

⁵⁹ adjacent ə'dʒeɪsənt graniczący

⁶⁰ gateway 'ɡetweɪ brama

⁶¹ indigenous ɪn'dɪdʒɪnəs rdzenny, tubylczy

groups, collectively Bumiputera, make up just over two-thirds of the population. Chinese Malaysians, with historic trading roots, account for around a quarter, while Indian Malaysians, **descendants**⁶² of colonial-era workers, form a smaller but influential **minority**⁶³.

Bahasa Malaysia is the official language, while Mandarin, Tamil and regional indigenous languages are widely spoken. Islam is the **state religion**⁶⁴, but the constitution guarantees **freedom of worship**⁶⁵, and Buddhist, Christian and Hindu **communities**⁶⁶ **contribute to**⁶⁷ national life. Multiculturalism **enriches**⁶⁸ **society**⁶⁹ but requires careful **management**⁷⁰, particularly concerning **economic equity**⁷¹ and **cultural identity**⁷².

Tourism and Major Attractions

Malaysia offers a rich mix of **urban buzz**⁷³, **pristine**⁷⁴ beaches, tropical rainforests, wildlife and centuries-old cultural heritage. Tourism draws visitors from Europe, the Middle East, Asia and Australasia.

Here is a selection of 10 of the country's most popular destinations:

1. Kuala Lumpur and the Petronas Twin Towers

The capital is Malaysia's most visited city and a natural starting point. The

NOT ONLY IS THERE A HUGE VARIETY OF DISHES, BUT MEALS OFTEN COST LITTLE MORE THAN A BOTTLE OF WATER IN EUROPE.

Petronas Twin Towers, once the world's tallest buildings, dominate the skyline and offer panoramic views from the Skybridge and **observation decks**⁷⁵. Beyond the architecture, visitors can explore Chinatown's **bustling**⁷⁶ markets, Little India's colourful streets, the Islamic Arts Museum, or the modern **retail precincts**⁷⁷ of Bukit Bintang. KL, as it is often called, is also a transport hub, **facilitating**⁷⁸ onward travel across the country.

2. George Town, Penang

Penang's capital is one of Southeast Asia's most atmospheric heritage cities. Its mix of British colonial buildings, **clan houses**⁷⁹, temples and shophouses earned UNESCO World Heritage status. The city is celebrated for its food scene, blending Malay, Chinese and Indian flavours in **vibrant**⁸⁰ street food traditions. Cultural **highlights**⁸¹ include Armenian Street murals, the Blue Mansion and Kek Lok Si Temple,

while Penang Hill offers cooler air and **sweeping**⁸² coastal views.

3. Langkawi Island

Langkawi, off the northwest coast, is Malaysia's **premier**⁸³ beach destination. Long sandy bays, warm seas, **high-end**⁸⁴ resorts and protected **mangroves**⁸⁵ draw tourists year-round. The Langkawi Sky Bridge, suspended between hilltops, is one of the island's most photographed landmarks. Visitors can enjoy **island-hopping**⁸⁶, **snorkelling**⁸⁷, kayaking in mangroves or **duty-free shopping**⁸⁸, which adds to the island's **appeal**⁸⁹.

4. Mount Kinabalu, Sabah

At 4,095 metres, Mount Kinabalu is Malaysia's highest **peak**⁹⁰ and a highlight of Borneo. The climb is non-technical but **demanding**⁹¹, usually completed over two days with an overnight stay in **mountain lodges**⁹². Kinabalu National Park, a UNESCO site, surrounds the mountain and **boasts**⁹³ remarkable biodiversity, including **rare**⁹⁴ orchids, **pitcher plants**⁹⁵ and over 300 bird **species**⁹⁶.

5. Borneo Rainforests and Sepilok Orangutan Rehabilitation Centre

East Malaysia's rainforests are among the world's oldest. At Sabah's Sepilok Orangutan Rehabilitation Centre, rescued orangutans are prepared for return to the wild. Nearby, the Bornean Sun Bear Conservation Centre and Kinabatangan River offer **encounters**⁹⁷ with **proboscis monkeys**⁹⁸, pygmy elephants and

⁶² descendant dɪ'sendənt potomek

⁶³ minority maɪ'nɒrəti mniejszość

⁶⁴ state religion steɪt rɪ'lɪdʒən religia państwowa

⁶⁵ freedom of worship 'fri:dəm ɒv 'wɜ:ʃɪp wolność wyznania

⁶⁶ community kə'mju:nəti wspólnota, społeczność

⁶⁷ to contribute to sth tə kən'tribju:t tə'samθɪŋ wnosić wkład w coś

⁶⁸ to enrich sth tə ɪn'ri:tʃ 'səmθɪŋ wzbogacić coś

⁶⁹ society sə'saɪəti społeczeństwo

⁷⁰ management 'mænɪdʒmənt zarządzanie

⁷¹ economic equity ,ekə'nɒmɪk 'ekwɪti równość ekonomiczna

⁷² cultural identity 'kʌltʃərəl aɪ'dentəti tożsamość kulturowa

⁷³ urban buzz 'ɜ:bən bʌz miejski gwar

⁷⁴ pristine 'prɪsti:n dziewiczy

⁷⁵ Observation Deck ,ɒbzə'veɪʃən dek taras widokowy

⁷⁶ bustling 'bʌslɪŋ tętniący życiem

⁷⁷ retail precinct 'ri:teɪl 'pri:sɪŋkt dzielnica handlowa

⁷⁸ to facilitate sth tə fə'sɪləteɪt 'səmθɪŋ umożliwiać coś

⁷⁹ clan house klæn haʊs dom klanowy

⁸⁰ vibrant 'vaɪbrənt ekscytujący

⁸¹ highlight 'haɪlaɪt atrakcja

⁸² sweeping 'swi:pɪŋ rozległy

⁸³ premier 'premjə główny

⁸⁴ high-end ,haɪ 'end ekskluzywny

⁸⁵ mangroves 'mæŋgrəʊvz namorzyny

⁸⁶ island-hopping 'aɪlənd hɒpɪŋ przemieszczanie

się pomiędzy wieloma wyspami w trakcie jednej podróży

⁸⁷ snorkelling 'snɔ:kəlɪŋ nurkowanie z rurką

⁸⁸ duty-free shopping 'dju:tɪ'fri: 'ʃɒpɪŋ zakupy bezcłowe

⁸⁹ appeal ə'pi:l atrakcyjność

⁹⁰ peak pi:k szczyt

⁹¹ demanding dɪ'mɑ:ndɪŋ wymagający

⁹² mountain lodge 'maʊntən lɒdʒ schronisko górskie

⁹³ to boast sth tə bæʊst 'səmθɪŋ szczyścić się czymś

⁹⁴ rare reə rzadki

⁹⁵ pitcher plant 'pɪtʃə plɑ:nt dzbanecznik

⁹⁶ species 'spi:ʃi:z gatunek

⁹⁷ encounter ɪn'kaʊntə spotkanie

⁹⁸ proboscis monkey prəʊ'bɒskɪs 'mʌŋki nosacz sundajski

crocodiles. Multi-day river safaris and **guided**⁹⁹ night walks maximise wildlife **spotting**¹⁰⁰ opportunities.

6. Melaka (Malacca)

Melaka, on the west coast, **showcases**¹⁰¹ centuries of Portuguese, Dutch and British influence. Visitors can explore Dutch Square, the remains of A Famosa fort, or take a **river cruise**¹⁰² past colonial façades and street art. Jonker Street comes alive at weekends with a vibrant night market. Melaka appeals to travellers interested in multicultural heritage and **maritime**¹⁰³ history.

7. The Cameron Highlands

For a cooler climate, travellers head **inland**¹⁰⁴ to the Cameron Highlands, 1,000-1,500 metres above sea level. Developed by the British as a hill station, the region **retains**¹⁰⁵ a colonial feel, with tea plantations, strawberry farms and Tudor-style buildings. Highlights include the BOH Tea Estate, **mossy**¹⁰⁶ forest **walks**¹⁰⁷ and **scenic**¹⁰⁸ viewpoints. The area is popular for trekking, photography and escaping the tropical heat.

8. Taman Negara National Park

One of the world's oldest rainforests, Taman Negara **spans**¹⁰⁹ over 4,000 km² across Peninsular Malaysia. Visitors enjoy jungle trekking, river cruises and **canopy walkways**¹¹⁰, with chances to spot wildlife such as tapirs, gibbons and the **elusive**¹¹¹ Malayan tiger. The park **caters to**¹¹² eco-tourists of all experience levels seeking **immersive**¹¹³ rainforest adventures.

9. The Perhentian Islands

On the northeast coast, the Perhentians are famed for turquoise waters, coral reefs and a **laid-back**¹¹⁴ **backpacker**¹¹⁵ atmosphere. Snorkellers can encounter turtles, **reef sharks**¹¹⁶ and colourful fish. With no major roads, travel is by foot or water taxi, **preserving**¹¹⁷ a sense of simplicity and natural beauty. The surrounding waters are ideal for **diving**¹¹⁸, offering excellent **visibility**¹¹⁹.

10. Kuching and Bako National Park

Kuching, the riverside capital of Sarawak, is known for its relaxed charm, museums, colonial architecture and food markets. Nearby Bako National Park **introduces**¹²⁰ visitors to Borneo's wildlife, with **sightings**¹²¹ of proboscis monkeys,

monitor lizards¹²² and unusual coastal rock formations. **Well-marked**¹²³ trails and half-day accessibility make the park **suitable**¹²⁴ for travellers with limited time.

⁹⁹ **guided** 'gaidɪd z przewodnikiem

¹⁰⁰ **spotting** 'spotɪŋ podglądanie

¹⁰¹ **to showcase sth** tə 'ʃəʊkeɪs 'sʌmθɪŋ prezentować coś

¹⁰² **river cruise** 'rɪvə kruːz rejs po rzece

¹⁰³ **maritime** 'mæɪrɪtaɪm morski

¹⁰⁴ **inland** 'ɪnlænd w głąb lądu

¹⁰⁵ **to retain** tə rɪ'teɪn zachowywać

¹⁰⁶ **mossy** 'mɒsi pokryty mchem

¹⁰⁷ **walk** wɔːk trasa spacerowa

¹⁰⁸ **scenic** 'siːnɪk malowniczy

¹⁰⁹ **to span** tə spæn rozciągać się, obejmować

¹¹⁰ **canopy walkway** 'kænpəɪ 'wɔːkweɪ kładka linowa

¹¹¹ **elusive** rɪ'luːsɪv nieuchwytny

¹¹² **to cater to sb** tə 'keɪtə tə 'sʌmbədi adresować swoją ofertę do kogoś, spełniać czyjeś potrzeby

¹¹³ **immersive** rɪ'mɜːsɪv wciągający

¹¹⁴ **laid-back** ,leɪd 'bæk wyluzowany

¹¹⁵ **backpacker** 'bækpækə(r) turysta wędrujący z plecakiem

¹¹⁶ **reef shark** rɪf ʃɑːk rekin rafowy

¹¹⁷ **to preserve sth** tə prɪ'zɜːv 'sʌmθɪŋ zachowywać coś

¹¹⁸ **diving** 'daɪvɪŋ nurkowanie

¹¹⁹ **visibility** ,vɪzɪ'bɪləti widoczność

¹²⁰ **to introduce sth** tə ɪntrə'djuːs 'sʌmθɪŋ przedstawiać coś

¹²¹ **sighting** 'saɪtɪŋ tu: obserwacja

¹²² **monitor lizard** 'mɒnɪtə 'lɪzəd waran

¹²³ **well-marked** 'wel'mɑːkt dobrze

¹²⁴ **suitable** 'suːtəbl odpowiedni



ITINERARIES AND INEVITABILITIES

Fill the gaps with the correct form of be bound to or be due to. (Remember to conjugate "be": am / is / are)

[Remember: Use bound to for things that are certain to happen. Use due to for things that are scheduled to happen.]

- The views from the Petronas Towers' Skybridge _____ take your breath away.
- According to the timetable, the train to Ipoh _____ arrive at 14:30.
- Visitors to Penang's hawker centres _____ gain a few kilos because the food is so delicious.
- The monsoon season _____ bring heavy rain, so pack your waterproofs.
- Our team's flights _____ touch down in Kuala Lumpur early tomorrow morning.
- Our trip to the ancient rainforests of Borneo _____ be an unforgettable experience.
- Beginning next June, boats for the Perhentian Islands _____ depart twice daily, weather permitting.
- If you walk around KL for too long in this heat, you _____ get sweaty!

BEM TEST

Answer Key: 1. are bound to (Certainty – Plural Subject), 2. is due to (Schedule – Singular Subject), 3. are bound to (Certainty – Plural Subject), 4. is bound to (Certainty/Inevitability – Singular Subject), 5. are due to (Schedule – Plural Subject), 6. is bound to (Certainty – Singular Subject), 7. are due to (Schedule – Plural Subject), 8. are bound to (Certainty – You)

If you are the outdoor, active type, there is no end of activities that might **tickle your fancy**¹²⁵ or give you an **adrenaline rush**¹²⁶. You might want to:

- snorkel or dive around the Perhentians, Tioman, Sipadan and Langkawi
- trek in Kinabalu Park, the Cameron Highlands, Taman Negara or Borneo's rainforest reserves
- explore heritage cities such as Melaka, George Town and Kuala Lumpur
- go island-hopping
- take part in adventure sports like **ziplining**¹²⁷ and rafting
- enjoy food tours in Penang, KL and Ipoh.

Flights, Travel and Getting Around¹²⁸ Malaysia

OK, let's say you **are sold on**¹²⁹ the idea of visiting Malaysia. How easy is it to get there and travel around the country? **For starters**¹³⁰, EU **citizens**¹³¹ don't need visas, so you can start searching for flight **bar-gains**¹³² right away.

