

JEDYNY MAGAZYN POŚWIĘCONY BUSINESS ENGLISH



BUSINESS ENGLISH MAGAZINE

Business English Magazine

OUT OF OFFICE

**WORK ANYWHERE.
LIVE YOUR WAY.**

**YOUR GUIDE TO BECOMING A
DIGITAL NOMAD THIS SUMMER**

TWÓJ DODATEK



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**GEN Z GOES
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Why retro is the new cool



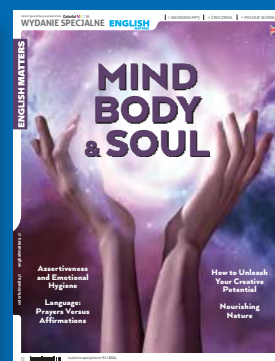
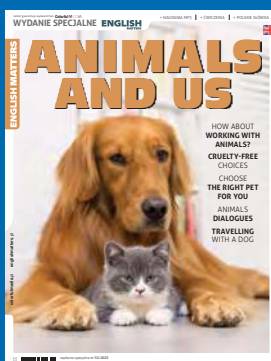
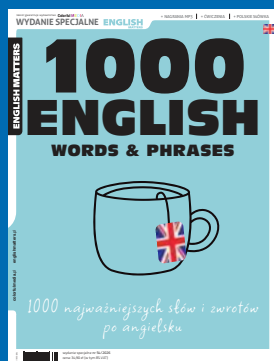
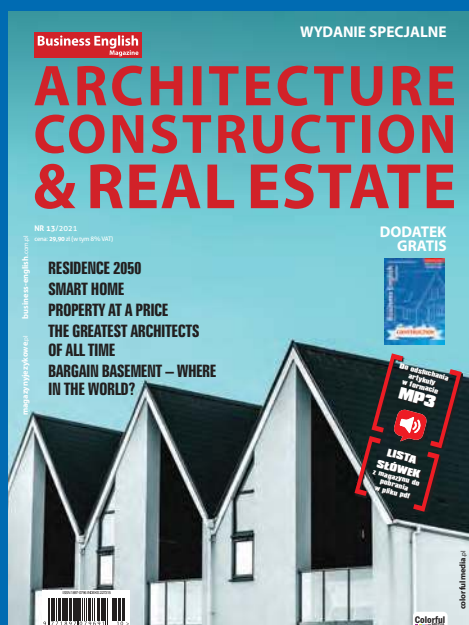
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VIDEO



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KOD DOSTĘPU: v8651

MERMAIDING¹

Infinity pools², coconut tree³-lined beaches, and even swimming with dolphins are starting to look a little... predictable⁴ and passé⁵. For travellers searching for the next Instagram-worthy experience, there is a new watery trend making a splash⁶: mermaiding.

Yes, mermaiding is exactly what it sounds like. Participants⁷ strap on⁸ a colourful tailfin⁹, slip into a bikini top, and glide through the water, connecting with their inner¹⁰ mythical sea creature. What began as a niche hobby among freedivers¹¹ and underwater performers has evolved into a surprisingly organised global pastime¹².

Around the world, specialist schools now offer mermaid training courses. Students learn how to swim with a monofin¹³ tail, practise graceful¹⁴ underwater movements and master the signature¹⁵ dolphin kick¹⁶ that propels¹⁷ mermaids through the water. Some programmes even include underwater choreography and breath-holding¹⁸ techniques borrowed from freediving.

Tourism operators¹⁹ have been quick to spot²⁰ the opportunity²¹. Resorts²² in tropical locations, such as Bali, the Maldives and Hawaii, are adding mermaid experiences to their activity menus, allowing guests to don²³ shimmering²⁴ tails and pose for underwater photo shoots. In some places, participants can complete multi-day “mermaid camps²⁵,” combining swimming lessons with costume fittings²⁶, underwater photography and social-media-ready video footage²⁷.

The quest for²⁸ something out of the ordinary²⁹ is driving the interest in this unusual³⁰ aquatic recreational activity. In an era when many holiday experiences feel standardised, mermaiding offers something more whimsical³¹ and theatrical. It also taps into³² the booming³³ “experience economy³⁴,” where travellers are increasingly paying for memorable³⁵ activities

rather than just comfortable accommodation³⁶ and a good restaurant.

There is also a thriving³⁷ supply chain³⁸ behind the trend. Tail makers produce high-end³⁹ silicone fins that can cost hundreds – sometimes thousands – of dollars.

- ¹ mermaiding 'mɜːmeɪdɪŋ pływanie w ogonie syreny
- ² infinity pool ɪnˈfɪnɪti puːl basen bez krawędzi
- ³ coconut tree ˈkəʊkənət triː palma kokosowa
- ⁴ predictable prɪˈdɪktəbl przewidywalny
- ⁵ passé paːs niemodny
- ⁶ to make a splash tə meɪk ə splæʃ robić furorę
- ⁷ participant pɑːˈtɪsɪpənt uczestnik
- ⁸ to strap on sth tə stræp ɒn ˈsʌmθɪŋ zakładać coś
- ⁹ tailfin ˈteɪlˌfɪn płetwa ogonowa
- ¹⁰ inner ˈɪnə wewnętrzny
- ¹¹ freediver ˈfriːdɑːvər nurkujący na wstrzymanym oddechu
- ¹² pastime ˈpɑːstaɪm hobby
- ¹³ monofin ˈmɒnəˌfɪn monopłetwa
- ¹⁴ graceful ˈɡreɪsfəl pełen wdzięku, elegancki
- ¹⁵ signature ˈsɪɡnɪtʃə charakterystyczny
- ¹⁶ dolphin kick ˈdɒlfɪn kɪk technika pracy nóg stosowana w pływaniu (swoją nazwę zawdzięcza temu, że ruch pływaka przypomina sposób, w jaki poruszają się delfiny lub mitologiczne syreny)
- ¹⁷ to propel tə prəˈpel napędzać, wprawiać w ruch
- ¹⁸ breath-holding breθ ˈhəʊldɪŋ wstrzymywanie oddechu
- ¹⁹ tourism operator ˈtʊərɪzəm ˈɒpəreɪtə tuː branża turystyczna
- ²⁰ to spot sth tə spɒt ˈsʌmθɪŋ dostrzegać, zauważać coś
- ²¹ opportunity ˌɒpəˈtjuːnɪti możliwość, okazja
- ²² resort rɪˈzɔːt kurort
- ²³ to don sth tə dɒn ˈsʌmθɪŋ przywdziewać coś
- ²⁴ shimmering ˈʃɪməɪŋ błyszczący, połyskujący
- ²⁵ camp kæmp obóz
- ²⁶ costume fitting ˈkɒstjuːm ˈfɪtɪŋ przymierzanie kostiumu
- ²⁷ video footage ˈvɪdɪəʊ ˈfʊtɪdʒ tuː filmiki
- ²⁸ quest for sth kwɛst fə ˈsʌmθɪŋ poszukiwanie czegoś
- ²⁹ out of the ordinary aʊt ɒv ðiː ˈɔːdnəri niezwykły

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REMEMBERING

thriving /ˈθraɪvɪŋ/ do-
brze prosperujący

- ³⁰ unusual ʌnˈjuːʒəl niezwykły
- ³¹ whimsical ˈwɪmzɪkəl dziwaczny, cudaczny
- ³² to tap into sth tə tæp ˈɪntə ˈsʌmθɪŋ czerpać z czegoś, wykorzystywać coś
- ³³ booming ˈbuːmɪŋ szybko rozwijający się
- ³⁴ experience economy ɪksˈpɪəriəns iːˈkɒnəmi ekonomia doświadczeń
- ³⁵ memorable ˈmemərəbl zapadający w pamięć
- ³⁶ accommodation əˌkɒməˈdeɪʃən zakwaterowanie
- ³⁷ thriving ˈθraɪvɪŋ dobrze prosperujący
- ³⁸ supply chain səˈplaɪ tʃeɪn łańcuch dostaw
- ³⁹ high-end ˌhaɪ ˈend z górnej półki



Training academies offer certification programmes for aspiring instructors. So yes, you could become an officially certificated mermaid, which could add something quite **outstanding**⁴⁰ to your CV! Meanwhile, **content creators**⁴¹ and influencers have discovered

that underwater mermaid **imagery**⁴² **amasses**⁴³ **hits**⁴⁴ on social platforms – a **surefire**⁴⁵ winner for TikTokers and vloggers.

However, the **industry**⁴⁶ comes with practical **considerations**⁴⁷. It must be

interesting to read what the health and **safety manual**⁴⁸ says about the risks and dangers of being a mermaid. Swimming with a large tail requires technique and **safety supervision**⁴⁹, which is why many operators **insist on**⁵⁰ training sessions before participants are allowed to **venture into**⁵¹ deeper water. But the **learning curve**⁵² is part of the fun.

Whether it proves a **lasting**⁵³ movement or simply a **fad**⁵⁴, mermaiding illustrates a **familiar**⁵⁵ business lesson: when it comes to tourism and **leisure**⁵⁶, **novelty**⁵⁷ sells. **After all**⁵⁸, anyone can swim in a pool, but how many people can say they've done it as a mermaid?

⁴⁰ **outstanding** *aut'stændɪŋ* wyjątkowy

⁴¹ **content creator** *'kɒntent kri:'eɪtə* twórca treści internetowych

⁴² **imagery** *'ɪmɪdʒəri* wizerunki

⁴³ **to amass sth** *tə ə'mæs 'sʌmθɪŋ tu:* generować coś

⁴⁴ **hits** *hɪts* ogromne zasięgi

⁴⁵ **surefire** *'ʃʊə,faɪə* pewny, murowany

⁴⁶ **industry** *'ɪndəstri* branża

⁴⁷ **consideration** *kən,sɪdə'reɪʃən tu:* kwestia, wyzwanie

⁴⁸ **safety manual** *'seɪftɪ 'mænjʊəl* instrukcja bezpieczeństwa

⁴⁹ **safety supervision** *'seɪftɪ ,sju:pə'vɪʒən* nadzór bezpieczeństwa

⁵⁰ **to insist on sth** *tə ɪn'sɪst ɒn 'sʌmθɪŋ* nalegać na coś

⁵¹ **to venture into sth** *tə 'ventʃə 'ɪntə 'sʌmθɪŋ* zapuszczać się gdzieś

⁵² **learning curve** *'lɜ:nɪŋ kɜ:v tu:* uczenie się

⁵³ **lasting** *'lɑ:stɪŋ* trwały

⁵⁴ **fad** *fæd* moda

⁵⁵ **familiar** *fə'mɪljə* znany, znajomy

⁵⁶ **leisure** *'leɪzə* wypoczynek

⁵⁷ **novelty** *'nɒvəltɪ* nowość

⁵⁸ **after all** *'ɑ:ftə ɔ:l* w końcu

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DOGGY TV

FOR YEARS, **GUILTY**¹ dog owners² heading off³ to work have tried all sorts of tricks to keep their pets calm⁴. Some leave the radio on. Others play relaxing music or nature sounds. A few even apologise to⁵ the dog before leaving the house. Now, there's the latest trending⁶ solution⁷ - television channels made specifically for dogs.

Yes, really – some pampered⁸ pooches⁹ now have their own TV programmes.

The programmes are carefully tailored to¹⁰ canine¹¹ tastes. Colours are adjusted¹², because dogs do not see the world in the same way humans do. Bright reds and greens are less important to them, while blues and yellows stand out¹³ more clearly. Fast editing¹⁴ and flashing¹⁵ images are usually avoided¹⁶ because they may overstimulate¹⁷ nervous pets¹⁸.

The content¹⁹ can sound slightly surreal²⁰ to human viewers. There are endless²¹ scenes of happy dogs trotting through²² parks, splashing into lakes or lounging²³ peacefully on sofas. Some programmes feature²⁴ dogs gently playing together in slow motion²⁵. Others show peaceful²⁶ countryside accompanied by soft music and reassuring²⁷ background noises. Videos with oceans, forests or rain are also available²⁸.

More recently, artificial intelligence²⁹ has entered the picture³⁰ as well. AI-generated animals and scenery are increasingly being used to create ideal dog-friendly visuals³¹ without the cost or difficulty of filming real animals in

expensive³² locations. In theory, producers can now generate the perfect endlessly relaxing canine paradise³³ at the click of a button.

Channels such as DOGTV divide their programming into³⁴ categories including relaxation, stimulation and exposure³⁵. Relaxation shows aim to calm stressed pets, while stimulation programmes provide mental engagement³⁶ for energetic dogs staring at³⁷ the same four walls all day. Exposure content is designed to help dogs become familiar with³⁸ things that often frighten³⁹ them, such as traffic⁴⁰ noise, thunderstorms⁴¹ or the sound of domestic appliances⁴² like the vacuum cleaner⁴³ or washing machine⁴⁴.

Some owners swear by⁴⁵ it. They claim their dogs settle down⁴⁶ more quickly when the television is on and seem less agitated⁴⁷ when left alone. In homes where barking⁴⁸ disturbs⁴⁹ the neighbours, any distraction⁵⁰ that keeps the dog occupied⁵¹ is likely to be welcomed.

Critics may argue that it is way too indulgent⁵² and that we shouldn't think of dogs like people. Scientists⁵³ remain cautious⁵⁴.

⁶ trending 'trendɪŋ zyskujący popularność

⁷ solution sə'lu:ʃən rozwiązanie

⁸ pampered 'pæmpəd rozpieszczony

⁹ pooch pu:tʃ pot. psiak, psisko

¹⁰ tailored to sth 'teɪləd tə 'sʌmθɪŋ dopasowany do czegoś

¹¹ canine 'keɪnaɪn psi

¹² adjusted ə'dʒʌstɪd dostosowany

¹³ to stand out tə stænd aʊt wyróżniać się

¹⁴ fast editing fɑ:st 'edɪtɪŋ szybki montaż

¹⁵ flashing 'flæʃɪŋ migający

¹⁶ to avoid sth tə ə'vɔɪd 'sʌmθɪŋ unikać czegoś

¹⁷ to overstimulate sb/sth tu ˌəʊ.və'stɪm.jə.leɪt 'sʌmbə:di: 'sʌmθɪŋ nadmiernie pobudzić, przebudzcować kogoś/coś

¹⁸ pet pet zwierzak

¹⁹ content 'kɒntent treść

²⁰ surreal sə'reɪəl surrealistyczny

²¹ endless 'endlɪs niekończący się

²² to trot through sth tə trɒt θru: 'sʌmθɪŋ kłusować przez coś, po czymś

²³ to lounge tə laʊndʒ wylegiwać się

²⁴ to feature tə 'fi:tʃə prezentować

¹ guilty 'gɪltɪ zmagający się z poczuciem winy

² dog owner dog 'əʊnə właściciel psa

³ to head off tə hed əf tu: wychodzić

⁴ to keep sb/sth calm tə ki:p 'sʌmbə:di: 'sʌmθɪŋ ka:m uspokoić kogoś/coś

⁵ to apologise to sb/sth tu ə'pɒlədʒaɪz 'sʌmbə:di: 'sʌmθɪŋ przepraszać kogoś/coś



²⁵ in slow motion ɪn sləʊ 'məʊʃən

w zwolnionym tempie

²⁶ peaceful 'pi:sfʊl sielski

²⁷ reassuring ˌri:əʃʊərɪŋ uspokajający

²⁸ available ə'veɪləbl dostępny

²⁹ artificial intelligence ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

³⁰ to enter the picture tə 'entə ðə 'pɪktʃə wkroczyć na scenę

³¹ visuals 'vɪʒʊəlz obrazy, efekty wizualne

³² expensive ɪks'pensɪv kosztowny

³³ paradise 'pærədəɪs raj

³⁴ to divide sth into sth tə dɪ'vaɪd 'sʌmθɪŋ 'ɪntu: 'sʌmθɪŋ dzielić coś na coś

³⁵ exposure ɪks'pəʊʒə tu: ekspozycja na bodźce

³⁶ mental engagement 'mentl ɪn'geɪdʒmənt intelektualne zaangażowanie

³⁷ to stare at sth tə steə ət 'sʌmθɪŋ wpatrywać się w coś, gapić się na coś

³⁸ familiar with sth fə'mɪljə wɪð 'sʌmθɪŋ zaznajomiony z czymś

³⁹ to frighten tə 'fraɪn wystraszyć

⁴⁰ traffic 'træfɪk ruch uliczny

⁴¹ thunderstorm 'θʌndəstɔ:m burza

⁴² domestic appliances dæ'mestɪk ə'plaɪənsɪz sprzęt AGD

⁴³ vacuum cleaner 'vækjuəm 'kli:nə odkurzac

⁴⁴ washing machine 'wɒʃɪŋ mə'ʃi:n pralka

⁴⁵ to swear by sth tə sweə baɪ 'sʌmθɪŋ wierzyć w skuteczność działania czegoś

⁴⁶ to settle down tə 'setl daʊn uspokoić się

⁴⁷ agitated 'ædʒɪteɪtɪd zdenerwowany

⁴⁸ barking 'bɑ:kɪŋ szczekanie

⁴⁹ to disturb tə dɪs'tɜ:b zakłócać spokój

⁵⁰ distraction dɪs'trækʃən rozrywka, coś, co odwraca uwagę

⁵¹ occupied 'ɒkjʊpaɪd zajęty

⁵² indulgent ɪn'dʌldʒənt pobłażliwy

⁵³ scientist 'saɪəntɪst naukowiec

⁵⁴ cautious 'kɔ:ʃəs ostrożny

by Paul Martin from www.go-native.pl

Research⁵⁵ suggests that dogs can recognise images on modern television screens much better than they could in the past. Some react enthusiastically to animals appearing⁵⁶ on screen, particularly other dogs. However, evidence⁵⁷ that dog television genuinely⁵⁸ reduces separation anxiety⁵⁹ is still limited.

Part of the difficulty is that dogs vary⁶⁰ enormously⁶¹. Some are fascinated by television, while others couldn't care less. One dog may happily stare at squirrels⁶² on the screen for half an hour, while another could bark incessantly⁶³ at the irritating creature.

Experts also point out⁶⁴ that anxious dogs usually need exercise⁶⁵, training and attention⁶⁶, rather than simply being parked in front of the television all day. Dog television may help create a relaxing ambience⁶⁷, but it is unlikely to solve serious behavioural⁶⁸ problems on its own⁶⁹.

Nonetheless⁷⁰, dog television

fits perfectly into the booming⁷¹ pet-care industry⁷², where owners increasingly treat pets like family members⁷³, holidaying them in luxury dog hotels, and joining them on (believe it or not) dog yoga sessions. For special occasions, there are birthday cakes and dog ice cream. In fact, there is even dog popcorn, which seems like the perfect accompaniment⁷⁴ to watching *Beethoven*, *Marley and Me*, or the rather appropriate⁷⁵ *Secret Life of Pets*.

Joking aside⁷⁶, calming music, colours and reassuring images can certainly have a therapeutic effect, so many owners leaving their dogs at home alone might think it's worth a try – and as a special treat⁷⁷, mummy and daddy will watch together with the housebound⁷⁸ hound⁷⁹ when they return from work. Lassie again?

⁶⁸ behavioural br'hɛvɪjərəl
behaviouralny

⁶⁹ on its own ɒn ɪts əʊn tu:
samoistnie

⁷⁰ nonetheless ˌnɒnðə'les niemniej
jednak

⁷¹ booming 'buːmɪŋ szybko
rosnący, rozkwitający

⁷² industry ˈɪndəstri branża

⁷³ family member ˈfæmɪli'membə
członek rodziny

⁵⁵ research rɪ'sɜːtʃ badania

⁵⁶ to appear tu ə'piə pojawiać się

⁵⁷ evidence ˈeɪdɪns dowody

⁵⁸ genuinely ˈdʒenjuɪnli
rzeczywiście

⁵⁹ separation anxiety ˌsepə'reɪʃən
æŋ'zɪəti lęk separacyjny

⁶⁰ to vary tə'veəri różnić się

⁶¹ enormously ɪ'nɔːməslɪ ogromnie

⁶² squirrel ˈskwɪrəl wiewiórka

⁶³ incessantly ɪn'sesntli
nieustannie

⁶⁴ to point out tə poɪnt aʊt
wskazywać, zwracać uwagę

⁶⁵ exercise ˈeksəsaɪz ćwiczenia

⁶⁶ attention ə'tenʃən uwaga

⁶⁷ ambience ˈæmbɪəns atmosfera;
otoczenie

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MATCHES MADE IN HEAVEN¹

IN A WORLD where love can begin with a swipe² and end with a ghost³, Paul Martin traces⁴ the surprisingly long history of the matchmaking⁵ business. From village gossip⁶ networks to billion-dollar apps⁷. It turns out romance has always had a price tag⁸, and finding “the one” has rarely been accidental⁹.

Social Technology¹⁰

Long before Silicon Valley¹¹ existed, the love business was managed by social technology. While we usually think of technology as computers, social technology refers to the invisible rules and human experts, like village elders¹² or priests¹³, that societies¹⁴ use to organise relationships¹⁵. In ancient¹⁶ Mesopotamia, as early as 2000 BCE, marriage was already a formal business deal¹⁷. Historical records¹⁸ from the Old Babylonian period show that families used written contracts to guarantee the financial and social status of a couple¹⁹. In this world, the “matchmaker”²⁰ was not an app, but a trusted, even feared, community guardian²¹.

The first steps towards a commercial love match market began on July 19, 1695, when the first recorded lonely hearts advertisement²² appeared in a London newspaper. It was placed by a 30-year-old gentleman seeking a “young gentlewoman.”

Later, as the Industrial Revolution moved people from small villages into crowded, anonymous cities, they lost their

¹ match made in heaven mætʃ meɪd
ɪn 'hevn idealna para

² swipe swaɪp przesunięcie

³ ghost ɡəʊst tu: nagle zniknięcie

⁴ to trace tə treɪs śledzić

⁵ matchmaking ˈmætʃɪŋˌmeɪkɪŋ
swatanie

⁶ village gossip ˈvɪlɪdʒ ˈɡɒsɪp
sąsiedzkie plotki

⁷ app æp pɒt. aplikacja

⁸ price tag praɪs tæg metka z ceną

⁹ accidental ˌæksɪ'dentl
przypadkowy

¹⁰ social technology ˈsəʊʃəl
tek'nɒlədʒɪ w ujęciu cyfrowym:
narzędzia i platformy
internetowe (takie jak media
społecznościowe, komunikatory
czy aplikacje do pracy
zespołowej), które umożliwiają
ludziom komunikację,
budowanie sieci kontaktów
oraz zdalną współpracę;
w ujęciu socjologicznym:
metody, procedury, prawa
lub struktury organizacyjne
(np. system edukacji,
biurokracja), które służą do
zarządzania zachowaniami ludzi
i organizowania życia w dużych
grupach społecznych

¹¹ Silicon Valley ˈsɪlɪkən ˈvæli Dolina
Krzemowa

¹² village elders ˈvɪlɪdʒ ˈeldəz
starszyzna

¹³ priest praɪst ksiądz

¹⁴ society sə'saɪəti społeczeństwo

¹⁵ relationship rɪ'leɪʃənʃɪp związek

¹⁶ ancient ˈeɪnfənt starożytny

¹⁷ business deal ˈbɪznəs di:l
transakcja biznesowa

¹⁸ historical records hɪs'tɒrɪkəl
'rekɔːd zapisy historyczne

¹⁹ couple ˈkʌpl para

²⁰ matchmaker ˈmætʃɪŋˌmeɪkə swat,
swatka

²¹ community guardian kə'mjuːnəti
'ɡɑːdʒən strażnik społeczności,
opiekun społeczności

²² lonely hearts
advertisement ˈləʊnli hɑːts
əd'vɜːtɪsmənt anons towarzyski

traditional **social circles**²³. This meant they could no longer rely on their **neighbours**²⁴ or village elders to find a partner. By the 1800s, professional **matrimonial bureaus**²⁵ began **charging fees**²⁶ to **solve**²⁷ what they called “**search frictions**²⁸”, the difficulty of meeting a **suitable**²⁹ person in a city of strangers. These early **brokers**³⁰ proved that access to a **pool**³¹ of single people was a service people were **more than willing**³² to buy.

Swipe Right

For a long time, using a matchmaking service was seen as a **source of shame**³³; it was something people did only if they were desperate. However, everything changed in the 1960s. During this decade, the **Sexual Revolution**³⁴ began to change traditional ideas about **dating**³⁵, and the **arrival**³⁶ of the first computers offered a scientific solution to **loneliness**³⁷. In 1964, Joan Ball **launched**³⁸ Com-Pat (Computerised Compatibility) in London. She took information from paper questionnaires and moved it onto **punch cards**³⁹, early **data storage**⁴⁰ tools, to be **processed by**⁴¹ a computer. This made matchmaking feel modern and smart rather than **embarrassing**⁴². In 1965, a service called Operation Match used these computer systems to process thousands of students, proving that technology could make romance **scalable**⁴³.

The most **significant**⁴⁴ change arrived in February 2009 with the launch of Grindr. This app for LGBTQ people used GPS technology to show users exactly how far away other people were. It made **proximity**⁴⁵, being physically close to someone, the most important factor in meeting. In 2012, Tinder introduced the **swipe feature**⁴⁶, swipe right if you like somebody, swipe left if you're not interested, which turned dating into a fast, **game-like**⁴⁷ experience on a phone. The **impact**⁴⁸ was **enormous**⁴⁹: **research**⁵⁰ by Stanford University's Michael Rosenfeld shows that by 2017, the internet became the most **common**⁵¹ way for couples to meet in the US. By 2025, the Match Group

(which owns Tinder) reported an **annual revenue**⁵² of USD 3.487 billion, **leaving little doubt**⁵³ about how much the love economy is now a massive global business.

²³ **social circle** 'səʊəl 'sɜːkl **krąg społeczny**

²⁴ **neighbour** 'neɪbə **sąsiad**

²⁵ **matrimonial bureau** ,mætrɪ'mæʃnjəl bjʊə'rəʊ **biuro matrymonialne**

²⁶ **to charge a fee** tə tʃɑːrdʒ ə fiː **pobierać opłatę**

²⁷ **to solve** tə solv **rozwiązywać**

²⁸ **search friction** 'frɪkʃən **tarcia w poszukiwaniach, bariery i trudności w poszukiwaniu (pary)**

²⁹ **suitable** 'suːtəbl **odpowiedni**

³⁰ **broker** 'brəʊkə **pośrednik**

³¹ **pool** puːl **pula**

³² **more than willing** mɔː ðæn 'wɪlɪŋ **więcej niż chętny**

³³ **source of shame** sɔːs əv ʃeɪm **powód do wstydu**

³⁴ **Sexual Revolution** 'seksʃəəl ,revə'lʊʃən **rewolucja seksualna**

³⁵ **dating** 'deɪtɪŋ **randkowanie**

³⁶ **arrival** ə'raɪvəl **pojawienie się**

³⁷ **loneliness** 'ləʊnlɪnəs **samotność**

³⁸ **to launch sth** tə ɪnˈtʃ 'sʌmθɪŋ **rozpocząć działalność, wejść z czymś na rynek**

³⁹ **punch card** pʌntʃ kɑːd **karta perforowana**

⁴⁰ **data storage tools** 'deɪtə 'stɔːrɪdʒ tuːlz **narzędzia do przechowywania danych**

⁴¹ **processed by sth** 'prəʊsest baɪ 'sʌmθɪŋ **przetwarzany przez coś**

⁴² **embarrassing** ɪm'bærəsɪŋ **zawstydzający**

⁴³ **scalable** 'skeɪləbl **skalowalny**

⁴⁴ **significant** sig'nɪfɪkənt **znaczący**

⁴⁵ **proximity** prɒk'sɪmətɪ **bliskość**

⁴⁶ **swipe feature** swaɪp 'fi:tʃə **funkcja przesuwania**

⁴⁷ **game-like** geɪm laɪk **przypominający grę**

⁴⁸ **impact** 'ɪmpækt **efekt**

⁴⁹ **enormous** ɪ'nɔːməs **olbrzymi**

⁵⁰ **research** rɪ'sɜːtʃ **badania**

⁵¹ **common** 'kɒmən **powszechny**

⁵² **annual revenue** 'ænjʊəl 'revənjuː **roczny przychód**

⁵³ **to leave little doubt** tə liːv 'lɪtl daʊt **nie pozostawiać wątpliwości**



Ghosting the Machine

As the **industry**⁵⁴ grew to serve millions of users, the “move fast” style of **big tech companies**⁵⁵, whereby products are launched quickly and scaled aggressively, created serious problems regarding privacy and **data security**⁵⁶. The first major **reality check**⁵⁷ happened in 2015 when the Ashley Madison website was hacked. This **breach**⁵⁸ exposed the private information of millions of users, proving that a lack of security in the dating industry could cause real-world **harm**⁵⁹. **Governments**⁶⁰ began to realise that dating data is “special category” information, **highly sensitive**⁶¹ because it includes a person’s location, sexual orientation and private messages. In the 2020s, the law began to **catch up with**⁶² technology. In 2021, the Norwegian Data Protection Authority gave Grindr a **record-breaking**⁶³ **fine**⁶⁴ for sharing user data without **proper permission**⁶⁵. By 2024, **legal battles**⁶⁶ became a normal part of doing business; the Match Group had to **settle a lawsuit**⁶⁷ **regarding**⁶⁸ their pricing strategies. In 2026, the FTC (a US government agency) **reached a settlement**⁶⁹ with another app, OkCupid, after the company shared user photos with a **facial recognition**⁷⁰ company. At the same time, people began to report dating **fatigue**⁷¹, a feeling of being tired of the endless, game-like nature of apps. Critics argue that these apps make people feel “**disposable**⁷²,” perhaps even **contributing to**⁷³ the long-term **decline in**⁷⁴ **marriage rates**⁷⁵ seen in the US and Europe since the 1960s.

True Romance⁷⁶?

Today, the industry is moving toward what experts call the “Intentional Era.” Users are tired of “swiping” and want more **meaningful**⁷⁷ connections. Platforms like Hinge (which earned USD 690.9 million in 2025) use the slogan “**Designed to be deleted**⁷⁸” to **attract**⁷⁹ people who want **serious**

relationships⁸⁰ rather than just **quick entertainment**⁸¹.

As we look to the future, the next **major changes**⁸² will **occur**⁸³ as a result of increased **Artificial Intelligence**⁸⁴ (AI). Apps like Bumble and Tinder are already using AI for “Face Checks” to verify that users are real people and not fake “bots.” AI is also being used to help people write better profiles. However, this creates a new question: if an algorithm chooses our partners and writes our messages, do we lose the “**human touch**⁸⁵”? The business of love has never been more **efficient**⁸⁶, but the challenge for the next decade will be making sure that technology doesn’t replace the real, spontaneous, **messy**⁸⁷, even lucky moments that make true romance truly special.



⁵⁴ **industry** 'ɪndəstri branża

⁵⁵ **big tech companies** ,big 'tek 'kəmpənɪz giganci technologiczni

⁵⁶ **data security** 'dætə sɪ'kjʊərəti bezpieczeństwo danych

⁵⁷ **reality check** rɪ'æləti tʃek **tu:** zderzenie z rzeczywistością

⁵⁸ **breach** bri:tʃ **tu:** wyciek danych

⁵⁹ **harm** hɑ:m szkoda

⁶⁰ **government** 'gʌvnmənt rząd

⁶¹ **highly sensitive** 'haɪli 'sensɪtv wysoce wrażliwy

⁶² **to catch up with sth** tə kætʃ ʌp **tu:** doganiać coś

⁶³ **record-breaking** 'rekɔ:d breɪkɪŋ rekordowy



⁶⁴ **fine** faɪn kara, grzywna

⁶⁵ **proper permission** 'prɒpə pə'mɪʃən odpowiednia zgoda

⁶⁶ **legal battle** 'li:ɡəl 'bætl batalia prawna

⁶⁷ **to settle a lawsuit** tə 'setl ə 'lɔ:su:t zawrzeć ugodę, pójść na ugodę

⁶⁸ **regarding sth** rɪ'ɡɑ:dɪŋ 'sʌmθɪŋ dotyczący czegoś

⁶⁹ **to reach a settlement** tə ri:tʃ ə 'setlmənt zawrzeć ugodę

⁷⁰ **facial recognition** 'feɪʃəl ,rekəɡ'nɪʃən rozpoznawanie twarzy

⁷¹ **fatigue** fə'ti:g zmęczenie

⁷² **disposable** dɪs'pəʊzəbl do jednorazowego użytku

⁷³ **to contribute to sth** tə kən'trɪbjʊ:t tə 'sʌmθɪŋ przyczynić się do czegoś

⁷⁴ **decline in sth** dɪ'klaɪn ɪn 'sʌmθɪŋ spadek czegoś

⁷⁵ **marriage rate** 'mæɪrɪdʒ reɪt współczynnik małżeństw

⁷⁶ **true romance** tru: rəʊ'mæns prawdziwa miłość

⁷⁷ **meaningful** 'mi:nɪŋfʊl głęboki, znaczący

⁷⁸ **designed to be deleted** dɪ'zaɪnd tə bi: dɪ'li:tɪd stworzona po to, by ją odinstalować

⁷⁹ **to attract** tə ə'trækt przyciągać

⁸⁰ **serious relationship** 'sɪəriəs rɪ'leɪʃənʃɪp poważny związek

⁸¹ **quick entertainment** kwɪk ,entə'teɪnmənt szybka rozrywka

⁸² **major change** 'meɪdʒə tʃeɪndʒ poważna zmiana

⁸³ **to occur** tə ə'kɔ: występować

⁸⁴ **Artificial Intelligence** ,ɑ:tɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

⁸⁵ **human touch** 'hju:mən tʌtʃ pierwiastek ludzki

⁸⁶ **efficient** ɪ'fɪʃənt wydajny, sprawny

⁸⁷ **messy** 'mesi **tu:** skomplikowany, pełen zawirowań

Green Energy¹ Makes a Comeback

Against a backdrop of² Middle East conflict and escalating petrol prices, renewable power³ capacity⁴ is set to grow quickly during the coming five years. BEM's Michael Gaylord scaled⁵ a wind turbine to check out⁶ the view from the renewables' perspective.

In the first months of 2026, US-president Donald Trump's war against Iran unleashed⁷ an alarming chain of events⁸. This included, among worse things, the price of crude oil⁹ soaring¹⁰ and the blocking of energy exports from the Middle East. At the same time, demand¹¹ for energy in general, due to¹² continued economic growth in developing countries¹³, increased. Solar and wind continued to show signs of becoming more and more cost effective and storage technology¹⁴ continued to improve¹⁵. Is the world about to embark on a new – yet familiar¹⁶ – course¹⁷, one perhaps entitled: *The Embrace¹⁸ of Renewable Energy, Part 2?*

¹ green energy gri:n 'enədʒi "zielona" energia, energia ze źródeł odnawialnych

² against a backdrop of sth ə'genst ə 'bækdɒp ɒv 'sʌmθɪŋ na tle czegoś

³ renewable power rɪ'nju:əbl 'pʌə energia ze źródeł odnawialnych

⁴ capacity kə'pæsəti tu: moc wytwórcza, zdolność produkcyjna

⁵ to scale sth tə skeɪl 'sʌmθɪŋ tu: wspiąć się, wdrapać się na coś

⁶ to check sth out tə tʃek 'sʌmθɪŋ aʊt sprawdzać coś

⁷ to unleash sth tə 'ʌn'li:ʃ 'sʌmθɪŋ wywołać, rozpętać coś

⁸ chain of events tʃeɪn ɒv i'vents łańcuch wydarzeń

⁹ crude oil kru:d ɔɪl ropa naftowa

¹⁰ to soar tə sɔ: gwałtownie rosnać

¹¹ demand dɪ'mɑ:nd popyt, zapotrzebowanie

¹² due to sth dju: tə 'sʌmθɪŋ z powodu czegoś

¹³ developing countries dɪ'veləpɪŋ 'kʌntrɪz kraje rozwijające się

¹⁴ storage technology 'stɔ:ɹɪdʒ tek'nɒlədʒi technologia magazynowania

¹⁵ to improve tə ɪm'pru:v polepszać się, poprawiać się

¹⁶ familiar fə'mɪljə znajomy

¹⁷ to embark on a course tə ɪm'bɑ:k ɒn ə kɔ:s obrać kurs

¹⁸ embrace ɪm'breɪs przyjęcie, akceptacja



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A WORD WORTH REMEMBERING

touted
 /'taʊtɪd/
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It's not only those ridiculously-high prices at the **pump**¹⁹. A significant reason why renewable energy projects are **pop-ping up**²⁰ all over the place **as of late**²¹ is the **decline**²² in cost for renewables as **technological advances**²³ **take hold**²⁴ and global scale **enlarges**²⁵. For instance, in the area of wind technology, the geographic range for **harnessing**²⁶ **wind power**²⁷ has grown larger; **floating**²⁸ wind farms can be installed increasingly in deeper waters (not practical for traditional **fixed-to-the-ground**²⁹ turbines). Additionally, **blade**³⁰ design and material developments are improving the **efficiency**³¹ and **durability**³² of turbines. Cole Wright, an energy use analyst writing for JMS Technology, put it this way, “**Carbon fibre**³³ construction allows the blades to be longer, lighter and more aerodynamic, which optimises turbines’ **performance**³⁴ – **in comparison to**³⁵ **prior**³⁶ wind farms, more energy can be produced with even less wind”. Turbines are now **equipped with**³⁷ sensors and **IoT**³⁸ technology, which allows for real-time monitoring and extends their **lifespan**³⁹.