Malaysia is well-connected to Europe, with Kuala Lumpur International Airport (KLIA) as the main entry point. **Direct flights**¹³³ from London and other European hubs operate, with indirect connections via cities like Singapore, Doha, Dubai and Frankfurt. Flight times are typically 12-14 hours direct, or 15-18 hours with **stopovers**¹³⁴. It pays to **book**¹³⁵ well **in advance**¹³⁶ as, depending on whether you book a long-duration multistop route or go direct, prices could **range**¹³⁷ from EUR 500-1200 per person.

Within Malaysia, **domestic**¹³⁸ travel is **efficient**¹³⁹. Frequent flights link Kuala Lumpur to Penang, Langkawi, Kota Kinabalu and Kuching, making air travel the quickest way to **cover**¹⁴⁰ long distances, particularly to East Malaysia. Airlines like Malaysia Airlines and AirAsia offer **com-petitive**¹⁴¹ prices.

For ground transport, Malaysia has **re-liable**¹⁴² train services. The Electric Train Service (ETS) connects Kuala Lumpur with key destinations like Ipoh, Penang and the Thai border. Intercity buses are

affordable¹⁴³ and connect most major towns, with modern **coaches**¹⁴⁴ on long-distance routes.

Car hire¹⁴⁵ is also an option for **confi-dent**¹⁴⁶ drivers, though Kuala Lumpur's **traffic**¹⁴⁷ can be heavy and **hair-raising**¹⁴⁸ for the **faint-hearted**¹⁴⁹. They may prefer to use KL's public transport network with its integrated metro and **monorail**¹⁵⁰ system. Alternatively, they could grab a Grab (similar to Uber), which is widely used in Malaysian cities.

Boats and **ferries**¹⁵¹ are essential for reaching islands like Langkawi, the Perhentians, and Tioman. They run several times daily with typical one-way **fares**¹⁵² of around MYR 25-50 (EUR 5-10). Services are generally reliable, but **crossings**¹⁵³ can be **choppy**¹⁵⁴ or **suspended**¹⁵⁵ in **rough weather**¹⁵⁶, especially during the monsoon months.

Malaysia is generally safe for tourists, with low **crime rates**¹⁵⁷; however, you might be pestered by **pesky**¹⁵⁸ **midges**¹⁵⁹. Mosquito protection is **advisable**¹⁶⁰, especially in jungle regions, and remember to stay **hydrated**¹⁶¹ in high humidity. In Borneo, travel is equally safe, but visitors should be **aware**¹⁶² that rainforest areas are more **remote**¹⁶³, with limited transport and **medical facilities**¹⁶⁴, so taking only planned guided tours is recommended.

Cuisine and Food Culture

Malaysia's cuisine, with Malay, Indian and Chinese influences, is one of its major attractions for **foodies**¹⁶⁵ drawn to the vibrant **fusion**¹⁶⁶ of spices, ingredients and cooking styles. **Eating out**¹⁶⁷ is a big part of daily life, and hawker centres, **open-air food courts**¹⁶⁸ where individual **stalls**¹⁶⁹ specialise in particular **dishes**¹⁷⁰, sit at the heart of local dining culture, alongside night markets and simple street cafés.

Not only is there a huge **variety**¹⁷¹ of dishes to choose from, but meals often

- ¹²⁵ to tickle sb's fancy *tə 'tɪkl 'sʌmbədɪz 'fænsɪ*
podobać się komuś
- ¹²⁶ adrenaline rush *ə'drenəlɪn rʌʃ* **zastrzyk adrenaliny**

- ¹²⁷ ziplining *'zɪp laɪnɪŋ* **zjeżdżanie tyrolką**
- ¹²⁸ to get around *tə get ə'raʊnd* **poruszać się**
- ¹²⁹ to be sold on sth *tə bi: səʊld ɒn 'sʌmθɪŋ* **być przekonanym do czegoś**
- ¹³⁰ for starters *fə 'stɑ:təz* **na początek**
- ¹³¹ citizen *'sɪtɪzn* **obywatel**
- ¹³² bargain *'bɑ:gɪn* **okazja**
- ¹³³ direct flight *dɪ'rekt flaɪt* **lot bezpośredni**
- ¹³⁴ stopover *'stɒp.əʊvə* **przerwa w podróży, międzylądowanie**
- ¹³⁵ to book sth *tə bʊk 'sʌmθɪŋ* **rezerwować coś**
- ¹³⁶ in advance *ɪn əd'vɑ:ns* **z wyprzedzeniem**
- ¹³⁷ to range *tə reɪndʒ* **tu: wahać się**
- ¹³⁸ domestic *də'mestɪk* **krajowy**
- ¹³⁹ efficient *ɪ'fɪjənt* **sprawny**
- ¹⁴⁰ to cover sth *tə 'kʌvə 'sʌmθɪŋ* **tu: przemierzać coś**
- ¹⁴¹ competitive *kəm'petɪtɪv* **konkurencyjny**
- ¹⁴² reliable *rɪ'laɪəbl* **niezawodny**
- ¹⁴³ affordable *ə'fɔ:dəbl* **przystępny cenowo**
- ¹⁴⁴ coach *kəʊtʃ* **autokar**
- ¹⁴⁵ car hire *kɑ: 'haɪə* **wynajem auta**
- ¹⁴⁶ confident *'kɒnfɪdənt* **pewny siebie**
- ¹⁴⁷ traffic *'træfɪk* **ruch uliczny**
- ¹⁴⁸ hair-raising *'heə, reɪzɪŋ* **jeżący włosy na głowie**
- ¹⁴⁹ faint-hearted *'feɪnt'ha:tɪd* **bojaźliwy**
- ¹⁵⁰ monorail *'mɒnəʊreɪl* **kolej jednoszynowa**
- ¹⁵¹ ferry *'feri* **prom**
- ¹⁵² fare *feə* **tu: bilet**
- ¹⁵³ crossing *'krɒsɪŋ* **przeprawa**
- ¹⁵⁴ choppy *'tʃɒpi* **wzbudzony (w odniesieniu do wody)**
- ¹⁵⁵ suspended *səs'pendɪd* **zawieszony**
- ¹⁵⁶ rough weather *rʌf 'weðə* **trudne warunki pogodowe**
- ¹⁵⁷ crime rate *kraɪm reɪt* **wskaźnik przestępczości**
- ¹⁵⁸ pesky *'peski* **dokuczliwy**
- ¹⁵⁹ midge *mɪdʒ* **komar**
- ¹⁶⁰ advisable *əd'vaɪzəbl* **wskazany**
- ¹⁶¹ hydrated *'haɪdreɪtɪd* **nawodniony**
- ¹⁶² aware *ə'weə* **świadomy**
- ¹⁶³ remote *rɪ'məʊt* **trudno dostępny**
- ¹⁶⁴ medical facility *'medɪkəl fə'sɪlətɪ* **placówka służby zdrowia**
- ¹⁶⁵ foodie *'fu:di* **pot. smakosz**
- ¹⁶⁶ fusion *'fju:ʒən* **połączenie**
- ¹⁶⁷ eating out *'i:tɪŋ aʊt* **jedzenie na mieście**
- ¹⁶⁸ open-air food court *'əʊpən eə fu:d kɔ:t* **otwarte place, strefy gastronomiczne**
- ¹⁶⁹ stall *stɔ:l* **stoisko**
- ¹⁷⁰ dish *dɪʃ* **danie**
- ¹⁷¹ variety *və'reɪəti* **różnorodność**

cost little more than a bottle of water in Europe. **Mid-range**¹⁷² restaurants remain inexpensive, and even high-end dining offers excellent value.

What to Eat

You could do worse than starting with nasi lemak, often considered the national dish. It features coconut rice with sambal, fried anchovies, peanuts, egg, cucumber, and sometimes fried chicken or rendang. Char kway teow, a Penang speciality, is wok-fried **flat noodles**¹⁷³ with **prawns**¹⁷⁴, egg, bean sprouts, and **chives**¹⁷⁵, celebrated for its **distinctive**¹⁷⁶ “wok hei.” Laksa (a noodle soup) comes in regional variations such as curry laksa, tangy Penang asam laksa, and Sarawak laksa with its unique spice paste.

Other **staples**¹⁷⁷ include roti canai (flat-bread with dhal or curry), satay (**skewered meat**¹⁷⁸ with peanut sauce), Hainanese chicken rice, banana leaf rice, nasi kandar, and beef rendang. Drinks are integral to the experience, with teh tarik, Malaysia’s **frothy**¹⁷⁹ “pulled tea,” a national favourite.

Each region has its specialities. Penang is the culinary capital, famed for char kway teow, asam laksa, and Penang rojak. Sabah offers hinava (lime-marinated **raw fish**¹⁸⁰) and Tuaran mee. Sarawak is known for kolo mee and its distinctive laksa. The east coast (Kelantan and Terengganu) serves nasi kerabu (blue herb rice with grilled meat) and keropok lekor (fried **fish crackers**¹⁸¹).

Desserts and **snacks**¹⁸² are coconut-rich and colourful. Cendol is **shaved ice**¹⁸³ with coconut milk and palm sugar. **Bite-sized**¹⁸⁴ kuih, peanut-filled apam balik, and pisang goreng are widely available and **inexpensive**¹⁸⁵.

Where to Eat

The options are as varied as the menu. Hawker centres and food courts form the heart of Malaysian dining, letting visitors mix dishes at low prices (MYR 10-25 / EUR 2-5 per meal). Night markets offer rotating street foods, with snacks around MYR 2-10 (EUR 0.40-2) and fuller meals MYR 8-20 (EUR 1.60-4.00).

Mid-range restaurants across Kuala Lumpur, Penang, and other cities serve Malay, Chinese, Indian, and fusion cuisine. Main dishes typically cost MYR 25-50 (EUR 5-10), with full meals MYR 60-120 (EUR 12-24). High-end dining is growing, including **tasting menus**¹⁸⁶ and hotel buffets (MYR 90-600 / EUR 18-120).

Alcohol is available, but **pricey**¹⁸⁷ due to **tax**¹⁸⁸, except in duty-free Langkawi.

Where to Stay

If you are an **avid**¹⁸⁹ backpacker, Malaysia offers excellent-value **accommodation**¹⁹⁰ for independent travellers. The more hardcore you are, the less you’ll pay. Budget options include hostels, **capsule hotels**¹⁹¹ and simple **guesthouses**¹⁹²: **dormitory beds**¹⁹³ in a hostel usually cost MYR 25–50 (EUR 5–10), and basic private rooms MYR 60–120 (EUR 12–24).

For those seeking a little more comfort and privacy, mid-range hotels are **abundant**¹⁹⁴ in cities and tourist areas; a standard double room in a 3-4 star **property**¹⁹⁵ typically costs MYR 150-300 (EUR 30-60). **Boutique heritage hotels**¹⁹⁶ in Penang and Melaka are slightly higher at MYR 250-400 (EUR 50-80).

Beach destinations offer **chalet-style**¹⁹⁷ rooms from MYR 120-250 (EUR 24-50) and **resorts**¹⁹⁸ from MYR 450+ (EUR 90+). **Serviced apartments**¹⁹⁹ are another good-value option, generally MYR 200-350 (EUR 40-70) per night.

Selamat Jalan (Safe Journey)

So there you go. You might need to save your pennies to **fork out**²⁰⁰ for the **long-haul flight**²⁰¹, but once there, you will find you get plenty of **bang for your buck**²⁰² in terms of **reasonably priced food, accommodation, and travel**. It is sure to be an adventure of a lifetime!

¹⁷² mid-range ,mɪd 'reɪndʒ ze ʃrɛdnjɛj pólki

¹⁷³ flat noodles flæt 'nu:dlz makaron wstążki (np. ryżowy)

¹⁷⁴ prawns prɔ:nz krewetki



¹⁷⁵ chives tʃaɪvz szczypiorek

¹⁷⁶ distinctive dɪs'tɪŋktɪv charakterystyczny

¹⁷⁷ staple 'steɪpl tu: podstawowa potrawa

¹⁷⁸ skewered meat 'skjəəd mi:t szaszłyk, mięso na patyku

¹⁷⁹ frothy 'frɒθɪ z pianką

¹⁸⁰ raw fish rɔ: fɪʃ surowa ryba

¹⁸¹ fish crackers fɪʃ 'krækəz krakersy rybne

¹⁸² snack snæk przekąska

¹⁸³ shaved ice ʃeɪvd aɪs deser z kruszonego lodu

¹⁸⁴ bite-sized 'baɪt saɪzd na jeden kęs

¹⁸⁵ inexpensive ,ɪnɪks'pensɪv niedrogi

¹⁸⁶ tasting menu 'teɪstɪŋ 'menju: menu degustacyjne

¹⁸⁷ pricey 'praɪsi drogi

¹⁸⁸ tax tæks podatek

¹⁸⁹ avid 'ævɪd zagorzały

¹⁹⁰ accommodation ə,kɒmə'deɪʃən zakwaterowanie

¹⁹¹ capsule hotel 'kæpsju:l həʊ'tel hotel kapsułowy

¹⁹² guesthouse 'gest haʊs pensjonat

¹⁹³ dormitory bed 'dɔ:mɪtrɪ bed łóżko w pokoju wieloosobowym

¹⁹⁴ abundant ə'bandənt liczny

¹⁹⁵ property 'prɒpərti tu: obiekt

¹⁹⁶ boutique heritage hotel bu:'ti:k 'herɪtɪdʒ həʊ'tel hotel butikowy w zabytkowym budynku

¹⁹⁷ chalet-style 'ʃæleɪ staɪl w stylu nawiązującym do drewnianych domków letniskowych lub górskich chat

¹⁹⁸ resort rɪ'zɔ:t kurort

¹⁹⁹ serviced apartment 'sɜ:vɪst ə'pɔ:tment apartament z obsługą

²⁰⁰ to fork out tə fɔ:k aʊt pot. wybulić

²⁰¹ long-haul flight ,lɒŋ 'hɔ:l flaɪt daleki lot

²⁰² bang for the buck bæŋ fə ðə bʌk warte swojej ceny

²⁰³ in terms of sth ɪn tɜ:mz ɒv 'sʌmtɪŋ pod względem czegoś

Business and Economy in Malaysia

Malaysia is one of Southeast Asia's most dynamic economies, known for rapid industrialisation, export-oriented growth and strong integration into global trade¹.