Solar power⁴⁰ is also proving to be more efficient than it was in the past. At the industrial level, **perovskite**⁴¹ **solar cells**⁴², which have **emerged**⁴³ during the last two years, are more cost-effective to produce than traditional silicon-based cells. Energy experts **claim**⁴⁴ that because of their relative **cheapness**⁴⁵ and their high-efficiency levels, these solar cells are set to revolutionise the solar power **landscape**⁴⁶. In homes, **transparent**⁴⁷ solar panels have been developed which can turn everyday **surfaces**⁴⁸ into energy-generating **assets**⁴⁹ for **property owners**⁵⁰ – for example, they can be integrated into windows. **Bifacial**⁵¹ **solar panels**⁵² can **capture**⁵³ light reflected off any flat surface, and thus can be simply installed on the ground if **rooftop**⁵⁴ placement is not possible. These advances have opened up new possibilities for **urban**⁵⁵ integration.

Using the **hidden**⁵⁶ power of the ocean’s waves and **tides**⁵⁷ is another area of renewable energy that has **advanced**⁵⁸ rapidly in recent years. Turbines can be placed underwater and situated **offshore**⁵⁹. In this way, they provide a consistent, **reliable**⁶⁰ **energy source**⁶¹ while minimising their

environmental footprint⁶² and negative visual **impact**⁶³, which addresses the **concerns**⁶⁴ of those who feel renewable energy products are ugly, or **occupy**⁶⁵ too much land.

Other technological advancements have emerged only very recently and are quite **remarkable**⁶⁶. **Renewable diesel**⁶⁷ is made from **fatty acids**⁶⁸ and triglycerides in plants. It is said to be nearly identical to petroleum-based diesel; this makes it **compatible**⁶⁹ with existing infrastructure and engines, but, of course, it produces less **greenhouse gases**⁷⁰ than the latter. Renewable tyres have electromagnetic and **piezoelectric**⁷¹ materials, as well as tiny batteries, all **embedded in**⁷² the tyre structure. These components convert the mechanical energy created by the **friction**⁷³ between the tyre and the road into electrical power, which is then stored in the battery. As the wheels were already going to be turning anyway, to this writer that sounds like a very efficient and **inexpensive**⁷⁴ way to produce power. According to the International Renewable Energy Agency, approximately 90 percent of

¹⁹ pump pamp dystrybutor

²⁰ to pop up tə pɒp ʌp pojawiać się

²¹ as of late æz ɒv leɪt ostatnio, w ostatnim czasie

²² decline dɪˈklaɪn spadek, obniżenie

²³ technological advance ˌteknəˈlɒdʒɪkl ədˈvɑːns postęp technologiczny

²⁴ to take hold tə teɪk həʊld zakorzeniać się

²⁵ to enlarge tə ɪnˈlɑːdʒz powiększać się

²⁶ to harness sth tə ˈhɑːnəs ˈsʌmθɪŋ ujarzmiac coś

²⁷ wind power wɪnd ˈpaʊə energia wiatru

²⁸ floating ˈflaʊtɪŋ pływający

²⁹ fixed-to-the-ground fɪkst tə ðə graʊnd osadzony na ziemi

³⁰ blade bleɪd skrzydło

³¹ efficiency ɪˈfɪʃənsɪ wydajność

³² durability ˌdʒʊərəˈbɪlətɪ trwałość

³³ carbon fibre ˈkɑːbən ˈfaɪbə włókno węglowe

³⁴ performance pəˈfɔːməns tu: osiągi

³⁵ in comparison to sth ɪn kəmˈpærɪsn tə ˈsʌmθɪŋ w porównaniu do czegoś

³⁶ prior ˈpraɪə wcześniej

³⁷ equipped with sth ɪˈkwipt wɪð ˈsʌmθɪŋ wyposażony w coś

³⁸ IoT = Internet of Things ˌaɪ əv ˈti := internet ɒv θɪŋz internet rzeczy

³⁹ lifespan ˈlaɪfspæn żywotność, trwałość

⁴⁰ solar power ˈsəʊlə ˈpaʊə energia słoneczna

⁴¹ perovskite pəˈrɒvskait perowskitowy

⁴² solar cell ˈsəʊlə sel ogniwo fotowoltaiczne

⁴³ to emerge tə ɪˈmɜːdʒ pojawiać się

⁴⁴ to claim tə kleɪm twierdzić

⁴⁵ cheapness ˈtʃiːpnəs niska cena, taniość

⁴⁶ landscape ˈlændskeɪp otoczenie

⁴⁷ transparent trænˈspeərənt przezroczysty

⁴⁸ surface ˈsɜːfɪs powierzchnia

⁴⁹ assets ˈæsets aktywa

⁵⁰ property owner ˈprɒpəti ˈəʊnə właściciel nieruchomości

⁵¹ bifacial baɪˈfeɪʃəl obustronny

⁵² solar panel ˈsəʊlə ˈpænl panel fotowoltaiczny

⁵³ to capture sth tə ˈkæptʃə ˈsʌmθɪŋ absorbować, pochłaniać coś

⁵⁴ rooftop ˈruːftɒp dach

⁵⁵ urban ˈɜːbən miejski

⁵⁶ hidden ˈhɪdn ukryty

⁵⁷ tides taɪds tu: pływy (cykliczne podnoszenie się i opadanie poziomu wody - przyprawy i odpływy)

⁵⁸ to advance tə ədˈvɑːns rozwijać się

⁵⁹ offshore ˈɒfʃɔː tu: przy brzegu

⁶⁰ reliable ˈrɪˈlaɪəbl tu: niezawodny, stabilny, pewny

⁶¹ energy source ˈenədʒɪ sɔːs źródło energii

⁶² environmental footprint ɪnˌvaɪəməntl ˈfʊtprɪnt wpływ na środowisko, ślad środowiskowy

⁶³ impact ˈɪmpækt wpływ

⁶⁴ concern kənˈsɜːn obawa

⁶⁵ to occupy tə ˈɒkjəpaɪ zajmować

⁶⁶ remarkable ˈrɪˈmɑːkəbl godny uwagi

⁶⁷ renewable diesel ˈrɪˈnjuːəbl ˈdiːzəl odnawialny olej napędowy

⁶⁸ fatty acids ˈfæti ˈæsɪdz kwasy tłuszczowe

⁶⁹ compatible kəmˈpætəbl kompatybilny

⁷⁰ greenhouse gas ˈɡriːnhaʊs ɡæs gaz cieplarniany

⁷¹ piezoelectric ˌpiːzəʊˈlektɪk piezoelektryczny (zdolny do generowania ładunku elektrycznego w odpowiedzi na nacisk mechaniczny)

⁷² embedded in sth ɪmˈbedɪd ɪn ˈsʌmθɪŋ osadzony w czymś

⁷³ friction ˈfrɪkʃən tarcie

⁷⁴ inexpensive ˌɪnɪksˈpensɪv niedrogi

⁷⁵ commissioned kəˈmɪʃənd wprowadzony do

newly **commissioned**⁷⁵ renewable projects are more cost-effective than their **fossil-fuel**⁷⁶ alternatives.

What About Nukes⁷⁷?

Of course, we cannot fly a plane with solar power or produce motor vehicle parts without using **oil**⁷⁸. But rising fuel prices can **drive demand for**⁷⁹ electrification in general, and electric automobiles in particular. Martin Grosskopf, a **portfolio manager**⁸⁰ of the AGF Global Sustainable Growth Equity Fund, said, “I would expect that **prolonged**⁸¹ high prices will **reinvigorate**⁸² EV demand, which then **draws on**⁸³ **grid power**⁸⁴; in turn, this supports new **supply**⁸⁵”, he stated in Canada’s Globe and Mail newspaper. **Nuclear power**⁸⁶ and natural gas are also being **touted**⁸⁷ as potential sources of new supply. The former may be promising, as a number of developments are **in the works**⁸⁸, especially in the US. However, it takes a long time to build **nuclear power plants**⁸⁹. Natural gas projects are increasing rapidly, but they cannot be added to the grid as quickly as renewables. Meanwhile, new high capacity and long-life batteries offer faster **charging times**⁹⁰ and higher **energy density**⁹¹ compared to traditional **lithium-ion**⁹² versions, and they **enable**⁹³ efficient storage systems. These qualities support the integration of renewable power into the **mainstream**⁹⁴ grid at a faster **pace**⁹⁵ than natural gas.

Changes in Investment Trends

Lower **interest rates**⁹⁶, in Europe and North America at least, have heightened the attraction of renewables for many investors. An examination of some **stock market**⁹⁷ trends appears to **indicate**⁹⁸ increased **focus on**⁹⁹ developing renewables. The iShares Global Clean Energy **ETF**¹⁰⁰ gained 15 percent in the first three months of 2026 alone. This exchange-traded fund holds **shares**¹⁰¹ in many renewable players. According to David Berman, an investment specialist who writes about energy

issues¹⁰², “This [iShares ETF] serves as a good **proxy**¹⁰³ for the sector, even as rising concerns about inflation have caused some **volatility**¹⁰⁴. It has **outperformed**¹⁰⁵ the S&P (a market index which **tracks**¹⁰⁶ the performance of 500 leading companies **listed on**¹⁰⁷ American **exchanges**¹⁰⁸) by 55 percentage points over the last year. Ironically, these **gains**¹⁰⁹ have happened while Trump has **attempted to**¹¹⁰ **embrace**¹¹¹ a **fossil-fuel development-driven agenda**¹¹² – in March, for instance, he arranged for the US **government**¹¹³ to pay TotalEnergies USD 1 bln in **taxpayer money**¹¹⁴ to **walk away from**¹¹⁵ their plans to build offshore wind turbines **stateside**¹¹⁶.

But it doesn’t seem likely that we can completely thank Mr. Trump, and the **spike**¹¹⁷ in fuel prices **occurring**¹¹⁸ due to his policies, for the **rebound**¹¹⁹ in renewables. Lower interest rates were actually first **put in place**¹²⁰ during Joe Biden’s presidency (2021–2025). Also, new **data centres**¹²¹ to **accommodate**¹²² **artificial intelligence**¹²³ have greatly **increased**¹²⁴ demand

eksploatacji, oddany do użytku

⁷⁶ fossil-fuel 'fɒsl fjuəl oparty na paliwach kopalnych

⁷⁷ nuke 'nju:k pot. energia jądrowa, atomówka

⁷⁸ oil ɔɪ ropa naftowa

⁷⁹ to drive demand for sth tə draɪv dɪ'mɑ:nd fə 'sʌmθɪŋ napędzać popyt na coś

⁸⁰ portfolio manager pɔ:t'fəʊljəʊ 'mænɪdʒə zarządzający portfelem

⁸¹ prolonged prə'lonɪd przedłużający się

⁸² to reinvigorate tə ,ri:n'vɪɡəreɪt ożywiać coś, dać nowy impuls

⁸³ to draw on sth tə drɔ: ɒn 'sʌmθɪŋ pobierać coś

⁸⁴ grid power grɪd 'paʊə energia z sieci elektrycznej

⁸⁵ supply sə'plai podaż

⁸⁶ nuclear power 'nju:kliə 'paʊə energia jądrowa

⁸⁷ touted 'taʊtɪd tu: zachwalany

⁸⁸ in the works ɪn ðə wɜ:kz w budowie, w planach

⁸⁹ nuclear power plant 'nju:kliə 'paʊə pla:nt elektrownia atomowa

⁹⁰ charging time 'tʃɑ:dʒɪŋ taɪm czas ładowania

⁹¹ energy density 'enədʒɪ 'densɪti gęstość energii

⁹² lithium-ion 'lɪθiəm-'aɪən litowo-jonowy

⁹³ to enable sth tə ɪ'neɪbl 'sʌmθɪŋ umożliwiać coś

⁹⁴ mainstream 'meɪnstri:m główny

⁹⁵ pace peɪs tempo

⁹⁶ interest rates 'ɪntrest reɪts stopy procentowe

⁹⁷ stock market stɒk 'mɑ:kɪt giełdowy

⁹⁸ to indicate sth tə 'ɪndɪkeɪt 'sʌmθɪŋ wskazywać (na) coś

⁹⁹ focus on sth 'fəʊkəs ɒn 'sʌmθɪŋ skupienie, skoncentrowanie się na czymś

¹⁰⁰ ETF = exchange-traded fund ,ɪ:ti:'ef = ɪks'tʃeɪndʒ 'treɪdɪd fʌnd fundusz inwestycyjny typu ETF

¹⁰¹ shares ʃeəz udziały

¹⁰² issues 'ɪʃu:z tu: problematyka

¹⁰³ proxy 'prɒksɪ tu: odzwierciedlenie, reprezentant sektora

¹⁰⁴ volatility ,vɒlə'tɪləti tu: niestabilność, zmienność

¹⁰⁵ to outperform X tə ,aʊtpə'fɔ:m eks przewyższyć, wypracować lepszy wynik niż X

¹⁰⁶ to track tə træk śledzić

¹⁰⁷ listed on sth 'lɪstɪd ɒn 'sʌmθɪŋ notowany na czymś

¹⁰⁸ exchange ɪks'tʃeɪndʒ giełda

¹⁰⁹ gains geɪnz zyski

¹¹⁰ to attempt to do sth tə ə'tempt tə du: 'sʌmθɪŋ próbować coś zrobić

¹¹¹ to embrace tə ɪm'breɪs tu: skłaniać się ku czemuś

¹¹² fossil-fuel development-driven agenda 'fɒsl fjuəl dɪ'veləpmənt 'drɪvn ə'dʒendə program oparty na rozwoju paliw kopalnych

¹¹³ government 'ɡʌvnmənt rząd

¹¹⁴ taxpayer money 'tækspeɪə 'mʌni pieniądze podatników

¹¹⁵ to walk away from sth tə wɔ:k ə'weɪ frɒm 'sʌmθɪŋ odejść, wycofać się z czegoś

¹¹⁶ stateside 'steɪtsaɪd tu: w Stanach

¹¹⁷ spike spaɪk nagły wzrost

¹¹⁸ to occur tə ə'kɜ: mieć miejsce

¹¹⁹ rebound rɪ'baʊnd odbicie

¹²⁰ put in place pʊt ɪn pleɪs wprowadzony w życie

¹²¹ data centre 'deɪtə 'sentə centrum danych

¹²² to accommodate sth tə ə'kɒmədeɪt 'sʌmθɪŋ tu: sprostać wymaganiom czegoś, obsłużyć coś

¹²³ artificial intelligence ,ɑ:trɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

¹²⁴ to increase sth tə ɪn'kri:s 'sʌmθɪŋ zwiększać coś

¹²⁵ to fill the gap tə fɪl ðə ɡæp wypełniać lukę

Selected Special Expressions, Phrases and Idioms in English with, and about Energy

PHRASE:	MEANING:	EXAMPLE IN SPEECH:
Be a bundle of energy ¹ .	We use this expression if we want to describe someone who is continuously active.	In addition to studying full-time, Marta has two part-time jobs ² and she does volunteer work as well – she's a real bundle of energy .
Take the wind out of someone's sails ³ .	When we make someone feel less confident, deflated ⁴ , less positive – usually because we said something unexpected.	Eleonora thought she'd won the contest, but when I told her the letter was a scam ⁵ , it really took the wind out of her sails .
Get your second wind ⁶ .	Have a second burst of energy ⁷ after a period of having felt tired.	That mid-afternoon coffee I drank gave me my second wind .
Get fired up ⁸ .	To excite, to be infused with ⁹ with energy and/or enthusiasm.	We're all fired up for the concert – it should be a blast ¹⁰ !
Empty the tank ¹¹ .	Contribute to ¹² the absolute limit of one's energies and abilities.	By pulling the all-nighter ¹³ to finish the report, I really emptied the tank , so I'll have to take the bus to work.
Be full of beans ¹⁴ .	Full of positive energy and excitement, often acting in a playful ¹⁵ or humorous way.	Today Jacek is so happy and is jumping around everywhere – he's really full of beans!
A waste of energy ¹⁶ .	A useless or redundant ¹⁷ effort or action.	It turns out the boss had already chosen a direction for the project, so my presentation was a complete waste of energy .

¹ bundle of energy 'bʌndl ɒv 'enədʒi żywe srebro

² part-time job 'pɑ:ttaɪm dʒɒb praca dorywcza, praca na pół etatu

³ to take the wind out of sb's sails tə teɪk ðə wɪnd aʊt ɒv z seɪlz przygaszać kogoś

⁴ deflated dɪ'fleɪtɪd przygnębiony

⁵ scam skæm przekręt, szwindel

⁶ to get one's second wind tə get wʌnz'sekənd wɪnd przywrócić komuś siły, dosł. dostać drugi oddech

⁷ burst of energy bɜ:st ɒv 'enədʒi zastrzyk energii

⁸ to get fired up tə get 'faɪəd ʌp być podekscytowanym, nakręconym czymś

⁹ infused with sth ɪn'fju:zd wɪð 'sʌmθɪŋ przepelniony czymś

¹⁰ blast bla:st bomba

¹¹ to empty the tank tə 'empti ðə tæŋk całkowicie opaść z sił, wyzbyć się całej energii

¹² to contribute to sth tə kən'trɪbjʊ:t tə

'sʌmθɪŋ przyczynić się do czegoś

¹³ to pull the all-nighter tə pʊl ði: 'ɔ:lnaɪtə zarwać nocną

¹⁴ full of beans fʊl ɒv bi:nz pełen werwy

¹⁵ playful 'pleɪfʊl wesoły, żywy, swawolny

¹⁶ waste of energy weɪst ɒv 'enədʒi strata energii

¹⁷ redundant rɪ'dʌndənt zbędny, niepotrzebny

INFOBOX



for new energy sources in general, and so there is room for renewables to play a part in **filling that gap**¹²⁵.

Nevertheless¹²⁶, should petrol prices continue to rise throughout the rest of the year – and many economists **predict**¹²⁷ they will, **due to**¹²⁸ the **severity**¹²⁹ of Middle East conflict – and you are looking for ways to **pad**¹³⁰ your portfolio, you might want to **bet on**¹³¹ a few of your favourite green energy companies. It would be wise to choose

companies that offer **diverse**¹³² renewable assets – as we've seen, wind and solar aren't the only **floats in this parade**¹³³ (and, given the **cleanliness**¹³⁴ of nuclear power, **if you can forgive**¹³⁵ its well-earned controversial status, don't **rule out**¹³⁶ uranium-producing companies). If renewable energies looked good before this **unattractive**¹³⁷ **turn of events**¹³⁸, they look even better now.

¹²⁶ nevertheless *ˌnevəðəˈles* niemniej jednak

¹²⁷ to predict sth *tə ˈprɪdɪkt ˈsʌmθɪŋ* przewidywać coś

¹²⁸ due to sth *djuː tə ˈsʌmθɪŋ* z powodu czegoś

¹²⁹ severity *sɪˈverəti* powaga, zaostrenie się

¹³⁰ to pad sth *tə ˈpæd ˈsʌmθɪŋ* podnieść wartość czegoś, podbudować coś

¹³¹ to bet on sth *tə bet ɒn ˈsʌmθɪŋ* postawić na coś

¹³² diverse *daɪˈvɜːs* różnorodny

¹³³ floats in the parade *floʊts ɪn ðə ˈpærɪd*

(jedyne) atrakcje w tej paradzie, (jedyne) opcje na tym stole

¹³⁴ cleanliness *ˈkleanlɪnəs* czystość

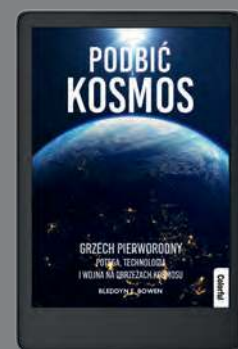
¹³⁵ if you can forgive... *ɪf ju kæn fəˈɡɪv* jeśli potraficie przymknąć oko na...

¹³⁶ to rule out sth *tə ruːl aʊt ˈsʌmθɪŋ* wykluczać coś, odrzucać coś

¹³⁷ unattractive *ʌn əˈtræktɪv* tu: niekorzystny

¹³⁸ turn of events *tɜːn ɒv ɪˈvents* obrót wydarzeń

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Gen Z¹ Goes Analogue

While the Australian government² worries about young people's addiction to³ social media⁴, many Gen Zs are heading in the opposite direction anyway. We explore their new fascination with analogue.

For a generation raised on⁵ smartphones, streaming and constant connectivity⁶, it might seem paradoxical that many young people are becoming increasingly drawn to analogue experiences.

While governments around the world consider⁷ following Australia's lead in curtailing⁸ teenagers'⁹ access to social media, maybe this generation (see *Gen Z Fact Box*) has already worked out¹⁰ how to balance connected and screen-free time.

For digital natives¹¹, the appeal¹² of analogue is not nostalgia, as with older generations, but the desire¹³ for something real and tangible¹⁴. It should also be added that, as with all youth¹⁵ trends, this is currently cool. Parents and grandparents should expect some surprisingly old-school¹⁶ birthday-present requests¹⁷.

The Rise of Analogue Islands

Many Gen Zs are retreating to¹⁸ self-created analogue islands – pockets¹⁹ of daily life where digital devices²⁰ are intentionally excluded²¹. This may mean dedicating part of the day to reading physical books, writing in journals²², or listening to records without checking a phone (That's switched off²³ and placed in a drawer²⁴). For others, it may involve entire social activities, such as board game²⁵ nights or treasure hunts²⁶, in which participants²⁷ agree to keep devices out of reach²⁸.

The idea is becoming increasingly attractive to a generation that has grown up²⁹ surrounded by³⁰ digital distraction³¹. Smartphones provide immediate access to³² social networks³³, streaming services³⁴

¹ Gen Z 'dʒen 'zed pokolenie Z

² government 'gʌvnmənt rząd

³ addiction to sth 'ədɪkʃən tə 'sʌmθɪŋ uzależnienie od czegoś

⁴ social media 'səʃəl 'medɪə media społecznościowe

⁵ raised on sth 'reɪzd ɒn 'sʌmθɪŋ wychowany na czymś

⁶ connectivity kəˌnek'tɪvəti ciągle bycie online

⁷ to consider tə kən'sɪdə rozważać, brać pod uwagę

⁸ to curtail tə kɜ:'teɪł ograniczać

⁹ teenager 'tiːn,eɪdʒə nastolatek

¹⁰ to work out sth tə wɜ:k aʊt 'sʌmθɪŋ rozgryźć coś

¹¹ digital native 'dɪdʒɪtl 'nɛtɪv cyfrowy tubylec, osoba która dorastała w czasach powszechnego stosowania internetu, komputerów i innych urządzeń cyfrowych

¹² appeal ə'pi:l urok, atrakcyjność

¹³ desire dɪ'zəɪə pragnienie

¹⁴ tangible 'tændʒəbl materialny, namacalny

¹⁵ youth ju:θ młodzieżowy

¹⁶ old-school 'əʊld sku:l staromodny

¹⁷ request rɪ'kwest życzenie, prośba

¹⁸ to retreat to sth tə rɪ'tri:t tə 'sʌmθɪŋ wycofywać się, uciekać do czegoś

¹⁹ pocket 'pɒkɪt tu: enklawa

²⁰ digital devices 'dɪdʒɪtl dɪ'vaɪsɪz urządzenia cyfrowe

²¹ excluded ɪks'klu:dɪd tu: wyeliminowany, wykluczony

²² journal 'dʒɜːnl tu: pamiętnik, dziennik

²³ switched off swɪtʃt ɒf wyłączony

²⁴ drawer 'drɔːə szuflada

²⁵ board game bɔ:d geɪm gra planszowa

²⁶ treasure hunt 'treʒə haʊnt poszukiwanie skarbów

²⁷ participant pɑː'tɪsɪpənt uczestnik

²⁸ out of reach aʊt ɒv ri:tʃ poza zasięgiem

²⁹ to grow up tə grəʊ ʌp dorastać

³⁰ surrounded by sth sə'raʊndɪd baɪ 'sʌmθɪŋ otoczony przez coś

³¹ distraction dɪs'trækʃən rozproszenie uwagi

³² immediate access to sth ɪ'mi:dɪə'tək ses tə 'sʌmθɪŋ natychmiastowy dostęp

³³ social network 'səʃəl 'netwɜ:k serwis społecznościowy

³⁴ streaming service 'striːmɪŋ 'sɜ:vɪs platforma streamingowa

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A WORD WORTH REMEMBERING

to curtail sth /tə
kɜː'teɪl 'sʌmθɪŋ/
ograniczać, redu-
kować coś

MANY YOUNG PEOPLE ARE BECOMING INCREASINGLY DRAWN TO ANALOGUE EXPERIENCES.

and **news feeds**³⁵, but they also create a constant stream of **notifications**³⁶ and **competing**³⁷ **demands** for **attention**³⁹. Many young people report feeling mentally fragmented and stressed by this **environment**⁴⁰. (see *Teenage Technology-related Stress*)

Analogue activities, by contrast, **impose**⁴¹ natural limits, slow the **pace**⁴² of interaction and **encourage**⁴³ **deeper engagement**⁴⁴. Some of the most popular analogue interests and **pastimes**⁴⁵ are:

- **Vinyl Records**⁴⁶ and the Ritual of Listening

A highly visible **manifestation**⁴⁷ of Gen Z's analogue turn is the **revival**⁴⁸ of vinyl records. Record stores that have **survived**⁴⁹ as small-scale niche **outlets**⁵⁰ are now finding a younger generation **hanging out**⁵¹ on Saturdays as their grandparents did, **perusing**⁵² not just the record selection but **basking in**⁵³ the general **vibe**⁵⁴. As **oldies**⁵⁵ will know, the appeal of vinyl is how it transforms music consumption into a ritual. Getting the record out of its **sleeve**⁵⁶, placing the record on a **turntable**⁵⁷, putting the needle on the **groove**⁵⁸ and hearing the **faint**⁵⁹ **crackle**⁶⁰ before the music begins creates a **sense**⁶¹ of **anticipation**⁶² that streaming cannot **replicate**⁶³. The physical **artwork**⁶⁴ on **album sleeves**⁶⁵ also plays an important role. It is both **tactile**⁶⁶ and visual, often with **lyrics**⁶⁷ or additional **band**⁶⁸ photos and information. For Gen Z consumers **accustomed to**⁶⁹ **infinite**⁷⁰ streaming **libraries**⁷¹, which can be **amended**⁷² or **binned**⁷³ with a couple of clicks. Vinyl offers something different and strangely attractive: **scarcity**⁷⁴. Owning a limited number of records encourages repeated listening and

emotional **attachment to**⁷⁵ particular albums.

- **Handwritten**⁷⁶ Letters in the Age of Instant Messaging
Another analogue practice **gaining popularity**⁷⁷ among younger people is the writing and posting of handwritten letters. While **messaging apps**⁷⁸ allow **instant**⁷⁹ communication, an emoji can never **convey**⁸⁰ the **personal effort**⁸¹ associated with physical correspondence.

³⁵ news feed nju:z fi:d aktualności

³⁶ notification ,nəʊtɪfɪ'keɪʃən powiadomienie

³⁷ competing kəm'pi:tɪŋ konkurujący, nieustannie walczący

³⁸ demand for sth dɪ'mə:nd fə 'sʌmθɪŋ potrzeba czegoś, żądanie czegoś

³⁹ attention ə'tenʃən uwaga

⁴⁰ environment ɪn'vaɪənmənt środowisko

⁴¹ to impose sth tə ɪm'pəʊz 'sʌmθɪŋ narzucać coś

⁴² pace peɪs tempo

⁴³ to encourage sth tə ɪn'kʌrɪdʒ 'sʌmθɪŋ zachęcać do czegoś, sprzyjać czemuś

⁴⁴ deeper engagement 'di:pər ɪn'geɪdʒmənt głębsze zaangażowanie

⁴⁵ pastime 'pɑ:staim hobby, zajęcie

⁴⁶ vinyl record 'vaɪnl 'rekɔ:d płyta winylowa

⁴⁷ manifestation ,mænɪfɛ'steɪʃən przejaw

⁴⁸ revival rɪ'vaɪvl odrodzenie

⁴⁹ to survive tə sə'vaɪv przetrwać

⁵⁰ outlet 'aʊtlet tu: punkt sprzedaży, sklep

⁵¹ to hang out tə hæŋ ʌʊt spędzać czas

⁵² to peruse sth tə pə'ru:z 'sʌmθɪŋ przeglądać coś

⁵³ to bask in sth tə bɑ:sk ɪn 'sʌmθɪŋ pławić się w czymś

⁵⁴ vibe vaɪb klimat, atmosfera

⁵⁵ oldie 'əʊldi tu: staruszek, staruszka

⁵⁶ sleeve sli:v koperta

⁵⁷ turntable 'tɜ:n'teɪbl talerz gramofonu

⁵⁸ groove gru:v rowek

⁵⁹ faint feɪnt słaby

⁶⁰ crackle 'krækl trzask

⁶¹ sense sens uczucie

⁶² anticipation æn'tɪsɪ'peɪʃən niecierpliwe wyczekiwanie

⁶³ to replicate sth tə 'replɪkeɪt 'sʌmθɪŋ powtórzyć coś

⁶⁴ artwork 'ɑ:twɜ:k grafika

⁶⁵ album sleeve 'ælbəm sli:v okładka

⁶⁶ tactile 'tæktajl namacalny

⁶⁷ lyrics 'lɪrɪks tekst piosenki

⁶⁸ band bænd zespół

⁶⁹ accustomed to sth ə'kʌstəmd tə 'sʌmθɪŋ

przyzwyczajony do czegoś

⁷⁰ infinite ɪn'fɪnət nieskończony

⁷¹ library 'laɪbrəri biblioteka

⁷² amended ə'mendɪd zmieniony

⁷³ binned bɪnd usunięty, wyrzucony

⁷⁴ scarcity 'skeəsəti niedobór, rzadkość

⁷⁵ attachment to sth ə'tætʃmənt tə 'sʌmθɪŋ przywiązanie do czegoś

⁷⁶ handwritten ,hænd'raɪtɒn odręczny, pisany ręcznie

⁷⁷ to gain popularity tə geɪn ,pɒpjə'lærəti zyskiwać popularność

⁷⁸ messaging app 'mesɪdʒɪŋ æp komunikator

⁷⁹ instant ɪn'stənt natychmiastowy

⁸⁰ to convey sth tə kən'veɪ 'sʌmθɪŋ oddawać, oddać coś

⁸¹ personal effort 'pɜ:snl 'efət osobisty wysiłek

Generation Z (Gen Z)

- Birth years: Generation Z generally refers to people born between 1997 and 2012, following the Millennial generation.
- Current age range: In 2026, Gen Z members are 14 to 29 years old.
- First true digital natives: They are the first generation to grow up with smartphones, social media, and high-speed internet as normal parts of everyday life.
- Global generation: Gen Z is the largest generation in the world, **making up**¹ roughly a quarter to a third of the global population.
- **Cultural influence**²: As students, young workers and consumers, they are already shaping trends in technology, media and **consumer behaviour**³.

¹ to make up sth tə meɪk ʌp 'sʌmθɪŋ stanowić coś

² cultural influence 'kʌltʃərəl ɪnfluəns wpływ kulturowy

³ consumer behaviour kən'sju:mə brɪ'heɪvjə zachowania konsumenckie

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Handwritten letters offer a sense of individuality and **permanence**⁸². The handwriting itself becomes part of the message, reflecting **mood**⁸³ and personality in ways typed text cannot. The physical letter may become a **lifetime memoir**⁸⁴ to be read with **fondness**⁸⁵ in **years to come**⁸⁶. Some Gen Z **communities**⁸⁷ have revived the tradition of “**pen pals**⁸⁸,” exchanging letters with friends or strangers abroad. **Stationery**⁸⁹ companies have noticed increased sales of notebooks, **fountain pens**⁹⁰, and letter-writing **kits**⁹¹ to younger consumers. As with pen pals in the past, the correspondents may agree to meet in person and not just by video call.

• The Return of **Film Photography**⁹²

Photography is another area where Gen Z is **rediscovering**⁹³ analogue. Although smartphones make taking and **sharing**⁹⁴ images **effortless**⁹⁵, many young people are turning to **film cameras**⁹⁶ such as classic Canon AE-1, Pentax K1000, and Olympus Trip 35 models, often bought **second-hand**⁹⁷ or **inherited**⁹⁸ from parents. Film photography encourages a more **deliberate**⁹⁹ approach. With a limited number of **exposures**¹⁰⁰ and no instant **preview**¹⁰¹, photographers must think carefully before pressing the **shutter**¹⁰², and waiting for the film to be **developed**¹⁰³ adds **anticipation**¹⁰⁴. Film’s **grain**¹⁰⁵, colour shifts and small **imperfections**¹⁰⁶ also give images a **distinctive**¹⁰⁷ look that many consider more authentic. Typically, the finished photos are then scanned and shared online, **blending** analogue creativity **with**¹⁰⁸ digital distribution.

Retro Technology and the Tamagotchi Revival

One of the most **striking**¹⁰⁹ manifestations of Gen Z’s interest in analogue experiences is the popularity of early electronic toys and gadgets, none more so than

⁸² **permanence** 'pɜːmənəns trwałość, ciągłość

⁸³ **mood** muːd nastrój

⁸⁴ **lifetime memoir** 'laɪftaɪm 'memwɔː pamiętka na całe życie



the Tamagotchi. For those readers either not born or **hiding under a rock**¹¹⁰ at the time, here’s an **overview**¹¹¹ of the virtual **pet**¹¹² **craze**¹¹³.

⁸⁵ **fondness** 'fɒndnəs sentyment

⁸⁶ **years to come** jɪəz tə kʌm nadchodzące lata

⁸⁷ **community** kə'mjuːnəti środowisko, społeczność

⁸⁸ **pen pal** pen pæl przyjaciel korespondencyjny

⁸⁹ **stationery** 'steɪfənəri narzędzia i materiały piśmienne

⁹⁰ **fountain pen** 'faʊntɪn pen wieczne pióro

⁹¹ **kit** kɪt zestaw

⁹² **film photography** fɪlm fə'tɒɡrəfi fotografia analogowa

⁹³ **to rediscover sth** tə ,riːdɪ'skʌvə(r) 'sʌmθɪŋ odkrywać coś na nowo

⁹⁴ **to share sth** tə ʃeə 'sʌmθɪŋ dzielić się czymś

⁹⁵ **effortless** 'efətʌs łatwy, niewymagający wysiłku

⁹⁶ **film camera** fɪlm 'kæməɹə aparat fotograficzny

⁹⁷ **second-hand** 'sekənd'hænd używany, z drugiej ręki

⁹⁸ **inherited** ɪn'herɪtɪd odziedziczony

⁹⁹ **deliberate** dɪ'lɪbəɹət przemyślany

¹⁰⁰ **exposure** ɪks'pəʊʒə tu: kadr

¹⁰¹ **preview** 'priːvjʊː podgląd

¹⁰² **shutter** 'ʃʌtə migawka

¹⁰³ **developed** dɪ'veləpt wywołany

FOR MANY GEN Z USERS, TAMAGOTCHIS PROVIDE SIMPLE ENTERTAINMENT WITHOUT THE ENDLESS DISTRACTIONS OF A SMARTPHONE.

¹⁰⁴ **to add anticipation** tə æd æn'tɪsɪ'peɪʃən potęgować ekscytację, dodawać dreszczyku emocji

¹⁰⁵ **grain** greɪn tu: ziarnistość

¹⁰⁶ **imperfection** ɪmpə'fekʃən niedoskonałość

¹⁰⁷ **distinctive** dɪs'tɪŋktɪv charakterystyczny

¹⁰⁸ **to blend sth with sth** tə blænd 'sʌmθɪŋ wɪð 'sʌmθɪŋ łączyć coś z czymś

¹⁰⁹ **striking** 'straɪkɪŋ uderzający

¹¹⁰ **to hide under a rock** tə haɪd 'ʌndə ə rɒk tu: przespać tamte czasy, żyć w nieświadomości

¹¹¹ **overview** 'əʊvəvjuː omówienie

¹¹² **pet** pet zwierzątko

¹¹³ **craze** krez zszal

- **Launched**¹¹⁴: First **released**¹¹⁵ in 1996 by the Japanese toy company Bandai.
- Concept: A **handheld**¹¹⁶ digital pet that users must feed, clean and care for to keep it alive and healthy.
- Global craze: Sold tens of millions of **units**¹¹⁷ worldwide in the late 1990s, becoming one of the decade's most **recognisable**¹¹⁸ toys.
- Simple **gameplay**¹¹⁹: The device has basic pixel graphics and a few control buttons, with the pet demanding attention throughout the day.
- Incredibly, some people even **set up businesses**¹²⁰ as pet **creches**¹²¹ to **maintain**¹²² them while owners were at school or work!
- Revival: Updated versions and **reissues**¹²³ have appeared since the late 2010s as retro gadgets **regained**¹²⁴ popularity.