Once **reliant on**² **tin**³, **rubber**⁴ and **palm oil**⁵, the country has **diversified**⁶ into electronics, petrochemicals, automotive production and financial services. Its strategic location along major **shipping routes**⁷, modern infrastructure and ASEAN (see *Fact Box*) **membership**⁸ make it attractive to **foreign investors**⁹.

Key Industries¹⁰

- **Manufacturing**¹¹: Electronics, **semiconductors**¹², automotive components, **medical devices**¹³
- **Natural resources**¹⁴: **Petroleum**¹⁵, liquefied natural gas, palm oil, rubber
- **Services**¹⁶: Banking, fintech, logistics, **healthcare**¹⁷, education, tourism
- **Agriculture**¹⁸ and ecotourism: Particularly in East Malaysia, including Sabah and Sarawak

Exports are dominated by electronics and electrical products, followed by petroleum, palm oil (see *Fact Box*), machinery and rubber products. Tourism contributes to **foreign exchange**¹⁹ earnings, while the service sector is increasingly significant, **reflecting**²⁰ Malaysia's **shift toward**²¹ a **knowledge-based**²² economy.

Opportunities²³ for Foreign Investors

- Manufacturing: Electronics, semiconductors, automotive parts, medical devices
- Services and start-ups: Fintech, health-tech, logistics, education
- Regional **HQ**²⁴ and **supply chains**²⁵: Strategic location and skilled **workforce**²⁶ facilitate ASEAN market access
- High-value sectors: **Renewable energy**²⁷, biotechnology, advanced manufacturing
- **Special economic zones**²⁸ and **free-trade agreements**²⁹ further simplify trade and investment for foreign businesses.

Government Support³⁰ and Incentives³¹

The government provides incentives to encourage foreign investment:

- **Tax breaks**³² and reduced **corporate rates**³³ for approved industries
 - **Investment allowances**³⁴ and grants through the Malaysian Investment Development Authority (MIDA)
 - Priority support for high-tech manufacturing, renewable energy and biotechnology
- These **measures**³⁵, combined with competitive operational costs and a skilled workforce, make Malaysia an attractive destination for investors and **entrepreneurs**³⁶.

Challenges and Risks

While Malaysia is generally business-friendly, there are some **hurdles**³⁷:

- Bureaucracy: Multiple agencies involved in **permits**³⁸ and **approvals**³⁹
- Corruption: Lower than many **regional peers**⁴⁰, but **vigilance**⁴¹ is required
- Regulatory restrictions: **Foreign ownership**⁴² limitations in certain sectors and local content **requirements**⁴³

¹ global trade 'glɔːbəl treɪd światowy handel

² reliant on sth rɪ'laɪənt ɒn 'sʌmθɪŋ zależny od czegoś, opierający się na czymś

³ tin tɪn cyna

⁴ rubber 'rʌbə kauczuk

⁵ palm oil pɑːm ɔɪl olej palmowy

⁶ to diversify tə daɪ'vɜːsɪfaɪ dywersyfikować, poszerzać zakres

⁷ shipping route 'ʃɪpɪŋ ruːt szlak handlowy

⁸ membership 'membəʃɪp członkostwo

⁹ foreign investor 'fɔːrɪn ɪn'vestə inwestor zagraniczny

¹⁰ key industries kiː 'ɪndəstriːz kluczowe gałęzie przemysłu

¹¹ manufacturing ,mænɪʃə'fæktʃərɪŋ produkcja przemysłowa

¹² semiconductor 'semɪkən'dʌktə półprzewodnik

¹³ medical device 'medɪkəl dɪ'vaɪs wyrób medyczny

¹⁴ natural resources 'nætʃrəl rɪ'sɔːsɪz zasoby naturalne

¹⁵ petroleum pɪ'trɒljəm ropa naftowa

¹⁶ services 'sɜːvɪsɪz usługi

¹⁷ healthcare 'helθ keə(r) opieka zdrowotna

¹⁸ agriculture 'ægrɪkʌltʃə rolnictwo

¹⁹ foreign exchange 'fɔːrɪn ɪks'tʃeɪndʒ wymiana walut

²⁰ to reflect sth tə rɪ'flekt 'sʌmθɪŋ pokazywać, odzwierciedlać coś

²¹ shift toward sth ʃɪft tə'wɔːd 'sʌmθɪŋ zwrot ku czemuś

²² knowledge-based 'nɒlɪdʒ beɪst oparty na wiedzy

²³ opportunities ,ɒpə'tjuːnɪtɪz możliwości

²⁴ HQ = headquarters ,etʃ 'kjuː 'hed'kwɔːtəz siedziba

²⁵ supply chain sə'plaɪ tʃeɪn łańcuch dostaw

²⁶ workforce 'wɜːkfoːs siła robocza

²⁷ renewable energy rɪ'njuːəbl 'enədʒɪ odnawialne źródła energii

²⁸ special economic zone 'speʃəl ,ekə'nɒmɪk zəʊn specjalna strefa ekonomiczna

²⁹ free-trade agreement 'friː treɪd ə'ɡriːmənt umowa o wolnym handlu

³⁰ government support 'ɡʌvnmənt sə'pɔːt wsparcie rządowe

³¹ incentive ɪn'sentɪv zachęta

³² tax break tæks breɪk ulga podatkowa

³³ corporate rates 'kɔːpəreɪt reɪts stawki CIT

³⁴ investment allowance ɪn'vestmənt ə'ləʊəns ulga inwestycyjna

³⁵ measures 'meʒəz środki

³⁶ entrepreneur ,ɒntrəprə'nɜː przedsiębiorca

³⁷ hurdle 'hɜːdl przeszkoda, problem

³⁸ permit 'pɜːmɪt zezwolenie

³⁹ approval ə'pruːvəl zgoda

⁴⁰ regional peer 'rɪdʒənəl piə regionalny konkurent

⁴¹ vigilance 'vɪdʒɪləns czujność

⁴² foreign ownership 'fɔːrɪn ə'ʃnəʃɪp udział zagraniczny

⁴³ requirement rɪ'kwaɪəmənt wymóg



- Market and environmental **compliance**⁴⁴: **Labour rules**⁴⁵, safety standards and **sustainability**⁴⁶ regulations must be observed
- Political **factors**⁴⁷: Coalition governments and periodic **electoral shifts**⁴⁸ can affect policy priorities

Despite these challenges, careful planning and local partnerships can help investors navigate the market successfully. Malaysia's financial system is stable and well-regulated, balancing conventional and Islamic banking, with liquid **capital markets**⁴⁹ and generally **prudent**⁵⁰ fiscal management. Growth can

fluctuate with global trends and **commodity prices**⁵¹, but the overall investment climate is **predictable**⁵².

Malaysia continues to offer strong fundamentals for business: a diversified economy (manufacturing, services, **natural resources**⁵³, tourism), a strategic location with access to ASEAN and wider Indo-Pacific markets, modern transport and **digital infrastructure**⁵⁴, a **multilingual**⁵⁵, skilled workforce, and a range of government incentives.

While bureaucracy, regulatory complexity and occasional political shifts **pose**⁵⁶ some risk, Malaysia remains one of Asia's more pragmatic and **accessible**⁵⁷ destinations for foreign investment, regional headquarters and **high-tech**⁵⁸ **ventures**⁵⁹.

⁴⁴ **compliance** kəm'plajəns zgodność, stosowanie się

⁴⁵ **labour rules** 'leɪbə ru:lz prawo pracy

⁴⁶ **sustainability** sə'steɪnə'bɪləti zrównoważony rozwój

⁴⁷ **factor** 'fæktə czynnik

⁴⁸ **electoral shift** i'lektərəl ʃɪft zmiany w poparciu wyborców, przetwarzania wyborcze

⁴⁹ **capital markets** 'kæpɪtəl 'mɑ:kɪts rynki kapitałowe

⁵⁰ **prudent** 'pru:dənt rozważny, ostrożny

⁵¹ **commodity prices** kə'mɒdəti 'praɪsɪz ceny surowców

⁵² **predictable** 'prɪdɪkəbəl przewidywalny

⁵³ **natural resources** 'nætʃrəl rɪ'sɔ:sɪz zasoby naturalne

⁵⁴ **digital infrastructure** 'dɪdʒɪtəl 'ɪnfəstrʌktʃə(r) infrastruktura cyfrowa

⁵⁵ **multilingual** ,mʌlti'liŋgwəl znający języki obce

⁵⁶ **to pose a risk** tə pəʊz ə rɪsk stanowić ryzyko

⁵⁷ **accessible** ək'sesəbəl dostępny, przystępny

⁵⁸ **high-tech** ,haɪ 'tek zaawansowany technologicznie

⁵⁹ **venture** 'ventʃə przedsięwzięcie

ASEAN

- Full Name: Association of Southeast Asian Nations
- Founded: 1967
- Members: Brunei, East Timor, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam.
- Purpose: To promote regional stability, economic cooperation, political dialogue and cultural exchange across Southeast Asia.

Economic Role:

- Represents a combined population of over 650 million.
- One of the world's fastest-growing economic blocs.
- Operates the ASEAN Free Trade Area (AFTA), reducing **tariffs**¹ and **encouraging**² **cross-border trade**³.
- Encourages investment flows through harmonised standards, economic integration and shared initiatives.

Business Significance⁴:

- Forms a single regional market with increasing **intra**⁵-ASEAN trade and supply-chain development.
- Attracts **substantial**⁶ foreign investment due to its strategic location between India and China.
- A key platform for economic cooperation, infrastructure projects and digital-economy expansion.

¹ **tariff** 'tærɪf cło

² **to encourage** tə ɪn'kʌrɪdʒ pobudzać, wspierać, zachęcać

³ **cross-border trade** 'krɒs bɔ:də(r) treɪd handel transgraniczny

⁴ **business significance** 'bɪznəs sɪŋ'nɪfɪkəns znaczenie biznesowe

⁵ **intra** 'ɪntrə wewnątrz

⁶ **substantial** səb'stænʃəl pokaźny, znaczny

Palm Oil

Palm oil is a major Malaysian export, but also a source of environmental criticism. Concerns focus on **deforestation**¹, **habitat loss**² and emissions from **land clearing**³. Malaysia has introduced sustainability standards, including MSPO certification, but **enforcement**⁴ varies. The industry is improving, yet its environmental record remains mixed, keeping **pressure**⁵ on Malaysia to prove its palm oil is produced responsibly.

¹ **deforestation** ,di:ˌfɒrɪ'steɪʃn wylesianie

² **habitat loss** 'hæbɪtæt lɒs utrata siedlisk

³ **land clearing** lænd 'klɪərɪŋ karczowanie gruntów

⁴ **enforcement** ɪn'fɔ:smənt wprowadzanie w życie

⁵ **pressure** 'prefə presja

INFOBOX

INFOBOX

The Droid You're Looking For?



by Paul Martin from
www.go-native.pl

For decades, science fiction has promised robotic helpers. As 2026 arrives, truly automated assistance may finally be here. **Paul Martin** explores the rise of “**embodied intelligence**¹” and meets the new **houseguests**² **competing for**³ a place in your living room.

¹ embodied intelligence **im'bodɪd ɪn'telɪdʒəns** ucieleśniona inteligencja

² houseguest **haʊsgest** gość

³ to compete for sth **tə kəm'pi:t fə 'sʌmθɪŋ** rywalizować, konkurować o coś

OGLĄDAJ

VIDEO

business-english.com.pl

POBIERZ

NAGRAŃIA MP3

KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFUL MEDIA.PL / CZYTNIK

1X NEO

A WORD WORTH REMEMBERING

convenience
/kən'vi:njəns/
wygoda, udogodnienie



FIGURE 03

Making Moves

If your experience with home robotics is limited to an autonomous **vacuum cleaner**⁴ that **gets tangled up in**⁵ phone chargers, then you might be sceptical about the idea of a **robot butler**⁶. However, the viral videos you've possibly seen online recently – of humanoid robots **folding clothes**⁷ or making coffee – are no longer just laboratory **stunts**⁸.

A growing number of technology companies, **including**⁹ Tesla and Figure AI, believe humanoid robots are close to being ready for everyday use. **Backed by**¹⁰ major investment and rapid progress in **hardware**¹¹ and AI, they are moving beyond lab experiments and **focusing on**¹² robots that can be built, sold, and used at scale in real homes and workplaces.

Meet Neo

If you are going to invite a machine into your home to walk among your children and pets, you probably don't want a 100 kg **industrial crusher**¹³. This is the philosophy behind 1X Technologies' **flagship**¹⁴ bot, the Neo. **Unlike**¹⁵ its competitors, who often **resemble**¹⁶ **walking car chassis**¹⁷, Neo is designed with a "safety-first" architecture.

The secret lies under the skin. Neo utilises a "**tendon-driven**¹⁸" system. Inspired by human biology,

⁴ vacuum cleaner 'vækjəəm 'kli:nə odkurzaczy

⁵ to get tangled up in sth tə get 'tæŋɡld ʌp ɪn 'sʌmθɪŋ zaplątać się w coś

⁶ robot butler 'rəʊbət 'bʌtlə robot-kamerdyner, robot-lokalaj

⁷ to fold clothes tə fəʊld kləʊðz składać ubrania



⁸ stunt stant wyczyn

⁹ including X ɪn'klu:dɪŋ eks w tym X, wliczając w to X

¹⁰ backed by sth bækt baɪ 'sʌmθɪŋ wspierany przez coś

¹¹ hardware 'hɑ:dweə sprzęt

¹² to focus on sth tə 'fəʊkəs ɒn 'sʌmθɪŋ skupiać się, koncentrować się na czymś

¹³ industrial crusher ɪn'dʌstriəl 'krʌʃə kruszarka przemysłowa

¹⁴ flagship 'flæɡʃɪp flagowy

¹⁵ unlike X 'ʌn'lʌk eks w przeciwieństwie do X, inaczej niż X

¹⁶ to resemble sth tə rɪ'zembəl 'sʌmθɪŋ przypominać coś, być podobnym do czegoś

¹⁷ car chassis kɑ: 'ʃæsi podwozie samochodowe

¹⁸ tendon-driven 'tendən 'drɪvn napędzany ścięgnami (często w robotyce bioinspirowanej)



TESLA OPTIMUS

motors in the **torso**¹⁹ pull cables, or tendons, to **move the limbs**²⁰. This means the robot has “**inherent compliance**²¹,” effectively acting like a muscle that can **absorb**²² **impact**²³ safely, rather than a **rigid**²⁴ **beam**²⁵ that might **cause injury**²⁶. **Wrapped in**²⁷ a soft suit rather than exposed metal, it is designed to be **pinch-proof**²⁸ and silent, **a stark contrast to**²⁹ the **whirring**³⁰ **gears**³¹ of its rivals.

The Brains: Physical AI

But how does it know how to fold a shirt? The magic ingredient is something called a VLA model:

Vision-Language-Action, part of a broader idea known as embodied intelligence, where understanding comes from having a body that can see and act in the world.

Just as ChatGPT works by being able to **predict**³² the next word in a sentence, V-L-A robots predict their next physical movement based on what they see. Because these models have “read” the

¹⁹ **torso** 'tɔːsə tułów

²⁰ **to move the limbs** tə muːv ðə lɪmz poruszać kończynami

²¹ **inherent compliance** ɪn'hɪərənt kəm'plaɪəns naturalna podatność, własna elastyczność (zdolność konstrukcji do odkształcenia się pod wpływem siły zewnętrznej)

²² **to absorb sth** tə əb'sɔːb 'sʌmθɪŋ absorbować, pochłaniać, przyjąć coś

²³ **impact** 'ɪmpækt tu: uderzenie

²⁴ **rigid** 'rɪdʒɪd sztywny

²⁵ **beam** bi:m belka

²⁶ **to cause injury** tə kɔːz 'ɪndʒəri spowodować krzywdę

²⁷ **wrapped in sth** ræpt ɪn 'sʌmθɪŋ owinięty, zapakowany w coś

²⁸ **pinch-proof** pɪntʃ pru:f zabezpieczony przed przytrzaśnięciem (np. palców)

²⁹ **a stark contrast to X** ə stɑːk 'kɒntrɑːst tə eks ogromna różnica w stosunku do X

³⁰ **whirring** 'wɜːrɪŋ warkoczący

³¹ **gear** ɡɪə koło zębate, bieg

³² **to predict sth** tə prɪ'dɪkt 'sʌmθɪŋ przewidywać coś

internet, they possess **semantic understanding**³³. This means that they don't need to be told that a wine glass is **fragile**³⁴; they are simply **empowered to**³⁵ **associate** the visual concept of a glass **with**³⁶ the linguistic concept of fragility, and therefore they **adjust**³⁷ their **grip**³⁸ accordingly.

The "Expert" in the Loop³⁹

However, before you fire your cleaner, there is a **catch**⁴⁰. While AI excels at writing poetry or analysing text, it still **struggles with**⁴¹ the **messiness**⁴² of the physical world. Researchers often describe this as the "100,000-year data gap": humans have been learning how to **grasp**⁴³, balance and manipulate objects through embodied experience for **millennia**⁴⁴, but we have only a relatively tiny amount of recorded, digital data showing how bodies **actually**⁴⁵ do this. As a result, tasks that feel trivial to people, **picking up**⁴⁶ a mug without **spilling**⁴⁷ it, **folding laundry**⁴⁸, or navigating a **cluttered**⁴⁹ room, remain unexpectedly hard for machines.

The solution? A human safety net. When Neo **encounters**⁵⁰ something it doesn't understand, it pauses and **calls for help**⁵¹ **via**⁵² "Expert Mode". A human operator, potentially miles away wearing a VR headset, **steps in**⁵³ to guide the robot's hands. Crucially, every time a human helps, the robot learns, creating a **flywheel**

effect⁵⁴ that slowly moves the machine toward full autonomy.

The Competition⁵⁵

Neo isn't the only bot **on the block**⁵⁶. The market has become a battleground of competing philosophies. Tesla Optimus, championed by Elon Musk, **bets on scale**⁵⁷: by **leveraging**⁵⁸ existing **automotive supply chains**⁵⁹, Tesla aims to push prices below USD 20,000, though critics **point out that**⁶⁰ some **headline-grabbing**⁶¹ **demos**⁶² **relied** heavily **on**⁶³ human teleoperation.

At the other end sits Figure AI, the Silicon Valley favourite backed by OpenAI, whose Figure 02 and 03 models prioritise **high-level reasoning**⁶⁴ and natural conversation **alongside**⁶⁵ **physical agility**⁶⁶. Meanwhile, China's Unitree plays the role of **budget disruptor**⁶⁷: its smaller, acrobatic G1 can reportedly **backflip**⁶⁸ at around USD 16,000, even if its "**brain power**⁶⁹" **lags behind**⁷⁰ its Western rivals.

³³ semantic understanding *si'mæntɪk*

ˌʌndə'stændɪŋ rozumienie semantyczne (zrozumienie znaczenia, a nie tylko danych)

³⁴ fragile *'frædʒaɪl* delikatny, kruchy

³⁵ empowered to do sth *ɪm'pəʊəd tə du: 'sʌmθɪŋ* mający możliwości, by coś zrobić

³⁶ to associate sth with sth *tə ə'səʊʃieɪt 'sʌmθɪŋ wɪð 'sʌmθɪŋ* kojarzyć coś z czymś

³⁷ to adjust sth *tə ə'dʒʌst 'sʌmθɪŋ* dopasować,

dostosować coś

³⁸ grip *ɡrɪp* chwyt

³⁹ in the loop *ɪn ðə lu:p* na bieżąco, w obiegu (często w kontekście human-in-the-loop, czyli z udziałem człowieka)

⁴⁰ catch *kætʃ* haczyk, ukryta trudność

⁴¹ to struggle with sth *tə 'strʌgl wɪð 'sʌmθɪŋ* zmagać się, borykać się z czymś

⁴² messiness *mesɪnəs* nieład, nieporządek

⁴³ to grasp sth *tə ɡrɑːsp 'sʌmθɪŋ* chwycić coś

⁴⁴ millennia *mɪˈlenɪə* tysiąclecia

⁴⁵ actually *'æktʃʊəli* właściwie, w rzeczywistości, naprawdę

⁴⁶ to pick up sth *tə pɪk ʌp 'sʌmθɪŋ* *tu:* podnosić coś

⁴⁷ to spill sth *tə spɪl 'sʌmθɪŋ* wylać coś

⁴⁸ to fold laundry *tə fəʊld 'lɔːndrɪ* składać pranie

⁴⁹ cluttered *'klʌtəd* zagracony, zaśmiecony

⁵⁰ to encounter sth *tə ɪnˈkaʊntə 'sʌmθɪŋ* napotkać coś, zetknąć się z czymś

⁵¹ to call for help *tə kɔːl fə help* wzywać pomoc

⁵² via X *'vaɪə eks* przez X, za pośrednictwem X

⁵³ to step in *tə step ɪn* wkroczyć, włączyć się do akcji

⁵⁴ flywheel effect *'flaɪwiːl ɪˈfekt* efekt koła zamachowego (mechanizm, w którym sukces napędza kolejne etapy rozwoju)

⁵⁵ competition *ˌkɒmpə'tɪʃən* konkurencja

⁵⁶ on the block *ɒn ðə blɒk* *tu:* na rynku

⁵⁷ to bet on scale *tə bet ɒn skeɪl* stawiać na skalę (np. rozwoju/produkcji)

⁵⁸ to leverage sth *tə 'liːvərɪdʒ 'sʌmθɪŋ* wykorzystać coś jak najefektywniej

⁵⁹ automotive supply chain *ˌɔːtə'məʊtɪv sə'plaɪ tʃeɪn* motoryzacyjny łańcuch dostaw

⁶⁰ to point out that *tə pɔɪnt aʊt ðæt* wskazać na to, że

⁶¹ headline-grabbing *'hedlaɪn 'ɡræbɪŋ* przyciągający uwagę, trafiający na nagłówki informacyjne

⁶² demo *'deməʊ* wersja demonstracyjna

⁶³ to rely on sth *tə rɪˈlaɪ ɒn 'sʌmθɪŋ* polegać na czymś

⁶⁴ high-level reasoning *haɪ 'levl 'riːznɪŋ* rozumowanie na wysokim poziomie

⁶⁵ alongside X *əˈlɒŋ'saɪd eks* obok X, wraz z X

⁶⁶ physical agility *'fɪzɪkəl ə'dʒɪlətɪ* sprawność, zwinność fizyczna

⁶⁷ budget disruptor *'bʌdʒɪt dɪs'rʌptər* produkt budżetowy zmieniający zasady gry na rynku

⁶⁸ to backflip *tə bækfɪp* zrobić salto w tył

⁶⁹ brain power *breɪn 'paʊə* potencjał intelektualny

⁷⁰ to lag behind sth *tə læg bɪˈhaɪnd 'sʌmθɪŋ* pozostawać w tyle za czymś



Robot Rumble – Who is who?

Thinking of adopting a metallic friend? Here is how the [top contenders](#)¹ [stack up](#)².

FEATURE	1X NEO	TESLA OPTIMUS	FIGURE 02/03	UNITREE G1
				
Philosophy	Safety First: Soft, silent, and safe for kids.	Mass Production: Built like a car, priced to sell.	Big Brains: Powered by OpenAI for smart conversations.	Budget Gymnast: Cheap, small, and very agile.
Body Type	Soft suit, “muscle-like” tendons.	Hard metal, industrial screws.	Sleek, high-performance metal.	Toddler-sized, lightweight.
Height	1.65 m (5’5”)	1.73 m (5’8”)	1.68 m (5’6”)	1.32 m (4’3”)
Est. Price	~USD 20,000 (or subscription)	Target <USD 30,000	Lease / Pilot only	~USD 16,000

¹ **top contender** *top kən'tendə* czołowy rywal

² **to stack up** *tə stæk ʌp* wypadać w porównaniu

INFOBOX

The Elephant in the Room

Of course, having a camera-equipped, internet-connected humanoid in your hallway raises some eyebrows. Privacy is the “elephant in the room”. To train these robots, they need to see our homes. Furthermore, “Expert Mode” implies that a remote human operator could theoretically peer into your kitchen. While companies

promise privacy filters, the legal implications of a robot witnessing a crime, or the “right to be forgotten” under GDPR, remain largely untested.

A New Era

We are moving from a world where we stare at screens to a world where technology looks back at us, understands our

physical needs, and reaches out a hand to help. Whether you view them as the [ultimate](#)⁷¹ [convenience](#)⁷² or a privacy nightmare, one thing is certain: the age of the domestic droid has arrived. Just remember to be polite to them. You know, [just in case](#)⁷³.

⁷¹ **ultimate** *'ʌltɪmət tu:* fundamentalny, najważniejszy

⁷² **convenience** *kən'vi:njəns* wygoda, udogodnienie

⁷³ **just in case** *dʒʌst ɪn keɪs* na wszelki wypadek

Amy C. Edmondson

OGLĄDAJ

VIDEO



business-english.com.pl

POBIERZ

NAGRANIA MP3



KOD DOSTĘPU:
hpm

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

Amy C. Edmondson – Why Getting it Wrong May Be Right

In the modern business culture obsessed with achievement¹, this revered² business guru has championed³ how admission of failure⁴ is often an indicator of success⁵.

As a Harvard Business School professor, award-winning author and regular presence on global lists of top management thinkers⁶, Ms Edmondson has reshaped⁷ how leaders understand failure, learning and human behaviour at work. Her central contribution⁸, the concept of psychological safety, has moved from academic theory to boardroom⁹ priority. In a world of rapid change, complex systems and artificial intelligence¹⁰, her message is strikingly¹¹ human: organisations learn faster and perform better when people feel safe enough to speak up¹² and express what might be perceived as¹³ a “stupid idea.”

Amy C. Edmondson was born in the United States in 1962 and grew up in an intellectually curious¹⁴ environment¹⁵. She originally pursued a technical path, earning a bachelor's degree¹⁶ in engineering from Stanford University. This early training gave her a strong grounding¹⁷ in systems thinking and problem-solving¹⁸, skills that later shaped her approach¹⁹ to organisational research²⁰.

However, she soon became interested in the human dimensions²¹ of work and performance²². She went on to earn a doctorate in organisational behaviour from Harvard University, shifting her focus

from technical systems to social systems²³. Rather than viewing organisations as machines to be optimised, she came to see them as complex human networks where emotions, relationships²⁴ and unspoken²⁵ norms strongly influence²⁶ outcomes²⁷.