For many Gen Z users, Tamagotchis provide simple **entertainment**¹²⁵ without the **endless**¹²⁶ distractions of a smartphone.

Authenticity in a Filtered¹²⁷ World

Social media platforms are **saturated with**¹²⁸ edited or **faked**¹²⁹ images, **curated**¹³⁰ lifestyles, and algorithmically optimised

¹¹⁴ **launched** ˈlɔːntʃt wprowadzony na rynek

¹¹⁵ **released** rɪˈliːst wprowadzony na rynek

¹¹⁶ **handheld** ˈhændheld przenośny

¹¹⁷ **unit** ˈjuːnɪt sztuka

¹¹⁸ **recognisable** ˈrekəɡnaɪzəbl rozpoznawalny

¹¹⁹ **gameplay** ˈɡeɪmpleɪ rozgrywka

¹²⁰ **to set up business** tə set ʌp ˈbɪznɪs założyć firmę

¹²¹ **creche** kref żłobek

¹²² **to maintain sth** tə meɪnˈteɪn ˈsʌmθɪŋ tu: zajmować się czymś

¹²³ **reissue** ˈriːʃuː reedycja

¹²⁴ **to regain sth** tə rɪˈɡeɪn ˈsʌmθɪŋ odzyskać coś

¹²⁵ **entertainment** ˌentəˈteɪnmənt rozrywka

¹²⁶ **endless** ˈendləs niekończący się

¹²⁷ **filtered** ˈfɪltəd przefiltrowany

¹²⁸ **saturated with sth** ˈsætʃəreɪtɪd wɪð ˈsʌmθɪŋ przepełniony czymś

¹²⁹ **faked** feɪkt sfabrykowany, przerobiony

¹³⁰ **curated** ˈkjʊəreɪtɪd wyidealizowany



TO BE OR NOT TO BE?

Choose the correct form of the verb (Gerund [ing] or Infinitive [to + verb]) to complete each sentence.

1. While governments consider [introducing/to introduce] strict legislation to curtail teenagers' social media access, many Gen Zs are already taking action themselves.
2. Many young people retreat to "analogue islands" because they want to avoid [feeling/to feel] mentally fragmented by constant smartphone notifications.
3. Restoring a physical connection to music encourages consumers [developing/to develop] a deeper emotional attachment to specific albums.
4. For digital natives, investing in stationery or film cameras means [giving/to give] up on instant gratification in favour of a slower, richer experience.
5. Some Gen Z communities have revived the tradition of "pen pals" and look forward to [meeting/meet] in person rather than via video calls.
6. Film photography forces photographers [thinking/to think] carefully about composition and exposure before pressing the shutter.
7. In the late 1990s, some busy professionals went as far as [setting/to set] up pet creches to keep their Tamagotchis alive during work hours.
8. Gen Z doesn't intend [rejecting/to reject] the digital age completely; they simply prefer adding a sense of balance to their daily routines.

BEM TEST

Answer Key: 1. introducing, 2. feeling, 3. to develop, 4. giving, 5. meeting, 6. to think, 7. setting, 8. to reject

content¹³¹, whereas a handwritten note cannot be filtered or retouched¹³². A vinyl record may include scratches¹³³ or subtle distortions¹³⁴, but many argue that it has a warmth of sound that can't be replicated in other formats. An old-fashioned camera often produces a different kind of image and certainly a more thought-through¹³⁵ action than the careless¹³⁶ multiple-click of a phone camera.

Ironically, this authenticity often becomes content itself. Many users share photographs of their analogue activities online, posting images of vinyl collections, handwritten journals, or film camera setups¹³⁷. The digital world thus becomes a showcase¹³⁸ for analogue lifestyles.

A Balanced Future

The analogue revival among Gen Z does not signal a rejection¹³⁹ of the digital age. Smartphones, streaming platforms and social networks remain central to how

young people communicate and consume media. Instead, the trend reflects¹⁴⁰ an effort to restore balance¹⁴¹.

Digital natives are exploring their own ways of managing their relationship¹⁴² with technology. More significantly, the earlier ones are already parents and part of the workforce¹⁴³ who will soon be shaping business and society¹⁴⁴ considerably¹⁴⁵. The future may be in safe hands¹⁴⁶ after all.

¹³¹ content 'kɒntent treść

¹³² retouched 'ri:tʌtʃt retuszowany

¹³³ scratch skrætʃ rysa, zadrapanie

¹³⁴ distortion dɪs'tɔːʃən zniekształcenie

¹³⁵ thought-through θɔːt θruː przemysłany

¹³⁶ careless 'keələs niedbały

¹³⁷ setup 'setʌp tuː zestaw

¹³⁸ showcase 'ʃəʊkeɪs witrażyna

¹³⁹ rejection rɪ'dʒekʃən odrzucenie

¹⁴⁰ to reflect sth tə rɪ'flekt 'samθɪŋ

odzwierciedlać coś

¹⁴¹ to restore balance tə rɪs'toː 'bæləns

przywrócić równowagę

¹⁴² relationship rɪ'leɪʃənʃɪp związek, relacja

¹⁴³ workforce 'wɜːkfoːs siła robocza

¹⁴⁴ society sə'saɪəti społeczeństwo

¹⁴⁵ considerably kən'sɪdərəbli w znaczący

sposób

¹⁴⁶ to be in safe hands tə biː ɪn seɪf hændz być

w dobrych rękach

Teenage Technology-related Stress

- Social media pressure¹: A Pew Research Center survey² found 46 percent of teenagers say social media sometimes makes them feel worse about their lives due to comparison and image pressure.
- Constant connectivity: About 95 percent of teens have access to a smartphone, and nearly half say they are online almost constantly.
- Sleep disruption³: Research⁴ shows over 70 percent of teenagers use screens in the hour before bed, which is linked to poorer sleep.
- Cyberbullying⁵: Studies suggest that around one in three teenagers has experienced cyberbullying, contributing to stress and anxiety⁶.
- Digital overload⁷: A UK Ofcom survey found more than half of teens feel they spend too much time online, and many struggle⁸ to switch off⁹.

¹ pressure 'preʃə presja

² survey 'sʊːveɪ sondaż, badanie

³ sleep disruption sliːp dɪs'rʌpʃən
zaburzenia snu

⁴ research rɪ'sɜːtʃ badanie

⁵ cyberbullying 'saɪbəbʊlɪŋ
cyberprzemoc

⁶ anxiety æŋ'zaɪəti niepokój

⁷ overload 'əʊvələʊd przeciążenie

⁸ to struggle tə 'strʌgl zmagać się

⁹ to switch off tə swɪtʃ ɒf wyłączyć się,
oderwać się

INFOBOX



Kiwis Take Flight

As you know, New Zealand's **indigenous**¹ bird is **flightless**², but thousands of human Kiwis are taking flight and leaving the country – why?

Jacinda Ardern **made** global **headlines**³ during her **time in office**⁴ for steering New Zealand through crises **ranging from** the Christchurch terror attack **to**⁵ the COVID-19 pandemic. Recently, though, the **former**⁶ leader has attracted attention for a different reason: she has joined a growing number of New Zealanders leaving the country. It is hardly a **vote of confidence**⁷.

Her decision to move with her family to Australia has become a symbolic example of what is being described as the “Kiwi **brain drain**”⁸ – the steady **departure**⁹ of **skilled**¹⁰ **workers**¹¹, professionals and **entrepreneurs**¹² from New Zealand to other countries, particularly Australia.

¹ indigenous *in'diʒɪnəs* miejscowy, rodzimy

² flightless *'flaɪtləs* niełot

³ to make headlines *tə meɪk 'hedlaɪnz* trafić na pierwsze strony gazet

⁴ time in office *taɪm ɪn 'ɒfɪs* urzędowanie

⁵ to range from X to Y *tə reɪndʒ frəm eks tə wai* obejmować od X do Y

⁶ former *'fɔːmə* był

⁷ vote of confidence *vəʊt ɒv 'kɒnfɪdəns* wotum zaufania, wyraz poparcia

⁸ brain drain *breɪn dreɪn* drenaż mózgow

⁹ departure *dɪ'pɑːtʃə* wyjazd

¹⁰ skilled *skɪld* wykwalifikowany

¹¹ worker *'wɜːkə* pracownik

¹² entrepreneur *ˌɒntrəprə'nɜː* przedsiębiorca

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A WORD WORTH REMEMBERING

to stall */tə stɔːl/*
utknąć w martwym punkcie

Record Departures

According to **government statistics**¹³, the number of people leaving New Zealand reached record levels **in recent years**¹⁴. **Long-term**¹⁵ departures climbed above 120,000 in the year to early 2025, the highest figure ever recorded. Of those, nearly 70,000 were New Zealand **citizens**¹⁶.

Other **estimates**¹⁷ suggest that **roughly**¹⁸ 200,000 New Zealanders have left the country in the past three years alone. More than half have moved to Australia, where around 670,000 New Zealand-born **residents**¹⁹ already live.

Given New Zealand's relatively small population, these numbers are **significant**²⁰. They are people **in the prime working-age group**²¹, including professionals in **healthcare**²², technology, **academia**²³ and the **skilled trades**²⁴. Workers aged 18-30 **account for**²⁵ a large **share**²⁶ of recent departures.

It begs the question²⁷, why are so many people leaving a country that consistently ranks among the safest and most **liveable**²⁸ places in the world?

The Paradox of Paradise

At first glance²⁹, New Zealand appears to have it all. It is similar in size to the UK, but with just five percent of the population, giving it a sense of space that many **densely populated**³⁰ nations lack. Much of the **landscape**³¹ is **rural**³², mountainous or coastal, and property outside the major cities can still appear relatively **affordable**³³ when compared with prices in London or the south-east of England. Combined with a mild **maritime climate**³⁴, clean air and easy access to beaches, forests and national parks, the country often ranks highly in international **quality-of-life**³⁵ **surveys**³⁶.

ON AVERAGE, SALARIES IN AUSTRALIA, THE UNITED STATES AND PARTS OF EUROPE ARE SIGNIFICANTLY HIGHER FOR COMPARABLE ROLES.

¹⁴ in recent years 'in 'ri:snt jɪz w ostatnich latach

¹⁵ long-term 'lɒŋtɜ:m długoterminowy

¹⁶ citizen 'sɪtɪzn obywatel

¹⁷ estimates 'estɪməts szacunki

¹⁸ roughly 'rʌfli: mniej więcej

¹⁹ resident 'rezɪdnt mieszkanec

²⁰ significant 'sɪɡ'nɪfɪkənt znaczny

²¹ in the prime working-age group 'ɪn ðə praɪm 'wɜ:kɪŋ eɪdʒ gru:p grupa w wieku produkcyjnym o najwyższej aktywności zawodowej, w sile wieku produkcyjnego

²² healthcare 'helθ keə(r) opieka zdrowotna

²³ academia ,æka'dɪ:mɪə środowisko akademickie

²⁴ skilled trades 'skɪld treɪdz wykwalifikowani pracownicy fizyczni, rzemieślnicy, fachowcy (np. elektrycy, hydraulicy, stolarze, spawacze)

²⁵ to account for sth tu ə'kaʊnt fə 'sʌmθɪŋ odpowiadać za coś

²⁶ share 'ʃeə tu: część, odsetek

²⁷ it begs the question ɪt begz ðə 'kwestʃən nasuwa się pytanie

²⁸ liveable 'lɪvəbl przyjazny do życia

²⁹ at first glance æt fɜ:st glɑ:ns na pierwszy rzut oka

³⁰ densely populated 'densli 'pɒpjələtɪd gęsto zaludniony

³¹ landscape 'lændskeɪp krajobraz

³² rural 'rʊərəl wiejski, rolniczy

³³ affordable ə'fɔ:dəbl przystępny cenowo

³⁴ maritime climate 'məɪntaɪm 'klaɪmət morski klimat

³⁵ quality-of-life ,kwɒləti əv 'laɪf jakość życia

³⁶ survey 'sʊ:veɪ badanie, sondaż

¹³ government statistics 'gʌvnmənt sta'tɪstɪks statystyki rządowe

For many outsiders, it represents an **en-viable**³⁷ lifestyle: a stable democracy with low crime, strong institutions and a culture that places a high value on **work-life balance**³⁸ and **outdoor living**³⁹. Ironically, it is precisely this image of New Zealand as a near-ideal place to live that makes the scale of the current **exodus**⁴⁰ all the more surprising.

However, beneath the **postcard image**⁴¹ lie structural **challenges**⁴² that help explain the emigration trend:

- Economic scale. New Zealand's small **domestic market**⁴³ limits the number of high-level **career opportunities**⁴⁴ available, particularly in specialised sectors. Ambitious professionals may find their career progression **stalls**⁴⁵ after a certain point. **Wages**⁴⁶ are another factor. On average, **salaries**⁴⁷ in Australia, the United States and parts of Europe are significantly higher for **comparable**⁴⁸ roles.
- Rising **living costs**⁴⁹. **Housing affordability**⁵⁰ in major cities such as Auckland and Wellington has been a **persistent issue**⁵¹ for years. Even though **property**⁵² prices have recently **cooled**⁵³ from pandemic highs, the cost of entering the housing market remains **daunting**⁵⁴ for many younger residents.
- Inflation and higher **interest rates**⁵⁵ have **added pressure to**⁵⁶ **household**⁵⁷ budgets. Combined with relatively **modest**⁵⁸ wage growth, this has encouraged workers to explore opportunities **overseas**⁵⁹ where their **income**⁶⁰ may **stretch further**⁶¹.
- Australia offers a far larger economy with higher average wages. The two countries share a **long-standing**⁶² travel **agreement**⁶³ that allows citizens to live and work in each other's territory with minimal bureaucracy. This makes Australia a natural **destination**⁶⁴ for New Zealanders seeking better opportunities. Many New Zealanders relocate to Australia, while **comparatively**⁶⁵ few Australians move **in the opposite direction**⁶⁶.

Current Shortages⁶⁷, Future Consequences

The loss of skilled professionals creates **ripple effects**⁶⁸ across the New Zealand economy.

- Healthcare is one sector feeling the **strain**⁶⁹. Hospitals and clinics face shortages of nurses, doctors and specialists, partly because trained **staff**⁷⁰ leave for higher salaries overseas.
- Universities and **research institutions**⁷¹ have similar **concerns**⁷². Funding **constraints**⁷³ and limited grant **opportunities**⁷⁴ make it difficult for scientists

³⁷ **enviable** 'enviəbl godny pozazdroszczenia

³⁸ **work-life balance** ,wɜ:k laɪf 'bæləns

równowaga między życiem zawodowym a prywatnym

³⁹ **outdoor living** 'aʊtɔ: 'lɪvɪŋ spędzanie czasu na świeżym powietrzu

⁴⁰ **exodus** 'eksədəs wyjazd, masowa emigracja, eksodus

⁴¹ **postcard image** 'pəʊstka:d 'ɪmɪdʒ pocztówkowy wizerunek

⁴² **challenge** 'tʃælɪndʒ wyzwanie

⁴³ **domestic market** də'stɛstɪk 'mɑ:kɪt krajowy rynek

⁴⁴ **career opportunities** kə'riə ,əpə'tju:nɪtɪz możliwości rozwoju kariery

⁴⁵ **to stall** tə stɔ:l tu: utknąć w martwym punkcie

⁴⁶ **wage** weɪdʒ płaca

⁴⁷ **salary** 'sæləri pensja, płaca

⁴⁸ **comparable** 'kɒmpərəbl porównywalny, podobny

⁴⁹ **living costs** 'lɪvɪŋ kɒsts koszty życia

⁵⁰ **housing affordability** 'haʊzɪŋ ə'fɔ:də'bɪlətɪ dostępność cenowa mieszkań

⁵¹ **persistent issue** pə'sɪstənt 'ɪʃu: tu: stały problem

⁵² **property** 'prɒpəti nieruchomość

⁵³ **to cool** tə ku:l tu: spaść

⁵⁴ **daunting** 'dɔ:ntɪŋ zniechęcający

⁵⁵ **interest rates** 'ɪntrest reɪts stopy procentowe

⁵⁶ **to add pressure to sth** tə æd 'preʃə tə 'sʌmθɪŋ dawać się czemuś we znaki, zwiększyć presję

⁵⁷ **household** 'haʊshəʊld gospodarstwo domowe

⁵⁸ **modest** 'mɒdɪst skromny

⁵⁹ **overseas** 'əʊvə'si:z za granicą

⁶⁰ **income** 'ɪnkʌm dochód

⁶¹ **to stretch further** tə streɪtʃ 'fɜ:ðə pozwalać na więcej, mieć większą siłę nabywczą

⁶² **long-standing** 'lɒŋ'stændɪŋ długotrwały

⁶³ **agreement** ə'grɪ:mənt porozumienie

⁶⁴ **destination** ,destɪ'neɪʃən cel

⁶⁵ **comparatively** kəm'pærətɪvli stosunkowo

⁶⁶ **in the opposite direction** ɪn ði: 'ɒpəzɪt dɪ'rekʃən w przeciwnym kierunku

⁶⁷ **shortage** 'ʃɔ:tɪdʒ niedobór

⁶⁸ **ripple effect** 'rɪpl rɪ'fekt efekt domina

⁶⁹ **strain** streɪn obciążenie

⁷⁰ **staff** sta:f kadra, personel

⁷¹ **research institution** rɪ'sɜ:tʃ ,ɪnstɪ'tju:ʃən instytucja badawcza

⁷² **concern** kən'sɜ:n tu: problem

⁷³ **constraint** kən'streɪnt ograniczenie

⁷⁴ **opportunity** ,əpə'tju:nəti możliwość

Brain Drain Demographics

- Population: about 5.3 million.
- Ageing society: around 17 percent of residents are aged 65 or over.
- Rapid growth of elderly population: the 65+ group is expected to exceed one million by 2028.
- Low **birth rate**¹: **fertility**² has fallen to around 1.6 births per woman, below **replacement level**³.
- Rising **dependency ratio**⁴: fewer working-age people supporting more **retirees**⁵.
- Currently, the working population is around 3.39 million (64 percent) and expected to fall to around 60 percent within 10 – 15 years.

¹ **birth rate** bɜ:θ reɪt współczynnik urodzeń

² **fertility** fɜ:'tɪlətɪ tu: wskaźnik dzietności

³ **replacement level** rɪ'pleɪsmənt 'levl poziom zastępowalności pokoleń

⁴ **dependency ratio** dɪ'pendənsɪ 'reɪʃɪəʊ współczynnik obciążenia demograficznego

⁵ **retiree** rɪ'taɪə'ri: emeryt

INFOBOX

IN A SMALL ECONOMY, EVEN MODEST CHANGES IN MIGRATION CAN HAVE DISPROPORTIONATE CONSEQUENCES.

to build competitive research programmes. Some academics choose to **pursue careers**⁷⁵ **abroad**⁷⁶ where funding levels are significantly higher.

- In construction and technology, companies often **struggle**⁷⁷ to recruit experienced workers and specialist **tradesmen**⁷⁸, leading to **delayed**⁷⁹ project **completion**⁸⁰.

Problematic as these skill shortages are, a bigger problem may lie ahead as fewer people are paying into the **social welfare funds**⁸¹ to **support**⁸² an increasingly **ageing**⁸³ **population**⁸⁴. (see Fact Box – The Brain Drain Demographics)

A Reversible⁸⁵ Trend?

Successive⁸⁶ New Zealand governments have attempted to **address the problem**⁸⁷, though with mixed results. One approach has been to **attract**⁸⁸ skilled immigrants from abroad to fill labour shortages. **Immigration policies**⁸⁹ have been **adjusted to**⁹⁰ make it easier for qualified workers and investors to **obtain**⁹¹ **residency**⁹². However, critics argue that these policies address the symptoms rather than the **root causes**⁹³ of the brain drain. Simply replacing departing workers with immigrants may help businesses **in the short term**⁹⁴, but it does not necessarily **solve**⁹⁵ **underlying**⁹⁶ issues such as **wage competitiveness**⁹⁷ or **limited**⁹⁸ **career pathways**⁹⁹.

Some economists believe the trend could **eventually**¹⁰⁰ stabilise. Migration **patterns**¹⁰¹ tend to **fluctuate**¹⁰² with economic

Jacinda Ardern



cycles. If Australia's economy slows while New Zealand's **improves**¹⁰³, the **flow**¹⁰⁴ of workers could **reverse**¹⁰⁵.

A more optimistic **outlook**¹⁰⁶ is that many **expatriate**¹⁰⁷ New Zealanders may return later in their careers, bringing with them international experience and capital. Returning migrants have historically played an important role in the country's business ecosystem.

⁷⁵ to pursue careers *tə pə'sju: kə'riəz* rozwijać kariery

⁷⁶ abroad *ə'brɔ:d* za granicą

⁷⁷ to struggle *tə 'strʌgl* borykać się, zмагаć się

⁷⁸ tradesman *'treɪdzmən* *tu:* wykwalifikowany pracownik; rzemieślnik

⁷⁹ delayed *dɪ'leɪd* opóźniony

⁸⁰ completion *kəm'pli:ʃən* ukończenie

⁸¹ social welfare funds *'səʊʃəl 'welfeə fʌndz* fundusze ubezpieczeń społecznych

⁸² to support *tə sə'pɔ:t* utrzymywać

⁸³ ageing *'eɪdʒɪŋ* starzejący się

⁸⁴ population *ˌpɒpjʊ'leɪʃən* populacja, społeczeństwo

⁸⁵ reversible *rɪ'vɜ:səbl* odwracalny

⁸⁶ successive *sək'sesɪv* kolejny

⁸⁷ to address the problem *tə ə'dres ðə 'prɒbləm* zająć się problemem

⁸⁸ to attract *tə ə'trækt* przyciągać

⁸⁹ immigration policies *ˌɪmɪ'greɪʃən 'pɒlɪsɪz* przepisy migracyjne

⁹⁰ adjusted to sth *ə'dʒʌstɪd tə 'sʌmθɪŋ* dostosowany do czegoś

⁹¹ to obtain sth *tə əb'teɪn 'sʌmθɪŋ* uzyskiwać, otrzymywać coś

⁹² residency *'rezɪdənsɪ* prawo stałego pobytu

⁹³ root cause *ru:t kɔ:z* podstawowa przyczyna

⁹⁴ in the short term *ɪn ðə ʃɔ:t tɜ:m* na krótką metę

⁹⁵ to solve sth *tə solv 'sʌmθɪŋ* rozwiązywać coś

⁹⁶ underlying *ˌʌndə'laɪɪŋ* zasadniczy

⁹⁷ wage competitiveness *weɪdʒ kəm'petɪtɪvnes* konkurencyjność płac

⁹⁸ limited *'lɪmɪtɪd* ograniczony

⁹⁹ career pathways *kə'riə 'pa:θweɪz* ścieżki kariery

¹⁰⁰ eventually *ɪ'ventʃəli* w końcu, ostatecznie

¹⁰¹ pattern *'pætən* wzorzec

¹⁰² to fluctuate *tə 'flʌktʃueɪt* wahać się, podlegać zmianom

¹⁰³ to improve *tə ɪm'pru:v* polepszyć się

¹⁰⁴ flow *fliə* przepływ

¹⁰⁵ to reverse *tə rɪ'vɜ:s* odwracać się, zmieniać się

¹⁰⁶ outlook *ˈaʊtlʊk* *tu:* perspektywa

¹⁰⁷ expatriate *eks'pætriət* ekspatriant

¹⁰⁸ disproportionate *ˌdɪsprə'pɔ:ʃnət* niewspółmierny

¹⁰⁹ to impact sth *tə ɪmpækt 'sʌmθɪŋ* wpływać na coś



Yet the challenge remains significant. In a small economy, even modest changes in migration can have **disproportionate**¹⁰⁸ consequences, **impacting**¹⁰⁹ every aspect of the economy and **social structure**¹¹⁰.

It is a **Catch-22**¹¹¹. **Retaining**¹¹² talent will require stronger productivity growth, better-paid jobs, more affordable housing and a business environment **capable of**¹¹³ supporting ambitious careers. With a **depleted**¹¹⁴ **workforce**¹¹⁵ and reduced government funds, it will be difficult to **attain**¹¹⁶. While it will be a **hard pill** for some to **swallow**¹¹⁷, encouraging immigration and attracting **foreign direct investment**¹¹⁸ (FDI) may be the only way to **reboot**¹¹⁹ the economy and attract and retain New Zealanders. Or maybe, **given**¹²⁰ the country's **remote location**¹²¹, it will have to resign itself to never being an economic **powerhouse**¹²², but an exotic travel location, or a **retirement home**¹²³ for returning Kiwis.

¹¹⁰ **social structure** 'səʊʃəl 'strʌktʃə struktura społeczna

¹¹¹ **Catch-22** ,kætf 'twenti 'tu: sytuacja bez wyjścia, błędne koło

¹¹² **to retain sb** tə ri'tein 'sambədi zatrzymywać kogoś

¹¹³ **capable of sth** 'keɪpəbl ɒv 'sʌməθɪŋ zdolny do czegoś

¹¹⁴ **depleted** drɪ'pli:tɪd uszczuplony

¹¹⁵ **workforce** 'wɜ:kfɔ:s siła robocza

¹¹⁶ **to attain sth** tə ə'tein 'sʌməθɪŋ osiągać coś

¹¹⁷ **hard pill to swallow** hɑ:d pil tə 'swɒləʊ coś trudnego do zaakceptowania, coś z czym się trudno pogodzić

¹¹⁸ **foreign direct investment** 'fɒrɪn dɪ'rekt ɪn'vestmənt bezpośrednie inwestycje zagraniczne

¹¹⁹ **to reboot sth** tə ,ri:'bu:t 'sʌməθɪŋ ponownie coś uruchomić, rozruszać

¹²⁰ **given X** 'gɪvən eks zważywszy na X

¹²¹ **remote location** rɪ'məʊt læʊ'keɪʃən odległe położenie

¹²² **powerhouse** 'paʊəhaʊs potęga

¹²³ **retirement home** rɪ'taɪəmənt hæʊm dom spokojnej starości



MAKE THE CONNECTIONS

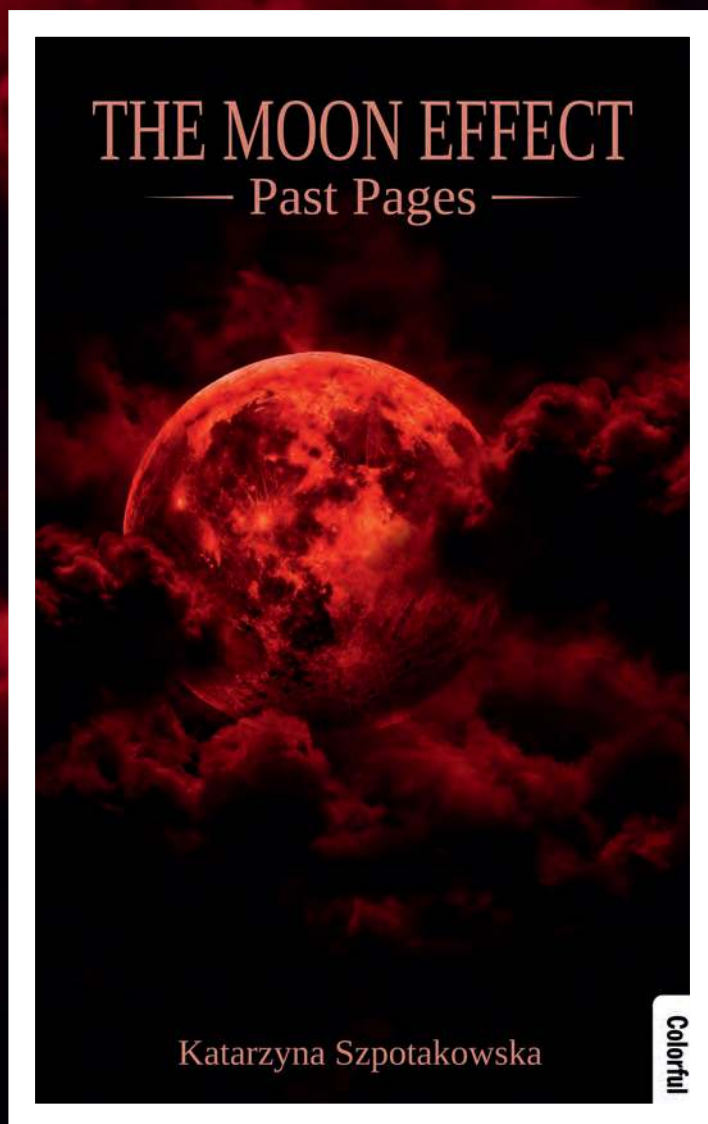
Choose the correct option from the brackets to complete each sentence.

- Record numbers of skilled workers are leaving New Zealand, which is widely seen as a major [because of / lack of / result in] confidence in the domestic economy.
- Ambitious professionals often find that their career progression [stalls / triggers / stems from] after a certain point due to the small size of the domestic market.
- Salaries in Australia and the US are significantly higher, [because / consequently / owing to], many New Zealand healthcare and tech workers choose to relocate.
- Rising living costs and high interest rates have [led to / resulted from / furthermore] added pressure on household budgets, making overseas opportunities more attractive.
- Hospitals and clinics are currently feeling the strain [due to / so that / thereby] acute shortages of nurses, doctors, and specialists who have moved abroad.
- Funding constraints in universities make it difficult to build research programmes, [since / as a result of / thus] driving some academics to pursue careers abroad.
- Specialist trade shortages in construction and technology frequently [result from / account for / result in] delayed project completions.
- A shrinking working-age population means fewer people are paying into social welfare funds, [thereby / because / stems from] posing a serious problem for an ageing society.

BEM TEST

Answers: 1. lack of, 2. stalls, 3. consequently, 4. led to, 5. due to, 6. thus, 7. result in, 8. thereby





KUP TERAZ

You will never guess how this thrilling story ends!

The Moon Effect is a gripping novel that blends romance, music, and globe-spanning adventure with a touch of mystery and fate's unpredictable twists. This action-packed tale introduces vampires unlike any you've encountered before entwined with humans who possess extraordinary mental abilities.

Step aboard a streetcar named adventure and meet an unforgettable cast of characters:

- Desiree Burns – a prodigy novelist destined for more than literary fame.
- Percy Prince – charming, confident, and dangerously easy to fall for.
- Drakhe – a ruthless vampire devoid of mercy... or perhaps even a soul.

- Cornelius Andersen – a German singer with a voice so powerful it could tempt the devil himself.
- Ariel – the one whose existence must remain a secret at all costs.
- Hagen – a vampire who means well, yet somehow makes everything worse.

As passions ignite and loyalties are tested, the stakes rise higher than ever – threatening not only broken hearts but the very future of humankind.

Don't hesitate. Surrender to the pull of *The Moon Effect*... and let yourself be swept away.

Colorful

Equinor: Norway's Biggest Business

The largest company in Norway by **revenue**¹ is the energy **provider**² Equinor, previously known as Statoil. Having started off as the Norwegian **state**³ oil and gas company, it has now **branched**⁴ into **renewables**⁵. **Jonathan Moore** explores this global energy giant.

¹ revenue 'revənju: przychody

² provider prə'vaɪdə dostawca

³ state steɪt państwowy

⁴ to branch tə brɑ:ntʃ rozwinąć działalność

⁵ renewables rɪ'nju:əblz odnawialne źródła energii

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Aerial photo of Snorre B

A WORD WORTH REMEMBERING

public limited
company
/'pʌblɪk 'lɪmɪtɪd
'kʌmpəni/
spółka akcyjna

The Beginnings

In 1969, the discovery of **crude oil**⁶ and natural gas under the North Sea **marked the dawning**⁷ of a new industrial age for Norway, bringing unprecedented **affluence**⁸ over the following decades. 1972 saw the **establishment**⁹ of two **pivotal**¹⁰ organisations: the Norwegian Petroleum Directorate (NPD), which would manage oil resources, and Statoil, a state-owned company created to keep the precious **black gold**¹¹ firmly under **government**¹² control.

The Statfjord and Gullfaks Oil Fields¹³

Two years after Statoil was established, the **extensive**¹⁴ Statfjord field was discovered in the North Sea, with Statoil beginning its production in 1979. Located between Sogn Fjord on the west coast of Norway and Scotland's Shetland Archipelago, it is shared by Norway and the United Kingdom. In 1981, Statoil became the first Norwegian firm to be **appointed**¹⁵ as operator of an oil field – the Gullfaks field, just south of the Statfjord field.

Renaming and Rebranding

In 2007, following a **merger**¹⁶ between Statoil and the oil and gas division of another Norwegian industrial giant, the Norsk Hydro Company, Statoil became Statoil Hydro. Two years later, it was renamed Statoil ASA. In 2018, it took another new name: Equinor ASA, reflecting its proposed **transition**¹⁷ from grey to **green energy**¹⁸. The company has always **been headquartered**¹⁹ in Stavanger in southwestern Norway, the country's oil **capital**²⁰.

Today, Equinor remains mostly state-owned, with approx. 25,000 employees, and it is active in more than 30 different countries. It is Norway's biggest operator of oil and gas **extraction facilities**²¹ and Europe's second largest gas **supplier**²². Statistics published on TheEnergyYear.



com **indicate**²³ that it **accounts for**²⁴ approx. 20 percent of both the EU and UK's gas supplies.

The Biggest By Far

Accordingly, it ranks as Norway's most valuable company **by far**²⁵. According to

⁶ crude oil kru:d ɔɪ ropa naftowa

⁷ to mark the dawning tə mɑ:k ðə 'dɔ:nɪŋ
oznaczac początek

⁸ affluence 'æflʊəns dobrobyt

⁹ establishment ɪs'tæblɪʃmənt utworzenie

¹⁰ pivotal 'pɪvətl kluczowy

¹¹ black gold blæk gəʊld czarne złoto, ropa
naftowa

¹² government 'gʌvnmənt rząd

¹³ oil field ɔɪ fi:ld pole naftowe

¹⁴ extensive ɪks'tensɪv rozległy

¹⁵ appointed ə'pɔɪntɪd ustanowiony

¹⁶ merger 'mɜ:dʒə połączenie, fuzja

¹⁷ transition træn'sɪʒən przejście

¹⁸ green energy grɪ:n 'enədʒɪ zielona energia,
energia ze źródeł odnawialnych

¹⁹ to be headquartered tə bi ,hed'kwɔ:təd mieć
siedzibę

²⁰ capital 'kæpɪtl stolica

²¹ extraction facility ɪks'trækʃən fə'sɪlətɪ zakład
wydobywczy

²² supplier sə'plaɪə dostawca

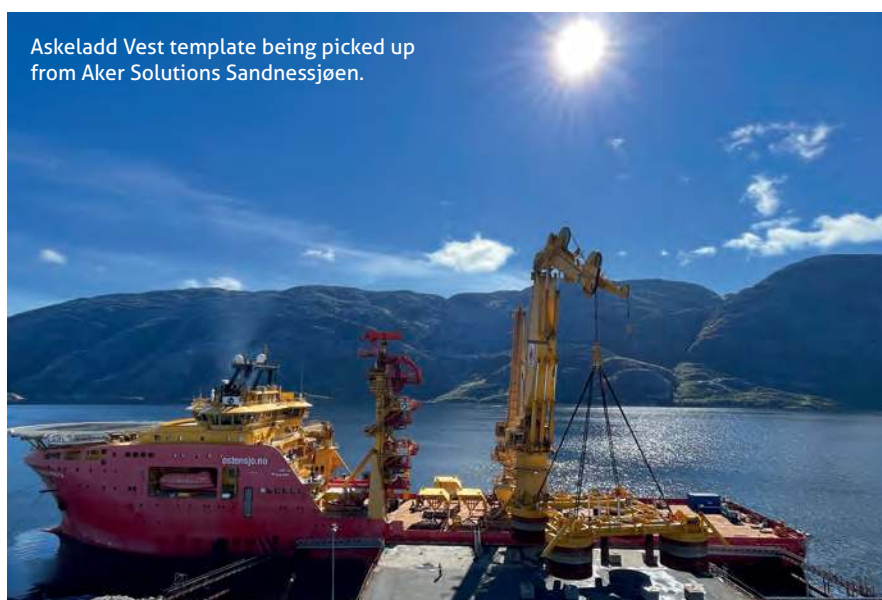
²³ to indicate tə 'ɪndɪkeɪt wskazywać

²⁴ to account for sth tə ə'kaʊnt fə 'sʌmθɪŋ
odpowiadać za coś

²⁵ by far baɪ fɑ: zdecydowanie



Eco Liberty attaching walk to work system to a foundation on the Empire Wind project.



Askeladd Vest template being picked up from Aker Solutions Sandnessjøen.

the company's annual report for 2025, its current **turnover**²⁶ is around USD 106.462 bln.

Oil and Gas in Norway

Equinor accounts for as much as 70 percent of oil and gas production in Norway, the world's twelfth largest oil producer and ninth biggest natural gas producer. It operates in several oil and gas fields, mostly in the North Sea but also in the Norwegian Sea and even the Arctic Ocean. These include the Johan Castberg and Askeladd West fields in the Barents Sea – where oil production **commenced**²⁷ in 2025 – as well as the Snøhvit (Snow White) gas and **condensate**²⁸ field north-west of Hammerfest in the Far North of Norway. The nearby island of Melkøya is home to Equinor's Hammerfest LNG (**Liquefied Natural Gas**²⁹) Terminal.

Further Afield³⁰

Equinor also operates oil and gas fields in many other countries. The Bacalhau field in the Santos Basin near Sao Paulo in Brazil, the world's largest oil and gas field outside Norway, produced its first oil towards the end of 2025. The Raia natural gas project in the Campos Basin east of Rio de Janeiro is expected to **come on stream**³¹ in 2028. By 2030, Equinor expects to have invested over USD 25 bln in Brazil alone.

²⁶ turnover 'tʃ:ŋ,əʊvə obrót

²⁷ to commence tə kə'mens rozpoczynąć się

²⁸ condensate 'kɒndənsət kondensat gazowy (lekka ropa naftowa wydzielająca się przy wydobyciu gazu)

²⁹ liquefied natural gas 'lɪkwɪfaɪd 'nætʃrəl gæs skroplony gaz ziemny

³⁰ further afield 'fɜ:ðər ə'fi:l dalej

³¹ to come on stream tə kəm on stri:m rozpocząć produkcję

³² commitment to sth kə'mɪtmənt tə



Johan Castberg leaving Aker Solutions.

Commitment to³² Decarbonisation³³

Although oil and gas still remain Equinor's **core business**³⁴, it is also becoming increasingly active in the renewable energy sector, aiming to achieve **net-zero emissions**³⁵ by 2050. The Northern Lights **cross-border**³⁶ CO₂ transport and **storage facility**³⁷ at Øygarden near Bergen – the first of its kind in the world – is a major step towards decarbonisation. The project involves co-operation between Equinor, Shell and TotalEnergies. The **initial**³⁸ **volumes**³⁹ of CO₂ were successfully stored in the facility in August 2025.

According to TheEnergyYear.com, Equinor aims to have invested over USD 23 bln in the production of renewable energy and low-carbon **solutions**⁴⁰ between 2021 and 2030. By the end of the decade,

it also intends to increase its **renewable capacity**⁴¹ to 12-16 GW.

Operations in Poland

Statoil entered the Polish energy market in 1991. Today, Equinor has offices in Warsaw and Gdańsk. In 2018 and 2019, the company began to **make its mark**⁴² on Polish green energy by signing **agreements**⁴³ with Polenergia, Poland's largest private energy group. This gave the Norwegian concern a 50 percent **stake**⁴⁴ in three **offshore wind farm**⁴⁵ **development projects**⁴⁶ 27, 40 and 80 km from the port

'sɒmθɪŋ zobowiązanie się do czegoś,
zaangażowanie się w coś

³³ **decarbonisation** ,diːˌkɑːbənaɪˈzeɪʃn
dekarbonizacja

³⁴ **core business** ˌkɔːˈbɪznəs podstawowa
działalność

³⁵ **net-zero emissions** ˌnetˈziːəroʊ iˈmɪʃənz
neutralność węglowa

³⁶ **cross-border** ˈkros bɔːdə(r) transgraniczny

³⁷ **storage facility** ˈstɔːrɪdʒ fəˈsɪləti miejsce
składowania

³⁸ **initial** iˈnɪʃəl początkowy

³⁹ **volume** ˈvɒljəm tu: ilość

⁴⁰ **solution** səˈluːʃən rozwiązanie

⁴¹ **renewable capacity** rɪˈnjuːəbl kəˈpæsəti moc
odnawialna

⁴² **to make its mark** tə merk its mɑːk zaznaczyć
swoją obecność

⁴³ **agreement** əˈɡriːmənt umowa, porozumienie

⁴⁴ **stake** steɪk udział

⁴⁵ **offshore wind farm** ˈɒfʃɔː wɪnd fɑːm morska
farma wiatrowa

⁴⁶ **development project** dɪˈveləpmənt ˈprɒdʒekt
projekt inwestycyjny

⁴⁷ **noteworthy** ˈneɪt,wɜːði godny uwagi

of Łeba: MFW Bałtyk I, II and III. When completed, these projects combined are expected to generate 3 GW of electricity – enough to power over four million homes.

The World's Biggest Wind Energy Project

One of Equinor's most **noteworthy**⁴⁷ projects is the Dogger Bank Wind Farm, around 130 km off the Yorkshire Coast in the North of England. This is a **joint venture**⁴⁸ between Equinor, the SSE Group of Perth in Scotland and the Stavanger-based offshore wind energy company Vårgrønn. Equinor and SSE are responsible for 40 percent of project development and construction each, with Vårgrønn accounting for the **remaining**⁴⁹ 20 percent. Once the wind farm is completed in 2026, it will be operated by Equinor.

Powering New York

Equinor is also **in charge of**⁵⁰ the Empire Wind project, building an offshore wind farm 24-48 km southeast of Long Island in New York State. The Empire Wind 1 project involves **redeveloping**⁵¹ the South

Brooklyn Marine Terminal (SBMT) and will be the first ever offshore wind project to **plug directly into**⁵² New York City's **power grid**⁵³. It should **go live**⁵⁴ **towards the end of**⁵⁵ 2026, delivering approximately 810 MW of electricity to half a million **households**⁵⁶.

Energy for People, Progress⁵⁷ for Society⁵⁸

As Norway's leading company by turnover, Equinor certainly seems to **have a bright future ahead**⁵⁹ of it. With its **stranglehold**⁶⁰ on the lucrative Norwegian oil and gas market and growing **influence on**⁶¹ the global renewable energy scene, the company is **poised to**⁶² continue producing energy for people and bringing progress for society for a long, long time to come.

⁴⁸ **joint venture** dʒɔɪnt 'ventʃə wspólnie przedsięwzięcie, spółka z kapitałem mieszanym, spółka typu joint venture

⁴⁹ **remaining** rɪ'meɪnɪŋ pozostały

⁵⁰ **to be in charge of sth** tə bi: ɪn tʃɑ:dʒ əv 'sʌmθɪŋ być odpowiedzialnym za coś

⁵¹ **to redevelop** tə ,ri:di'veləp przebudować, zmodernizować

Fact File

The Norwegian **abbreviation**¹ ASA – as in Equinor ASA – stands for Allmennaksjeselskap (**Public Limited Company**²) but most Norwegian companies are classified as AS companies (Aksjeselskap (**Limited Companies**³). The difference is that an ASA is **listed on the stock exchange**⁴ and requires a minimum of a million Norwegian kroner of **share capital**⁵, while an AS requires just 30,000.

¹ **abbreviation** ə,bri:'vi'eɪʃən skrót

² **public limited company** 'pʌblɪk 'lɪmɪtɪd 'kʌmpəni spółka akcyjna

³ **limited company** 'lɪmɪtɪd 'kʌmpəni spółka z ograniczoną odpowiedzialnością

⁴ **listed on the stock exchange** 'lɪstɪd ɒn ðə stɒk ɪks'tʃeɪndʒ notowany na giełdzie

⁵ **share capital** ʃeə 'kæpɪtl kapitał zakładowy

INFOBOX

⁵² **to plug into sth** tə plʌg 'ɪntə 'sʌmθɪŋ podłączyć się do czegoś

⁵³ **power grid** 'paʊə grɪd sieć energetyczna

⁵⁴ **to go live** tə gəʊ laɪv zacząć działać

⁵⁵ **towards the end of sth** tə'wɔ:dz ði: end əv 'sʌmθɪŋ pod koniec czegoś

⁵⁶ **household** 'haʊshəʊld gospodarstwo domowe

⁵⁷ **progress** 'prɒɡres postęp

⁵⁸ **society** sə'saɪəti społeczeństwo

⁵⁹ **to have a bright future ahead** tə hæv ə braɪt 'fju:tʃə ə'hed mieć świetlaną przyszłość

⁶⁰ **stranglehold** 'stræŋɡlɪhəʊld żelazny uścisk

⁶¹ **influence on something** 'ɪnfluəns ɒn 'sʌmθɪŋ wpływ

⁶² **to be poised to do sth** tə bi: pɔɪzd tə du: 'sʌmθɪŋ być gotowym do czegoś



Gullfaks C

Future: Will AI¹ End Incurable Diseases²?

The term “incurable disease” still sends a shudder down the spine³, but now, maybe, AI provides hope that it could soon be a thing of the past⁴.

Incurable diseases highlight the limits of medicine and the boundaries⁵ of human understanding⁶. Cancer⁷, Alzheimer's, Parkinson's and rare⁸ genetic disorders⁹ have long resisted even the most determined scientific efforts¹⁰. Yet that sense of inevitability¹¹ is now being challenged, not by a single breakthrough¹², but by a new approach using Artificial Intelligence. We have already moved on from asking whether AI can assist medicine to how quickly it could help cure all illnesses¹³.

Progress So Far: From Detection¹⁴ to Early Intervention

In recent years¹⁵, AI has demonstrated remarkable¹⁶ diagnostic capabilities¹⁷. Algorithms trained on vast¹⁸ datasets¹⁹ of medical images can now detect cancers, eye diseases, and cardiovascular²⁰ risks with accuracy²¹ comparable to, and sometimes exceeding²², that of experienced clinicians. In infectious diseases²³, machine learning²⁴ models can identify bacterial strains²⁵ and predict²⁶ antibiotic resistance

nieuleczalna choroba

³ to send a shudder down the spine *tə send ə 'ʃʌdə daʊn ðə spine* **sprawiać, że ciarki chodzą po plecach**

⁴ to be a thing of the past *tə bi: ə θɪŋ ɒv ðə pɑ:st* **stać się przżytkiem**

⁵ boundaries *'baʊndəriz* **granice**

⁶ human understanding *'hju:mən ,ʌndə'stændɪŋ* **ludzki rozum, ludzkie pojmowanie**

⁷ cancer *'kænsə* **rak**

⁸ rare *reə* **rzadki**

⁹ disorder *dɪs'ɔ:də* **tu: choroba**

¹⁰ scientific efforts *ˌsaɪən'tɪfɪk 'efəts* **wysiłki naukowe**

¹¹ inevitability *ɪn,evɪtə'bɪləti* **nieuchronność**

¹² breakthrough *'breɪk'θru:* **przełom**

¹³ illness *'ɪlnəs* **choroba**

¹⁴ detection *dɪ'tekʃən* **wykrywanie**

¹⁵ in recent years *ɪn 'ri:snt jɪəz* **w ostatnich latach**

¹⁶ remarkable *rɪ'mɑ:kəbl* **godny uwagi**

¹⁷ capability *ˌkeɪpə'bɪləti* **zdolność**

¹⁸ vast *vɑ:st* **ogromny**

¹⁹ dataset *'deɪtəset* **zbiór danych**

²⁰ cardiovascular *ˌkɑ:diəʊ'væskjələ(r)* **sercowo-naczyniowy, krążeniowy**

²¹ accuracy *'ækjʊərəsi* **dokładność**

²² to exceed *tə ɪk'si:d* **przewyższyć**

²³ infectious disease *ɪn'fekʃəs 'dɪzɪz* **choroba zakaźna**

²⁴ machine learning *mə'ʃi:n 'lɜ:nɪŋ* **uczenie maszynowe**

²⁵ bacterial strain *bæk'tɪəriəl streɪn* **szczep bakterii**

²⁶ to predict *tə prɪ'dɪkt* **przewidywać**

¹ AI = artificial intelligence *ˌeɪ 'aɪ ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns* **sztuczna inteligencja**

² incurable disease *ɪn'kjʊərəbl dɪ'zi:z*

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A WORD WORTH REMEMBERING

hype /haɪp/
szum medialny

patterns²⁷ in a fraction²⁸ of the time required by traditional laboratory methods.

In neurodegenerative conditions²⁹ such as Parkinson's disease, AI is being used to identify subtle early symptoms³⁰, such as changes in voice, movement, or handwriting³¹, that might otherwise go unnoticed³² until the disease has significantly³³ progressed. This shift towards earlier detection is critical: the earlier a disease is identified, the greater the chance of slowing, stopping, or potentially reversing³⁴ it.

AI is also improving clinical decision-making³⁵. By analysing patient histories, genetic data, and treatment outcomes³⁶, systems can suggest more effective treatment pathways³⁷. In oncology, this is helping doctors match patients with³⁸ therapies that are more likely to work for their specific cancer profile.

These advances³⁹ mark a clear transition⁴⁰ from reactive medicine to proactive, data-driven⁴¹ care.

Where AI Is Pushing Boundaries

The more ambitious goal is to cure⁴² rather than manage⁴³. Here, AI is beginning to reshape⁴⁴ the most complex areas of medicine:

- Drug discovery at unprecedented speed⁴⁵ – AI can screen⁴⁶ millions of molecular combinations in silico⁴⁷ (See Explainer), identifying promising drug candidates in weeks rather than years.
- Protein structure prediction⁴⁸ – understanding how proteins fold⁴⁹ and behave has long been a bottleneck⁵⁰ in biology. AI models are now solving⁵¹ structures that previously took years to decode, unlocking⁵² new therapeutic targets.
- Personalised medicine – treatments tailored⁵³ to an individual's genetic and biological profile could dramatically improve outcomes, particularly in complex diseases like cancer.
- Gene editing⁵⁴ optimisation – AI enhances⁵⁵ the precision of technologies such as CRISPR⁵⁶ (Clustered Regularly

Interspaced Short Palindromic Repeats – a gene-editing 'find and replace' tool), helping scientists target faulty⁵⁷ genes more safely and effectively.

- Early disease modelling – digital simulations of disease progression allow researchers⁵⁸ to test interventions virtually before moving to human trials⁵⁹.

It should be added⁶⁰ that this is not pie in the sky⁶¹ or PR⁶² hype⁶³. As we speak, organisations are using AI in medical diagnosis and treatment (See AI Interventions).

Together, these developments⁶⁴ are not just accelerating⁶⁵ existing processes but enabling⁶⁶ entirely new treatment approaches.

Which Conditions Are Most Likely to Be 'Cured'?

The idea that AI could eliminate incurable diseases within a decade, as suggested by Demis Hassabis, CEO of Google DeepMind, is bold⁶⁷, but not without

²⁷ resistance pattern 'rɪ'zɪstəns 'pætn wzór lekooporności

²⁸ fraction 'frækʃən ułamek

²⁹ neurodegenerative condition ,nɪʊəʤərətɪv dʒenərətɪv kən'dɪʃən choroba neurodegeneracyjna

³⁰ early symptoms 'ɜ:lɪ 'sɪmptəmz wczesne objawy

³¹ handwriting 'hænd,rʌɪtɪŋ charakter pisma

³² to go unnoticed tə ɡəʊ 'ʌn'nəʊtɪst pozostać niezauważonym

³³ significantly 'sɪɡ'nɪfɪkəntli znacząco

³⁴ to reverse tə rɪ'vɜ:s odwracać

³⁵ decision-making dɪ'sɪʒn meɪkɪŋ proces podejmowania decyzji

³⁶ treatment outcomes 'tri:tmənt 'aʊtkʌmz wyniki leczenia

³⁷ pathway 'pɑ:θweɪ ścieżka, tu też: sposób

³⁸ to match sb with sth tə mætʃ 'sʌmbədɪ tə 'sʌmθɪŋ dopasowywać kogoś do czegoś

³⁹ advance əd'vɑ:ns postęp

⁴⁰ transition træn'sɪʃən przejście

⁴¹ data-driven 'dɜ:tə drɪvn oparty na danych

⁴² to cure tə kjʊə wyleczyć

⁴³ to manage tə 'mænɪʒ tu: kontrolować chorobę; łagodzić chorobę

WE HAVE ALREADY MOVED ON FROM ASKING WHETHER AI CAN ASSIST MEDICINE TO HOW QUICKLY IT COULD HELP CURE ALL ILLNESSES.

⁴⁴ to reshape tə 'ri:'ʃeɪp przekształcać

⁴⁵ at unprecedented speed æt ʌn'presɪdəntɪd spi:d z niespotykaną szybkością

⁴⁶ to screen tə skri:n tu: przebadac, poddawac analizie przesiewowej

⁴⁷ in silico ɪn 'sɪlɪkəʊ in silico, przeprowadzony za pomoca symulacji komputerowych

⁴⁸ protein structure prediction 'prəʊti:n 'strʌktʃə prɪ'dɪkʃən przewidywanie struktury bialek

⁴⁹ to fold tə fəʊld zwijac, fałdowac

⁵⁰ bottleneck 'bɒtlnek tu: problem, przeszkoda

⁵¹ to solve tə solv rozwiazywac

⁵² to unlock tə ʌn'lɒk odblokowywac, otwierac

⁵³ tailored 'teɪləd dopasowany

⁵⁴ gene editing dʒi:n 'edɪtɪŋ edycja genomu

⁵⁵ to enhance tə ɪn'hɑ:ns poprawiac

⁵⁶ CRISPR = Clustered Regularly Interspaced Short Palindromic Repeats 'krɪspər='klʌstəd 'regjʊləɪ 'ɪntə'speɪst ʃɔ:t pælɪndrɒmɪk rɪ'pi:t zgrupowane regularnie rozstawione krótkie powtórzenia palindromiczne, system obrony organizmów prokariotycznych przed egzogennymi elementami genetycznymi

⁵⁷ faulty 'fɔ:ltɪ wadliwy

⁵⁸ researcher rɪ'sɜ:tʃə naukowiec, badacz

⁵⁹ human trials 'hju:mən 'traɪəlz testy na ludziach

⁶⁰ it should be added ɪt ʃəd bi: 'ædɪd nalezy dodac

⁶¹ pie in the sky paɪ ɪn ðə skaɪ gruszki na wierzbie

⁶² PR = public relations ,pi: 'ɑ:(r)='pʌblɪk rɪ'leɪʃənz pijarowy

⁶³ hype haɪp szum medialny

⁶⁴ development dɪ'veləpmənt postęp

⁶⁵ to accelerate tə ək'seləreɪt przyspieszac

⁶⁶ to enable tə ɪn'eɪbl umożliwiac

foundation⁶⁸. However, progress will vary⁶⁹ significantly depending on the disease.

Most likely in the near term:

- Certain cancers – those with well-understood genetic drivers⁷⁰. Targeted therapies⁷¹ and immunotherapies, guided by AI, are already producing dramatic results⁷².
- Rare genetic disorders – conditions caused by single gene mutations are strong candidates for cure through AI-enhanced gene editing.
- Infectious diseases – AI-driven drug discovery and vaccine⁷³ development could outpace⁷⁴ evolving pathogens, reducing or eliminating some diseases.

Moderate⁷⁵ likelihood⁷⁶:

- Parkinson's disease – Early detection combined with targeted therapies could significantly slow or halt⁷⁷ progression, though a full cure remains challenging⁷⁸.
- Autoimmune diseases⁷⁹ – AI may help unravel⁸⁰ complex immune system interactions, leading to more effective and possibly curative⁸¹ treatments.

Less likely in the short term:

- Alzheimer's disease – the brain's complexity and the multifactorial⁸² nature of the disease make it one of the toughest challenges, though progress is accelerating.
- Complex chronic conditions – diseases influenced⁸³ heavily by lifestyle⁸⁴ and environmental factors⁸⁵ (e.g. type 2 diabetes⁸⁶) may be better managed than fully cured.

Complexity⁸⁷: The AI Advantage

At the heart of incurable diseases lies complexity. Many conditions derive from⁸⁸ a combination of genetic, environmental and lifestyle factors. Traditional research methods often struggle⁸⁹ to cope with⁹⁰ this level of interconnection⁹¹.

AI, by contrast, thrives with⁹² such problems. It can analyse vast datasets – genomic sequences⁹³, imaging⁹⁴ data, clinical records, and identify patterns invisible to

Explainer – In silico

In silico means performed by computer simulation rather than in the real world. It is modelled on two older Latin expressions:

TERM	MEANING	EXAMPLE
in vivo	in a living organism	testing a drug in humans or animals
in vitro	in glass (test tube)	experiments in a laboratory dish ¹
in silico	in silicon (computer chips)	simulations using AI or software ²

¹ laboratory dish ˈlæbərətəri dɪʃ naczynie laboratoryjne, szalka laboratoryjna

² software ˈsɒftweə(r) oprogramowanie

INFOBOX

human researchers. This ability to integrate and interpret diverse⁹⁵ and huge data sources is key to unlocking new treatments.

Barriers Between Breakthrough and Reality

Despite rapid progress, several hurdles⁹⁶ must be overcome⁹⁷ before AI-supported medicine can be fully implemented. For

⁶⁷ bold bəʊld odważny, śmiały

⁶⁸ foundation faʊn'deɪʃən podstawa

⁶⁹ to vary tə'veəri różnić się

⁷⁰ driver 'draɪvə czynnik

⁷¹ targeted therapy 'tɑːɡɪtɪd 'θerəpi terapia celowana

⁷² dramatic results drə'mætɪk rɪ'zʌltz spektakularne rezultaty

⁷³ vaccine 'væksɪn szczepionka

⁷⁴ to outpace tə'aʊt'peɪs pozostawić w tyle

⁷⁵ moderate 'mɒdərət umiarkowany

⁷⁶ likelihood 'laɪklɪhʊd prawdopodobieństwo

⁷⁷ to halt tə'hɔːlt zatrzymać

⁷⁸ challenging 'tʃælɪndʒɪŋ trudny

⁷⁹ autoimmune diseases ˌɔːtəʊ'ɪmjʊːn dɪ'ziːz choroby autoimmunologiczne

⁸⁰ to unravel tə'ʌnrævəl rozwikłać, odkryć

⁸¹ curative 'kjʊərətɪv tu: skuteczny

⁸² multifactorial ˌmʌltɪfak'tɔːrɪəl spowodowany wieloma czynnikami

⁸³ to influence tə'ɪnfluəns wpływać

⁸⁴ lifestyle 'laɪfstɑɪl styl życia

⁸⁵ environmental factors ɪnˌvaɪərən'menti 'fæktəz czynniki środowiskowe

⁸⁶ diabetes ˌdaɪə'biːtɪz cukrzyca

⁸⁷ complexity kəm'pleksəti złożoność

⁸⁸ to derive from sth tə dɪ'reɪv frəm 'sʌmθɪŋ wynikać z czegoś

⁸⁹ to struggle tə'strʌɡl mieć trudności, zmagać się z czymś

⁹⁰ to cope with sth tə kəʊp wɪð 'sʌmθɪŋ radzić sobie z czymś

⁹¹ interconnection ˌɪntəkə'nekʃən wzajemne powiązania

⁹² to thrive with sth tə θraɪv wɪð 'sʌmθɪŋ doskonale sobie z czymś radzić

⁹³ genomic sequence dʒɪ'nəʊmɪk 'siːkwəns sekwencja genomu, genomowa

⁹⁴ imaging data ɪ'mɪdʒɪŋ 'deɪtə dane obrazowe

⁹⁵ diverse daɪ'vɜːs różnorodny

⁹⁶ hurdle 'hɜːdl przeszkoda

⁹⁷ to overcome tə'əʊvə'kʌm pokonać

⁹⁸ clinical trials 'klɪnɪkəl 'traɪəlz badania

AI Interventions

- DeepMind – AlphaFold – Predicts 3D protein structures, accelerating drug discovery.
- Insilico Medicine – Chemistry42 / Pharma.AI – Generates new drug molecules using generative AI.
- Tempus AI – precision oncology models – Matches cancer patients with personalised treatments using genomic data.
- Owkin – MSIntuit CRC – Detects colorectal¹ cancer markers using machine learning.
- Optellum – Virtual Nodule Clinic – Estimates the probability² that lung nodules³ are cancerous.

¹ colorectal kɒlə'rektəl odbytniczy

² probability ˌprɒbə'bɪləti
prawdopodobieństwo

³ lung nodules lʌŋ 'nɒdju:lz guzki w
płucach

INFOBOX

example:

- Clinical trials⁹⁸ still take years and must meet strict safety standards⁹⁹
- Regulatory approvals¹⁰⁰ vary across countries and can delay deployment¹⁰¹
- Manufacturing¹⁰² challenges limit the scalability¹⁰³ of advanced therapies
- Healthcare systems¹⁰⁴ may struggle to adopt expensive¹⁰⁵ new treatments

There are also concerns¹⁰⁶ around data privacy¹⁰⁷, algorithmic bias¹⁰⁸ and accountability¹⁰⁹. AI systems must be transparent and reliable¹¹⁰, particularly when making life-and-death recommendations.

Effective data management¹¹¹ requires consistency¹¹² and coordination. Fragmented¹¹³ and funding-stressed¹¹⁴ healthcare systems may struggle to maintain and share information across regions.

Finally, in the age of cyber warfare¹¹⁵, there is always the danger that critical data could be hacked or, worse still,

corrupted¹¹⁶. The power of AI can equally be harnessed¹¹⁷ by hostile¹¹⁸ regimes, terrorists or criminal gangs.

In the pharmaceutical and biotechnology sectors, AI is disrupting¹¹⁹ traditional drug development¹²⁰ models. These have been based on years of laboratory research and cost recovery¹²¹ through

kliniczne

⁹⁹ safety standards 'seɪftɪ 'stændədz standardy
bezpieczeństwa

¹⁰⁰ regulatory approval 'regjələtəri ə'pru:vəl
zgoda organów regulacyjnych

¹⁰¹ deployment dɪ'plɔɪmənt wdrożenie

¹⁰² manufacturing ˌmænjʊ'fæktʃərɪŋ produkcja
przemysłowa

¹⁰³ scalability ˌskeɪlə'bɪləti skalowalność

¹⁰⁴ healthcare system 'helθ keə(r) 'sɪstəm
system opieki zdrowotnej

¹⁰⁵ expensive ɪks'pensɪv kosztowny, drogi

¹⁰⁶ concern kən'sɜ:n obawa

¹⁰⁷ data privacy 'deɪtə 'prɪvəsi prywatność
danych, kontrola nad tym, kto i jak

przetwarza informacje

¹⁰⁸ algorithmic bias ˌælgə'rɪðmɪk 'baɪəs
stronniczość algorytmów

¹⁰⁹ accountability əˌkaʊntə'bɪləti
odpowiedzialność

¹¹⁰ reliable rɪ'laɪəbl godny zaufania

¹¹¹ data management 'deɪtə 'mænɪdʒmənt
zarządzanie danymi

¹¹² consistency kən'sɪstənsɪ spójność

¹¹³ fragmented 'frægməntɪd rozdrobniony,
podzielony na wiele autonomicznych, słabo
skomunikowanych placówek czy podmiotów

¹¹⁴ funding-stressed 'fʌndɪŋ streɪst borykający
się z problemami finansowymi,
niedofinansowany

¹¹⁵ cyber warfare saɪbə(r) 'wɔ:feə wojna
cybernetyczna

¹¹⁶ corrupted kə'rəptɪd uszkodzony

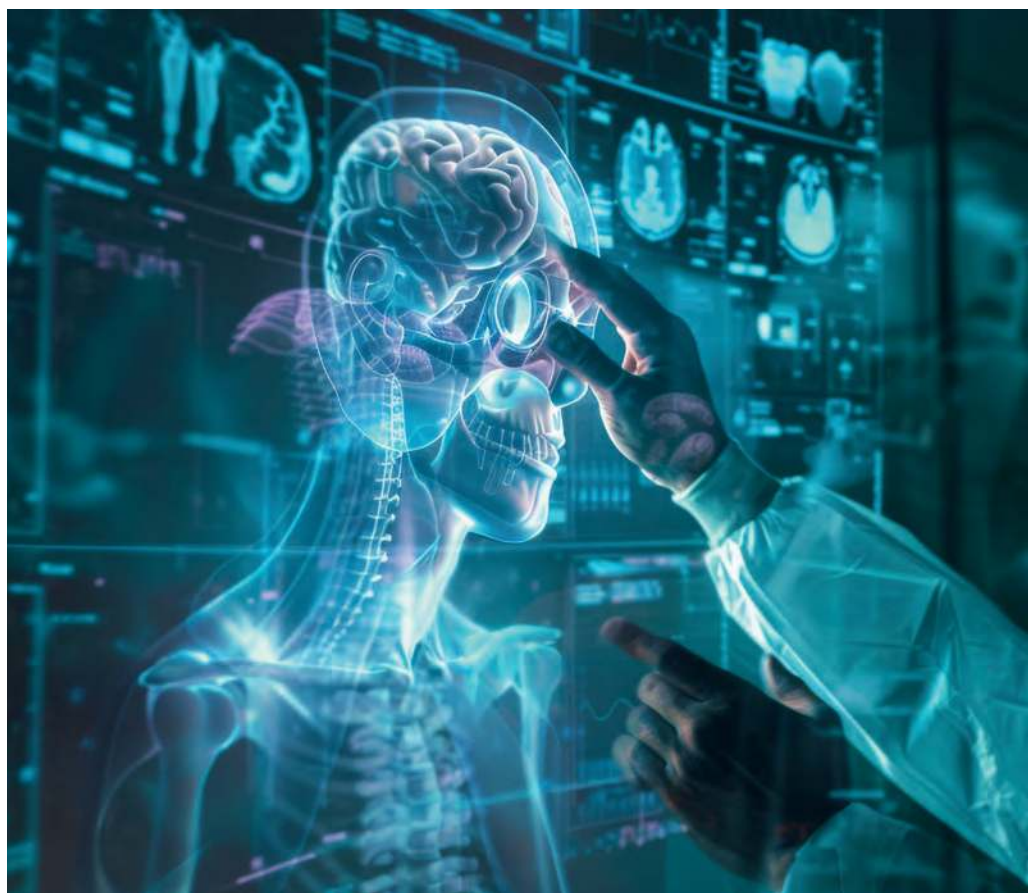
¹¹⁷ harnessed 'hɑ:nəst tu: wykorzystany

¹¹⁸ hostile 'hostaɪl wrogi, nieprzyjazny

¹¹⁹ to disrupt tə dɪs'rʌpt zaburzać

¹²⁰ drug development drʌɡ dɪ'veləpmənt
opracowywanie leków

¹²¹ cost recovery kɒst rɪ'kʌvəri zwrot





Nonetheless, even if AI doesn't **live up to**¹³⁴ the most optimistic predictions, the future of medicine will no longer be limited by the same **constraints**¹³⁵ as in past.

poniesionych kosztów

¹²² **exclusive patenting** ɪksˈkluːsɪv ˈpeɪtəntɪŋ

**ochrona patentowa na wyłączność,
wyłączność patentowa**

¹²³ **premium pricing** ˈpriːmjəm ˈpraɪsɪŋ **tu:**

wysokie ceny

¹²⁴ **to attract** tə əˈtrækt **przyciągać**

¹²⁵ **venture capital** ˈventʃə ˈkæpɪtl **kapitał**

wysokiego ryzyka

¹²⁶ **profound** prəˈfaʊnd **tu:** **najbardziej**

fundamentalny, największy

¹²⁷ **outright** ˈaʊtraɪt **tu:** **natychmiastowy**

i całkowity

¹²⁸ **gradual** ˈɡrædʒʊəl **stopniowy**

¹²⁹ **terminal condition** ˈtɜːmɪnəl kənˈdɪʃən **choroba terminalna**

¹³⁰ **chronic** ˈkrɒnɪk **chroniczny, przewlekły**

¹³¹ **to engender** tə ɪnˈdʒendə **być źródłem**

czegoś

¹³² **mouth to feed** maʊθ tə fiːd **gęba do**

wykarmienia

¹³³ **resources** ˈriːsɔːsɪz **zasoby, środki finansowe**

¹³⁴ **to live up to sth** tə lɪv ʌp tə ˈsmʌθɪŋ **spełniać**

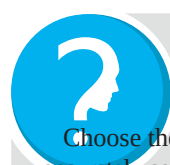
oczekiwania

¹³⁵ **constraint** kənˈstreɪnt **ograniczenie**

exclusive patenting¹²² and **premium pricing**¹²³. Startups and niche research companies focused on AI are **attracting**¹²⁴ **venture capital**¹²⁵ and are likely to bring products to market more quickly and cost-effectively.

How Likely Is It – Really?

The most **profound**¹²⁶ impact of AI may not be the **outright**¹²⁷ elimination of all incurable diseases, but a **gradual**¹²⁸ redefinition of the term itself. Once **terminal conditions**¹²⁹ may become **chronic**¹³⁰ but controllable. Others may be prevented entirely through early detection and personalised intervention. For patients, this gives major new hope. For businesses, it **engenders**¹³¹ transformation and opportunity. For healthcare systems, while potentially saving costs and improving patient care through faster diagnosis and personalisation, it could be another **mouth to feed**¹³² in already stretched **resources**¹³³.



MODIFY, OR DO IT ADVERBIALY

Choose the correct adverbial phrase or modifier from the options provided to accurately complete the sentences. Each sentence is inspired by the discussion on AI's role in modern medicine.

1. The term “incurable disease” still sends a shudder down the spine, but many hope that such conditions will soon be [significantly / entirely] wiped out.
2. Predicting that AI will eliminate all incurable conditions within a decade is bold, but it is [pie in the sky / not without foundation] given recent breakthrough datasets.
3. Algorithms trained on vast datasets can now detect early-stage cancers with an accuracy that is easily [comparable to / exceeded to] that of experienced clinicians.
4. Neurological changes in voice or handwriting might [otherwise / dramatically] go unnoticed until a disease has already reached an advanced stage.
5. Treatments tailored to an individual's genetic profile could [significantly / exaggeratedly] improve recovery outcomes, particularly in complex oncology cases.
6. Complex chronic conditions are [heavily / rapidly] influenced by lifestyle and environmental factors, making them harder to completely eradicate.
7. While some tech breakthroughs live up to the media hype, others are [gradually / merely] PR stunts that fail to pass strict clinical trials.
8. Because healthcare infrastructure is heavily fragmented, funding-stressed systems may find it [highly / virtually] impossible to adopt expensive new software overnight.

BEM TEST

Answers: 1. entirely, 2. not without foundation, 3. comparable to, 4. otherwise, 5. significantly, 6. heavily, 7. merely, 8. virtually

Out of Office: Become a Digital Nomad¹ this Summer



by Paul Martin from www.go-native.pl

Considering a **workation**² this year? You're not alone – and yes, it can work. Paul Martin **sets out**³ the **essentials**⁴ you need to have in place, so you can **make the most of**⁵ working away without **unnecessary**⁶ stress.

Work From Where?

Flexible work⁷ is now a **fixed part**⁸ of working life. In the United Kingdom, over forty percent of workers are in some form of **remote**⁹ or hybrid **arrangement**¹⁰, with employees spending close to two days per week working from home on average, one of the highest rates in Europe. In Poland, around 2.7 mln people work from home at least occasionally, representing **roughly**¹¹ fifteen percent of the **workforce**¹².

What has changed is not whether remote work is possible, but how it is being used. For many people, working from home is no longer the **end point**¹³. It has become the **baseline**¹⁴, something stable enough to build on.

pracy, w którym wyjeżdża się w atrakcyjne turystycznie miejsce, ale zamiast brać urlop, wykonuje się stamtąd swoje normalne obowiązki zawodowe)

³ to set out sth *tə set aʊt 'sʌmθɪŋ* przedstawiać coś

⁴ essentials *i'senʃəlz* podstawy

⁵ to make the most of sth *tə meɪk ðə məʊst ɒv 'sʌmθɪŋ* wykorzystać coś w pełni

⁶ unnecessary *ʌn'nesəsəri* niepotrzebny, zbędny

⁷ flexible work *'fleksəbl wɜ:k* elastyczne warunki zatrudnienia, elastyczna praca

⁸ fixed part *fɪksd pɑ:t* stała część

⁹ remote *rɪ'maʊt* zdalny

¹⁰ arrangement *ə'reɪndʒmənt* *tu:* porozumienie dotyczące wykonywanej pracy

¹¹ roughly *'rʌfli* mniej więcej

¹² workforce *'wɜ:kfɔ:s* siła robocza

¹³ end point *end pɔɪnt* *tu:* cel sam w sobie

¹⁴ baseline *'beɪsləɪn* *tu:* standard wyjściowy, podstawa

¹⁵ trip *trɪp* wycieczka

¹ digital nomad *'dɪdʒɪtl 'nəʊməd* cyfrowy nomada

² workation *wɜ:k'eɪʃən* pracowakacje (model



WORKING FROM ABROAD NOW SITS WELL WITHIN REACH, PARTICULARLY DURING THE SUMMER MONTHS.