Amy Edmondson joined Harvard Business School as a faculty member²⁸ in the 1990s. Early in her academic career, she set out to²⁹ study medical teams, expecting to find that high-performing³⁰ teams

¹ achievement ə'tʃi:vmənt osiągnięcie

² revered rɪ'veəd szanowany

³ to champion tə'tʃæmpjən propagować, opowiadać się za czymś

⁴ admission of failure əd'mɪʃən ɒv 'feɪljə przyznanie się do porażki

⁵ indicator of success 'ɪndɪkeɪtər ɒv sək'ses wyznacznik sukcesu

⁶ thinker 'θɪŋkə myśliciel

⁷ to reshape tə'reɪʃeɪp przekształcać

⁸ central contribution 'sentrəl ,kontri'bju:ʃən główny wkład

⁹ boardroom 'bɔ:dru:m sala posiedzeń (miejsce, w którym zbiera się dyrekcja firmy)

¹⁰ artificial intelligence ˌɑ:tɪfɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

¹¹ strikingly 'straɪkɪŋli uderzająco, niezwykle

¹² to speak up spi:k ʌp wypowiadać się, powiedzieć coś głośno

¹³ perceived as X pə'si:vd əz eks postrzegany jako X

¹⁴ intellectually curious ˌɪntɪˈlektʃʊəli 'kjʊərəs dociekliwy poznawczo

¹⁵ environment ɪnˈvaɪərənmənt otoczenie

¹⁶ bachelor's degree 'bætʃələz dɪ'ɡri: tytuł licencjata

¹⁷ grounding 'graʊndɪŋ podstawa

¹⁸ problem-solving 'prɒbləm solvɪŋ rozwiązywanie problemów

¹⁹ approach əˈprəʊtʃ podejście

²⁰ research rɪ'sɜ:tʃ badania

²¹ dimension dɪ'menʃən wymiar, aspekt

²² performance pə'fɔ:məns wyniki

²³ social system 'səʊʃəl 'sɪstəm system społeczny

²⁴ relationship rɪˈleɪʃənʃɪp związek, relacja

²⁵ unspoken ʌnˈspəʊkən niewypowiedziany

²⁶ to influence sth tə ɪnˈfluəns 'sʌmθɪŋ wpływać, oddziaływać na coś

²⁷ outcome ˈaʊtkʌm wynik, rezultat

²⁸ faculty member 'fækəlti 'membə członek wydziału

²⁹ to set out to do sth tə set aʊt tə du: 'sʌmθɪŋ zacząć coś robić

³⁰ high-performing haɪ pə'fɔ:mɪŋ wysoko efektywny



Disasters Caused by A Culture of Fear

- Challenger **space shuttle**¹ (1986): Engineers warned that cold temperatures could cause O-ring failure, but concerns were **overridden**² to avoid delaying a politically and publicly high-profile **launch**³.
- Deepwater Horizon (2010): **Safety risks**⁴ to the **well**⁵ were raised, but time pressure and **cost overruns**⁶ led managers to **push ahead**⁸.
- Boeing 737 MAX (2018–19): Internal concerns about the MCAS system were **muted**⁹ within a culture prioritising speed to market and **regulatory approval**¹⁰.
- Fukushima nuclear disaster (2011): Known tsunami risks were **downplayed**¹¹ to avoid costly upgrades and regulatory complications.
- Volkswagen emissions scandal (2015): Engineers knew emissions targets could not be met legally but felt unable to challenge strategic and commercial expectations.

¹ **space shuttle** *speɪs 'ʃʌtl* wahadłowiec, prom kosmiczny

² **overridden** *ˌəʊvə'riːdn* odsunięty, oddalony

³ **launch** *lɔːntʃ* start

⁴ **safety risk** *'seɪftɪ rɪsk* zagrożenie dla bezpieczeństwa

⁵ **well** *wel* **tu**: platforma wiertnicza

⁶ **cost overrun** *kɒst ˌəʊvə'riːdn* przekroczenie kosztów

⁷ **to lead sb to do sth** *tə liːd 'sʌmbədɪ tə duː 'sʌmθɪŋ* skłonić kogoś do zrobienia czegoś

⁸ **to push ahead** *tə pʊʃ ə'hed* przeć naprzód

⁹ **muted** *'mjuːtɪd* wyciszony

¹⁰ **regulatory approval** *'regjələtəri ə'pruːvəl* zatwierdzenie przez organ regulacyjny

¹¹ **downplayed** *daʊn 'pleɪd* zbagatelizowany

INFOBOX

made fewer mistakes. **Instead**³¹, her research produced a surprising and **counterintuitive**³² result. The best teams often reported more errors, not because they were less competent, but because they were more willing to admit mistakes.

This **insight**³³ led Edmondson to a deeper **realisation**³⁴. In many **workplaces**³⁵, people **hide**³⁶ errors, **uncertainties**³⁷ and unconventional ideas because they fear blame, **ridicule**³⁸ or career damage. The problem, she concluded, was not a **lack of**³⁹ intelligence or **commitment**⁴⁰, but a lack of **psychological safety**⁴¹, a **shared belief**⁴² that speaking up will not result in **punishment**⁴³ or **humiliation**⁴⁴.

Her **early findings**⁴⁵ **challenged**⁴⁶ deeply held managerial **assumptions**⁴⁷. In environments where failure is **stigmatised**⁴⁸, learning slows down. In contrast, teams that openly discuss mistakes **adapt**⁴⁹ more quickly and innovate more effectively.

Psychological Safety

At the heart of Amy Edmondson's thinking is the concept of psychological safety. She did not **coin**⁵⁰ the term, but rigorously tested the concept and wrote about it to the point where it has become part of the **established**⁵¹ management **lexicon**⁵² and **repertoire**⁵³ (see *Fact Box*).

It describes an environment where people feel able to ask questions, admit errors, **raise concerns**⁵⁴ and offer ideas without fear of negative consequences to their status or **identity**⁵⁵. Amy has repeatedly emphasised that psychological safety and high performance go together. **Clear goals**⁵⁶, high standards and honest **feedback**⁵⁷ are **essential**⁵⁸. What changes is how people respond when things go wrong. Instead of blame, there is **inquiry**⁵⁹. Instead of silence, there is dialogue.

Her work **gained** mainstream **attention**⁶⁰ when a major internal **study**⁶¹ by Google identified psychological safety as the most important factor in effective teams. Although the study was independent, it **echoed**⁶² Ms Edmondson's academic research, bringing her ideas **into the corporate spotlight**⁶³.

At Harvard Business School, Edmondson rose to become the Novartis Professor of Leadership and Management. She has published **extensively**⁶⁴ in leading

³¹ **instead** *ɪn'sted* w zamian, zamiast tego

³² **counterintuitive** *ˌkaʊntər ɪn'tjuːtɪv* sprzeczny z intuicją

³³ **insight** *'ɪnsaɪt* obserwacja, spostrzeżenie

³⁴ **realisation** *ˌriːəlaɪ'zeɪʃn* uświadomienie sobie czegoś, zdanie sobie sprawy z czegoś

³⁵ **workplace** *'wɜːkpleɪs* miejsce pracy

³⁶ **to hide sth** *tə haɪd 'sʌmθɪŋ* ukrywać coś

³⁷ **uncertainty** *ʌn'sɜːntɪ* wątpliwość

³⁸ **ridicule** *'rɪdɪkjʊl* śmieszność, kpiny, ośmieszenie

³⁹ **lack of sth** *læk ɒv 'sʌmθɪŋ* niedostatek czegoś

⁴⁰ **commitment** *kə'mɪtmənt* poświęcenie, oddanie

⁴¹ **psychological safety** *ˌsaɪkə'lɒdʒɪkəl 'seɪftɪ* bezpieczeństwo psychologiczne

⁴² **shared belief** *'ʃeəd brɪ'liːf* wspólna wiara, dzielone przekonanie

⁴³ **punishment** *'pʌnɪʃmənt* kara

⁴⁴ **humiliation** *hjuːˌmɪlɪ'eɪʃn* upokorzenie

⁴⁵ **early findings** *'ɜːli 'faɪndɪŋz* wstępne wyniki

⁴⁶ **to challenge sth** *tə 'tʃælɪndʒ 'sʌmθɪŋ* podważyć, kwestionować, rzucać czemuś wyzwanie

⁴⁷ **assumption** *ə'sʌmpʃən* założenie

⁴⁸ **stigmatised** *'stɪgmətaɪzd* piętnowany, stygmatyzowany

⁴⁹ **to adapt** *tə ə'dæpt* adaptować się, przystosowywać się

⁵⁰ **to coin** *tə kɔɪn* ukuć

⁵¹ **established** *ɪs'tæblɪʃt* przyjęty

⁵² **lexicon** *'leksɪkən* słownik

⁵³ **repertoire** *'repətuə*: repertuar

⁵⁴ **to raise concerns** *tə reɪz kən'sɜːnz* wyrażać obawy

⁵⁵ **identity** *aɪ'dentɪtɪ* tożsamość

⁵⁶ **clear goals** *kliə ɡəʊlz* jasne cele

⁵⁷ **feedback** *'fiːdbæk* informacja zwrotna

⁵⁸ **essential** *i'senʃəl* niezbędny

⁵⁹ **inquiry** *ɪn'kwɪəri* **tu**: dociekanie

⁶⁰ **to gain attention** *tə ɡeɪn ə'tenʃən* przyciągnąć uwagę

⁶¹ **study** *'stʌdi* opracowanie, badanie

⁶² **to echo** *tə 'ekəʊ* powtarzać

⁶³ **into the spotlight** *'ɪntə ðə 'spotlaɪt* w centrum uwagi

⁶⁴ **extensively** *ɪks'tensɪvli* szeroko

academic journals⁶⁵ and received multiple awards for her research and teaching. Her inclusion⁶⁶ in global rankings of top management thinkers reflects not only academic influence but real-world impact⁶⁷.

Reframing⁶⁸ Failure

Amy Edmondson's ideas reached a broader audience⁶⁹ with her books, especially *The Fearless Organization*, which focused on psychological safety, and *Right Kind of Wrong: The Science of Failing Well*, which explored how leaders can learn from failure. The latter⁷⁰ was recognised as⁷¹ Financial Times Business Book of the Year, a significant endorsement⁷² in the business publishing world.

In *Right Kind of Wrong*, Ms Edmondson challenges the simplistic notion⁷³ that failure should be avoided at all costs⁷⁴. Instead, she distinguishes⁷⁵ between different types of failure. Some failures are preventable⁷⁶ and stem from⁷⁷ negligence⁷⁸ or lack of discipline. Others are unavoidable⁷⁹ in complex systems. Crucially⁸⁰, there are intelligent failures, well-designed experiments in new territory that generate valuable learning.

This framework⁸¹ encourages organisations to stop treating all failures as equal. When companies punish every misstep⁸², they discourage⁸³ experimentation. When they tolerate everything, they undermine⁸⁴ standards. She argues that progress requires leaders to actively design for intelligent failure, while reducing careless or repetitive⁸⁵ mistakes⁸⁶.

A recurring theme⁸⁷ in her work is voice, the willingness⁸⁸ of individuals to speak up even when doing so feels risky. In hierarchical organisations, especially, silence can be deadly. History offers many examples of disasters⁸⁹ caused not by lack of expertise⁹⁰, but by people knowing something was wrong and feeling unable⁹¹ to say so, or their managers unprepared⁹² to listen.

She encourages leaders to model curiosity⁹³ and fallibility⁹⁴. Simple behaviours, such as asking open questions, acknowledging⁹⁵ uncertainty, and responding

appreciatively to input⁹⁶, can dramatically change team dynamics. When leaders admit they do not have all the answers, they invite others to contribute.

In addition to her books, she is a prolific⁹⁷ writer of articles and case studies⁹⁸. Her work is widely taught in business schools and leadership⁹⁹ programmes. She has also written for general business audiences,

⁶⁵ academic journal ˌækəˈdemɪk ˈdʒɜːnl

czasopismo naukowe

⁶⁶ inclusion ɪnˈkluːʒən tu: pojawienie się

⁶⁷ real-world impact ˈriːəl wɜːld ˈɪmpækt

rzeczywisty wpływ

⁶⁸ to reframe sth tə ˈriːfreɪm ˈsʌmθɪŋ patrzeć na

coś z innej perspektywy

⁶⁹ audience ˈɔːdjəns grupa odbiorców

⁷⁰ the latter ðəˈlætə drugi z wymienionych

⁷¹ recognised as X ˈrekəɡnaɪzd æz eks uznany

za X

⁷² endorsement ɪnˈdɔːsmənt tu: wyróżnienie

⁷³ simplistic notion ˌsɪmˈplɪstɪk ˈnəʊʃən

uproszczony pogląd

⁷⁴ at all costs æt ɔːl kɒsts za wszelką cenę

⁷⁵ to distinguish tə dɪˈstɪŋɡwɪʃ wprowadzać

rozróżnienie

⁷⁶ preventable prɪˈventəbl możliwy do

uniknięcia

⁷⁷ to stem from sth tə stem frɒm ˈsʌmθɪŋ

wynikać z czegoś

⁷⁸ negligence ˈneglɪdʒəns zaniedbanie

⁷⁹ unavoidable ˌʌnəˈvɔɪdəbl nieunikniony

⁸⁰ crucially ˈkruːʃli co najważniejsze

⁸¹ framework ˈfreɪmwɜːk tu: podejście w

określonym kontekście

⁸² misstep ˈmɪsˈstep pomyłka

⁸³ to discourage sth tə dɪsˈkʌrɪdʒ ˈsʌmθɪŋ

zniechęcać do czegoś

⁸⁴ to undermine sth tə ˌʌndəˈmaɪn ˈsʌmθɪŋ

podważać coś

⁸⁵ repetitive rɪˈpetɪtɪv powtarzający się

⁸⁶ careless mistake ˈkeələs mɪsˈteɪk błąd

wynikający z nieuwagi

⁸⁷ recurring theme rɪˈkɜːrɪŋ θiːm powracający

motyw

⁸⁸ willingness ˈwɪlɪŋnəs gotowość

⁸⁹ disaster dɪˈzɑːstə katastrofa

⁹⁰ expertise ˌeksˈpɜːtɪz wiedza specjalistyczna

⁹¹ unable ˈʌnˈeɪbl niezdolny, niebędący

w stanie czegoś zrobić

⁹² unprepared ˌʌnpriˈpeəd niegotowy

⁹³ curiosity ˌkjʊərɪˈɒsəti ciekawość

⁹⁴ fallibility ˌfæliˈbɪləti gotowość do przyznawania się do błędów, omyłności

⁹⁵ to acknowledge sth tə əkˈnɒlɪdʒ ˈsʌmθɪŋ przyznawać coś

⁹⁶ input ˈɪnpʊt tu: opinie, wkład innych

⁹⁷ prolific prəˈlɪfɪk płodny

⁹⁸ case study keɪs ˈstʌdi studium przypadku

⁹⁹ leadership ˈliːdʃɪp przywództwo

Psychological Safety

The term psychological safety was first used in an organisational context in 1965 by Edgar H. Schein and Warren Bennis, who linked it to learning and adaptation during change.