And we've seen it in our working lives, haven't we? A colleague adds a few working days onto the end of a **trip**¹⁵. Messages sent from strange **time zones**¹⁶, or people logging in to Zoom calls with exotic looking **backgrounds**¹⁷ that are actually real. What once felt **exceptional**¹⁸ – working **from abroad**¹⁹ – now **sits well within reach**²⁰, particularly during the summer months.

So how can you do it too?

Making it Work

The difference between a workstation that works and one that doesn't is rarely the destination. It's the **preparation**²¹ behind it. For short stays abroad, the **fundamentals**²² are **straightforward**²³, but they need to be **handled**²⁴ **deliberately**²⁵.

The starting point is **agreement**²⁶ with your **employer**²⁷. Even where remote work is offered as standard, working from another country should not be **assumed**²⁸. **Expectations**²⁹ around **availability**³⁰, working hours and **presence**³¹ in meetings need to be clear before your trip begins. Make sure that what **feels informal**³² on your side

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A WORD WORTH REMEMBERING

annual leave
/'ænjʊəl li:v/
główny urlop
wakacyjny

- ¹⁶ time zone ˈtaɪm zəʊn strefa czasowa
- ¹⁷ background ˈbækgraʊnd tło
- ¹⁸ exceptional ɪk'sepʃənəl wyjątkowy
- ¹⁹ from abroad frɒm ə'brɔ:d z zagranicy
- ²⁰ to sit well within reach tə sit wel wɪ'ðɪn ri:tʃ być w zasięgu ręki, być na wyciągnięcie ręki
- ²¹ preparation ˌprepeɪ'reɪʃən przygotowanie
- ²² fundamentals ˌfʌndə'mentlɪz podstawowe kwestie
- ²³ straightforward ˌstreɪt'fɔ:wəd jasny
- ²⁴ to handle sth tə 'hændl'samθɪŋ podejść do czegoś w odpowiedni sposób, poradzić sobie z czymś
- ²⁵ deliberately dɪ'lɪbəreɪtli tu: w przemyślany sposób
- ²⁶ agreement ə'ɡri:mənt umowa
- ²⁷ employer ɪm'plɔɪə pracodawca
- ²⁸ assumed ə'sju:mɪd z góry założony
- ²⁹ expectations ˌekspek'teɪʃənz oczekiwania
- ³⁰ availability ə'veɪlə'bɪləti dyspozycyjność
- ³¹ presence 'prezns obecność
- ³² to feel informal tə fi:l ɪn'fɔ:ml tu: wydawać się, że coś nie jest żadnym problemem
- ³³ friction ˈfrɪkʃən tarcia, napięcie

does not create **friction**³³, or **breach**³⁴ your **terms of employment**³⁵.

Location comes next. Not every good holiday destination is a good place to work. **Reliable**³⁶ internet, a quiet **working environment**³⁷, and a **manageable**³⁸ **time difference**³⁹ tend to matter more than scenery once the working day starts. A short test, even a single day working away from home before travelling, often reveals what will and will not **hold up**⁴⁰ in practice.

Legal and administrative questions are usually simpler than expected for short stays within the European Union. For a few weeks abroad, most people remain within standard travel rules rather than entering more complex visa systems. But it's still important to know, and be able to show, how long you plan to stay and to keep within the limits that already **apply**⁴¹.

Time, **in particular**⁴², is now **tracked**⁴³ more precisely. Systems such as the EU's digital **border controls**⁴⁴ mean that movement is recorded automatically. In practice, this does not make short stays more difficult, but it does remove the **margin**⁴⁵ for **guesswork**⁴⁶ and will result in **penalties**⁴⁷ if you **overstay**⁴⁸.

Finally, there is the question of structure. Working away removes the **rou-tines**⁴⁹ that normally support the working day. Without a **commute**⁵⁰, a fixed workplace, or even the **rigidity**⁵¹ of your home office, **boundaries**⁵² need to be set more **consciously**⁵³ when working abroad: when the day starts, where work happens, and when it stops. With that in mind, it's probably not a great idea to base yourself right next to the beach if you won't be able to **resist**⁵⁴ its **allure**⁵⁵.

Where to Work

Once the **practicalities**⁵⁶ **are in place**⁵⁷, the question of where to go **becomes more focused**⁵⁸. The best workation locations are usually not major tourist centres, but smaller places with reliable infrastructure, **reasonable**⁵⁹ costs and enough to do outside working hours.

The Canary Islands are a strong option, because they combine good weather



³⁴ to breach sth *tə bri:tʃ 'sʌmθɪŋ* naruszać coś

³⁵ terms of employment *tɜ:mz ov ɪm'plɔɪmənt* warunki zatrudnienia

³⁶ reliable *rɪ'laɪəbl* niezawodny

³⁷ working environment *'wɜ:kɪŋ ɪn'vaɪərənment* środowisko pracy

³⁸ manageable *'mænɪdʒəbl tu:* do opanowania, do pogodzenia

³⁹ time difference *taɪm 'dɪfrəns* różnica czasu

⁴⁰ to hold up *tə həʊld ʌp* sprawdzić się

⁴¹ to apply *tə ə'plai* mieć zastosowanie, być stosowanym, ustalonym

⁴² in particular *ɪn pə'tɪkjələ* w szczególności

⁴³ tracked *trækt tu:* monitorowany, sprawdzany

⁴⁴ border control *'bɔ:də kən'trəʊl* kontrola graniczna

⁴⁵ margin *'mɑ:dʒɪn* margines

⁴⁶ guesswork *'geswɜ:k* domysł

⁴⁷ penalty *'penltɪ* kara

⁴⁸ to overstay *tə 'əʊvə'steɪ* zasiedzieć się

⁴⁹ routine *ru:'ti:n* ustalony porządek, zwyczaj

⁵⁰ commute *kə'mju:t* dojazd do pracy

⁵¹ rigidity *rɪ'dʒɪdətɪ tu:* sztywne ramy

⁵² boundaries *'baʊndərɪz* granice

⁵³ consciously *'kɒnʃəslɪ* świadomie

⁵⁴ to resist sth *tə rɪ'zɪst 'sʌmθɪŋ* opierać się czemuś

⁵⁵ allure *ə'ljʊə* urok, pokusa

⁵⁶ practicalities *'præktɪ'kælətɪz* praktyczne aspekty, kwestie praktyczne

⁵⁷ to be in place *tə bi: ɪn pleɪs* zostać załatwionym

⁵⁸ to become more focused *tə bɪ'kʌm mɔ: 'fəʊkəst* stawać się bardziej konkretnym

⁵⁹ reasonable *'ri:znəbl* niewygórowany

⁶⁰ dependable *dɪ'pendəbl* godny zaufania

⁶¹ coworking spaces *'kəʊ,wɜ:kɪŋ 'speɪsɪz*



THE DIFFERENCE BETWEEN A WORKATION THAT WORKS AND ONE THAT DOESN'T IS RARELY THE DESTINATION. IT'S THE PREPARATION BEHIND IT.

with [dependable](#)⁶⁰ working conditions. In Fuerteventura, Corralejo is a common base for remote workers. It's a small town, but it has solid internet, [coworking spaces](#)⁶¹, and plenty of [short-term rentals](#)⁶². After work, you've got [direct access](#)⁶³ to beaches, the

współdzielone przestrzenie do pracy

⁶² short-term rental 'ʃɔ:t'tɜ:m 'rentl najem krótkoterminowy

⁶³ direct access daɪ'rekt 'æksɛs swobodny dostęp

⁶⁴ sand dune sænd dju:n wydma piaskowa

⁶⁵ hiking route 'haɪkɪŋ ru:t szlak turystyczny



How to Make Requests to your Employer

If you want to work away from the office, how you ask is important. A clear and simple request is more likely to be accepted.

- Start by being specific. Say exactly when you want to work away and for how long. For example: "I'd like to work remotely for three days next month, from 12 to 14 July."
- Show that your work will not be [affected](#)¹. Explain how you will stay in contact and attend meetings. You could say: "I'll be available during normal working hours and can join all meetings as usual."
- Connect your request to what already exists. If you sometimes work from home, [remind](#) your employer [of](#)² this: "As I already work from home twice a week, I'd like to extend this for a short period."
- Choose the right time to ask. It's better to ask [in advance](#)³ and during a quieter period, not at the last minute.
- Keep it small at first. Suggest trying it for a short time: "We could treat this as a trial and see how it works."
- Finally, be reliable. If your employer agrees, make sure everything runs smoothly. This makes it easier to ask again in the future.

¹ to be affected tə bi: ə'fektɪd być czymś dotkniętym

² to remind sb of sth tə 'rɪmaɪnd 'sʌmbədi ɒv 'sʌmθɪŋ przypominać komuś o czymś

³ in advance ɪn əd'vɑ:ns z wyprzedzeniem

INFOBOX

A SHORT, WELL-MANAGED PERIOD OF WORKING AWAY IS OFTEN ENOUGH TO BUILD TRUST AND MAKE FUTURE REQUESTS EASIER.

Corralejo [sand dunes](#)⁶⁴, and [hiking routes](#)⁶⁵ like Calderón Hondo volcano. Flights from Poland are often under EUR 150 [return](#)⁶⁶, and [accommodation](#)⁶⁷ typically [sits around](#)⁶⁸ EUR 60-80 per night.

Lanzarote offers a similar [setup](#)⁶⁹, but with more [variety](#)⁷⁰ in what you can do outside work. Around Arrecife, internet speeds and coworking spaces are reliable, and it's easy to organise a working routine. When you finish for the day, there are clear options: Timanfaya National Park, coastal [cycling routes](#)⁷¹, [lava caves](#)⁷² and the César Manrique-designed sites across the island. Manrique, a Lanzarote-born artist and architect, shaped much of what the island looks like today. Rather than building over the [landscape](#)⁷³, his projects work with it, using volcanic rock, natural light and existing cave systems. Sites such as Jameos del Agua and the Mirador del Río are designed as part cultural space, part [viewpoint](#)⁷⁴, giving you somewhere to go after work that feels specific to the island, rather than [interchangeable](#)⁷⁵ with any other beach destination. Flights can be very cheap with [low-cost airlines](#)⁷⁶, and accommodation ranges from [budget](#)⁷⁷ hostels to mid-range hotels under EUR 200 per night.

If you prefer a city, Tallinn is one of the easiest places in Europe to work remotely. Internet is fast and stable, coworking spaces are easy to find, and everything is close together. Outside work, you can explore the Old Town, walk along the Baltic coast, or visit nearby forests and [national parks](#)⁷⁸. Flights from Poland are often under EUR 50 one way, and accommodation can start from around EUR 50 per night outside [peak season](#)⁷⁹.



Tbilisi gives you a different setup. It's outside the EU, but Polish [citizens](#)⁸⁰ can stay without a visa, which makes it straightforward for short trips. The city has good internet, a growing number of coworking spaces and much lower [living costs](#)⁸¹ than most of Europe. After work, you've got the Old Town, [thermal baths](#)⁸², local food and wine, and easy weekend trips to the mountains or the Kakheti wine region.

⁶⁶ return *ri'ts:n* bilet w obie strony

⁶⁷ accommodation *ə,komə'deɪʃən* zakwaterowanie

⁶⁸ to sit around X *tə sit ə'raʊnd* eks *tu:* wynosić około, oscylować wokół X

⁶⁹ setup *'setʌp* *tu:* warunki

⁷⁰ variety *və'raɪəti* różnorodność

⁷¹ cycling route *'saɪkɪŋ ru:t* trasa rowerowa

⁷² lava cave *'lɑ:və keɪv* jaskinia lawowa

⁷³ landscape *'lændskeɪp* krajobraz

⁷⁴ viewpoint *'vju:pɔɪnt* punkt widokowy

⁷⁵ interchangeable *ˌɪntə'tʃeɪndʒəbl* nie dający się zastąpić (czymś innym)

⁷⁶ low-cost airlines *ˌləʊ 'kɒst 'eəlaɪnz* tanie linie lotnicze

⁷⁷ budget *'bʌdʒɪt* *tu:* tani

⁷⁸ national park *'næʃənəl pɑ:k* park narodowy

⁷⁹ peak season *pi:k 'si:zn* sezon, szczyt sezonu

⁸⁰ citizen *'sɪtɪzn* obywatel

⁸¹ living costs *'lɪvɪŋ kɒsts* koszty życia, koszty utrzymania

⁸² thermal bath *'θɜ:məl bɑ:θ* łaźnia termalna

⁸³ adjustment *ə'dʒʌstmənt* zmiana, przystosowanie

Flights are usually around EUR 200 return, and accommodation is often under EUR 70 per night.

Closer to home, Ljubljana in Slovenia is a practical option if you don't want a long flight or a big **adjustment**⁸³. The city is small, clean, and easy to navigate, with reliable internet and a few coworking spaces. After work, you can walk the old town, use the riverside cafes, or take short trips to places like Lake Bled or the Postojna caves. Flights from Poland are typically under EUR 100 one way, and accommodation ranges from around EUR 55 for budget options to mid-range hotels at higher prices.

What these places **have in common**⁸⁴ is that they **work on a day-to-day level**⁸⁵. You can get online without problems, find somewhere quiet to work, and still have clear options for what to do once you **log off**⁸⁶.

Work from Home

Not everyone has the option to work from abroad, or even to work from home regularly. In many roles, office **attendance**⁸⁷ is still **expected**⁸⁸, even if some flexibility exists. That does not mean the idea has to be **dropped**⁸⁹ entirely. **In most cases**⁹⁰, it can be tested on a smaller scale.

The easiest way to **approach**⁹¹ it is to start with something **limited**⁹² and **specific**⁹³. Rather than asking to “work remotely for a few weeks”, it is usually more effective to propose a short, defined **period**⁹⁴, for example, two or three days **attached to**⁹⁵ **annual leave**⁹⁶. This keeps the **request**⁹⁷ manageable and easier to **approve**⁹⁸.

Clarity⁹⁹ helps. Employers are more likely to agree if they can see that the working setup will hold. That means being ready to explain how you will **stay available**¹⁰⁰, how meetings will **be handled**¹⁰¹, and how your **output**¹⁰² will **be maintained**¹⁰³. If your role already includes some remote work, position it as an **extension**¹⁰⁴ of what you are already doing, not a completely new arrangement.

Timing also matters. Quieter periods, or weeks when fewer **in-person**¹⁰⁵ meetings

are **scheduled**¹⁰⁶, are easier starting points. If your work is project-based, it can help to **link** the request **to**¹⁰⁷ a specific phase where location is less **critical**¹⁰⁸.

It is also **worth**¹⁰⁹ treating the first **attempt**¹¹⁰ as a **trial**¹¹¹. A short, well-managed period of working away is often enough to **build trust**¹¹² and make future requests easier. If it runs **smoothly**¹¹³, it **shifts**¹¹⁴ the conversation from “Can I do this?” to “When can I do this again?”

For many people, that is how it starts, not with a long stay abroad, but with a few working days away from the office that **prove**¹¹⁵ the arrangement works.

⁸⁴ to have sth in common *tə hæv 'sʌmθɪŋ ɪn 'kɒmən* mieć ze sobą coś wspólnego

⁸⁵ to work on a day-to-day level *tə wɜ:k ɒn ə deɪ tə deɪ 'levl* sprawdzać się, zdawać egzamin na co dzień

⁸⁶ to log off *tə lɒg ɒf* wylogować się, zakończyć pracę (danego dnia)

⁸⁷ attendance *ə'tendəns* obecność

⁸⁸ expected *ɪks'pektɪd* oczekiwany

⁸⁹ dropped *drɒpt* porzucony, zarzucony

⁹⁰ in most cases *ɪn məʊst 'keɪsɪz* w większości przypadków

⁹¹ to approach sth *tə ə'prəʊtʃ 'sʌmθɪŋ* podejść do czegoś

⁹² limited *'lɪmɪtɪd* ograniczony, na małą skalę

⁹³ specific *spə'sɪfɪk* sprecyzowany, konkretny

⁹⁴ period *'piəriəd* okres

⁹⁵ attached to sth *ə'tætʃt tə 'sʌmθɪŋ* połączony

z czymś

⁹⁶ annual leave *'ænjʊəl li:v* główny urlop wakacyjny

⁹⁷ request *rɪ'kwest* wniosek

⁹⁸ to approve sth *tə ə'pru:v 'sʌmθɪŋ*

zatwierdzać, akceptować coś

⁹⁹ clarity *'klærəti* jasność, klarowność

¹⁰⁰ to stay available *tə steɪ ə'veɪləbl* być

dostępny, pozostać dostępnym

¹⁰¹ to be handled *tə bi: 'hændld tu:* być

przepracowywanym

¹⁰² output *'aʊtpʊt* wyniki pracy

¹⁰³ to be maintained *tə bi: meɪn'teɪnd tu:* być

utrzymanym na tym samym poziomie

¹⁰⁴ extension *ɪks'tenʃən* rozwinięcie,

poszerzenie

¹⁰⁵ in-person *ɪn 'pɜ:sn* twarzą w twarz,

bezpośredni

¹⁰⁶ scheduled *'fedju:ld* zaplanowany,

wyznaczony

¹⁰⁷ to link sth to sth *tə lɪŋk 'sʌmθɪŋ tə 'sʌmθɪŋ*

łączyć, wiązać coś z czymś

¹⁰⁸ critical *'krɪtɪkəl tu:* istotny, decydujący

¹⁰⁹ worth *wɜ:θ* warto

¹¹⁰ attempt *ə'tempt* podejście, próba

¹¹¹ trial *'traɪəl* test

¹¹² to build trust *tə bɪld trʌst* zbudować

zaufanie

¹¹³ smoothly *'smu:ðli* gładko, płynnie

¹¹⁴ to shift sth *tə ʃɪft 'sʌmθɪŋ* zmieniać coś

¹¹⁵ to prove sth *tə pru:v 'sʌmθɪŋ* udowadniać coś, dowodzić czegoś



Eileen Gu – Pushing the Boundaries¹

Is she American, Chinese, a sportswoman, a celebrity, a model, or a brand ambassador²? Yes, to all the above, but her spectacular rise³ is not without controversy.

Eileen Gu was born in San Francisco in 2003 to an American father and a Chinese mother. Her upbringing⁴ was strongly influenced⁵ by her mother, Gu Yan, a former⁶ ski instructor. It is said that Eileen started skiing at the tender age⁷ of three. Winters were often spent in Lake Tahoe, about four hours away in the Sierra Nevada mountains. These were the first tentative⁸ steps on her path⁹ to future Olympic glory¹⁰.

Soon, she was entering regional and national junior freestyle (see *Freestyle Skiing*¹¹ Explained) events¹² in California and across the United States. She dominated each junior age category domestically¹³ and made rapid progress through the national development system¹⁴. By the time she stepped onto the World Cup¹⁵ stage¹⁶ in 2018, she was already a multiple¹⁷ national junior winner, experienced at competing against and beating older athletes¹⁸.

She stepped up to¹⁹ international competition in the 2018-19 season, representing the United States on the International Ski and Snowboard Federation (FIS) World

Cup²⁰ circuit²¹. Still only 15, she made a splash²², winning a World Cup slopestyle²³ event in Seiser Alm, Italy, in January 2019. At that point, she was widely regarded²⁴ as one of the most promising²⁵ (American)

³ rise *raɪz tu:* wzrost popularności

⁴ upbringing *'ʌp,brɪŋɪŋ* wychowanie

⁵ to influence sth *tə 'ɪnfluəns 'sʌmθɪŋ* mieć wpływ na coś

⁶ former *'fɔ:mə* były

⁷ tender age *'tendər eɪdʒ* młody wiek

⁸ tentative *'tentətɪv* nieśmiały

⁹ path *pɑ:θ* ścieżka

¹⁰ glory *'glɔ:rɪ* chwała, sława

¹¹ freestyle skiing *'fri:staɪl 'ski:ɪŋ* narciarstwo dowolne

¹² event *ɪ'vent tu:* zawody

¹³ domestically *də'mestɪkli* w kraju

¹⁴ national development system *'næʃənəl dɪ'veləpmənt 'sɪstəm* krajowy system szkolenia

¹⁵ world cup *wɜ:ld kʌp* puchar świata

¹⁶ stage *steɪdʒ* etap

¹⁷ multiple *'mʌltɪpl* wielokrotny

¹⁸ athlete *'æθli:t* sportowiec

¹⁹ to step up to sth *tə step ʌp tə 'sʌmθɪŋ* awansować

²⁰ International Ski and Snowboard Federation World Cup *ˌɪntə'næʃənəl ski: ænd snəʊbɔ:d 'fedə'reɪʃən wɜ:ld kʌp* Puchar Świata Międzynarodowej Federacji Narciarskiej i Snowboardowej

²¹ circuit *'sɜ:kɪt tu:* cykl

²² to make a splash *tə meɪk ə splæʃ* wzbudzić sensację, odnieść duży sukces

²³ slopestyle *'sləʊpsstaɪl* dyscyplina sportów zimowych (narciarstwa dowolnego oraz snowboardingu), a także rowerowych (MTB), która polega na przejeździe po specjalnie przygotowanym torze przeszkód



SHE DOMINATED
EACH JUNIOR AGE
CATEGORY.

¹ to push the boundaries *tə pʊʃ ðə 'baʊndərɪz* przekraczać granice, przesuwac granice

² brand ambassador *brænd æm'bæsədə* ambasador marki



young freestyle skiers in the world.

A Surprising Move²⁶

A few months later, in June 2019, she made a **pivotal**²⁷ decision, **announcing**²⁸ that she was switching **allegiance**²⁹ to compete for China. This would give her time to **prepare with**³⁰ the Chinese **training set-up**³¹ for three years leading up to the Beijing Winter Olympics in 2022. She speaks Mandarin and feels as much at home in China as in the USA.

She presented this not as a **rejection**³² of the United States, but as an opportunity to inspire millions in China, where she believed her impact would be far greater. In particular, she wanted to be a **role model**³³ for young Chinese girls.

Interestingly, at the time, it didn't **raise** too many **eyebrows**³⁴, but her **subsequent**³⁵ success in Beijing, winning two gold medals, in big air and halfpipe, and a silver in slopestyle, **brought her into the wider public glare**³⁶.

Current³⁷ Vice President JD Vance voiced a **widely held**³⁸ Republican view, suggesting that athletes who have benefited from the American system should represent it, adding that he would "**root for**³⁹ American athletes... who identify themselves as Americans." Others were less **restrained**⁴⁰, with some critics **branding**⁴¹ her a **traitor**⁴².

Undeterred⁴³, she continued to compete **on behalf of**⁴⁴ China, **picking up**⁴⁵ a further two silvers and a gold medal at the 2026 Winter Olympics in Milan-Cortina, Italy.

However, as they say in show business, **there is no such thing as bad publicity**⁴⁶, and if anything, her **notoriety**⁴⁷

only made her more **marketable**⁴⁸ in both the United States and China.

Building a Global Brand⁴⁹

If Eileen Gu has **excelled in**⁵⁰ sport, her commercial success is equally **striking**⁵¹. She earns an **estimated**⁵² USD 23 million a year from **endorsements**⁵³, driven by a **rare**⁵⁴ mix of athletic

²⁹ **allegiance** ə'li:dʒəns **tu:** przynależność reprezentacyjna

³⁰ **to prepare with sth** tə prɪ'peə wɪð 'sʌmθɪŋ **przygotować się w ramach czegoś**

³¹ **training set-up** 'treɪnɪŋ 'setʌp **program szkoleniowy**

³² **rejection** rɪ'dʒekʃən **odrzuć**

³³ **role model** rəʊl 'mɒdl **wzór do naśladowania**

³⁴ **to raise eyebrows** tə reɪz 'aɪbraʊz **wywołać poruszenie**

³⁵ **subsequent** 'sʌbsɪkwənt **późniejszy**

³⁶ **to bring sb into the wider public glare** tə brɪŋ 'sʌmbədɪ 'ɪntə ðə 'waɪdə 'pʌblɪk gleə **spowodować, że kimś zainteresowała się bardziej opinia publiczna i media**

³⁷ **current** 'kʌrənt **obecny**

³⁸ **widely held** 'waɪdli held **szeroko rozpowszechniony**

³⁹ **to root for sb** tə ru:t fə 'sʌmbədɪ **kibicować komuś**

⁴⁰ **restrained** rɪs'treɪnd **powściągliwy**

⁴¹ **to brand sb** tə brænd 'sʌmbədɪ **tu:** **napiętnować kogoś**

⁴² **traitor** 'treɪtə **zdrajca**

⁴³ **undeterred** ,ʌndɪ'tɜ:d **niezrażony**

⁴⁴ **on behalf of X** ɒn bɪ'hɑ:f ɒv ɛks **tu:** **pod flagą X**

⁴⁵ **to pick up sth** tə pɪk ʌp 'sʌmθɪŋ **tu:** **zdobywać coś**

⁴⁶ **there is no such thing as bad publicity** ðeə ɪz nəʊ sʌtʃ θɪŋ əz bæd pʌb'lɪsəti **nieważne, jak mówią, ważne, żeby mówili**

⁴⁷ **notoriety** ,nəʊtə'raɪəti **rozgłos**

⁴⁸ **marketable** 'mɑ:kɪtəbl **tu:** **atrakcyjny dla sponsorów**

⁴⁹ **global brand** 'gləʊbəl brænd **globalna marka**

⁵⁰ **to excel in sth** tə ɪk'sel ɪn 'sʌmθɪŋ **wyróżniać się w czymś, przodować w czymś**

Freestyle Skiing Explained

Freestyle skiing is a form of skiing focused on tricks, jumps and style. Athletes perform **aerial**¹ manoeuvres and acrobatics, **spins**² and **flips**³, and are judged on **execution**⁴, **difficulty**⁵ and creativity.

Olympic History

Freestyle skiing was introduced to the Winter Olympics as a **demonstration sport**⁶ in 1988 and became a full medal sport in 1992. Newer disciplines such as slopestyle and halfpipe were added later (2014), going from a youth cult to **recognised**⁷ sport-ing discipline.

Main Freestyle Disciplines

- Slopestyle – Skiers **descend**⁸ a **course**⁹ filled with **rails**¹⁰, boxes and jumps, performing tricks on each feature. Judges score the overall run, including **variety**¹¹ and **flow**¹².
- Big Air – A single, very large jump where the skier performs one highly complex trick. This is about maximum difficulty and perfect execution.
- Halfpipe – Competitors ski **back and forth**¹³ inside a U-shaped snow structure, launching into the air on each side to perform a sequence of tricks. Height, **amplitude**¹⁴ and **consistency**¹⁵ are judged.

¹ **aerial** 'eəriəl **w powietrzu**

² **spin** spɪn **obrót**

³ **flip** flɪp **salto**

⁴ **execution** ,eksɪ'kju:ʃən **wykonanie**

⁵ **difficulty** 'dɪfɪkəltɪ **poziom trudności**

⁶ **demonstration sport** ,deməns'treɪʃən spɔ:t **dyscyplina pokazowa**

⁷ **recognised** 'rekəɡnaɪzd **uznany**

⁸ **to descend** tə dɪ'send **zjeżdżać**

⁹ **course** kɔ:s **trasa**

¹⁰ **rail** reɪl **poręcz**

¹¹ **variety** və'reɪəti **różnorodność**

¹² **flow** fləʊ **płynność**

¹³ **back and forth** bæk ænd fɔ:θ **tam i z powrotem**

¹⁴ **amplitude** ,æmplitju:d **tu:** **wysokość skoków**

¹⁵ **consistency** kən'sɪstənsɪ **spójność**

INFOBOX

²⁴ **widely regarded** 'waɪdli rɪ'ɡɑ:dɪd **powszechnie uznawany**

²⁵ **promising** 'prɒmɪsɪŋ **obiecujący, dobrze się zapowiadający**

²⁶ **surprising move** sə'praɪzɪŋ mu:v **zaskakujący ruch**

²⁷ **pivotal** 'pɪvətl **kluczowy**

²⁸ **to announce** tə ə'naʊns **ogłaszać**

Eileen Gu



IN JUNE 2019, SHE ANNOUNCED THAT SHE WAS SWITCHING ALLEGIANCE TO COMPETE FOR CHINA.

credibility⁵⁵ and cross-cultural appeal⁵⁶.

She maintains a very active, hands-on⁵⁷ commercial schedule⁵⁸, not just a passive “face” of brands, but a working model, campaign figure and event ambassador. For example:

Fashion campaigns and modelling work – With brands such as Louis Vuitton and Victoria’s Secret, she participates in⁵⁹ or headlines⁶⁰ in full-scale⁶¹ fashion campaigns.

- Editorial-style⁶² photo shoots⁶³ for seasonal collections (often shot in Paris,

New York or Shanghai)

- Appearing in global advertising campaigns⁶⁴ – print, digital and billboard
- Walking or attending⁶⁵ major fashion events, including Paris Fashion Week
- Modelling ready-to-wear⁶⁶ and, in some cases, athleisure⁶⁷ and swimwear lines (particularly with Victoria’s Secret’s more lifestyle-focused branding)

Brand ambassador roles and public appearances⁶⁸ – For China Mobile and Tiffany & Co., she takes on corporate and promotional activities. In China, especially, these appearances are significant media events, often going viral⁶⁹ on social platforms.

- Attending high-profile product launches⁷⁰ and press events⁷¹ in cities such as

⁵¹ striking 'straɪkɪŋ uderzajacy

⁵² estimated 'estɪmeɪtɪd szacowany, przybliżony

⁵³ endorsement ɪn'dɔːsmənt kontrakt sponsorski

⁵⁴ rare reə rzadki

⁵⁵ credibility 'krədɪ'bɪləti wiarygodność

⁵⁶ appeal ə'piːl atrakcyjność

⁵⁷ hands-on 'hændz 'ɒn bezpośredni

⁵⁸ commercial schedule kə'mɜːʃəl 'fedjuːl harmonogram komercyjnych zleceń, plan działań reklamowych

⁵⁹ to participate in sth tə pɑː'tɪsɪpeɪt ɪn 'sʌmθɪŋ brać w czymś udział

⁶⁰ to headline sth tə 'hedlaɪn 'sʌmθɪŋ być główną twarzą czegoś

⁶¹ full-scale 'fʊl'skeɪl na pełną skalę

⁶² editorial-style 'edɪtɔːriəl stajl tu: artystyczny

⁶³ photo shoot 'fəʊtəʊ ʃuːt sesja zdjęciowa

⁶⁴ advertising campaign 'ædvərtaɪzɪŋ kæm'peɪn kampania reklamowa

⁶⁵ to attend sth tə ə'tend 'sʌmθɪŋ brać udział w czymś

⁶⁶ ready-to-wear 'redɪtə'weə gotowy do noszenia, prêt-à-porter

⁶⁷ athleisure æθ'leɪʒə(r) odzież sportowa noszona na co dzień (ubrania, które są wystarczająco wygodne do ćwiczeń, ale jednocześnie na tyle stylowe, by wyjść w nich na miasto - np. legginsy, markowe bluzy, dopasowane topy)

⁶⁸ public appearance 'pʌblɪk ə'piəriəns wystąpienie publiczne

Beijing and Shanghai

- **Featuring**⁷² in television and online advertising campaigns
- Participating in brand **storytelling**⁷³ campaigns, often centred on **youth**⁷⁴, innovation or **female empowerment**⁷⁵
- Appearing at VIP customer events and private brand **showcases**⁷⁶

Sports and lifestyle **partnerships**⁷⁷ – With Red Bull, her work is closer to her athletic **identity**⁷⁸, but in **highly produced**⁷⁹ videos and choreographed events.

- Filming branded action **content**⁸⁰ – training clips, **behind-the-scenes footage**⁸¹, and stylised ski films
- Appearing in global marketing campaigns tied to extreme sports culture
- Taking part in sponsored events and **promotional tours**⁸²

These projects **blur the line**⁸³ between sport and **entertainment**⁸⁴, turning her sporting **expertise**⁸⁵ into highly marketable branded content.

Media and Magazine Presence⁸⁶

Her **appearances**⁸⁷ in **publications**⁸⁸ such as Vogue and Time **incorporate**⁸⁹ multiple-page **spreads**⁹⁰ of images and **in-depth**⁹¹, ‘getting-to-know-you’ **interviews**⁹².

- **Cover shoots**⁹³ styled by leading fashion editors
- Long-form profile interviews positioning her as a cultural icon
- Features tied to major moments (Olympics, fashion campaigns, or social themes)

These features help build the brand, **reinforcing**⁹⁴ her image as intelligent, international and commercially **versatile**⁹⁵.

Travel and Visibility⁹⁶

- Training in the USA, China and Europe
- Competing globally during the ski season
- Travelling to Paris, Milan, New York or Shanghai for campaigns and events
- Attending **brand activations**⁹⁷ and

media appearances in China, her key commercial market

A Foot in Both Camps⁹⁸

Eileen Gu is **to some extent**⁹⁹ **following in the footsteps**¹⁰⁰ of David Beckham and Cristiano Ronaldo, both of whom have moved away from the **association with**¹⁰¹ their **core**¹⁰² sport to create a broader **personal brand**¹⁰³. Currently, she has no personally branded products as Serena Williams does, but maybe that could be the next logical move.

What she does have is appeal in both Western and Chinese markets, giving her and her clients massive **exposure**¹⁰⁴ and **revenue**¹⁰⁵ potential. Deciding to compete for China has turned out to be **serendipitous**¹⁰⁶, but her success is not just **down to luck**¹⁰⁷. Above, she has applied her self-disciplined work ethic to show girls and women around the world that anything is possible when you **put your mind to**¹⁰⁸ it.

As she gets older, she may become less competitive on the freestyling circuit, but given her **track record**¹⁰⁹ as a serial winner on and off the **slopes**¹¹⁰, she is sure to go on to greater things.

⁶⁹ **to go viral** *tə ɡəʊ 'vaɪərəl* rozprzestrzeniać się szybko, zyskać wielką popularność

⁷⁰ **product launch** *'prɒdʌkt lɔːntʃ* wprowadzenie produktu na rynek

⁷¹ **press event** *pres 'iːvnt* konferencja prasowa

⁷² **to feature in sth** *tə 'fi:tʃə ɪn 'sʌmθɪŋ* występować w czymś

⁷³ **storytelling** *'stɔːrɪtelɪŋ* marketing narracyjny

⁷⁴ **youth** *juːθ* młodzież

⁷⁵ **female empowerment** *'fiːmeɪl ɪm'pəʊəmənt* upodmiotowienie kobiet

⁷⁶ **showcase** *'ʃəʊkeɪs* pokaz

⁷⁷ **partnership** *'pɑːtnəʃɪp* partnerstwo, związek

⁷⁸ **identity** *aɪ'dentəti* tożsamość

⁷⁹ **highly produced** *'haɪli 'prɒdjuːst* wysokiej jakości, wysokobudżetowy

⁸⁰ **content** *'kɒntent* treść

⁸¹ **behind-the-scenes footage** *bɪ'hɑɪnd ðə siːnz 'fʊtɪdʒ* materiały zza kulis

⁸² **promotional tour** *prə'məʊʃənəl tʊə* trasa promocyjna

⁸³ **to blur the line** *tə blɜː ðə laɪn* zacierać granice

⁸⁴ **entertainment** *ˌentaɪn'mənt* rozrywka

⁸⁵ **expertise** *ˌekspɜː'tiːz* *tu:* wiedza, doświadczenia, umiejętności

⁸⁶ **presence** *'prezns* obecność

⁸⁷ **appearance** *ə'piərəns* *tu:* obecność

⁸⁸ **publication** *ˌpʌblɪ'keɪʃən* publikacja

⁸⁹ **to incorporate sth** *tə ɪn'kɔːpəreɪt 'sʌmθɪŋ* zawierać coś

⁹⁰ **spread** *spred* rozkładówka

⁹¹ **in-depth** *ˌɪn 'depθ* dogłębny, szczegółowy

⁹² **interview** *'ɪntəvjʊ:* wywiad

⁹³ **cover shoot** *'kʌvə ʃuːt* okładka, zdjęcie okładowe

⁹⁴ **to reinforce sth** *tə ˌriːn'fɔːs 'sʌmθɪŋ* umacniać, wzmacniać coś

⁹⁵ **versatile** *'vɜːsətaɪl* uniwersalny, wszechstronny

⁹⁶ **visibility** *ˌvɪzɪ'bɪləti* *tu:* widoczność

⁹⁷ **brand activation** *brænd ˌæktɪ'veɪʃn* aktywacja marki (działania mające na celu budowanie świadomości marki poprzez bezpośrednie doświadczenia konsumentów)

⁹⁸ **to have a foot in both camps** *tə hæv ə fʊt ɪn bæθ kæmps* *tu:* łączyć dwa światy, działać na dwóch płaszczyznach

⁹⁹ **to some extent** *tə sʌm ɪks'tent* do pewnego stopnia

¹⁰⁰ **to follow in the footsteps** *tə 'fɒləʊ ɪn ðə 'fʊtstɛps* iść śladami

¹⁰¹ **association with sth** *əˌsəʊsɪ'eɪʃən wɪð 'sʌmθɪŋ* skojarzenie z czymś

¹⁰² **core** *kɔː* *tu:* kluczowy, zasadniczy

¹⁰³ **personal brand** *'pɜːsnl brænd* marka osobista

¹⁰⁴ **exposure** *ɪks'pəʊʒə* rozgłos, widoczność medialna

¹⁰⁵ **revenue** *'revənju:* przychody

¹⁰⁶ **serendipitous** *ˌserən'dɪpətəs* sprawiający miłą niespodziankę, mile zaskakujący

¹⁰⁷ **down to luck** *dʌʊn tə lʌk* wynik szczęścia

¹⁰⁸ **to put your mind to sth** *tə pʊt jə maɪnd tə 'sʌmθɪŋ* przyłożyć się do czegoś

¹⁰⁹ **track record** *træk 'rekɔːd* osiągnięcia

¹¹⁰ **slope** *sləʊp* stok

Quince – Cashing in on¹ Affordable² Luxury

Most products are luxury and **pricy**³, or **cheap and cheerful**⁴. Quince sells luxury goods at **knockdown prices**⁵, and **turns a handsome profit**⁶, too – we find out how.