In the 1990s, William A. Kahn expanded the idea in research on employee engagement¹, identifying psychological safety as a condition that allows people to contribute fully at work.

Amy C. Edmondson did not coin the term, but from 1999 onwards² she defined it precisely, measured it empirically, and proved its impact on learning, error reporting and performance at team level.

Her work turned a loose concept³ into a core principle⁴ of modern leadership, later reinforced by⁵ large-scale corporate research such as Google's team effectiveness studies.

¹ employee engagement ˌemplɔɪˈiː

ɪnˈɡeɪdʒmənt zaangażowanie

pracownika

² from now onwards frɒm naʊ ˈɒnwədʒ

odtąd

³ loose concept luːs ˈkɒnsɛpt luźny

koncept

⁴ core principle kɔː ˈprɪnsəpl

podstawowa zasada

⁵ reinforced by sth ˌriːɪnˈfɔːst baɪ

ˈsʌmθɪŋ wzmocniony przez coś

INFOBOX

helping translate academic research into **practical guidance**¹⁰⁰.

Not surprisingly, she is a **sought-after**¹⁰¹ **keynote speaker**¹⁰² at global conferences, valued for her clarity and **evidence-based**¹⁰³ approach. Her influence **extends**¹⁰⁴ beyond management. Concepts of psychological safety are now discussed in education, healthcare, public administration and even sport – a change to which she has greatly contributed.

Timely and Relevant¹⁰⁵ but Also Threatening¹⁰⁶

Amy C. Edmondson's advice to leaders is both **demanding**¹⁰⁷ and practical. She argues that fear-based control undermines performance in complex environments and that leaders must **replace**¹⁰⁸ it with learning-focused leadership. This challenges the traditional business culture, replacing the myth of the **infallible**¹⁰⁹ leader with a model based on **humility**¹¹⁰, curiosity and the courage to learn from failure.

Laudable¹¹¹ as that **notion**¹¹² is, in some countries and cultures, **sticking your neck out**¹¹³ to admit failure is seen as a significant fault, or challenging the boss's ideas, might result in getting your head **chopped off**¹¹⁴ – metaphorically at least. And, tragically, that could **ultimately**¹¹⁵ result in a disaster. To create a truly safe environment, as with all significant **cultural resets**¹¹⁶, authentic support from the top and not just **paying lip service to**¹¹⁷ a **fashionable**¹¹⁸ concept will be **vital**¹¹⁹.

¹⁰⁰ **practical guidance** 'præktikəl 'gaidəns
praktyczne wskazówki

¹⁰¹ **sought-after** 'sɔ:t'ɑ:ftə pożądany, mający
wzięcie

¹⁰² **keynote speaker** 'ki:nəʊt 'spi:kə główny
prelegent

¹⁰³ **evidence-based** 'evidəns beɪst oparty na
dowodach

¹⁰⁴ **to extend** tə ɪk'stend rozciągać się

¹⁰⁵ **relevant** 'rɛləvənt właściwy

¹⁰⁶ **threatening** 'θretənɪŋ groźny, zagrażający

¹⁰⁷ **demanding** dɪ'mɑ:ndɪŋ wymagający

¹⁰⁸ **to replace sth** tə rɪ'pleɪs 'sʌmθɪŋ zastępować
coś

¹⁰⁹ **infallible** ɪn'fæləbl nieomylny

¹¹⁰ **humility** hju:'mɪləti pokora

¹¹¹ **laudable** 'lɔ:dəbl godny pochwały

¹¹² **notion** 'nəʊʃən myśl, pogląd

¹¹³ **to stick one's neck out** tə stɪk wənz nek əʊt
nadstawiać karku

¹¹⁴ **chopped off** tʃɒpt əf odrąbany

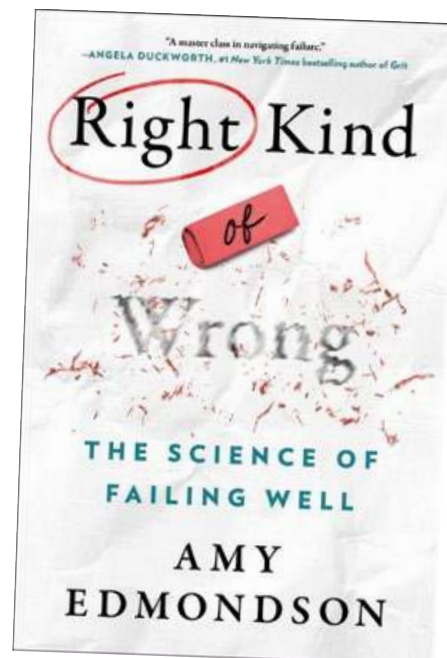
¹¹⁵ **ultimately** 'ʌltɪmətli ostatecznie

¹¹⁶ **cultural reset** 'kʌltʃərəl 'ri:'set kulturowy
reset (skasowanie starych reguł, zasad)

¹¹⁷ **to pay lip service to sth** tə peɪ lɪp 'sɜ:vɪs
tə 'sʌmθɪŋ składać gołosłowne deklaracje
poparcia czegoś

¹¹⁸ **fashionable** 'fæʃnəbl modny

¹¹⁹ **vital** 'vaɪtl decydujący



THE RESULT EFFECT

Choose the correct verb from the box to complete the sentences below. You must change the verb into the present participle form (-ing) to show the result or consequence of the first action.

a. bring b. challenge c. earn d. echo
f. force g. invite h. shape i. shift

1. Amy Edmondson originally pursued a technical path at Stanford University, _____ a bachelor's degree in engineering.
2. Her early training provided a strong grounding in systems thinking, _____ her later approach to organisational research.
3. She later moved to Harvard to study organisational behaviour, _____ her focus from technical systems to social ones.
4. In many workplaces, employees fear blame or ridicule, _____ them to hide errors and uncertainties.
5. Google conducted a major internal study on effective teams, _____ Edmondson's academic findings on psychological safety.
6. The study highlighted the importance of safety in the workplace, _____ her ideas into the corporate spotlight.
7. In her book *Right Kind of Wrong*, Edmondson discusses failure, _____ the simplistic notion that all mistakes should be avoided.
8. Leaders should admit when they do not have all the answers, _____ others to contribute their own ideas.

BEM TEST

Answer Key: 1. c (earning), 2. h (shaping), 3. i (shifting), 4. f (forcing), 5. d (echoing), 6. a (bringing), 7. b (challenging), 8. g (inviting).



by Paul Martin from
www.go-native.pl

Business Dialogues:

Viral Value¹

Iga runs a private English language school. She wants to use **social media**² not only to promote her courses, but also to create an **additional**³ **revenue stream**⁴. She meets with Mario, a **digital marketing**⁵ consultant from Act Digital, to understand how this could work in practice.

Iga: Thanks for meeting me, Mario. I keep hearing that social media is **essential**⁶ now, but honestly, I don't know where to start.

Mario: That's normal. Let me ask you something first. What do you want social media to do for your school?

Iga: Ideally, bring in more students. But I would also love it if it could earn money on its own. Right now it just feels like extra work.

Mario: That already tells me a lot. Most people treat social media only as marketing. In reality, it should do two jobs at the same time.

Iga: Two jobs?

Mario: Yes. Think of it as a **two-engine**⁷ system. One engine makes money directly. The other sells your school and your courses.

Iga: So my Instagram or TikTok could actually generate **income**⁸ on its own?

Mario: Exactly. Even before anyone buys your course.

Iga: That sounds much more motivating.

Mario: Good. But first, we need focus. What kind of English do you teach?

Iga: General English. Adults, professionals, some exam students.

Mario: That's the first **issue**⁹. General English is too **broad**¹⁰ to **monetise**¹¹ well on social media.

Iga: Because it's not **specific**¹² enough?

Mario: Exactly. **Advertisers**¹³ and algorithms prefer clear profiles. **Software engineers**¹⁴ learning English are far more

valuable than everyone learning English.

Iga: So I need a **niche**¹⁵.

Mario: A monetisable niche. Business English for tech, IELTS Band 8 plus, Medical English. Something where people immediately **recognise**¹⁶ themselves.

Iga: All right. And once I choose that?

Mario: Then we choose platforms. You don't need to be everywhere.

Iga: **Thank goodness**¹⁷.

Mario: Pick two. Short video first, TikTok or Instagram Reels. That is where discovery happens. Then YouTube for **trust**¹⁸ and **authority**¹⁹.

Iga: YouTube feels more serious.

Mario: Exactly. It builds **credibility**²⁰ and long-term income through **ads**²¹.

Iga: And the **content**²² itself?

Mario: Four content **pillars**²³. First, Viral Value. About sixty percent. Short, **punchy**²⁴ **tips**²⁵ designed for views.

Iga: Like stop saying very good, say this **instead**²⁶?

Mario: Exactly. **Views**²⁷ bring **reach**²⁸, **creator fund**²⁹ money, and **brand awareness**³⁰.

Iga: And the second pillar?

Mario: **Pain Killers**³¹. About twenty percent. You talk about problems your students already feel and point gently to your course as the **solution**³².

Iga: So it connects directly to my platform.

Mario: Yes, without **hard selling**³³.

Iga: What about trust?

¹ value 'vælju: wartość

² social media 'səʃəl 'mediə media społecznościowe

³ additional ə'dɪʃənəl dodatkowy

⁴ revenue stream 'revnju: stri:m strumień przychodów

⁵ digital marketing 'dɪdʒɪtl 'mɑ:kɪtɪŋ marketing cyfrowy

⁶ essential 'ɪsenʃəl niezbędny

⁷ two-engine tu: 'endʒɪn dwusilnikowy

⁸ income 'ɪnkʌm dochód

⁹ issue 'ɪʃu: kwestia

¹⁰ broad brɔ:d szeroki, ogólny

¹¹ to monetise tə 'mɒnɪtaɪz monetyzować

¹² specific spə'sɪfɪk konkretny, sprecyzowany

¹³ advertiser 'ædvɪtəɪzɪŋ reklamodawca

¹⁴ software engineer 'sɒftweər endʒɪnɪə(r) programista

¹⁵ niche ni:ʃ nisza rynkowa

¹⁶ to recognise tə 'rekəɡnaɪz rozpoznawać

¹⁷ thank goodness θæŋk 'ɡʊdnəs dzięki Bogu

¹⁸ trust trʌst zaufanie

¹⁹ authority ɔ:'θɒrəti autorytet

²⁰ credibility 'krədɪ'bɪləti wiarygodność

²¹ ad æd reklama

²² content 'kɒntent treść

²³ pillar 'pɪlə filar

²⁴ punchy 'pʌntʃi zwiezły, mocny

²⁵ tip tɪp wskazówka, rada

²⁶ instead ɪn'sted zamiast

²⁷ views vju:z wyświetlenia

²⁸ reach ri:tʃ tu: zasięgi

²⁹ creator fund kri:'eɪtə fʌnd fundusz dla twórców (specjalny program wypłat, np. na TikToku czy YouTube, gdzie platforma płaci twórcom bezpośrednio za dużą liczbę wyświetleń ich treści)

³⁰ brand awareness brænd ə'weənəs świadomość marki

³¹ pain killers peɪn 'kɪləz tu: produkty, które rozwiązują palący, konkretny problem klienta

³² solution sə'lju:ʃən rozwiązanie

³³ hard selling hɑ:d 'selɪŋ sprzedaż agresywna



Mario: That's pillar three. About ten percent. **Behind the scenes**³⁴, student success stories, answering comments. People buy from people.

Iga: And the final pillar?

Mario: **Direct Sell**³⁵. Also ten percent. Clear **promos**³⁶, course **walkthroughs**³⁷, limited offers.

Iga: That balance makes sense.

Mario: Now let us talk about Engine A. Direct monetisation.

Iga: This is the part I really want to understand.

Mario: Creator funds and ads come first. TikTok pays for **high-engagement**³⁸ videos over one minute. YouTube pays for longer videos through ads.

Iga: So length **matters**³⁹.

Mario: Yes, but structure matters more. **Hook**⁴⁰ first, teaching in the middle, **summary**⁴¹ at the end.

Iga: And **affiliates**⁴²?

Mario: Exactly. Grammar tools, audiobooks, **tutoring platforms**⁴³. You recommend what learners already need and earn **commission**⁴⁴.

Iga: Without selling my course every time.

Mario: Right. It feels helpful, not **pushy**⁴⁵.

Iga: You also mentioned **low-ticket**⁴⁶ products.

Mario: Very powerful. A five to nine euro PDF or checklist. Easy to buy and it identifies serious learners.

Iga: And that **feeds into**⁴⁷ Engine B.

Mario: Yes. Your actual school and platform.

Iga: Because social media is **rented land**⁴⁸.

Mario: Exactly. You must move people to owned land, usually by email.

Iga: With a **freebie**⁴⁹.

Mario: Always. A short **challenge**⁵⁰ or **cheat sheet**⁵¹. Then value emails, then a clear offer.

Iga: This already feels much more strategic than what I imagined.

Mario: That's the **goal**⁵². Social media stops feeling **random**⁵³ and starts working like a system.

Iga: What's the biggest mistake you see language schools make?

Mario: Teaching like a classroom. Social media needs **edutainment**⁵⁴, not **lectures**⁵⁵.

Iga: So no, "today we will discuss the present perfect".

Mario: Exactly. Show mistakes, contrasts, stories. Make it human.

Iga: I feel excited, but also a bit **overwhelmed**⁵⁶.

Mario: That's absolutely normal. But don't worry, we'll start small. First, we'll define your niche. Then your **bio**⁵⁷.

Iga: My bio?

Mario: The most important piece of **real estate**⁵⁸ you have. If that's unclear, nothing **converts**⁵⁹.

Iga: Then let's start there.

Mario: Perfect. Tell me who you want to teach, and we'll build from that.

³⁴ **behind the scenes** bi'haind ðə si:nz
materiały zakulisowe

³⁵ **direct sell** di'rekt sel bezpośrednia sprzedaż

³⁶ **promo** 'prəʊməʊ zajawka, krótki film promocyjny

³⁷ **walkthrough** 'wɔ:k θru: instruktaż, poradnik

³⁸ **high-engagement** haɪ ɪn'ɡedʒmənt wysoce angażujący, wciągający

³⁹ **to matter** tə 'mætə mieć znaczenie

⁴⁰ **to hook** tə hʊk zainteresować

⁴¹ **summary** 'sʌməri podsumowanie

⁴² **affiliates** ə'filiəts tu: programy partnerskie (w tym kontekście chodzi o polecanie produktów za prowizję od sprzedaży,

zazwyczaj przez specjalne linki)

⁴³ **tutoring platform** 'tju:təriŋ 'plætfɔ:m platforma do nauki

⁴⁴ **commission** kə'miʃən prowizja

⁴⁵ **pushy** 'pʊʃi nachalny

⁴⁶ **low-ticket** læʊ 'tɪkɪt tani

⁴⁷ **to feed into sth** tə fi:d 'ɪntə 'sʌmθɪŋ mieć na coś wpływ

⁴⁸ **rented land** 'rentɪd lænd tu: wynajęta przestrzeń (metafora w marketingu oznaczająca platformy, nad którymi nie masz kontroli - jeśli Instagram usunie Ci konto, tracisz zasięgi)

⁴⁹ **freebie** 'fri:bi gratys

⁵⁰ **challenge** 'tʃælɪndʒ wyzwanie

⁵¹ **cheat sheet** tʃi:t ʃi:t ściągą, arkusz pomocniczy (krótki dokument z najważniejszymi informacjami, gotowy do wydruku lub szybkiego sprawdzenia)

⁵² **goal** ɡəʊl cel

⁵³ **random** 'rændəm przypadkowy

⁵⁴ **edutainment** 'edʒu'teɪnmənt połączenie zabawy z nauką

⁵⁵ **lecture** 'lektʃə wykład

⁵⁶ **overwhelmed** əʊvə'welmd przytłoczony, oszołomiony

⁵⁷ **bio** baɪəʊ pot. notka biograficzna, biografia, tu: opis profilu

⁵⁸ **real estate** riəl ɪs'teɪt nieruchomość, tu: najatrakcyjniejsza część profilu

⁵⁹ **to convert** tə 'kɒnvɜ:t tu: przekładać się na efekt (sprzedaż)



Social Media Strategy & Content Creation

- **authority** – perceived expertise and credibility
YouTube helps build authority over time.
- **content pillars** – recurring content categories that structure a posting strategy
Mario suggested rotating between four content pillars.
- **discovery** – the process by which new users find content organically⁶⁰
Short videos are ideal for discovery on social platforms.
- **edutainment** – educational content presented in an entertaining way
Edutainment works better than traditional lessons on social media.
- **monetisable niche** – a clearly defined audience⁶¹ that is attractive to advertisers and buyers
General English was too broad, so they looked for a monetisable niche.
- **two-engine strategy** – a system where social media earns money directly and also sells a main product
Mario explained that social media should work as a two-engine strategy.
- **viral value** – short, engaging content designed to attract views and attention
Viral value videos help grow reach quickly.

Monetisation & Digital Revenue

- **ad revenue** – money earned from advertisements placed on content
YouTube offers long-term ad revenue potential.
- **affiliate commission** – earnings from recommending products or services
She earned affiliate commission by recommending grammar tools.
- **conversion** – when an audience member becomes a buyer or student
A strong bio improves conversion.
- **creator fund** – a platform payment system based on views and engagement
High engagement videos can generate creator fund income.
- **direct monetisation** – earning money straight from content, not just from selling courses
Creator funds allow for direct monetisation of videos.
- **low-ticket product** – an inexpensive digital item designed for easy purchase
A low-ticket product helps identify serious learners.

Business Growth & Marketing Mindset

- **digital real estate** – an important online space that influences business results
Your bio is valuable digital real estate.
- **funnel**⁶² – a step-by-step process that leads users toward a purchase
Social media acts as the top of the funnel.
- **hard sell** – direct and explicit promotion of a product
Hard selling too often can turn people away.
- **lead magnet** – a free resource⁶³ exchanged for contact details
A lead magnet encourages people to join your mailing list.
- **owned land** – channels you control, such as email lists or platforms
Email is considered owned land.
- **rented audience** – followers on platforms you do not own
Social media followers are a rented audience.
- **systematic approach** – a planned and repeatable method
Social media stopped feeling random and became systematic.

⁶⁰ organically ɔ:'gænzklɪ w sposób naturalny

⁶¹ audience 'ɔ:dʒəns grupa odbiorców

⁶² funnel 'fʌnl lejek sprzedażowy, proces prowadzący użytkowników krok po kroku w stronę zakupu

⁶³ resource rɪ'sɔ:s zasób



Ayaan Hirsi Ali

(b. 1969) is a Somali-born Dutch-American writer whose journey from **devout**¹ Muslim to atheist, and recently to Christian **convert**², has **captivated**³ the West. Born in Mogadishu, she sought asylum in the Netherlands in 1992 to escape a forced marriage, **eventually**⁴ serving in parliament. Her life was **irrevocably**⁵ changed in 2004 after she wrote the short film Submission, which criticised the treatment of women in Islam; her collaborator Theo van Gogh was **assassinated**⁶ on an Amsterdam street by an extremist who used a knife to **pin** a **death threat**⁷ addressed **to**⁸ Hirsi Ali to his chest. Fearful, she relocated to the United States, where she emerged as a **fierce**⁹ polemicist, authoring memoirs like *Infidel* (2007) that championed free speech and warned against the rise of political Islam. In 2023, she announced her conversion to Christianity, arguing that **secularism**¹⁰ is too weak to **combat**¹¹ the combined threats of authoritarianism, Islamism, and “woke” ideology.



Tyler Cowen

(b. 1962) is a famous American economist and professor at George Mason University. He co-writes *Marginal Revolution*, one of the most popular economics blogs in the world. Cowen changed how people think about the economy with his book *The Great Stagnation* (2011). He argued that the strong **growth**¹² of the 20th century came from “low-hanging fruit,” easy **advantages**¹³ that **are now gone**¹⁴. These included plenty of free land, educating uneducated children for the first time, and major inventions like electricity. In contrast, he believes that modern technology, such as the internet, mostly helps a small group of **wealthy**¹⁵ people and does not create enough jobs, which stops **average**¹⁶ salaries from rising. **Despite**¹⁷ this, Cowen remains optimistic. He is actively searching for the next generation of innovators through his podcast, *Conversations with Tyler*, and his grant programme, Emergent Ventures.



Douglas Murray

(b. 1979) is a British author and journalist, famous for his criticism of mass immigration and “woke” culture¹⁸. He studied at Oxford University and now works as an editor for *The Spectator*, a conservative magazine. Murray became a best-seller with his book *The Strange Death of Europe* (2017). In it, he argued that Europe is “**committing suicide**”¹⁹ by **allowing**²⁰ too much migration, which he believes is **erasing**²¹ the continent’s **identity**²². His later books, like *The Madness of Crowds* (2019) and *The War on the West* (2022), claim that focusing too much on group identities is **dividing**²³ society and that the West is being unfairly attacked for its colonial history. He appears often on TV in the UK and the US, fighting for free speech and **defending**²⁴ traditional Western values.

¹ devout di'vaʊt gorliwy, żarliwy

² convert 'kɒnvɜ:t konwertyta (osoba, która zmieniła wyznanie lub poglądy)

³ to captivate sth tə 'kæptɪveɪt 'sʌmθɪŋ urzec, zafascynować coś

⁴ eventually i'ventʃəli w końcu, ostatecznie

⁵ irrevocably i'revəkəbli nieodwołalnie, bezpowrotnie

⁶ assassinated ə'sæsɪneɪtɪd zamordowany

⁷ to pin sth to sth tə pɪn 'sʌmθɪŋ tə 'sʌmθɪŋ przypiąć coś do czegoś

⁸ death threat deθ θret groźba śmierci

⁹ fierce fɪəs zagorzały, zaciekły

¹⁰ secularism 'sekjələrɪzm sekularyzm, świeckość

¹¹ to combat sth tə kɒmbæt 'sʌmθɪŋ zwalczać coś, walczyć z czymś

¹² growth grəʊθ wzrost

¹³ advantage əd'vɑ:ntɪdʒ zaleta, korzyść

¹⁴ to be gone tə bi: gɒn zniknąć, odejść, przeminąć

¹⁵ wealthy 'welθɪ bogaty, zamożny

¹⁶ average 'ævərɪdʒ przeciętny

¹⁷ despite sth dɪs'paɪt 'sʌmθɪŋ pomimo czegoś

¹⁸ „woke” culture wəʊk 'kʌltʃə termin określający postawę aktywnej świadomości i wrażliwości na niesprawiedliwości społeczne, rasowe i płciowe, który przez krytyków jest postrzegany jako przejaw skrajnej i narzucanej poprawności politycznej

¹⁹ to commit suicide tə kə'mɪt 'suɪsaɪd popełnić samobójstwo

²⁰ to allow sth tə ə'laʊ 'sʌmθɪŋ pozwalać na coś

²¹ to erase sth tə i'reɪz 'sʌmθɪŋ wymazywać coś

²² identity aɪ'dentəti tożsamość

²³ to divide sth tə dɪ'vaɪd 'sʌmθɪŋ dzielić coś

²⁴ to defend sth tə dɪ'fend 'sʌmθɪŋ bronić czegoś



The Six Billion Dollar Man

The Six Billion Dollar Man is a **compelling**¹ and **timely**² documentary from award-winning director Eugene Jarecki, whose impressive CV includes documentaries on Ronald Reagan and Henry Kissinger. This film revisits the extraordinary journey of WikiLeaks **founder**³ Julian Assange, portraying Assange's fight against extradition and imprisonment, both as a **personal struggle**⁴ and as a broader reflection on **press freedom**⁵ and state power.

Drawing on exclusive **archival footage**⁶, interviews with key figures such as Edward Snowden and Stella Assange, and rare **behind-the-scenes**⁷ material, the documentary builds a richly detailed narrative that feels as tense as any political thriller. The **editing**⁸ and atmospheric soundtrack help keep you on the edge of your seat.

While the director clearly sympathises with Assange and positions him as a figure battling overwhelming **odds**⁹, the film doesn't shy away from issues such as the **sexual abuse**¹⁰ **allegations**¹¹ levelled against him.

Premiering to strong festival acclaim and awards recognition, The Six Billion Dollar Man challenges viewers to reconsider the value of truth in an era of **information warfare**¹². It is a must-see for anyone interested in journalism, politics, and the evolving nature of **civil liberties**¹³ today.



Director: Eugene Jarecki

Starring: Julian Assange, Pamela Anderson, Jennifer Robinson, Edward Snowden

Production companies: Charlotte Street Films, Edgewood Way

Genre: Documentary



Happy Habits¹: A Happier, Healthier Life One Minute at a Time – Tal Ben-Shahar

Maybe for 2026, you made an **undertaking**² to stress less and enjoy your life more. If so, this book could point you in the right direction. **Renowned**³ positive psychology pioneer and bestselling author Tal Ben-Shahar **distils**⁴ decades of **research**⁵ on well-being and behaviour change into Happy Habits. Rather than promising a dramatic overnight transformation, the book focuses on the cumulative power of small, consistent daily choices. At its core is an evidence-based **framework**⁶ built around the “three R’s of change”: Reminders, Repetitions and Rituals, to help turn good intentions into **lasting**⁷ habits.

The author explains how simple **prompts**⁸ trigger action, how repeated behaviours become automatic, and how rituals **embed**⁹ positive practices into everyday **routines**¹⁰. Designed with busy professionals in mind, it offers brief reflection exercises, short focus resets and manageable routines that support clarity, resilience and sustained performance.