¹ to cash in on sth *tə kæʃ ɪn ɒn 'sʌmθɪŋ*
zarabiać na czymś

² affordable *ə'fɔːdəbl* przystępny cenowo

³ pricy *'praɪsi* drogi

⁴ cheap and cheerful *tʃiːp ənd 'tʃɪəfʊl*
bezpretensjonalny (tani, ale dość dobrej

jakości)

⁵ knockdown prices *'nɒk'daʊn 'praɪsɪz*
bardzo niskie ceny

⁶ to turn a handsome profit *tə tɜːn ə 'hænsəm 'prɒfɪt* osiągać pokaźny zysk

In the **bustling**⁷ world of fashion start-ups, few stories are as **striking**⁸ as that of Quince. The California-based **direct-to-consumer**⁹ brand has turned a simple idea into a global fashion phenomenon.

The idea began with Siddhartha (aka¹⁰ Sid) Gupta and his wife, Zunu Mittal. On trips with their young family, they kept noticing that the luxury **linens**¹¹, towels and **bedding**¹² in **high-end**¹³ hotels felt far better than the more **modest**¹⁴ type they had at home, and yet, the materials weren't that different. Gupta, a **former**¹⁵ Wall Street analyst turned **entrepreneur**¹⁶ who had built and **scaled**¹⁷ Lolli and Pops' **speciality stores**¹⁸, paired his **retail**¹⁹ and **supply-chain**²⁰ instincts with Mittal's **tech-savvy**²¹ **background**²² in **software engineering**²³ and operations. What sparked an idea on a hotel bed became a **manifesto**²⁴: **quality**²⁵ need not cost luxury prices if you rethink how products are made and sold.

Gupta and Mittal then brought in two trusted **collaborators**²⁶ whose strengths completed the founding team: Sourabh Mahajan, a **technical lead**²⁷ with significant experience in building scalable systems, and Becky Mortimer, a **seasoned**²⁸ **sourcing**²⁹ and **product development**³⁰ expert.

Quince's Flagship³¹: The USD 50 Cashmere³² Sweater

When Quince **launched out of beta**³³ in 2020 (See Alpha, Beta Explainer), it did so with a single, **audacious**³⁴ product: a cashmere sweater priced at just USD 50. Far from being a **one-off**³⁵, **loss leader**³⁶ (See definition), this sweater was the company's manifesto in **wool**³⁷. In an **industry**³⁸ where a cashmere sweater often retails for USD 250 or more, the USD 50 **piece**³⁹ announced to the world that Quince was **rewriting the rules**⁴⁰. It wasn't just affordable; it was quality without compromise. Social media **caught fire**⁴¹, with **early adopters**⁴² **reviewing**⁴³ and **live-streaming**⁴⁴ as they **unboxed**⁴⁵ and put on the sweater. Overnight, Quince went from a quietly beta-tested startup to a brand making a loud noise on the fashion radar.

Quince did not invent the idea of selling directly to consumers. Brands such as Everlane, and Warby Parker had already shown that **bypassing**⁴⁶ traditional retail channels could cut prices and build closer **relationships**⁴⁷ with customers. What Quince did was to push that logic further, **applying it to**⁴⁸ luxury-grade **basics**⁴⁹ produced at scale, using a manufacturer-to-consumer (M2C) model, working directly with factories. The **aim**⁵⁰ was simple: **remove**⁵¹ every **unnecessary**⁵² **layer**⁵³ between the maker and the customer.

⁷ bustling 'bʌslɪŋ tętniący życiem

⁸ striking 'straɪkɪŋ imponujący

⁹ direct-to-consumer dɪˌrekt tə kən'sjuːmə(r)

model biznesowy, w którym firma sprzedaje swoje produkty bezpośrednio klientowi końcowemu, całkowicie omijając pośredników

¹⁰ aka = also known as ˌeɪ keɪ 'eɪ 'bɔːlsəʊ nəʊn æz znany także jako

¹¹ linen 'lɪnɪn pościel

¹² bedding 'bedɪŋ pościel

¹³ high-end 'haɪ end luksusowy

¹⁴ modest 'mɒdɪst skromny

¹⁵ former 'fɔːmə były

¹⁶ entrepreneur ˌɒntɹəprə'nɜː przedsiębiorca

¹⁷ to scale tə skeɪl skalować

¹⁸ speciality store ˌspeʃɪ'ælətɪ stɔː sklep specjalistyczny, branżowy, skupiający się na konkretnej kategorii produktów, tu: cukiernia

¹⁹ retail 'riːteɪl detaliczny

²⁰ supply-chain sə'plaɪ tʃeɪn łańcuch dostaw

²¹ tech-savvy ˌtek 'sævi obeznany technicznie, obyty z techniką

²² background ˌbækgraʊnd tu przen.: zaplecze, wiedza, doświadczenie

²³ software engineering ˌsɒftweər ˌendʒɪ'nɪərɪŋ inżynieria oprogramowania

²⁴ manifesto ˌmæni'festəʊ manifest, deklaracja

²⁵ quality 'kwɒlətɪ jakość

²⁶ collaborator kə'læbəreɪtə współpracownik

²⁷ technical lead ˌteknɪkəl liːd osoba biorąca na siebie odpowiedzialność za decyzje technologiczne

²⁸ seasoned ˌsiːznd doświadczony

²⁹ sourcing ˌsɔːsɪŋ proces pozyskiwania dostawców, surowców lub produktów

³⁰ product development ˌprɒdʌkt dɪ'veləpmənt proces rozwoju produktu

THE CASHMERE SWEATER MAY HAVE PUT QUINCE ON THE MAP, BUT IT WAS NEVER MEANT TO STAND ALONE.

³¹ flagship ˈflæɡʃɪp sztandarowy produkt

³² cashmere ˌkæʃ'mɪə kaszmirowy

³³ to launch out of beta tə ɪn'tʃ aʊt ɒv 'bi:tə zakończyć testy, wyjść z fazy beta

³⁴ audacious ɔː'dɛɪʃəs odważny, śmiały

³⁵ one-off ˌwʌn ˈɒf jednorazowy

³⁶ loss leader ɒs ˈliːdə towar sprzedawany po niższej cenie w celach reklamowych, produkt, na którym firma bezpośrednio nie zarabia (lub wręcz dokłada do interesu), aby przyciągnąć klienta do sklepu

³⁷ wool wʊl wełna

³⁸ industry ˈɪndəstri branża

³⁹ piece piːs tu: artykuł, produkt

⁴⁰ to rewrite the rules tə ˈriːraɪt ðə ruːlz tworzyć nowe reguły gry

⁴¹ to catch fire tə kætʃ ˈfaɪə tu: oszaleć na punkcie czegoś, zawrzeć

⁴² early adopters ˌɜːli ˈəˌdɒptəs osoby, które jako pierwsze kupują i testują nowinki technologiczne lub modowe

⁴³ to review sth tə rɪ'vjuː ˌsʌmθɪŋ recenzować, oceniać coś

⁴⁴ to live-stream sth tə ˈlaɪv striːm ˌsʌmθɪŋ transmitować coś na żywo

⁴⁵ to unbox sth tu ˌʌnˈbɒks ˌsʌmθɪŋ wyjmować coś z pudełka

⁴⁶ to bypass sth tə ˈbaɪpɑːs ˌsʌmθɪŋ omijać coś

⁴⁷ relationship rɪˈleɪʃənʃɪp więź

⁴⁸ to apply sth to sth tə əˈplaɪ ˌsʌmθɪŋ tə ˌsʌmθɪŋ zastosować coś do czegoś

⁴⁹ basics ˈbeɪsɪks tu: produkty bazowe, podstawowe elementy garderoby

⁵⁰ aim eɪm cel

⁵¹ to remove sth tə rɪ'muːv ˌsʌmθɪŋ usuwać coś

⁵² unnecessary ˌʌnˈnesəsəri niepotrzebny

⁵³ layer ˈleɪə warstwa

⁵⁴ real-time ˌriːəl ˈtaɪm w czasie rzeczywistym

A WORD WORTH REMEMBERING

to ramp up sth
/tə ræmp ʌp
'sʌmθɪŋ/
zwiększyć coś

Loss Leader

A loss leader is a product sold at a loss to attract customers, who then buy other higher-margin¹ items, allowing the business to make an overall profit².

¹ margin 'mɑːdʒɪn marża

² overall profit 'əʊvərl 'prɒfɪt całkowity zysk

INFOBOX

Technology plays a central role. Real-time⁵⁴ demand data⁵⁵, increasingly analysed through AI-driven⁵⁶ forecasting⁵⁷ tools, allows Quince to produce small batches⁵⁸, test styles with customers, then ramp up⁵⁹ production only once demand is confirmed. The result is a supply chain that moves far faster than traditional fashion. Production cycles⁶⁰ shrink⁶¹ from months to weeks, stock⁶² risk falls, and wasteful⁶³ overproduction⁶⁴ becomes far less likely.

The USD 50 cashmere sweater became the clearest demonstration of how this system could work. Cashmere is one of fashion's most recognisable⁶⁵ luxury materials, yet Quince managed to offer it at a price point⁶⁶ that seemed implausible⁶⁷ by traditional standards. By sourcing directly from specialist mills⁶⁸ and eliminating the retail mark-ups⁶⁹ that usually inflate⁷⁰ prices, the company turned a luxury staple⁷¹ into an everyday purchase⁷².



Beyond Knitwear⁷³: Building a Lifestyle Brand

The cashmere sweater may have put Quince on the map⁷⁴, but it was never meant to stand alone⁷⁵. Once the concept proved itself, the company quickly expanded to other categories built on the same principles⁷⁶: high-quality materials, simplified⁷⁷ supply chains and prices that undercut⁷⁸ conventional luxury retail. Linen shirts⁷⁹, silk⁸⁰ tops, tailored⁸¹ trousers and bedding soon followed, each reinforcing⁸² Quince's central proposition – what the company calls “direct-from-factory luxury.”

From there, the range widened rapidly. Today Quince sells apparel⁸³ for men, women and children; accessories such as jewellery⁸⁴ and bags; home goods⁸⁵

⁶³ wasteful 'weɪstfʊl nieekonomiczny

⁶⁴ overproduction 'əʊvəprə'dʌkʃən nadprodukcja

⁶⁵ recognisable 'rekəɡnaɪzəbl rozpoznawalny

⁶⁶ price point praɪs pɔɪnt pułap cenowy

⁶⁷ implausible ɪm'pləʊzəbl nieprawdopodobny

⁶⁸ mill mɪl tu: zakład produkcyjny, przedsiębiorstwo

⁶⁹ retail mark-up 'riːteɪl 'mɑːkʌp detaliczny narzut

⁷⁰ to inflate sth tə ɪn'fleɪt 'sʌmθɪŋ zawyżać coś

⁷¹ staple 'steɪpl podstawowy produkt

⁷² purchase 'pɜːtʃəs zakup

⁷³ knitwear 'nɪtwɛə dzianina

⁷⁴ to put sb on the map tə pʊt 'sʌmbədɪ ɒn ðə mæp przynieść komuś rozgłos

⁷⁵ to stand alone tə stænd ə'ləʊn tu: być pojedynczym produktem, być jedynym takim produktem

⁷⁶ principles 'prɪnsəplz zasady

⁷⁷ simplified 'sɪmplɪfaɪd uproszczony

⁷⁸ to undercut tə 'ʌndəkʌt sprzedawać po niższej cenie

⁷⁹ linen shirt 'lɪnən ʃɜːt lniana koszula

⁸⁰ silk sɪlk jedwabny

⁸¹ tailored 'teɪləd dopasowany do indywidualnych potrzeb, szyty na miarę

⁸² to reinforce sth tə ,riːn'fɔːs 'sʌmθɪŋ wzmacniać coś

⁸³ apparel ə'pæərəl odzież

⁸⁴ jewellery 'dʒuːəlri biżuteria

⁸⁵ home goods hæʊm gʊdz artykuły gospodarstwa domowego

⁸⁶ furniture 'fɜːnɪtʃə meble

⁵⁵ demand data dr'mɑːnd 'deɪtə dane o zapotrzebowaniu, popycie

⁵⁶ AI-driven ,eɪ 'aɪ 'drɪvŋ oparty na sztucznej inteligencji

⁵⁷ forecasting 'fɔːkɑːstɪŋ tu: prognozujący

⁵⁸ batch bætʃ partia

⁵⁹ to ramp up sth tə ræmp ʌp 'sʌmθɪŋ zwiększyć coś

⁶⁰ production cycle prə'dʌkʃən 'saɪkl cykl produkcyjny

⁶¹ to shrink tə ʃrɪŋk zmniejszać się

⁶² stock stɒk zapas, asortyment

including bedding and **furniture**⁸⁶; wellness products and **travel essentials**⁸⁷ – and even **curated**⁸⁸ **gourmet food**⁸⁹ **items**⁹⁰. The aim is not simply to add products, but to position Quince as a broader lifestyle brand.

The strategy reflects a simple **insight**⁹¹: **modern**⁹² consumers increasingly seek quality across all aspects of daily life, not just in what they wear. Quince focuses on categories where quality can be clearly demonstrated, fine **fibres**⁹³, **durable**⁹⁴ textiles and well-crafted **leather**⁹⁵, and offers them at prices more commonly **associated**⁹⁶ with mass-market brands than **luxury labels**⁹⁷.

Transparency⁹⁸ is central to the approach. Quince frequently **discloses**⁹⁹ details about material sources, **manufacturing partners**¹⁰⁰ and, in some cases, the relative **cost structure**¹⁰¹ behind its products. In an industry long built on **mystique**¹⁰² and markups, that openness has become a **competitive advantage**¹⁰³, helping the company build trust with consumers **wary of**¹⁰⁴ inflated luxury pricing and the **environmental impact**¹⁰⁵ of **fast fashion**¹⁰⁶.

Valuation¹⁰⁷ and Market Momentum¹⁰⁸

However, behind the rhetoric of high ideals and **bold claims**¹⁰⁹ lies the reality of financing such an ambitious **enterprise**¹¹⁰. The **timeline**¹¹¹ gives some **clues**¹¹² to the company's journey and funding.

- 2018 – Company founded
- 2019-2020 – Beta phase
- 2020 – Public launch – of USD 50 cashmere sweater, quickly **gaining traction**¹¹³ online.
- Nov 2021 – **Series A**¹¹⁴ – Raises USD 50 mln, led by Insight Partners, to expand product lines and scale the platform.
- May 2023 – **Series B** – Secures about USD 77 mln, led by Wellington Management, supporting operational growth and category expansion.
- Jan 2025 – **Series C** – Raises USD 120 mln, led by Notable Capital and Wellington Management, accelerating growth and **product diversification**¹¹⁵.

• July 2025 – **Series D** – A USD 200 mln round led by Iconiq Capital pushes valuation above USD 4.5 bln.

• March 2026 – **Series E** – Quince raises USD 500 mln, lifting its valuation to about USD 10.1 bln – one of the fastest rises in modern fashion retail.

Now, imagining you are a **venture capitalist**¹¹⁶ on Dragon's Den or Shark Tank, you might ask, why did Quince need so much money, and how much **equity**¹¹⁷ did they have to **surrender**¹¹⁸ to **secure**¹¹⁹ it?

Even though Quince sells directly to consumers, their business model is **capital-intensive**¹²⁰ for several reasons:

- Stock and manufacturing – Quince owns the stock it sells. Purchasing cashmere, silk, linen and other premium materials requires **cash-flow-stretching**¹²¹ **upfront payments**¹²² to suppliers before sales **revenues**¹²³ **accrue**¹²⁴.
- Supply-chain scaling – Building long-term **partnerships**¹²⁵ with high-end factories, quality control systems and **logistics networks**¹²⁶ requires significant investment.
- Category expansion – Moving from one product (the sweater) to multiple product categories – clothing, bedding, furniture, accessories or wellness involves sourcing new partners, design teams and producers.
- Technology and data systems – The M2C model **depends** heavily **on**¹²⁷ forecasting, analytics and

⁸⁷ **travel essentials** 'trævl 'i:senʃəlz niezbędni podróże

⁸⁸ **curated** 'kjʊəreɪtɪd wyselekcjonowany, starannie dobrany

⁸⁹ **gourmet food** 'gʊəmeɪ fu:d wykwintne jedzenie, wyroby delikatesowe

⁹⁰ **item** 'aɪtəm artykuł

⁹¹ **insight** 'ɪnsaɪt spostrzeżenie, obserwacja

⁹² **modern** 'mɒdən współczesny

⁹³ **fibre** 'faɪbə włókno

⁹⁴ **durable** 'djʊərəbl trwały, wytrzymały

⁹⁵ **leather** 'leðə skóra

⁹⁶ **associated** ə'səʊsɪeɪtɪd kojarzony

⁹⁷ **luxury label** 'lʌkʃəri 'leɪbl marka luksusowa

⁹⁸ **transparency** træns'pærənsɪ przejrzystość, transparentność

⁹⁹ **to disclose sth** tə dɪs'kləʊz 'sʌmθɪŋ ujawniać coś

¹⁰⁰ **manufacturing partner** 'mænjʊ'fæktʃərɪŋ 'pɑ:tənə **partner produkcyjny**

¹⁰¹ **cost structure** kɒst 'strʌktʃə **struktura kosztów**

¹⁰² **mystique** mɪs'tɪ:k **aura tajemniczości**

¹⁰³ **competitive advantage** kəm'petɪtɪv əd'vɑ:ntɪdʒ **przewaga konkurencyjna**

¹⁰⁴ **to be wary of sth** tə bi: 'weəri ov 'sʌmθɪŋ **uważać na coś**

¹⁰⁵ **environmental impact** ɪn'vaɪərən'mentl 'ɪmpækt **wpływ na środowisko**

¹⁰⁶ **fast fashion** fɑ:st 'fæʃən **model biznesowy w przemyśle odzieżowym, który opiera się na masowej produkcji ubrań inspirowanych najnowszymi trendami z wybiegów, w bardzo niskich cenach i w krótkim czasie**

¹⁰⁷ **valuation** 'vælju'eɪʃən **wycena**

¹⁰⁸ **market momentum** 'mɑ:kɪt məʊ'mentəm **dynamika rynkowa, pęd rynkowy**

¹⁰⁹ **bold claims** bəʊld kleɪmz **śmiałe deklaracje**

¹¹⁰ **enterprise** 'entəpraɪz **przedsięwzięcie**

¹¹¹ **timeline** 'taɪmlaɪn **chronologia, harmonogram zdarzeń**

¹¹² **clue** klu: **wskazówka**

¹¹³ **to gain traction** tə geɪn 'trækʃən **zyskiwać popularność**

¹¹⁴ **series A** 'sɪəri:z eɪ **pierwszy istotny etap finansowania startupu przez zewnętrzne fundusze kapitałowe**

¹¹⁵ **product diversification** 'prɒdʌkt daɪ,vɜ:sɪfɪ'keɪʃn **dywersyfikacja produktów**

¹¹⁶ **venture capitalist** 'ventʃə 'kæpɪtəlɪst **inwestor dostarczający kapitału wysokiego ryzyka**

¹¹⁷ **equity** 'ekwɪtɪ **kapitał**

¹¹⁸ **to surrender** tə sə'rendə **tu: przekazać**

¹¹⁹ **to secure sth** tə sɪ'kjʊə 'sʌmθɪŋ **zabezpieczać coś**

¹²⁰ **capital-intensive** 'kæpɪtl ɪn'tensɪv **kapitałochłonny**

¹²¹ **cashflow-stretching** kæʃ fləʊ 'stretʃɪŋ **obciążający płynność finansową**

¹²² **upfront payment** ʌp'frʌnt 'peɪmənt **zaliczka, przedpłata, płatność z góry**

¹²³ **sales revenues** seɪlz 'revɛnju:z **przychody ze sprzedaży**

¹²⁴ **to accrue** tə ə'kru: **tu: napływać, wpłynąć**

¹²⁵ **partnership** 'pɑ:tənəʃɪp **partnerstwo, współpraca**

¹²⁶ **logistics network** ləʊ'dʒɪstɪks 'netwɜ:k **sieć logistyczna**

¹²⁷ **to depend on sth** tə dɪ'pend on 'sʌmθɪŋ **polegać na czymś**

¹²⁸ **substantial** səb'stænʃəl **pokaźny**

demand-driven production systems, which require **substantial**¹²⁸ software and production investment.

- Marketing and **customer acquisition**¹²⁹ – **Digital-first brands**¹³⁰ (built around online sales channels) spend heavily on **advertising**¹³¹ and **influencer marketing**¹³² to build scale quickly.

How much of the company might have been given away?

The exact **ownership split**¹³³ is private, but venture funding follows similar **dilution**¹³⁴ **patterns**¹³⁵. Typical **venture rounds**¹³⁶ involve:

- **Seed**¹³⁷: 10-20 percent of equity sold
- Series A: 15-25 percent
- Series B-D: 10-20 percent each round

After several funding rounds, the Quince founders had probably given up around 60-70 percent of the business, but their remaining **stakes**¹³⁸ are now worth far more, due to the company's USD 10 bln valuation.

Redefining Accessible Luxury

Quince's success could push **legacy**¹³⁹ luxury brands to rethink supply chains and pricing structures. High markups for the sake of **exclusivity**¹⁴⁰ may become less **defensible**¹⁴¹ as consumers increasingly prize transparency, quality and **value-for-money**¹⁴² (VFM) over **status signalling**¹⁴³. **On the other hand**¹⁴⁴, there are many wealthy people for whom paying a **premium price**¹⁴⁵ for an elite brand would not work at a **bargain basement price**¹⁴⁶ that **plebeians**¹⁴⁷ could afford – exclusivity is, by its nature, exclusive (and expensive?).

Nonetheless, in fewer than six years, Quince has evolved from a single-product experiment into a company challenging the **status quo**¹⁴⁸ in fashion and lifestyle goods. By eliminating **intermediaries**¹⁴⁹, **leveraging**¹⁵⁰ real-time data and focusing on real quality at fair prices, Quince has **carved out**¹⁵¹ a space in “affordable luxury” – a term once **dismissed**¹⁵² as an oxymoron.

¹²⁹ **customer acquisition** 'kʌstəməɹ ˌækwiːzɪʃən

pozyskiwanie klientów

¹³⁰ **digital-first brand** 'dɪdʒɪtl fɜːst brænd

marka stawiająca na kanały cyfrowe

¹³¹ **advertising** 'ædvɜːtɪzɪŋ reklama

¹³² **influencer marketing** 'ɪnfluənsə 'mɑːkɪtɪŋ

forma marketingu internetowego, która opiera się na współpracy marek z influencerami

¹³³ **ownership split** 'əʊnəʃɪp splɪt podział

własności, podział udziałów

¹³⁴ **dilution** daɪˈluːʃən **tu: rozważanie**

kapitału (firma emituje nowe akcje dla nowych inwestorów, a dotychczasowi udziałowcy – np. założyciele – posiadają mniejszy procentowy udział w firmie niż wcześniej)

¹³⁵ **pattern** 'pætən wzór

¹³⁶ **venture round** 'ventʃə raʊnd runda

finansowania/inwestycyjna (proces, w którym firma pozyskuje kapitał od inwestorów – np. funduszy venture capital – w zamian za udziały)

¹³⁷ **seed** siːd **tu: etap założkowy, pierwsza**

formalna runda finansowania

¹³⁸ **stakes** steɪks udziały

¹³⁹ **legacy** 'legəsi **tu: z tradycjami,**

ugruntowany

¹⁴⁰ **exclusivity** ˌeksklʊːsɪvəti ekskluzywność

¹⁴¹ **defensible** dɪˈfensəbl możliwy do obrony

¹⁴² **value-for-money** ˈvæljuː fə ˈmʌni stosunek

jakości do ceny

¹⁴³ **status signalling** ˈstaetəs ˈsɪgnəlɪŋ

potwierdzanie statusu

¹⁴⁴ **on the other hand** ɒn ðiː ˈʌðə hænd

z drugiej strony

¹⁴⁵ **premium price** ˈpriːmjəm praɪs wysoka

cena

¹⁴⁶ **bargain basement price** ˈbɑːɡɪn ˈbeɪsmənt

prais bardzo niska cena

¹⁴⁷ **plebeian** plɪˈbiːən plebejusz

¹⁴⁸ **status quo** ˈsteɪtəs ˈkwəʊ status quo, stan

istniejący

¹⁴⁹ **intermediary** ˌɪntəˈmiːdjəri pośrednik

¹⁵⁰ **to leverage sth** tə ˈliːvərɪdʒ ˈsʌmθɪŋ

wykorzystywać coś jak najefektywniej

¹⁵¹ **to carve out sth** tə kɑːv aʊt ˈsʌmθɪŋ **tu:**

stworzyć coś

¹⁵² **dismissed** dɪsˈmɪst odrzucony

Alpha, Beta Explainer

1. Alpha – The earliest version, usually tested **internally**¹ or with a very small, trusted group. Alpha products are typically incomplete and used to identify **design flaws**² or **technical issues**³.
2. Beta – A more **polished**⁴ version released to a limited **external**⁵ audience. Beta testing collects real-world **feedback**⁶ on usability, quality and **appeal**⁷. This stage is critical for **refining**⁸ the product before full-scale **release**⁹.
3. Launch / General Availability (GA) – After **incorporating**¹⁰ beta feedback, the product is considered stable, **fully featured**¹¹ and ready for the general market.

What **set** Quince **apart**¹² was how these stages integrated into their M2C model. Instead of producing massive **quantities**¹³ for retail channels, the company used rapid movement through alpha and beta cycles to:

- Test small batches of products in **consumer environments**¹⁴.
- Gather immediate feedback on **fit**¹⁵, quality and appeal.
- Scale production only once demand was **validated**¹⁶.

¹ **internally** ɪnˈtɜːnəli wewnątrz

² **design flaw** dɪˈzaɪn flɔː wada projektowa

³ **technical issue** ˈteknɪkəl ˈɪʃuː problem techniczny

⁴ **polished** ˈpɒlɪʃt **tu: dopracowany**

⁵ **external** ˌeksˈtɜːnl zewnętrzny

⁶ **feedback** ˈfiːdbæk informacja zwrotna

⁷ **appeal** əˈpiːl atrakcyjność

⁸ **to refine sth** tə rɪˈfaɪn ˈsʌmθɪŋ udoskonalać, ulepszać coś

⁹ **release** rɪˈliːs wprowadzenie na rynek

¹⁰ **to incorporate sth** tə ɪnˈkɔːpəreɪt ˈsʌmθɪŋ **tu: uwzględnić, wdrożyć coś**

¹¹ **fully featured** ˈfʊli ˈfiːtʃəd w pełni funkcjonalny

¹² **to set sth apart** tə set ˈsʌmθɪŋ əˈpɑːt wyróżniać coś

¹³ **quantity** ˈkwɒntəti ilość

¹⁴ **consumer environment** kənˈsjʊːməɹ ɪnˈvaɪənmənt warunki rynkowe

¹⁵ **fit** fɪt dopasowanie

¹⁶ **validated** ˈvælɪdeɪtɪd potwierdzony

INFOBOX

Chained to¹ a Chatbot

For years, **social media**² sites have been accused of **taking advantage of**³ the **vulnerabilities**⁴ of young people. Now, a series of **developments**⁵ aims to change that. BEM's **Michael Gaylord** got addicted to⁶ Instagram in order to **find out**⁷ **what all the fuss was about**⁸.

Within the past half year, a number of **cas-es**⁹ have shown that there appears to be an emerging **pushback**¹⁰ against the **pull power**¹¹ of social media for children and **teens**¹². Among them: in December, the mother of a French teen who had died by **suicide**¹³

after being **cyberbullied**¹⁴ launched a **legal battle**¹⁵ against some of the planet's biggest platforms; in February, **concerned**¹⁶ **citizens**¹⁷ of a small town in British Columbia **persuaded**¹⁸ OpenAI to **apologise to**¹⁹ them after a young person had used **AI**²⁰ to plan a **school shooting**²¹; in

¹ chained to sth tʃeɪnd tə
'sʌmθɪŋ przywiązany,
przykuty do czegoś

² social media 'səʊʃəl 'mi:diə
media społecznościowe

³ to take advantage of sth tə
teɪk əd'vɑ:ntɪdʒ əv 'sʌmθɪŋ
wykorzystywać coś

⁴ vulnerability ,vʌlnərə'bɪləti
słaby punkt, wrażliwość

⁵ development dɪ'veləpmənt
postęp, innowacja

⁶ to get addicted to sth tə get
'ædɪktɪd tə 'sʌmθɪŋ uzależnić
się od czegoś

⁷ to find out tə faɪnd aʊt
dowiadować się

⁸ what all the fuss was
about wɒt ɔ:l ðə fʌs wəz

ə'baʊt o co tyle szumu

⁹ case keɪs sprawa,
przypadek

¹⁰ pushback 'pʊʃbæk opór,
sprzeciw

¹¹ pull power pʊl 'paʊə siła
przyciągania

¹² teen ti:n pot. nastolatek

¹³ suicide 'suɪsaɪd
samobójstwo

¹⁴ cyberbullying 'saɪbəbʊlɪŋ
nękanie w sieci

¹⁵ legal battle 'li:ɡəl 'bætl
batalia prawna

¹⁶ concerned kən'sɜ:nd
zaniepokojony

¹⁷ citizen 'sɪtɪzn tu:
mieszkaniec

¹⁸ to persuade sth to do

sth tə pə'sweɪd 'sʌmθɪŋ tə
du: 'sʌmθɪŋ tu: zmusić coś
do czegoś

¹⁹ to apologise to sb tu
ə'pɒlədʒaɪz tə 'sʌmbədi
przepraszać kogoś

²⁰ AI = artificial
intelligence ,eɪ 'aɪ ,ɑ:tɪ'fɪʃəl
ɪn'telɪdʒəns sztuczna
inteligencja

²¹ school shooting sku:l 'ʃu:tɪŋ
szkolna strzelanina

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A WORD WORTH REMEMBERING

to mull sth
/tə mʌl 'sʌmθɪŋ/
rozważać coś,
zastanawiać się nad
czymś

March, a young California woman successfully **sued**²² Meta and YouTube for damages because, she **alleged**²³, her addiction to the platforms had **worsened**²⁴ her **mental health**²⁵ **struggles**²⁶. What's behind these battles, and what **influence**²⁷ are they having on the actions of social media companies?

Why The Controversy?

In each case, the **common denominator**²⁸ seems to be that the **victims**²⁹ claim the platforms are **crafted**³⁰ to keep young people **glued to**³¹ their screens, and **thus**³² they basically **hook**³³ young users **without concern for**³⁴ their **wellbeing**³⁵. Many **assert**³⁶ that algorithms push **self-harm**³⁷ and even **suicide-related**³⁸ **content**³⁹ that can drive kids into a **downward spiral**⁴⁰. “The [California] **lawsuit**⁴¹ was **putting on trial**⁴² the design of the platforms, whether or not they were designed to be **compulsive to**⁴³ youth”, said Emma Duerden, a neuroscientist and **learning disorders**⁴⁴ specialist who **lectures**⁴⁵ at Western University in Canada. Ironically, the source of the apparent addiction is hard to identify – Duerden noted that even though many young people recognise that their **attention**⁴⁶ is being manipulated, they still cannot physically **put** their phones **down**⁴⁷. “Even **researchers**⁴⁸ are not able to access what the algorithm is. That's their **secret sauce**⁴⁹. People are **aware of**⁵⁰ [the danger], but they still love it”, Duerden told CBC news in April.

One of the most **compelling**⁵¹ **features**⁵² of such platforms is that they appear to **blur the lines**⁵³ between humans and machines, which allows them to **exploit**⁵⁴ emotional and psychological vulnerabilities, Maria Garcia, the mother of a teen who **committed suicide**⁵⁵ after frequently **interacting with**⁵⁶ a chatbot, told a **Senate hearing**⁵⁷ in the US. “They designed them to **love bomb**⁵⁸ child users”, she added. Mitch Prinstein, chief of psychology strategy at the American Psychological Association, **urged** companies **to**⁵⁹ build **guardrails**⁶⁰ for their platforms to protect kids. “**Brain development**⁶¹ across **puberty**⁶² creates a period of **hypersensitivity**⁶³ to positive social

feedback⁶⁴, while teens are still **unable to**⁶⁵ stop themselves from staying online longer than they should”, he told National Public Radio.

Taking Action⁶⁶

Increasingly, **governments**⁶⁷ are seeking to **shield**⁶⁸ children from potential **harm**⁶⁹ due to overusing the sites. In December of 2025, the Australian government **put in place**⁷⁰ strong **limits on**⁷¹ children's use of social media, **enforced** partly **by**⁷² the **implementation**⁷³ of **age estimation software**⁷⁴, such as **facial analysis**⁷⁵, to detect

²² to sue sb *tə su: 'sambədi* **pozwać kogoś**

²³ to allege *tə ə'ledʒ* **twierdzić, utrzymywać**

²⁴ to worsen sth *tə 'wɜ:sn* **'sambədi pogorszyć coś**

²⁵ mental health *'mentl helθ* **zdrowie psychiczne**

²⁶ struggles *'straglɪz* **tu: problemy**

²⁷ influence *'ɪnfluəns* **wpływ**

²⁸ common denominator *'kɒmən dɪ'nɒmɪneɪtə* **wspólny mianownik**

²⁹ victim *'vɪktɪm* **ofiara, poszkodowany**

³⁰ crafted *'kra:ftɪd* **zaprojektowany**

³¹ glued to sth *glu:d tə 'sambədi* **przyklejony do czegoś**

³² thus *ðəs* **dlatego**

³³ to hook sb *tə hʊk 'sambədi* **łapać kogoś na haczyk**

³⁴ without concern for sth *wɪ'ðaʊt kən'sɜ:n fə 'sambədi* **bez troski/troszczenia się o coś**

³⁵ wellbeing *'wel'bi:ɪŋ* **dobrostan**

³⁶ to assert that *tə ə'sɜ:t ðæt* **twierdzić, utrzymywać, że**

³⁷ self-harm *'self 'hɑ:m* **samookaleczenie**

³⁸ suicide-related *'sɔɪsaɪd rɪ'leɪtɪd* **powiązany z samobójstwem**

³⁹ content *'kɒntent* **zawartość, treści**

⁴⁰ downward spiral *'daʊnwəd 'spɪərəl* **równia pochyła**

⁴¹ lawsuit *'lɔ:suɪt* **pozew**

⁴² to put sth on trial *tə pʊt 'sambədi ɒn 'traɪəl* **oceniać coś, poddawać coś ocenie, stawiać coś przed sądem**

⁴³ compulsive to sb *kəm'pʌlsɪv tə 'sambədi* **skłaniający do kompulsywnego korzystania, uzależniający dla kogoś**

⁴⁴ learning disorder *'lɜ:nɪŋ dɪs'ɔ:də* **zaburzenie uczenia się**

⁴⁵ to lecture *tə 'lektʃə* **wykładać**

⁴⁶ attention *ə'tenʃən* **uwaga**

⁴⁷ to put sth down *tə pʊt 'sambədi daʊn* **odkładać coś**

⁴⁸ researcher *rɪ'sɜ:tʃə* **badacz, naukowiec**

⁴⁹ secret sauce *'si:kri:t sɔ:s* **sekretny składnik**

⁵⁰ aware of sth *ə'weə ɒv 'sambədi* **świadomy czegoś**

⁵¹ compelling *kəm'pelɪŋ* **frapujący, fascynujący**

⁵² feature *'fi:tʃə* **cecha**

⁵³ to blur the lines *tə blɜ: ðə laɪnz* **zacierać granice**

⁵⁴ to exploit sth *tə 'eksplɔɪt 'sambədi* **wykorzystywać coś**

⁵⁵ to commit suicide *tə kə'mɪt 'sɔɪsaɪd* **popęlić samobójstwo**

⁵⁶ to interact with sth *tə ,ɪntər'ækt wɪð 'sambədi* **komunikować się z czymś**

⁵⁷ Senate hearing *'senət 'hiəriŋ* **przesłuchanie senackie**

⁵⁸ to love bomb *tə lʌv bɒm* **bombardować miłością**

⁵⁹ to urge sb to do sth *tə ɜ:dʒ 'sambədi tə du: 'sambədi* **wzywać kogoś do z/robienia czegoś**

⁶⁰ guardrail *'gɑ:dreɪl* **tu: zabezpieczenie**

⁶¹ brain development *breɪn dɪ'veləpmənt* **rozwój mózgu**

⁶² puberty *'pjʊ:bətɪ* **okres dojrzewania**

⁶³ hypersensitivity *ˌhaɪpə,sensə'tɪvətɪ* **nadwrażliwość**

⁶⁴ feedback *'fi:dbæk* **reakcja**

⁶⁵ unable to do sth *ˈʌn'eɪbl tə du: 'sambədi* **niezdolny do z/robienia czegoś**

⁶⁶ taking action *'teɪkɪŋ 'ækʃən* **podjęcie działania**

⁶⁷ government *'gʌvnmənt* **rząd**

⁶⁸ to shield sb from sth *tə ʃi:ld 'sambədi frɒm 'sambədi* **chronić kogoś przed czymś**

⁶⁹ harm *hɑ:m* **krzywda**

⁷⁰ to put sth in place *tə pʊt 'sambədi ɪn pleɪs* **wprowadzić coś w życie, wdrożyć**

⁷¹ limits on sth *'lɪmɪts ɒn 'sambədi* **ograniczenia na coś**

⁷² enforced by sth *ɪn'fɔ:st baɪ 'sambədi* **egzekwowany przez coś**

⁷³ implementation *ˌɪmplɪ'men'teɪʃən* **wprowadzenie**

⁷⁴ age estimation software *eɪdʒ ,estɪ'meɪʃən 'softweə(r)* **oprogramowanie weryfikujące wiek**

⁷⁵ facial analysis *'feɪʃəl ə'neɪləsɪs* **analiza twarzy**

⁷⁶ to ban *tə bæn* **banować, blokować dostęp**

Idioms and Slang Expressions

When they are describing addictions, English speakers often use different idioms and slang expressions, depending on the nature and type of the addiction. This allows a person to **differentiate**¹ between different intensity levels of **attraction**² or addiction, and to talk about change and **recovery**³ from the addiction.