The tone is warm and encouraging. Happy Habits provides a clear, accessible **roadmap**¹¹ to avoiding **burnout**¹² and finding more happiness in everyday life. Happiness isn't an expensive holiday but a habit that can be cultivated.



Author: Tal Ben-Shahar

Publisher: Alcove Press

Publication date: December 16, 2025

Price: Hardcover USD 24.99, Paperback USD 18.99, Kindle USD 13.65

¹ **compelling** ˈkəmˈpɛlɪŋ
fascynujący

² **timely** ˈtaɪmli na czasie,
aktualny

³ **founder** ˈfaʊndə założyciel

⁴ **personal struggle** ˈpɜːsnl ˈstrʌɡl
osobista walka

⁵ **press freedom** pres ˈfriːdəm
wolność prasy

⁶ **archival footage** ɑːˈkaɪvəl ˈfʊtɪdʒ
archiwalne nagrania

⁷ **behind-the-scenes** bɪˈhaɪnd ðə
siːnz zakulisowy

⁸ **editing** ˈedɪtɪŋ montaż

⁹ **odds** ɒdz przeszkody, trudności

¹⁰ **sexual abuse** ˈseksʃʊəl əˈbjuːs
przemoc seksualna

¹¹ **allegation** ˌæliˈɡeɪʃən
oskarżenie

¹² **information**
warfare ˌɪnfəˈmeɪʃən ˈwɔːfeə
wojna informacyjna

¹³ **civil liberties** ˈsɪvl ˈlɪbətɪz
swobody obywatelskie

¹ **habit** ˈhæbɪt nawyk

² **undertaking** ˌʌndəˈteɪkɪŋ
postanowienie

³ **renowned** rɪˈnaʊnd znany

⁴ **to distil** tə ˈdɪsˌtɪl destylować,
wydobywać istotę

⁵ **research** rɪˈsɜːtʃ badania

⁶ **framework** ˈfreɪmwɜːk struktura,
szkielet

⁷ **lasting** ˈlɑːstɪŋ trwały

⁸ **prompt** ˈprɒpt komunikat

⁹ **to embed** tə ɪmˈbed osadzać

¹⁰ **routines** ruːˈtiːnz zwyczaje,
praktyki

¹¹ **roadmap** ˈrəʊd mæp plan
działania

¹² **burnout** ˈbɜːnˌaʊt wypalenie

Prenumerata

Business English
Magazine

Oszczędzasz i otrzymujesz każdy numer prosto do domu!

Korzyści:

- niższa cena za egzemplarz,
- wysyłka gratis,
- gwarancja, że każdy numer czasopisma trafi w Twoje ręce.

Jak zamówić?

Wybierz najwygodniejszy dla Ciebie sposób:

- **przez Internet**
wejdź na stronę: kiosk.colorfulmedia.pl
- **telefonicznie**
61 833 63 28 lub 663 24 24 33
- **e-mailem**
wyślij nam wiadomość:
prenumerata@colorfulmedia.pl
- **przelew na konto**
dokonaj wpłaty – szczegóły poniżej

Dane do przelewu

nr konta:

18 1140 2004 0000 3702 4405 7031

adres:

Colorful Media
ul. Lednicka 23, 60-413 Poznań

nr BIC dla przelewów zagranicznych:
BREXPLPWMBK

tytuł przelewu:

Opisz prawidłowo przelew, podaj następujące informacje:

1. nazwa magazynu w skrócie (BEM – Business English Magazine)
2. numer, od którego ma zaczynać się prenumerata
3. imię i nazwisko oraz adres do wysyłki

przykładowy tytuł przelewu:

BEM106, Jan Kowalski, ul. Przykładowa 1, 80-123 Gdańsk

Prosimy o kontakt po dokonaniu wpłaty, w celu upewnienia się, że otrzymaliśmy wszystkie potrzebne dane.

Kontakt

@ prenumerata@colorfulmedia.pl
☎ tel. 61 833 63 28 lub 663 24 24 33
✉ www.colorfulmedia.pl

Cennik prenumeraty



dla 1 osoby

6 wydań, co 2 miesiące

203,90 zł



dla grup – dla 2 osób i więcej

6 wydań, co 2 miesiące

193,90 zł/osobę

Łączną kwotę obliczysz, mnożąc
193,90 zł przez liczbę osób.



zagraniczna dla 1 osoby

6 wydań, co 2 miesiące



list zwykły **293,90 zł**

list polecony **359,90 zł**

Wszystkie ceny zawierają podatek 8% VAT.
Jeśli potrzebna Ci faktura, prosimy o kontakt.
Prenumerata realizowana jest za pośrednictwem
Poczty Polskiej.

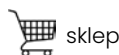
Zamawiając prenumeratę, wyrażasz zgodę na
warunki zawarte w regulaminie dostępnym pod
adresem www.colorful.pl/regulamin.html



Informacja o przetwarzaniu danych osobowych

Podane dane osobowe będą przetwarzane przez administratora – firmę Colorful Media s.c. z siedzibą w Poznaniu, ul. Lednicka 23, NIP 781-173-49-69 w celu realizacji prenumeraty. Każdemu prenumeratorowi przysługuje prawo wglądu do swoich danych osobowych, ich zmiany, poprawiania oraz usunięcia. Podanie danych jest dobrowolne, ale niezbędne do realizacji prenumeraty. Pytania dotyczące administrowania danymi osobowymi prosimy kierować na adres e-mail: biuro@colorfulmedia.pl

Przydatne adresy



sklep



regulamin



newsletter



Magazyn kupisz także w salonach EMPIK oraz w wybranych
salonikach prasowych KOLPORTER, INMEDIO i RELAY.

nr 111



- MBA A Ticket to Advancement?
- The Business of War
- Are Meal Delivery Services Worth It?

33,90 zł

DODATEK: PERSONAL FINANCE

nr 110



- The Economy of Matcha
- Pickleball Business
- America First!
- Magical Mexico

28,90 zł

DODATEK: Trade

nr 109



- Injecting Change: The Weight Loss Revolution
- Poland's Nuclear Programme
- Spanish Housing Crisis
- Zero Day

28,90 zł

DODATEK: Self-discipline

nr 108



- Bioengineering: Miracle or Minefield?
- Sustainable Aviation: The Future of Net-Zero Air Travel
- Ultra-Processed – Food to Die For

28,90 zł

DODATEK: Emergency Situations – Health

nr 107



- Dino – Serving the Forgotten Middle
- Beware of the DOGE
- Polish Silver: A Potential World Leader
- Whitney Wolfe Herd

28,90 zł

DODATEK: Motoring Terms Idioms & Collocations

nr 106

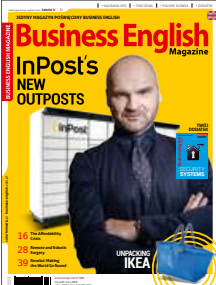


- TEMU A Cat Among the Pigeons
- The Digital Afterlife: Exploring the Future of Virtual Immortality
- Kinga Baranowska – Queen of the Mountains

28,90 zł

DODATEK: Accounts and Subscriptions

nr 105



- InPost's New Outpost
- The Affordability Crisis
- Remote and Robotic Surgery
- Revolut: Making the World Go Round

28,90 zł

DODATEK: Security Systems

nr 104



- Soft Life
- Chinese EV Invasion
- Fastest Growing Economies
- Open AI
- Tylor Swift

28,90 zł

DODATEK: Environmental Protection

nr 103



- Jobs in Demand: Despite AI
- A Power Shortage for EVs?
- Georgia: A Country at the Crossroads

28,90 zł

DODATEK: Publishing Terms & Expressions

nr 102



- Japan: A Land of Contrast
- Blog to Bestseller
- Straw Panels Paving the Way
- Burgeoning Book Shops

28,90 zł

DODATEK: Assert Yourself

nr 101



- Artificial General Intelligence
- Genomics
- Solar Farms
- Denmark

28,90 zł

DODATEK: Expressing Opinions

nr 100



- 100 BEMS Companies Facts
- Crystal Ball
- The Loneliness Epidemic
- Fentanyl's Fourth Wave

28,90 zł

DODATEK: The Attitude is Gratitude

nr 99



- Boston Robots
- Sam Altman
- The Future of Cars
- AI Moves into HR

28,90 zł

DODATEK: Tools

nr 98



- The Long and the Short of Logging
- Car Costs Go Sky-High!
- Rocketing Rents
- Bulgaria

28,90 zł

DODATEK: Workplace Health and Safety

nr 97



- Design Thinking
- Mental health Awareness
- Barbie-mania
- Hungary

28,90 zł

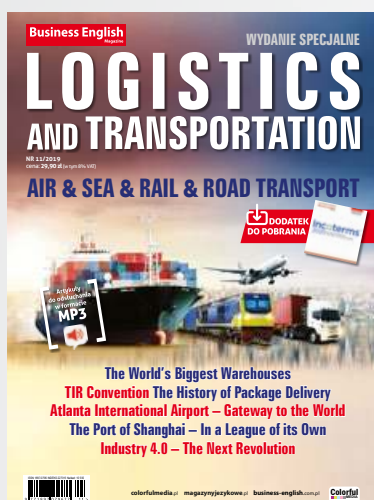
DODATEK: Lean Engineering

Przy zamówieniach poniżej 100,00 zł koszt wysyłki wynosi 14,00 zł.

Przy zamówieniach od 100,00 zł koszt wysyłki pokrywa wydawca.

kiosk.colorfulmedia.pl

WYDANIA SPECJALNE Business English Magazine



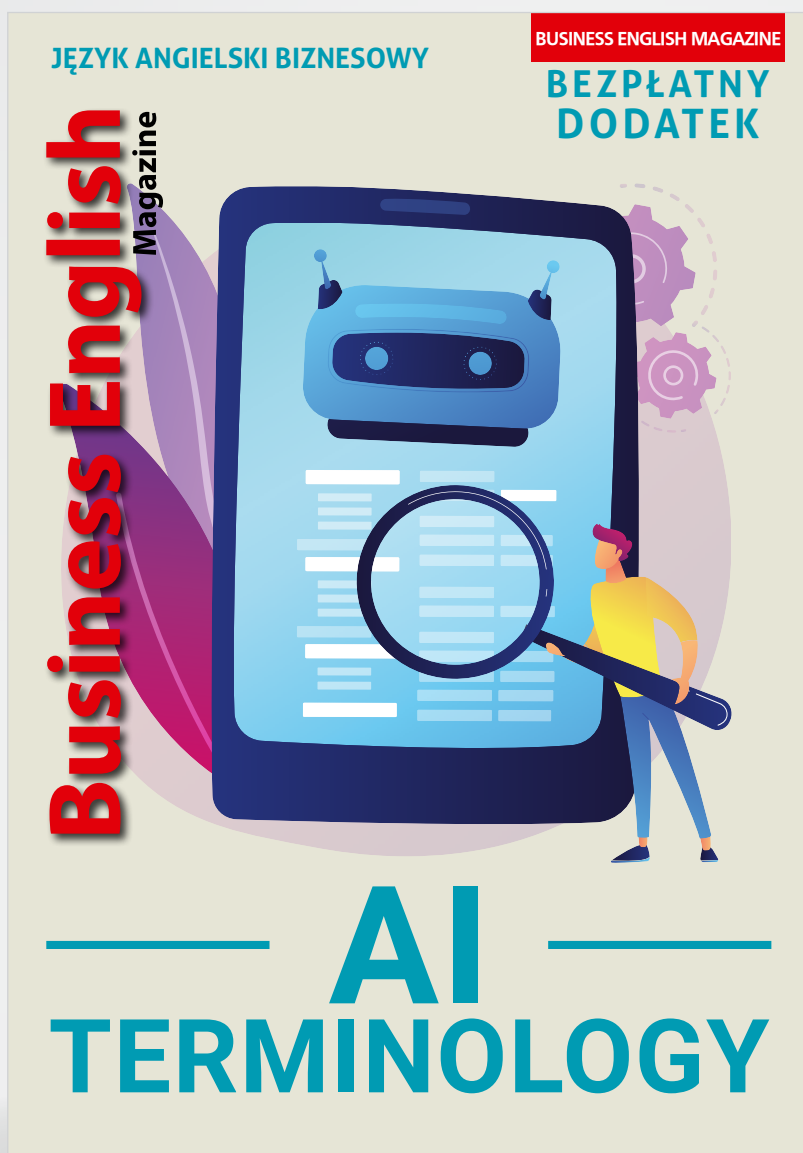
Do kupienia na kiosk.colorfulmedia.pl



Business English

POBIERZ SWÓJ DODATEK

Magazine



DODATEK GRATIS

do pobrania ze strony
business-english.com.pl

lub na smartfon za pomocą
poniższego kodu QR



g922

Językowo najlepsi!

ANGIELSKI



ANGIELSKI BIZNESOWY



NIEMIECKI



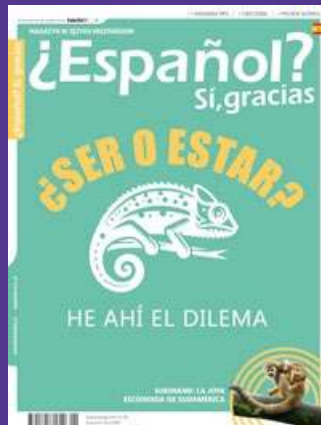
FRANCUSKI



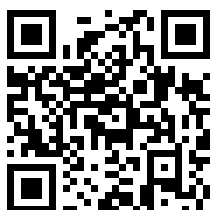
WŁOSKI



HISZPAŃSKI



KUP TERAZ



ANGIELSKI DLA DZIECI