EXPRESSION:	MEANING:	EXAMPLE IN SPEECH:
Something hooks someone; to be hooked on something	We use this word to describe a person's total addiction to something. They find it very difficult to stop doing the activity or behaviour.	Many teenagers and twentysomethings are completely hooked on checking Instagram regularly.
To be chained to something (some activity or habit ⁴).	This is similar to being hooked, but it goes one step further, describing our being controlled by the addiction.	When I was a teenager, every evening and all day Saturday I was chained to my PlayStation.
A person can't get enough of something .	We <i>could</i> use this to describe our addiction to internet platforms, but it's more often used to talk about the feeling of a constant ⁵ craving for ⁶ a pleasurable ⁷ substance, such as a drug, a food, or an enjoyable activity.	This frozen yogurt is amazing – I simply can't get enough of it! Ela is such an avid reader ⁸ of the horror genre – she can't get enough of those Stephen King novels!
A person is as high as a kite ⁹ .	We usually use this to describe a person's situation when they are strongly under the influence of a drug ¹⁰ .	Jon's had six beers and he looks like he's as high as a kite at the moment!
Go cold turkey ¹¹ .	This is used to talk about suddenly and completely stopping a bad habit or addictive behavior, rather than cutting down gradually.	The doctor advised him to go cold turkey and quit smoking all at once.
That person kicked the habit ¹² .	This is useful for saying that one has successfully stopped a bad habit or addiction. It implies that ¹³ they have used the strength of their will ¹⁴ to overcome ¹⁵ it.	It took Rob several attempts to stop drinking, but he finally managed to kick the habit .
They are on the wagon ¹⁶ .	We can use this to say that a person is abstaining from ¹⁷ alcohol or another substance; it's synonymous with being sober, or being clean; it can be a temporary state. Conversely, to fall off the wagon means they have resumed substance abuse ¹⁸ .	Because Ala's been on the wagon for over a year, she feels much healthier.
That person is fighting their demons .	This is used to describe one's struggle with inner conflicts ¹⁹ , personal problems or addictions. It can be proactive ²⁰ , in that it implies the person is confronting their inner turmoil ²¹ .	Luke has been fighting his demons for a long time, attending ²² therapy and support groups, determined to recover from his addiction.

¹ to differentiate təˈdɪfə'renʃieɪt rozróżniać

² attraction ə'trækʃən pociąg

³ recovery rɪ'kʌvəri powrót do zdrowia

⁴ habit 'hæbɪt nawyk, zwyczaj, nałóg

⁵ constant 'kɒnstənt ciągły

⁶ craving for sth 'kreɪvɪŋ fə 'sʌmθɪŋ ciągła ochota na coś, nieustanne pragnienie czegoś

⁷ pleasurable 'pleʒərəbl przyjemny

⁸ avid reader 'ævɪd 'riːdə zapalony czytelnik

⁹ high as a kite haɪ æz ə kaɪt pijany w sztok; kompletnie naćpany

¹⁰ under the influence of a drug 'ʌndə ði: 'ɪnfluəns əv ə drʌg pod wpływem narkotyków

¹¹ to go cold turkey tə ɡəʊ kəʊld 'tɜ:kɪ rzucić coś z dnia na dzień

¹² to kick the habit tə kɪk ðə 'hæbɪt zerwać z nałogiem

¹³ to imply that tə ɪm'plaɪ ðæt dawać do zrozumienia, sugerować, że

¹⁴ strength of will strengθ ɒv wɪl siła woli

¹⁵ to overcome sth tə əʊvə'kʌm pokonywać, przezwycięzać coś

¹⁶ to be on the wagon tə bi: ɒn ði: 'wæɡən slang: być na odwyku (od alkoholu lub

innych substancji)

¹⁷ to abstain from sth tə əb'steɪn frəm 'sʌmθɪŋ powstrzymać się od czegoś

¹⁸ substance abuse 'sʌbstəns ə'bju:s nadużywanie środków odurzających

¹⁹ inner conflict 'ɪnə 'kɒnfɪkt wewnętrzny konflikt

²⁰ proactive ˌprəʊ'æktɪv proaktywny, wykazujący się aktywną postawą

²¹ inner turmoil 'ɪnə 'tɜ:mɔɪl wewnętrzne zagubienie, rozterki, rozbieżności

²² to attend sth tə ə'tend 'sʌmθɪŋ brać udział w czymś, uczęszczać na coś

INFOBOX

and **ban**⁷⁶ **underage**⁷⁷ users who try to log on to the sites without **parental permission**⁷⁸. Since then, the governments of Poland, France, Spain, Canada and Denmark have **indicated**⁷⁹ they are **considering**⁸⁰ plans to ban social media for under-15s (Poland and Denmark have already begun to prepare **legislation**⁸¹), while Greece, the UK and Slovenia are now **mulling**⁸² **scaling back**⁸³ social media access for teens. Attempts to ban children and teens from social media use in the US, at the state level, thus far, have been met with successful **resistance**⁸⁴ **on the grounds**⁸⁵ that they restrict **free expression**⁸⁶.

Pushback to Social Media Bans

Due to the **severity**⁸⁷ of the **harmful**⁸⁸ incidents, to some, the bans may seem **justified**⁸⁹. In addition to the cyberbullying-related suicides, an American youth **took his life**⁹⁰ after a 'conversation' with ChatGPT in which the chatbot **facilitated**⁹¹ his suicidal plans, and there have been reports of the chatbot Grok generating **non-consensual**⁹² sexualised content. However, some are concerned that the bans limit **free speech**⁹³ and that they constitute **regulatory overreach**⁹⁴. The countries considering bans will, possibly, be fighting with the US government, which **recognises**⁹⁵ the potential of bans to **cut into**⁹⁶ the financial success of the tech companies. Others are concerned that the bans might limit the teens' access to **community resources**⁹⁷, such as mental health support, and **stymie**⁹⁸ their ability to develop **digital literacy**⁹⁹ skills (they're going to be using the sites **eventually**¹⁰⁰, anyway). Moreover, observation of events in Australia over the five months since that country's ban was put in place indicate that it has been quite difficult to enforce (for example, reportedly, some young people have **circumvented**¹⁰¹ the age estimation software by **wrinkling their brows**¹⁰² to create the **appearance**¹⁰³ that they are older).

⁷⁷ **underage** 'ʌndə'reɪdʒ **nieletni**

⁷⁸ **parental permission** pə'rentl pə'mɪʃən **zgoda rodzica**

How Have the Companies Responded¹⁰⁴?

Many of the media companies say they are taking concrete action, including **re-designing**¹⁰⁵ their chatbots to make them safer. Instagram's 'teen accounts' for under-16s need a parent's permission to change **settings**¹⁰⁶; parents can select further monitoring with the **agreement**¹⁰⁷ of their child or teenager. They also block teen users from seeing "**sensitive content**¹⁰⁸", including that which is sexually suggestive or shows **violence**¹⁰⁹. Meta, which owns Instagram, said that (for families that **are signed up to**¹¹⁰ the **supervision setting**¹¹¹) if their teen searches for terms related to suicide or self-harm it would, **henceforth**¹¹², **notify**¹¹³ parents. "These alerts **build on**¹¹⁴ our existing work to help protect teens from harmful content. We have **strict policies**¹¹⁵ against content that promotes suicide", the platform said in a **statement**¹¹⁶.

Ultimately¹¹⁷, the Tech Companies Are Responsible

There is much **evidence**¹¹⁸ indicating that social media sites, such as Snapchat, TikTok and Instagram, are designed to be **addictive**¹¹⁹, and, in turn, that **overusing**¹²⁰

⁷⁹ **to indicate** tə 'ɪndɪkeɪt **zasygnalizować**

⁸⁰ **to consider sth** tə kən'sɪdə 'sʌmθɪŋ **rozważać coś**

⁸¹ **legislation** 'ledʒɪs'leɪʃən **tu: przepisy, regulacje prawne**

⁸² **to mull sth** tə mʌl 'sʌmθɪŋ **rozważać coś, zastanawiać się nad czymś**

⁸³ **to scale back** tə skerl bæk **ograniczać**

⁸⁴ **resistance** rɪ'zɪstəns **opór**

⁸⁵ **on the grounds** ɒn ðə graʊndz **z powodu**

⁸⁶ **free expression** fri: ɪks'preʃən **wolność słowa**

⁸⁷ **severity** sɪ'veərətɪ **nasilenie**

⁸⁸ **harmful** 'hɑ:mfʊl **groźny**

⁸⁹ **justified** 'dʒʌstɪfaɪd **uzasadniony**

⁹⁰ **to take one's life** tə teɪk wʌnz laɪf **odebrać sobie życie**

⁹¹ **to facilitate** tə fə'sɪlɪteɪt **ułatwić realizację, umożliwić realizację**

⁹² **non-consensual** ,nɒnkon'sensjuəl **bez obopólnej zgody**

⁹³ **free speech** fri: spi:tʃ **wolność słowa, wolność wypowiedzi**

⁹⁴ **regulatory overreach** 'regjələtəri 'əʊvəri:tʃ **nadmierna ingerencja regulacyjna, przekroczenie uprawnień ustawodawczych**

⁹⁵ **to recognise** tə 'rekəɡnaɪz **uznawać**

⁹⁶ **to cut into sth** tə kʌt 'ɪntə 'sʌmθɪŋ **uderzać w coś, zmniejszać coś, odbijać się na czymś negatywnie**

⁹⁷ **community resources** kə'mju:nəti rɪ'sɔ:sɪz **wsparcie społecznościowe, zasoby wsparcia, które mogą tkwić w społeczności dostępnej online**

⁹⁸ **to stymie sth** tə 'stɑɪmɪ 'sʌmθɪŋ **pot. utrudniać coś**

⁹⁹ **digital literacy** 'dɪdʒɪtl 'lɪtərəsɪ **alfabetyzm cyfrowy**

¹⁰⁰ **eventually** ɪ'ventʃʊəli **ostatecznie, koniec końców**

¹⁰¹ **to circumvent sth** tə ,sɜ:kəm'vent 'sʌmθɪŋ **obchodzić coś**

¹⁰² **to wrinkle one's brows** tə 'rɪŋkl wʌnz braʊz **marszczyć brwi**

¹⁰³ **appearance** ə'piərəns **wygląd**

¹⁰⁴ **to respond** tə rɪ'spɒnd **odpowiadać, reagować**

¹⁰⁵ **to redesign sth** tə ,ri:di'zeɪn 'sʌmθɪŋ **przeprojektować coś**

¹⁰⁶ **settings** 'setɪŋz **ustawienia**

¹⁰⁷ **agreement** ə'ɡri:mənt **zgoda**

¹⁰⁸ **sensitive content** 'sensɪtɪv 'kɒntent **wrażliwe treści**

¹⁰⁹ **violence** 'vaɪələns **przemoc**

¹¹⁰ **to be signed up to sth** tə bi: saɪnd ʌp tə 'sʌmθɪŋ **zapisać się na coś, korzystać z czegoś**

¹¹¹ **supervision setting** ,sju:pə'vɪʒən'setɪŋ **funkcja nadzoru rodzicielskiego**

¹¹² **henceforth** 'hens'fɔ:θ **odtąd**

¹¹³ **to notify sb** tə 'nəʊtɪfaɪ 'sʌmbədi **powiadamiać kogoś**

¹¹⁴ **to build on sth** tə bɪld ɒn 'sʌmθɪŋ **bazować na czymś, kontynuować coś, stanowić kolejny krok na fundamencie czegoś**

¹¹⁵ **strict policies** strɪkt 'pɒlɪsɪz **surowe zasady**

¹¹⁶ **statement** 'steɪtmənt **oświadczenie, komunikat**

¹¹⁷ **ultimately** 'ʌltɪmətli **koniec końców**

¹¹⁸ **evidence** 'eɪvɪdəns **dowody**

¹¹⁹ **addictive** ə'dɪktɪv **uzależniający**

¹²⁰ **overusing** ,əʊvə'ju:zɪŋ **nadużywanie**

¹²¹ **likelihood** 'laɪklɪhʊd **prawdopodobieństwo**

¹²² **to suffer** tə 'sʌfə **cierpieć**

these sites can increase the **likelihood**¹²¹ that vulnerable people, especially children, will **suffer**¹²² mentally. **Adolescents**¹²³, in particular, are vulnerable to the risks of chatbots and the virtual **relationships**¹²⁴ that they **foster**¹²⁵. Many teens in USA – about one in three, according to a recent digital-safety company **study**¹²⁶ – use chatbots for social interactions and relationships, including pseudo-romantic **partnerships**¹²⁷. **In spite of the harm done**¹²⁸, some children have been able to **evade**¹²⁹ the facial analysis that legislated bans in countries such as Australia have employed. However, focusing on this evasion perhaps misses the **intent**¹³⁰ of the policy – which is to pressure tech companies to work to reduce online harms, which, it appears, they have been doing. The new law emphasises **holding** platforms **liable**¹³¹, not **penalising**¹³² children and parents. Teachers, therapists, and others who work with **youngsters**¹³³ **point out**¹³⁴ that, now, there's an opportunity for a **grace period**¹³⁵ for kids and parents – this allows families to have realistic conversations about how youngsters **engage with**¹³⁶ social media platforms, instead of passing blame around amongst **family members**¹³⁷. The idea is that if parents, **introspectively**¹³⁸, consider how they can help the kids they love, these problems can be reduced. To some, that may seem like an **old-fashioned**¹³⁹ strategy. However, when dealing with the power of a **dopamine hit**¹⁴⁰, it's going to be necessary to use every weapon in our arsenal.

¹²³ **adolescent** ˈædəˈlesnt dorastający

¹²⁴ **relationship** ˈrɪˈleɪʃənʃɪp relacja, związek

¹²⁵ **to foster sth** tə ˈfɒstə ˈsʌmθɪŋ rozwijać, pielegnować coś

¹²⁶ **study** ˈstʌdi badanie

¹²⁷ **partnership** ˈpɑːtnəʃɪp tu: związek

¹²⁸ **in spite of the harm done** ɪn spaɪt ɒv ðə hɑːm dʌn pomimo wyrządzonych szkód

¹²⁹ **to evade sth** tə ɪˈveɪd ˈsʌmθɪŋ obchodzić coś

¹³⁰ **intent** ɪnˈtent zamiary, intencje

¹³¹ **to hold sth liable for sth** tə həʊld ˈsʌmθɪŋ ˈlaɪəbl fə ˈsʌmθɪŋ obciążać coś odpowiedzialnością za coś

¹³² **to penalise sb** tə ˈpiːnəlaɪz ˈsʌmbədɪ karać kogoś

¹³³ **youngster** ˈjʌŋstə młody, młoda osoba

¹³⁴ **to point out sth** tə pɔɪnt aʊt ˈsʌmθɪŋ wskazywać na coś

¹³⁵ **grace period** greɪs ˈpɪəriəd okres karencji

¹³⁶ **to engage with sth** tə ɪnˈɡeɪdʒ wɪð ˈsʌmθɪŋ używać czegoś, korzystać z czegoś

¹³⁷ **family member** ˈfæməli ˈmembə członek rodziny

¹³⁸ **introspectively** ˌɪntrəˈspektɪvli spoglądając w głąb siebie

¹³⁹ **old-fashioned** ˈəʊldˈfæʃənd staromodny, przestarzały

¹⁴⁰ **dopamine hit** ˈdəʊpamiːn hɪt wyrzut dopaminy



PROJECTIONS, PREDICTIONS AND PITFALLS

Choose the correct advanced future structure, modal verb, or adverb of probability from the options inside the brackets to naturally complete each sentence.

1. In December, the legal team announced they had launched a battle against the platforms, which they knew [is going to be / was going to be / will have been / would be being] long and gruelling.
2. The countries currently considering strict bans will, [eventually / possibly / retroactively / retrospectively], be fighting uphill battles against tech giants protective of their financial success.
3. Opponents argue that teens [are going to use / will have used / were to use / will have been using] the platforms anyway, so outright bans merely delay the development of vital digital literacy skills.
4. Meta announced that, [past half year / subsequently / from now on / thus far], the platform will automatically notify parents if a supervised teen searches for terms related to self-harm.
5. By the time the proposed legislation in Poland and Denmark comes into full effect, it's expected that tech companies [are designing / will have designed / would design / will be designing] even safer chatbot guardrails.
6. European governments are currently mulling over whether they [should / would have / were going to / had to] scale back social media access for teens later this year.

BEM TEST

Answers: 1. was going to be, 2. possibly, 3. are going to use, 4. from now on, 5. will have designed, 6. should

Michio Kaku – Picking Up¹ Where Einstein Left Off²



WHAT SETS HIM
APART FROM
MANY OTHER
ACADEMICS IS HIS
ABILITY TO EXPLAIN
COMPLEX IDEAS IN
A WAY THAT NON-
SCIENTIFIC PEOPLE
CAN GRASP.

Few scientists have bridged the gap³ between the frontiers⁴ of theoretical physics⁵ and the public imagination⁶ as effectively as Michio Kaku. We explore his life's work and enduring⁷ influence⁸.

Michio Kaku was born on 24 January 1947 in San Jose, California, to Japanese-American parents. His father worked as a gardener⁹, while his mother, who had a background¹⁰ in music, had trained as a pianist. This provided a foundation¹¹ of an appreciation¹² for both structure and creativity.

The young Kaku was extremely curious and showed a precocious¹³ aptitude¹⁴ for science. He experimented with electronics and learnt about physics concepts that he would explore in-depth¹⁵ later in his career. He has recounted¹⁶ in interviews¹⁷ that he was obsessed with Einstein's ideas and the emerging¹⁸ world of quantum mechanics¹⁹, often imagining the possibilities of time travel²⁰ and parallel universes²¹.

This fascination was not so unusual²² for the era. Science fiction²³ was widely popular in the post-war era²⁴. The adventures

imagined by Jules Verne and H.G. Wells seemed to be turning into reality in the

¹ to pick up *tə pik ʌp* zacząć na nowo

² to leave off *tə li:v ɒf* przestać

³ to bridge the gap *tə brɪdʒ ðə ɡæp* wypełnić lukę

⁴ frontier *ˈfrʌntɪə* granica

⁵ theoretical physics *θɪəˈretɪkəl ˈfɪzɪks* fizyka teoretyczna

⁶ public imagination *ˈpʌblɪk ɪˌmædʒɪˈneɪʃən* publiczne wyobrażenie

⁷ enduring *ɪnˈdʒʊərɪŋ* nieprzemijający, trwały

⁸ influence *ˈɪnfluəns* wpływ

⁹ gardener *ˈɡɑːdnə* ogrodnik

¹⁰ background *ˈbækgraʊnd* *tu:* wykształcenie

¹¹ foundation *fəʊnˈdeɪʃən* fundament, podstawa

¹² appreciation *əˌpriːʃɪˈeɪʃən* uznanie

¹³ precocious *priˈkeɪʃəs* *tu:* wcześniej rozwinięty

¹⁴ aptitude *ˈæptɪtjuːd* zdolność, uzdolnienie

¹⁵ in-depth *ˌɪn ˈdepθ* dogłębnie

¹⁶ to recount *tə rɪˈkaʊnt* szczegółowo opowiadać

¹⁷ interview *ˈɪntəvjʊ:* wywiad

¹⁸ emerging *ɪˈmɜːdʒɪŋ* powstający, kształtujący się

¹⁹ quantum mechanics *ˈkwɒntəm məˈkæniks* mechanika kwantowa

²⁰ time travel *taɪm ˈtrævl* podróż w czasie

²¹ parallel universes *ˈpærəlel ˈjuːnɪvɜːsɪz* wszechświaty równoległe

²² unusual *ʌnˈjuːʒəl* niezwykły

²³ science fiction *ˈsaɪəns ˈfɪkʃən* fantastyka naukowa

²⁴ post-war era *ˈpəʊstˈwɔːr ˈɪərə* czasy powojenne

Michio Kaku

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A WORD WORTH REMEMBERING

to illuminate sth
/tʊ ɪˈljʊːmɪneɪt
ˈsɪmθɪŋ/
wyjaśniać coś, rzucać
na coś światło

space-age optimism²⁵ sparked by²⁶ the burgeoning²⁷ rocket and electronics industries²⁸. Comic books²⁹, radio programmes and popular science magazines of the 1950s provided an exciting array³⁰ of infinite possibilities³¹ for young readers to inhabit³².

From Student to Expert

Despite³³ his curiosity³⁴ and talent, being partly Japanese, Michio faced barriers to educational advancement³⁵. Anti-Japanese sentiment³⁶ lingered³⁷ from World War II, and opportunities at elite schools were limited for minority³⁸ students. Nevertheless, his exceptional³⁹ aptitude in mathematics and science, recognised⁴⁰ through top grades⁴¹ and success in science competitions⁴², earned him admission⁴³ to Harvard University in 1964, a significant achievement⁴⁴ at a time when Ivy League⁴⁵ campuses⁴⁶ were overwhelmingly⁴⁷ white, middle-class⁴⁸ and male.

Kaku graduated⁴⁹ in physics from Harvard University in 1968, where he combined rigorous mathematical training with exposure to⁵⁰ emerging developments in quantum theory⁵¹. He went on to earn a PhD⁵² at the University of California, Berkeley, in 1972, focusing on unifying⁵³ the fundamental forces⁵⁴ – gravity, electromagnetism, and the strong and weak nuclear forces⁵⁵ – using string theory⁵⁶ (See String Theory). He then joined the City College of New York, where he has spent decades as a professor, combining research⁵⁷ on quantum field theory⁵⁸ and cosmology with teaching and mentoring doctoral students⁵⁹.

In the 1970s, Kaku, together with Keiji Kikkawa, co-developed⁶⁰ one of the first

- ³⁰ array 'a:reɪ tu: szeroki wybór
- ³¹ infinite possibilities 'ɪnfɪnət ˌpɒsəˈbɪlɪtɪz nieskończone możliwości
- ³² to inhabit tʊ ɪnˈhæbɪt zamieszkiwać, zasiedlać, tu: przenosić się gdzieś w wyobraźni, zatracać się w czymś
- ³³ despite sth dɪsˈpaɪt 'sʌmθɪŋ pomimo czegoś
- ³⁴ curiosity ˌkjʊərɪˈɒsəti ciekawość
- ³⁵ advancement ədˈvɑːnsmənt postęp, awans
- ³⁶ sentiment 'sentɪmənt tu: nastroje
- ³⁷ to linger tə ˈlɪŋgə utrzymywać się
- ³⁸ minority maɪˈnɒrəti mniejszość, pochodzący z mniejszości narodowych
- ³⁹ exceptional ɪkˈsepʃənəl wyjątkowy, wybitny
- ⁴⁰ recognised ˈrekəɡnaɪzd tu: potwierdzony
- ⁴¹ top grades ˌtɒp ɡreɪdɪz najwyższe oceny
- ⁴² science competition ˈsaɪəns ˌkɒmpəˈtɪʃən konkurs naukowy
- ⁴³ admission ədˈmɪʃən przyjęcie, wstęp
- ⁴⁴ achievement əˈtʃiːvmənt osiągnięcie
- ⁴⁵ Ivy League ˈaɪvi liːɡ Liga Bluszcowa (elitarna grupa ośmiu najstarszych, najbardziej prestiżowych i rygorystycznych pod względem poziomu nauczania uniwersytetów we wschodniej części Stanów Zjednoczonych)
- ⁴⁶ campus ˈkæmpəs kampus, miasteczko uniwersyteckie
- ⁴⁷ overwhelmingly ˌəʊvəˈwelmɪŋli zdecydowanie
- ⁴⁸ middle-class ˌmɪdl ˈklɑːs należący do klasy średniej
- ⁴⁹ to graduate tə ˈɡrædʒəɪt ukończyć studia
- ⁵⁰ exposure to sth ɪksˈpəʊʒə tə ˈsʌmθɪŋ styczność, kontakt z czymś
- ⁵¹ quantum theory ˈkwɒntəm ˈθɪəri teoria kwantowa
- ⁵² PhD = Doctor of Philosophy ˌpiː ɛtʃ ˈdiː = ˈdɒktər ɒv ˈfɪləsəfi doktorat
- ⁵³ to unify sth tə ˈjuːnɪfaɪ ˈsʌmθɪŋ łączyć, wiązać coś ze sobą
- ⁵⁴ fundamental forces ˌfʌndəˈmentl ˈfɔːsɪz oddziaływania podstawowe, oddziaływania fundamentalne
- ⁵⁵ nuclear forces ˈnjuːklɪə ˈfɔːsɪz oddziaływania jądrowe
- ⁵⁶ string theory strɪŋ ˈθɪəri teoria strun
- ⁵⁷ research rɪˈsɜːtʃ badania
- ⁵⁸ quantum field theory ˈkwɒntəm fiːld ˈθɪəri kwantowa teoria pola
- ⁵⁹ doctoral student ˈdɒktərəl ˈstjuːdənt doktorant
- ⁶⁰ to co-develop tə kəʊ dɪˈveləp wspólnie opracować

Michio Kaku Bibliography

- 1994 – *Hyperspace: A Scientific Odyssey Through Parallel Universes, Time Warps, and the Tenth Dimension*
- * Introduced higher dimensions and string theory to a general audience
- * Explored time travel, parallel universes and the structure of the cosmos
- * Sparked widespread interest in theoretical physics beyond academia
- 2008 – *Physics of the Impossible*
- * Examined technologies once considered science fiction (invisibility¹, force fields, teleportation)
- * Categorised ideas by likelihood according to known physics
- 2011 – *Physics of the Future*
- * Predicted technological developments over the 21st century
- * Covered AI, nanotechnology, space exploration, and medicine
- 2020 – *The Quest for a Theory of Everything*
- * Traces physics from Newton to modern string theory
- * Explains the search for a unifying theory of fundamental forces
- * Situates Kaku within the intellectual lineage² of Einstein
- 2021 – *The God Equation*
- * Explores the possibility of a final unifying theory reconciling³ general relativity⁴ with quantum mechanics
- * Reflects decades of research in string theory and cosmology
- * Combines technical insight with philosophical and societal reflections

¹ invisibility ɪnˈvɪzəˈbɪləti niewidzialność

² lineage ˈlɪniɪdʒ rodowód

³ to reconcile sth with sth tə ˈrekənsaɪl ˈsʌmθɪŋ wɪð ˈsʌmθɪŋ godzić coś z czymś

⁴ general relativity ˈdʒenərəl ˌreləˈtɪvəti ogólna teoria względności

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formulations⁶¹ of string field theory⁶², treating strings like quantum fields⁶³ and helping to establish string theory as a leading framework⁶⁴ in theoretical physics. His work spans⁶⁵ quantum mechanics, higher-dimensional spaces⁶⁶ and the search for a unifying “theory of everything⁶⁷.”

Distinctively⁶⁸, Kaku balances technical rigour with conceptual clarity⁶⁹, aiming to develop models that not only describe the universe mathematically but also illuminate⁷⁰ its fundamental principles⁷¹.

Bridging Theory and Public Understanding

Michio Kaku's research work and development of theories are impressive in themselves⁷², but what sets him apart⁷³ from many other academics is his ability to explain complex ideas in a way that non-scientific people can grasp⁷⁴.

To this end, over the decades, he has written several thought-provoking⁷⁵, best-selling books that have explored the biggest scientific questions, such as the nature of the universe⁷⁶ and humankind's⁷⁷ connection with it, in a way that is both informative and entertaining⁷⁸. (See Kaku Bibliography).

He has amplified⁷⁹ the reach⁸⁰ of his ideas through television and radio, hosting⁸¹ and appearing⁸² on programmes for the Discovery Channel, the History Channel, the Science Channel and the BBC, making topics from time travel and teleportation to

artificial intelligence⁸³ and the future of civilisation accessible⁸⁴ to millions.

One of his best-known series, Sci Fi Science: Physics of the Impossible (Science Channel, 2009-2010), combined demonstrations, thought experiments⁸⁵ and interviews with fellow⁸⁶ scientists. The show brought complex concepts to a broad audience⁸⁷ and reinforced⁸⁸ Kaku's style: blending technical precision with⁸⁹ historical context and philosophical reflection. His other appearances include specials on the History Channel exploring space colonisation, quantum physics and emerging technologies.

⁶¹ formulation ˈfɔːmjʊˈleɪʃən sformułowanie, ujęcie, sformalizowanie teorii

⁶² string field theory strɪŋ fiːld ˈθɪəri polowa teoria strun

⁶³ quantum field ˈkwɒntəm fiːld pole kwantowe

⁶⁴ framework ˈfreɪmwɜːk tu: model, ramy teoretyczne

⁶⁵ to span sth tə spæn ˈsʌmθɪŋ obejmować coś

⁶⁶ higher-dimensional space ˈhaɪə dɪˈmenʃənl speɪs przestrzeń o wyższych wymiarach

⁶⁷ theory of everything ˈθɪəri ɒv ˈevriθɪŋ teoria wszystkiego

⁶⁸ distinctively dɪsˈtɪŋktɪvli wyraźnie, wyraziście

⁶⁹ clarity ˈklærəti jasność, klarowność

⁷⁰ to illuminate sth tə ɪˈljʊːmɪneɪt ˈsʌmθɪŋ

wyjaśniać coś, rzucać na coś światło

⁷¹ fundamental principles ˈfʌndəˈmentl ˈprɪnsəplz podstawowe zasady

⁷² impressive in themselves ɪmˈpresɪv ɪn ðəmˈselvz imponujące same w sobie

⁷³ to set sb apart tə set ˈsʌmbədɪ əˈpɑːt wyróżniać kogoś

⁷⁴ to grasp sth tə grɑːsp ˈsʌmθɪŋ tu: pojmować coś

⁷⁵ thought-provoking ˈθɔːt prəˈvʊkɪŋ dający do myślenia

⁷⁶ nature of the universe ˈneɪtʃə ɒv ðə ˈjuːnɪvɜːs natura wszechświata

⁷⁷ humankind ˈhjuːmənˈkaɪnd ludzkość, gatunek ludzki

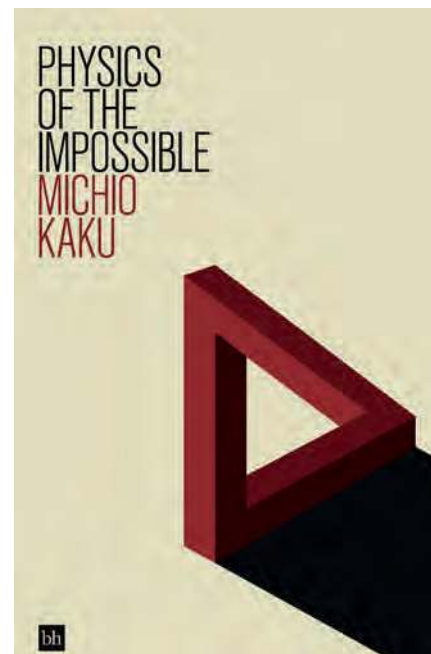
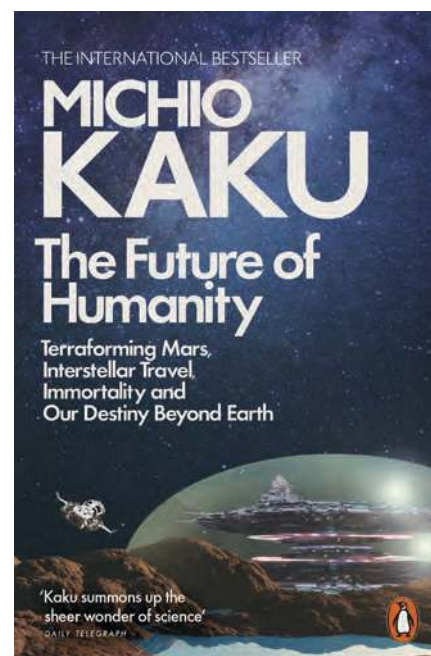
⁷⁸ entertaining ˌentəˈteɪnɪŋ zajmujący, przyjemny

⁷⁹ to amplify sth tə ˈæmplɪfaɪ ˈsʌmθɪŋ zwiększać, rozszerzać coś

⁸⁰ reach riːtʃ zasięg

⁸¹ to host tə həʊst prowadzić program, być gospodarzem programu

⁸² to appear tə əˈpiə występować



⁸³ artificial intelligence ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns sztuczna inteligencja

⁸⁴ accessible əkˈsesəbl przystępny

⁸⁵ thought experiment θɔːt ɪksˈperɪmənt eksperyment myślowy

⁸⁶ fellow ˈfeləʊ znajomy, kolega po fachu

⁸⁷ broad audience brɔːd ˈɔːdʒəns szeroka publiczność

⁸⁸ to reinforce sth tə ˌriːnˈfɔːs ˈsʌmθɪŋ umacniać, wzmacniać coś

⁸⁹ to blend sth with sth tə blend ˈsʌmθɪŋ wɪð ˈsʌmθɪŋ łączyć, mieszać coś z czymś

HIS WORK SPANS
QUANTUM
MECHANICS,
HIGHER-
DIMENSIONAL
SPACES AND THE
SEARCH FOR A
UNIFYING “THEORY
OF EVERYTHING.”

String Theory

String theory is a theoretical framework in which the fundamental building blocks of the universe are tiny vibrating “strings” rather than point-like **particles**¹, with different vibrations giving rise to different particles and forces.

¹ particle 'pɑ:tɪkl **cząstka**

INFOBOX

Beyond television, Kaku lectures internationally, presenting physics not only as a **pursuit of knowledge**⁹⁰ but as a framework for understanding humanity’s place in the cosmos.

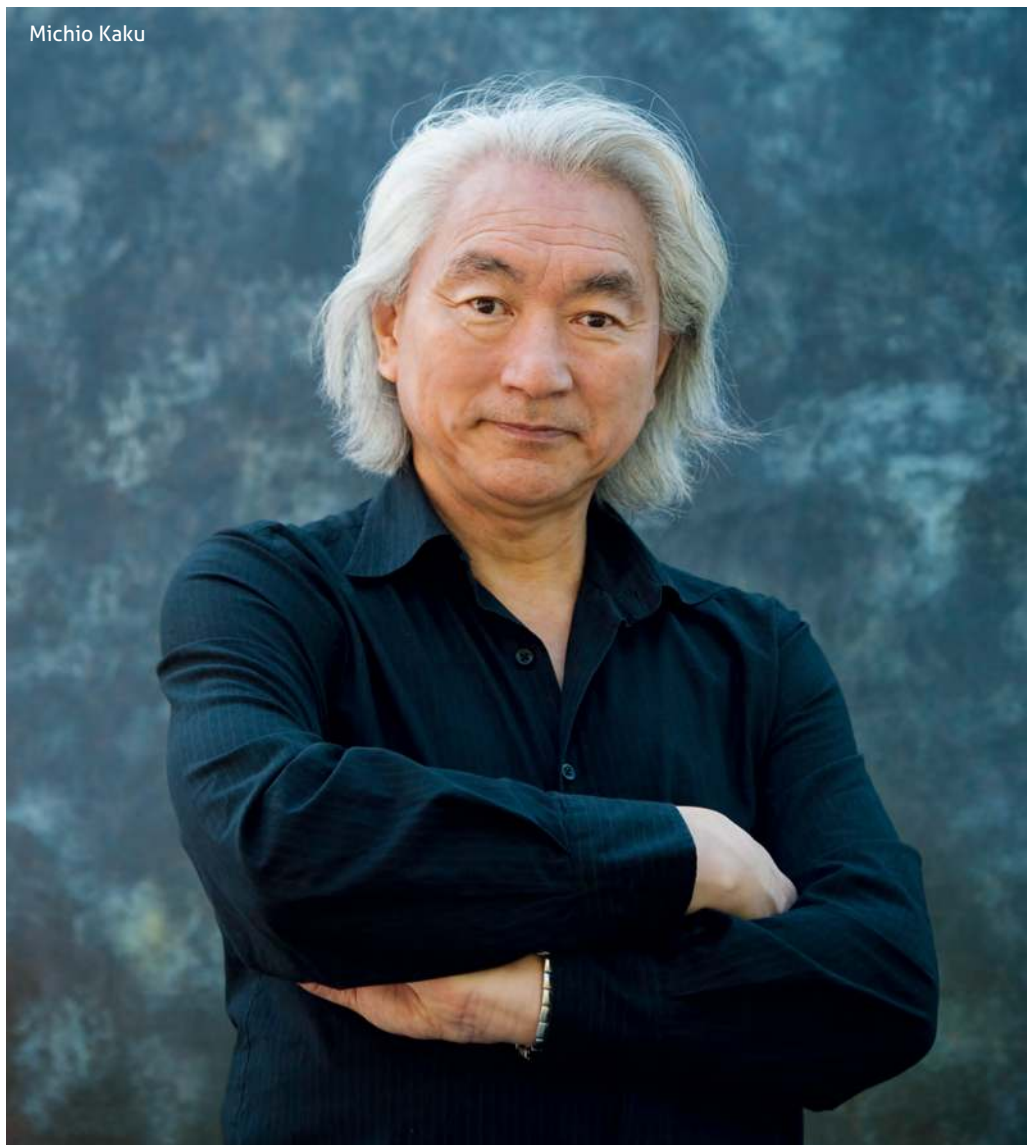
Recognition⁹¹ and Legacy⁹²

Michio Kaku’s achievements have been recognised both formally and informally. Notably, he received the Sir Arthur Clarke Lifetime Achievement Award, **acknowledging**⁹³ his **contributions to**⁹⁴ science and its **public understanding**⁹⁵. Colleagues describe him as a visionary with **practical insight**⁹⁶, someone **capable of**⁹⁷ **anticipating**⁹⁸ the societal consequences of emerging technologies while **remaining grounded in**⁹⁹ **rigorous research**¹⁰⁰.

Kaku has also built a **parallel**¹⁰¹ reputation as a futurist, using current scientific trends to **map out**¹⁰² **plausible**¹⁰³ long-term developments. In Physics of the Future, he predicts advances such as AI-driven personal assistants, widespread use of **augmented reality**¹⁰⁴ and **breakthroughs**¹⁰⁵ in medical diagnostics using nanotechnology. He has also argued that quantum computing could transform **encryption**¹⁰⁶ and **data processing**¹⁰⁷, while **space exploration**¹⁰⁸

⁹⁰ pursuit of knowledge pə'sju:t ov 'nɒlɪdʒ
poszukiwanie wiedzy, dążenie do wiedzy

Michio Kaku



⁹¹ recognition ,rekəg'nɪʃən **uznanie**

⁹² legacy 'legəsi **spuścizna, dziedzictwo**

⁹³ to acknowledge sth tə ək'nɒlɪdʒ 'sʌmθɪŋ
uznawać coś

⁹⁴ contribution to sth ,kɒntri'bju:ʃən tə 'sʌmθɪŋ
wkład w coś

⁹⁵ public understanding 'pʌblɪk ,ʌndə'stændɪŋ
społecznie zrozumienie

⁹⁶ practical insight 'præktɪkəl 'ɪnsaɪt **trzeźwe, głębokie spojrzenie**

⁹⁷ capable of sth 'keɪpəbl ov 'sʌmθɪŋ **zdolny do czegoś**

⁹⁸ to anticipate sth tə æn'tɪsɪpeɪt 'sʌmθɪŋ
przewidywać coś

⁹⁹ to remain grounded in sth tə ri'meɪn
'graʊndɪd ɪn 'sʌmθɪŋ **opierać swoje działania na czymś, twardo stąpać po ziemi dzięki**

czemuś

¹⁰⁰ rigorous research 'rɪɡərəs rɪ'sɜ:tʃ **badania spełniające rygory metodologiczne**

¹⁰¹ parallel 'pærəlel **równoległy**

¹⁰² to map sth out tə mæp 'sʌmθɪŋ aʊt **nakreślać coś**

¹⁰³ plausible 'plə:zəbl **prawdopodobny, wiarygodny**

¹⁰⁴ augmented reality 'ɔ:gməntɪd ri:'æləti
rzeczywistość rozszerzona

¹⁰⁵ breakthrough 'breɪk'θru: **przełom**

¹⁰⁶ encryption ɪn'krɪptʃn **szyfrowanie**

¹⁰⁷ data processing 'deɪtə 'prəʊsesɪŋ
przetwarzanie danych

¹⁰⁸ space exploration speɪs ,eksplɔ:'reɪʃən
eksploracja kosmosu

¹⁰⁹ government-led 'ɡʌvnmənt led **narodowy,**

may shift from **government-led**¹⁰⁹ missions to **commercial ventures**¹¹⁰, **paving the way for**¹¹¹ **lunar bases**¹¹² and, eventually, Mars colonisation. Drawing on interviews with leading researchers, Kaku's **forecasts**¹¹³ are grounded in existing science but extend decades ahead. While not a formal **adviser**¹¹⁴ to governments or corporations, he is a frequent **keynote speaker**¹¹⁵ at industry and policy forums, where his ideas contribute to discussions on technology strategy, innovation and long-term economic planning.

Not Done Yet

He has inspired generations of students to study physics and mathematics, demonstrating that curiosity and imagination are as **vital**¹¹⁶ as technical skill. By combining rigorous research with public engagement, Kaku **embodies**¹¹⁷ a model of science that is both intellectually ambitious and accessible.

Now in his late seventies, he remains an active public figure, continuing to write, **lecture**¹¹⁸ and comment on emerging scientific developments with **undiminished**¹¹⁹ energy. Michio Kaku has spent his life picking up where Einstein left off. Through pioneering research, bestselling books and television series that bring abstract physics to life, he has left an **enduring mark**¹²⁰ on science and society. He shows no signs of **easing up on**¹²¹ his mission to share his **continued**¹²² **investigation**¹²³ into the wonders of the universe with anyone who shares his curiosity.

państwowy

¹¹⁰ **commercial venture** kə'mɜːʃəl 'ventʃə
przedsiębiorstwo komercyjne

¹¹¹ **to pave the way for sth** tə peɪv ðə weɪ fə
'sʌmθɪŋ torować drogę dla czegoś

¹¹² **lunar base** 'luːnə beɪs baza księżycowa

¹¹³ **forecast** 'fɔːkəːst prognoza

¹¹⁴ **adviser** əd'vaɪzə doradca



PAST, PRESENT, PHYSICS

Complete the gaps by choosing the correct narrative tense option from the choices provided in the brackets.

1. Young Michio Kaku [was experimenting / had experimented / experiments] with electronics long before he began his formal academic career at Harvard University.
2. While he [was growing / had grown / grew] up in California, the space-age optimism of the post-war era sparked his interest in time travel and parallel universes.
3. Anti-Japanese sentiment lingered after World War II ended, meaning that minority students [had faced / were facing / faced] limited opportunities at elite schools during that era.
4. By the time Kaku earned his PhD from the University of California, Berkeley, in 1972, he [was already narrowing / had already narrowed / already narrowed] his research focus to string theory.
5. In the 1970s, Kaku and Keiji Kikkawa co-developed a breakthrough formulation while they [were conducting / had conducted / conducted] research on quantum field theory.
6. Before Kaku received the Sir Arthur Clarke Lifetime Achievement Award, he [published / was publishing / had published] several bestselling books that brought physics to a wider audience.
7. Kaku [had lectured / was lecturing / lectures] internationally at various industry forums, where he consistently presents physics as a vital framework for understanding humanity.
8. Einstein [left / had left / was leaving] his life's work unfinished, but Kaku picked up where he left off by dedicating decades to the search for a "theory of everything."

BEM TEST

Answers: 1. had experimented, 2. was growing, 3. were facing/faced, 4. had already narrowed, 5. were conducting, 6. had published, 7. lectures, 8. left/had left

¹¹⁵ **keynote speaker** 'kiːnəʊt 'spiːkə prelegent, mówca

¹¹⁶ **vital** 'vaɪtl istotny

¹¹⁷ **to embody sth** tə ɪm'bɒdi 'sʌmθɪŋ uosabiać coś

¹¹⁸ **to lecture** tə 'lektʃə wykładać

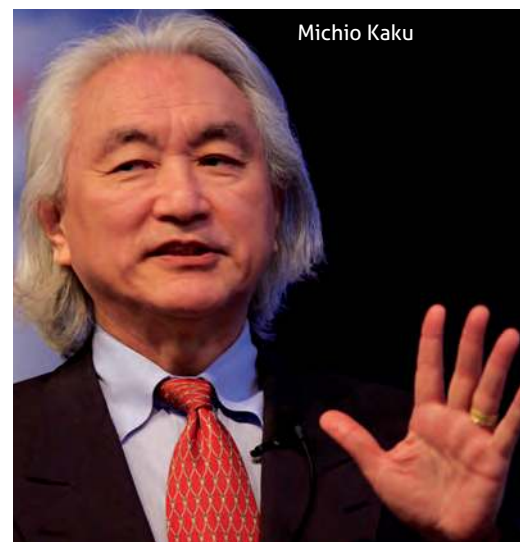
¹¹⁹ **undiminished** ʌndɪ'mɪnɪʃt niesłabnący

¹²⁰ **enduring mark** ɪn'dʒʊərɪŋ mɑːk trwały ślad, trwałe piętno

¹²¹ **to ease up on sth** tə iːz ʌp ɒn 'sʌmθɪŋ odpuszczać coś

¹²² **continued** kən'tɪnjuːd nieustanny

¹²³ **investigation** ɪn'vestɪ'geɪʃən badanie, dociekanie



Michio Kaku

OGLĄDAJ

VIDEO



business-english.com.pl

POBIERZ

MP3



KOD DOSTĘPU:
vz8

LUB ODSŁUCHAJ
NA STRONIE
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WORTH REMEMBERING

much-vaunted
mɒtʃ 'vɔːntɪd
wielce
wychwalany

Lisbon: The New Home of Remote Professionals

On a Tuesday morning in Alfama, beneath washing lines strung between ochre façades, an American coder taps away at her laptop whilst her Portuguese landlord **trudges**¹ past with shopping bags, **muttering**² about the EUR 1,400 rent she can no longer afford in the neighbourhood where she was born.

¹ to trudge *tə ˈtrʌdʒ* wlec się, brnąć

² to mutter *tə ˈmʌtər* mamrotać, mruzczyć



The Promised Land, Repriced

Lisbon's **ascent**³ to the summit of Europe's digital nomad **hierarchy**⁴ was neither accidental nor overnight. For the better part of a decade, the Portuguese capital has offered a **seductive**⁵ **proposition**⁶: reliable 200-500 Mbps fibre connections in most apartments, over 2,800 hours of sunshine annually, and a cost of living cheaper than 63 percent of Western European cities. Portugal now ranks sixth globally amongst the best destinations for remote professionals, scoring particularly highly on internet infrastructure, quality of life, and English proficiency.

The numbers tell the story of a city transformed. By 2024, over 2,600 digital nomad visas had been issued to remote workers moving to Portugal, with Americans **leading the pack**⁷, followed by Brazilians and Britons. The D8 visa, introduced in October 2022, typically processes within 30-90 days and **grants**⁸ an initial year of residency, **renewable**⁹ **thereafter**¹⁰. Lisbon remains the most popular destination, though Madeira and Porto have begun **siphoning off**¹¹ those seeking either island isolation or northern **grit**¹².

Yet the city that once promised **sun-drenched**¹³ affordability now demands a minimum monthly income of EUR 3,680 from digital nomad visa applicants-four times Portugal's **statutory**¹⁴ minimum wage. A furnished one-bedroom apartment in a desirable neighbourhood now **commands**¹⁵ EUR 1,200-1,800 per month, and a single nomad can expect to spend at least EUR 1,200 monthly **excluding**¹⁶ leisure and entertainment. The maths has begun to look less favourable, particularly when set against the **backdrop**¹⁷ of a local population increasingly **priced out**¹⁸ of their own city.

Infrastructure and the Illusion of Community

The coworking landscape is **robust**¹⁹, if somewhat formulaic. Second Home, Heden, and Outsite **anchor**²⁰ a sector that has **proliferated**²¹ across Lisbon's central

districts, each offering the familiar **trap-pings**²² of the remote work **aesthetic**²³: exposed brick, houseplants, and espresso machines that **whirl**²⁴ with **metronomic**²⁵ regularity. On Madeira, Ponta do Sol hosts Portugal's first official Digital Nomad Village, a government-backed project complete with networking events and a **self-consciously**²⁶ **cultivated**²⁷ sense of belonging.

But community, that **much-vaunted**²⁸ **pillar**²⁹ of the nomadic promise, proves **elusive**³⁰ in practice. Lisbon's digital workforce remains one of Europe's largest and most diverse, yet the **revolving door**³¹ spins ever faster. What was once a three-month **rotation**³² has **contracted**³³ to

³ ascent ə'sent wspinaczka, awans

⁴ hierarchy 'haɪərə:ki hierarchia

⁵ seductive sɪ'dæktɪv uwodzicielski, kuszący

⁶ proposition ,prɒpə'zɪʃən propozycja, oferta

⁷ to lead the pack tə 'li:d ðə pæk prowadzić stawkę, być na czele

⁸ to grant tə grɑ:nt przyznawać, udzielać

⁹ renewable rɪ'nju:əbəl tu: odnawialny

¹⁰ thereafter ,ðeə'rɑ:fə następnie, później

¹¹ to siphon off tə 'saɪfən of odciągać, przejmować

¹² grit grɪt tu: charakter, twardość

¹³ sun-drenched sʌn drentʃt skąpany w słońcu

¹⁴ statutory 'stætjətəri ustawowy

¹⁵ to command tə kə'mɑ:nd tu: kosztować, osiągać (cenę)

¹⁶ excluding X ɪk'sklu:dɪŋ eks z wyłączeniem X, nie wliczając X

¹⁷ backdrop 'bækdɒp tło

¹⁸ to price out tə praɪs aʊt wycenić poza zasięgiem, wyprzeć cenowo

¹⁹ robust rəʊ'bʌst solidny, mocny

²⁰ to anchor tu 'æŋkə tu: stanowić fundament, zakotwiczyć

²¹ to proliferate tə prə'lɪfəreɪtɪd rozprzestrzeniać się, mnożyć

²² trappings 'træpɪŋz atrybuty, oznaki

²³ aesthetic ɪs'θetɪk estetyka

²⁴ to whirl tə wɜ: wirować z szumem

²⁵ metronomic ,metrə'nomɪk metronomiczny, regularny

²⁶ self-consciously ,self 'kɒnfəsli świadomie, z pewną manierą

²⁷ to cultivate tə 'kʌltɪveɪt kultywować, pielęgnować

BY THE NUMBERS: LISBON'S DIGITAL WORKFORCE

- Globally, approximately 40 million people were living as digital nomads by 2025 (though some sources **cite**¹ ranges from 40-80 million), roughly double the figure from 2020
- Portugal **ranks**² 7th amongst the best destinations worldwide for digital nomads, scoring highly on internet speed, quality of life, and English **proficiency**³
- Americans receive the most digital nomad visas for Portugal, followed by Brazilian and British remote workers
- Lisbon enjoys over 2,800 hours of sunshine per year, with mild winters and temperatures rarely dropping below 8-10 degrees Celsius
- Standard **fibre**⁴ connections in most Lisbon apartments run at 200-500 Mbps, providing infrastructure comparable to or better than most Western European capitals

¹ to cite tə saɪt cytować, przytaczać

² to rank tə ræŋk zajmować pozycję, plasować się

³ proficiency prə'fɪʃənsi biegłość, znajomość

⁴ fibre 'faɪbə tu: światłowód

INFOBOX

²⁸ much-vaunted mʌtʃ 'vɔ:ntɪd wielce wychwalany

²⁹ pillar 'pɪlə filar, fundament

³⁰ elusive ɪ'lu:sɪv nieuchwytny

³¹ revolving door rɪ'vɒlvɪŋ dɔ: tu: obrotowe drzwi, rotacja

³² rotation rəʊ'teɪʃən rotacja, zmiana

³³ to contract tə kən'trækt tu: kurczyć się, zmniejszać

THE CITY THAT ONCE PROMISED SUN-DRENCHED AFFORDABILITY NOW DEMANDS A MINIMUM MONTHLY INCOME OF EUR 3,680 FROM DIGITAL NOMAD VISA APPLICANTS-FOUR TIMES PORTUGAL'S STATUTORY MINIMUM WAGE.

four-to-six-week **stints**³⁴ for many, as the financial realities **bite**³⁵ harder than anticipated. The result is a social **fabric**³⁶ perpetually **unravelling**³⁷ and **reweaving**³⁸ itself-acquaintances rather than friendships, networking rather than neighbourliness.

There is, too, a **nagging**³⁹ **superficiality**⁴⁰ to much of the interaction. Conversations in coworking kitchens tend towards the **formulaic**⁴¹: where you are from, how long you are staying, whether you have tried that new brunch spot in Príncipe Real. Depth requires time, and time requires money, and money is precisely what sends people **scurrying**⁴² **onwards**⁴³ to Tbilisi or Belgrade when the Lisbon **lease**⁴⁴ **comes up for renewal**⁴⁵.

The Affordability Paradox

What began as a government-backed **embrace**⁴⁶ of remote work has **morphed**⁴⁷ into a social experiment with uncomfortable results: rents in central neighbourhoods like Alfama, Bairro Alto, and Santos have climbed 40-60 percent since 2020. The **influx**⁴⁸ of **affluent**⁴⁹ foreigners – earning in dollars, pounds, or euros from elsewhere

– has created a **dual economy**⁵⁰ in which local wages **bear no relation to**⁵¹ local costs. Portuguese residents now face housing prices comparable to Berlin, Madrid, or even Paris, without the **corresponding**⁵² salaries.

The properties themselves often fail to match the price tags. Mould, thin walls, absent central heating-these are recurring complaints amongst nomads and locals alike. The housing stock, much of it centuries old and **inadequately**⁵³ maintained, has been **repackaged**⁵⁴ as charming Airbnb **fodder**⁵⁵ or overpriced long-term lets. Landlords, sensing opportunity, have **pivoted**⁵⁶ away from traditional **tenancies**⁵⁷ towards short-term tourist rentals or contracts targeting foreigners willing to pay Western European rates.

The broader economic picture is no less complex. An estimated 40 million people worldwide were living as digital nomads by 2025, roughly double the figure from just a few years prior. Lisbon has captured a meaningful slice of this **peripatetic**⁵⁸ workforce, yet the benefits

³⁴ stint **stint** okres (pracy, pobytu), kadencja

³⁵ to bite **tə baɪt tu:** dokuczać, dawać się we znaki

³⁶ fabric **'fæbrɪk tu:** struktura, tkanka

³⁷ to unravel **tə ʌn'rævəlɪŋ** rozpadać się

³⁸ to reweave **tə ri:'wi:vɪŋ tu:** zawiązywać na

nowo

³⁹ nagging **'nægɪŋ** dręczący, niepokojący

⁴⁰ superficiality **'su:pəfɪʃi'æləti**

powierzchnowość

⁴¹ formulaic **'fɔ:mju'leɪk** schematyczny,

szablonowy

⁴² to scurry **tə 'skʌrɪŋ** pędzić, mknąć

⁴³ onwards **'ɒnwədz** dalej, naprzód

⁴⁴ lease **li:s** umowa najmu, dzierżawa

⁴⁵ to come up for renewal **tə kʌmz ʌp fɔ: rɪ'nju:əl** wchodzić w okres odnowienia

⁴⁶ embrace **ɪm'breɪs tu:** przyjęcie, objęcie

⁴⁷ to morph into sth **tə mɔ:ft 'ɪntə 'sʌmθɪŋ** przekształcać się, ewoluować w coś

⁴⁸ influx **'ɪnflʌks** napływ

⁴⁹ affluent **'æfluənt** zamożny

⁵⁰ dual economy **'dju:əl rɪ'kɒnəmi** gospodarka dualna

⁵¹ to bear no relation to sth **tə beə nəʊ rɪ'leɪʃən** **tə 'sʌmθɪŋ** nie mieć związku z czymś

⁵² corresponding **'kɒrɪ'spɒndɪŋ** odpowiadający, stosowny

⁵³ inadequately **ɪn'ædɪkwətli** nieodpowiednio, niewystarczająco

⁵⁴ to repack sth **tə ri:'pækɪdʒd 'sʌmθɪŋ** przepakować, odświeżyć coś

⁵⁵ fodder **'fɒdə tu:** materiał, pożywka

⁵⁶ to pivot **tə 'pɪvətd** przestawić się, zmienić kierunek

⁵⁷ tenancy **'tenənsɪ** najem, umowa najmu

⁵⁸ peripatetic **'perɪpə'tetɪk** wędrowny, objazdowy



THE D8 DIGITAL NOMAD VISA

Introduced in October 2022, the D8 visa allows non-EU, non-EEA, and non-Swiss nationals to live legally in Portugal whilst working remotely. Processing typically takes 30-90 days, with an initial grant of one year of residency that can be renewed. The income **threshold**¹ stands at EUR 3,680 per month for the **main applicant**², with a 50 percent increase required for a **spouse**³ and 30 percent for each dependent child.

¹ threshold 'θrɛʃhəʊld **tu**: próg

² main applicant **mɛɪn** 'æplɪkənt **główny** wnioskodawca

³ spouse **spəʊs** **współmałżonek**

INFOBOX

accrue⁵⁹ unevenly⁶⁰. Cafés and co-working spaces thrive⁶¹; local families struggle. The visibility⁶² of prosperity sits uncomfortably⁶³ alongside⁶⁴ the invisibility of displacement⁶⁵.

Political Tremors⁶⁶ and Legal Shifts

On 23 June 2025, the Portuguese government proposed extending the minimum residency period required for citizenship from five years to ten. However, on 15 December 2025, the Constitutional Court rejected four key provisions⁶⁷ of the proposed changes—a signal, perhaps, that the welcome mat was being quietly rolled back⁶⁸. The intent⁶⁹ was clear: Portugal was reassessing⁷⁰ the terms of its relationship with the remote workforce it had actively courted⁷¹.

The digital nomad visa itself remains intact⁷², and demand shows no sign of abating⁷³. But the political mood has shifted. Local elections increasingly feature⁷⁴

MADEIRA'S DIGITAL NOMAD VILLAGE

Ponta do Sol on Madeira is home to Portugal's first official Digital Nomad Village, launched as a government-backed initiative.

The village offers **dedicated**¹ co-working spaces, regular networking events, and community-building activities **aimed at**² remote professionals.

Madeira has **emerged**³ as the second most popular destination for digital nomads in Portugal, after Lisbon and ahead of Porto.

The island's year-round mild climate and relative isolation **appeal to**⁴ those seeking a slower pace than the capital offers.

¹ dedicated 'dedɪkeɪtɪd **dedykowany, przeznaczony**

² to aim at sb **tu** eɪm æt 'sʌmbədi **kierować do, celować w kogoś**

³ to emerge **tu** ɪ'mɜːdʒ **wyłonić się, pojawić się**

⁴ to appeal to sb **tu** ə'piːl tə 'sʌmbədi **przemawiać do kogoś, podobać się komuś**

INFOBOX

housing affordability as a central issue, and the term 'digital nomad' has **acquired**⁷⁵ a

⁵⁹ to accrue **tu** ə'kruː **narastać, gromadzić się**

⁶⁰ unevenly **ʌn'ɪːvənli** **nierównomiernie**

⁶¹ to thrive **tə** θraɪv **prosperować, rozkwitać**

⁶² visibility **ˌvɪzə'bɪləti** **widoczność**

⁶³ to sit uncomfortably **tə** sɪt ʌn'kʌmfɪtəbli **nie pasować, kłócić się**

⁶⁴ alongside **X** əˈlɒŋ'saɪd **eks obok X, równolegle**

⁶⁵ displacement **dɪs'plɛsmənt** **tu**: **przemieszczenie, wypieranie**

⁶⁶ tremor **'tremə** **tu**: **wstrząs, drżenie**

⁶⁷ provision **prə'vɪʒən** **przepisy, postanowienia**

⁶⁸ to roll back **tə** rɒl bæk **wycofywać, cofać**

⁶⁹ intent **ɪn'tent** **intencja, zamiar**



⁷⁰ to reassess **tə** ˌriːə'ses **ponownie oceniać**

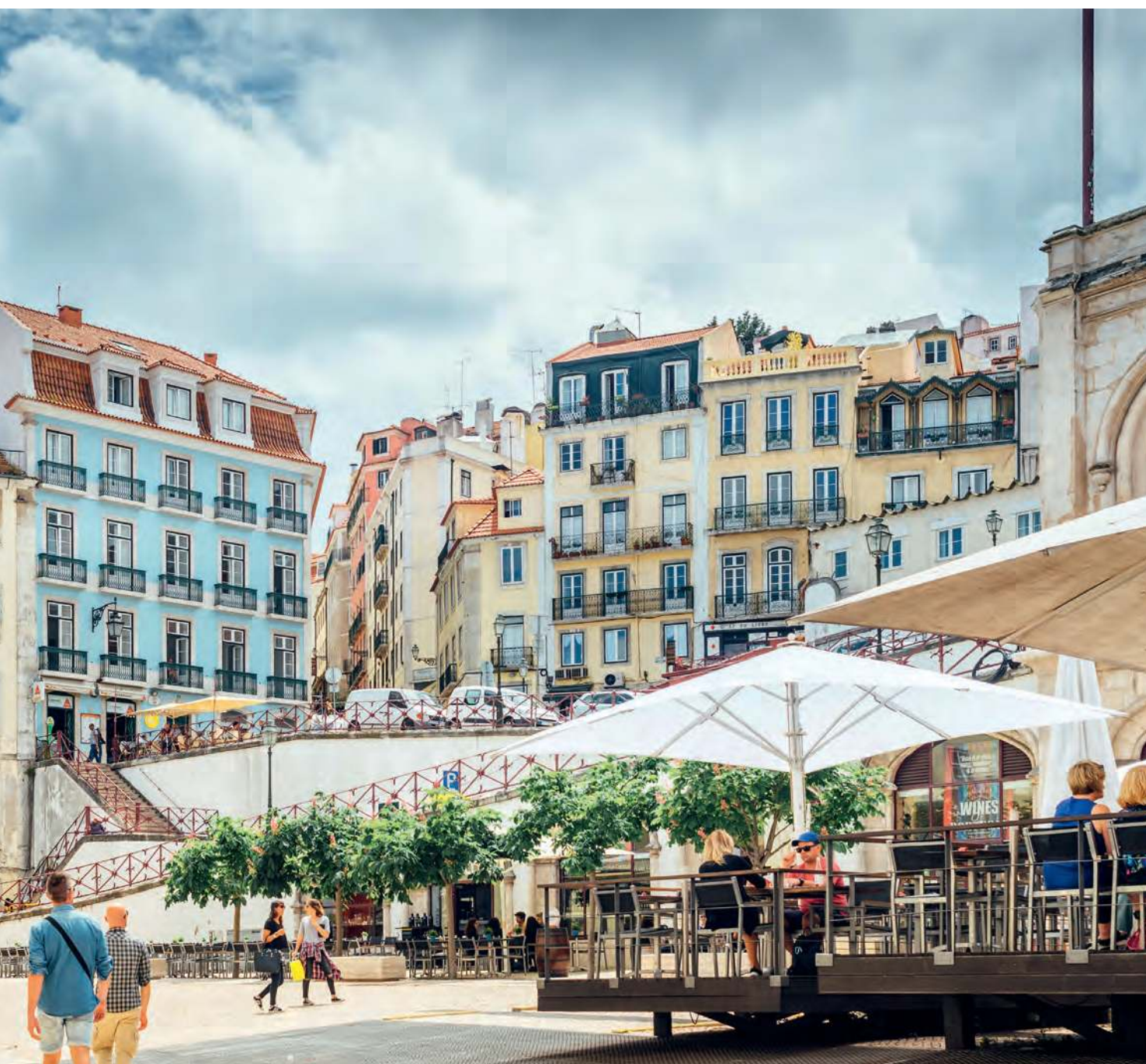
⁷¹ to court **tə** ˈkɔːt **tu**: **zabiegać, starać się pozyskać**

⁷² intact **ɪn'tækt** **nienaruszony, w stanie nietkniętym**

⁷³ to abate **tu** ə'beɪt **słabnąć, zmniejszać się**

⁷⁴ to feature **tə** ˈfi:tʃə **tu**: **uwzględniać, przedstawiać**

⁷⁵ to acquire **tu** ə'kwɪə **tu**: **nabywać, przyjmować**



⁷⁶ faintly *'feɪntli* lekko, nieznacznie

⁷⁷ pejorative *pi'dʒɔrətɪv* pejoratywny, pogardliwy

⁷⁸ weary *'wiəri* zmęczony, znużony

⁷⁹ borne *bɔ:n* ponoszony, niesiony

⁸⁰ disproportionately *ˌdɪsprə'pɔːʃənəli* nieproporcjonalnie

⁸¹ to absorb *tə əb'sɔ:b* **tu:** wchłonać, przyjąć

⁸² verdict *'vɜːdɪkt* werdykt, ocena

⁸³ qualified *'kwɒlɪfaɪd* **tu:** warunkowy,

faintly⁷⁶ pejorative⁷⁷ edge in some circles. It is not hostility, exactly-more a weary⁷⁸ recognition that Lisbon's transformation has come at a cost borne⁷⁹ disproportionately⁸⁰ by those least able to absorb⁸¹ it.

ograniczony

⁸⁴ to contemplate *tə 'kɒntəmpleɪt* rozważać

⁸⁵ posting *'pəʊstɪŋ* **tu:** oddelegowanie

⁸⁶ undeniably *ˌʌndɪ'naɪəblɪ* niezaprzeczalnie

The Verdict⁸²: Paradise Qualified⁸³

So what, then, is the contemporary reality of Lisbon for the senior professional contemplating⁸⁴ a remote posting⁸⁵? The city remains undeniably⁸⁶ compelling⁸⁷:

⁸⁷ compelling *kəm'pelɪŋ* przekonujący, fascynujący

WHAT BEGAN AS A GOVERNMENT-BACKED EMBRACE OF REMOTE WORK HAS MORPHED INTO A SOCIAL EXPERIMENT WITH UNCOMFORTABLE RESULTS: RENTS IN CENTRAL NEIGHBOURHOODS LIKE ALFAMA, BAIRRO ALTO, AND SANTOS HAVE CLIMBED 40-60 PERCENT SINCE 2020.

the light, the architecture, the seafood, the ease of movement across a **compact**⁸⁸ and walkable urban landscape. For those with robust incomes and no **dependents**⁸⁹, the quality of life can be **exceptional**⁹⁰. The city's international character means English is widely spoken, and the professional networks-though **transient**⁹¹-are **genuinely**⁹² global.

Yet the **drawbacks**⁹³ are no longer **incidental**⁹⁴. The cost of living has **eroded**⁹⁵ much of the financial advantage that once made Lisbon a **no-brainer**⁹⁶ for remote workers. The sense of community is real but **fragile**⁹⁷, **perpetually**⁹⁸ **undermined**⁹⁹ by the **churn**¹⁰⁰ of arrivals and departures. And there is an **ethical dimension**¹⁰¹ that sits less comfortably than it once did: the knowledge that your presence, however **well-intentioned**¹⁰², contributes to a housing crisis with **tangible**¹⁰³ human consequences.

Lisbon is not finished as a digital nomad destination-far from it. But it has matured beyond the **heady**¹⁰⁴ optimism of its

early nomad years into something more complicated: a city **grappling with**¹⁰⁵ the **consequences**¹⁰⁶ of its own success, trying to balance openness with **sustainability**¹⁰⁷, growth with **equity**¹⁰⁸. For the remote professional willing to **engage with**¹⁰⁹ that complexity rather than simply **extracting**¹¹⁰ sunshine and **bandwidth**¹¹¹, it remains one of Europe's most fascinating cities. Just do not expect it to be cheap, or simple, or **morally**¹¹² **uncomplicated**¹¹³. The best places never are.

⁸⁸ compact kəm'pækt zwarty, kompaktowy

⁸⁹ dependent dɪ'pendənts osoba na utrzymaniu

⁹⁰ exceptional ɪk'sepʃənəl wyjątkowy

⁹¹ transient 'trænzjənt przejściowy, przemijający

⁹² genuinely 'dʒenjuɪnli autentycznie

⁹³ drawback 'drɔ:bæks wada, minus

⁹⁴ incidental ɪn'sɪdəntəl poboczny, drugorzędny

⁹⁵ to erode tu ɪ'rəʊd erodować, podkopywać

⁹⁶ no-brainer nəʊ 'breɪnə oczywisty wybór, łatwizna

⁹⁷ fragile 'frædʒaɪl kruchy, delikatny

⁹⁸ perpetually pə'petʃuəli ustawicznie, nieustannie

⁹⁹ to undermine tu,ʌndə'maɪn podkopywać, osłabiać

¹⁰⁰ churn tʃɜ:n tu: rotacja, fluktuacja

¹⁰¹ ethical dimension 'eθɪkəl dɪ'menʃən wymiar etyczny

¹⁰² well-intentioned wel ɪn'tenʃənd o dobrych intencjach

¹⁰³ tangible 'tændʒəbəl namacalny, wymierny

¹⁰⁴ heady 'hedɪ odurzający, ekscytujący

¹⁰⁵ to grapple with sth tə 'græpl wɪð 'sʌmθɪŋ zmagać się, borykać się z czymś

¹⁰⁶ consequence 'kɒnsɪkwənsɪz konsekwencje

¹⁰⁷ sustainability sə'steɪnə'bɪləti zrównoważony rozwój

¹⁰⁸ equity 'ekwəti tu: sprawiedliwość, równość

¹⁰⁹ to engage with sth tu ɪn'geɪdʒ wɪð 'sʌmθɪŋ angażować się w coś, zajmować się czymś

¹¹⁰ to extract tu ɪk'strækt tu: wydobywać, czerpać

¹¹¹ bandwidth 'bændwɪð tu: dostęp do internetu

¹¹² morally 'mɒrəli moralnie

¹¹³ uncomplicated ʌn'kɒmplɪkeɪtɪd nieskomplikowany



Business Dialogues: Vibe¹ Shift

Evergreen Stays has appointed Sarah as² the new General Manager³ of their boutique manor hotel⁴. The staff⁵ expected Leo, who has been there forever, to get the job. Now, there's a "cold war"⁶ happening in the hallways⁷. Marcus, the Regional Manager, has to step in and sell the "logic" of the appointment without making the staff (and Leo) feel like their loyalty was a waste of time⁸.

Act 1: "A bit of a waiting game"⁹

Setting: The hotel's back office¹⁰. Sarah is reviewing the weekly schedule¹¹, which is still being organised the "old way."

Sarah: (Sighing) So, I've been going over the shift rotas¹² for the next fortnight¹³. I noticed the team is still using the manual ledger¹⁴ instead of¹⁵ the digital planner I set up last week.

Marcus: Is it a technical glitch¹⁶, or are they just used to the paper version?

Sarah: It's not the tech. I've seen them using it when I'm standing right there, but the second I head to the lobby, they go back to the ledger. I mean, the reality is, they're playing a bit of a waiting game. They're waiting to see if these "new ways" are actually going to stick¹⁷, or if they can just hold out¹⁸ until I stop asking.

Marcus: I've noticed the vibe in the morning briefings. They're polite¹⁹, but there's no real engagement²⁰.

Sarah: Exactly. It's the "Leo" factor²¹. I'm struggling²² to see how I can get any momentum²³ when every time I give an instruction, the team looks at Leo to see if he's going to back me up²⁴. He isn't being rude²⁵, he's being perfectly professional, but he's not exactly helping me build any bridges.

Marcus: Right. He's doing his job, but he's not "leading" the transition²⁶. He's just letting it happen to you. Let's get him in here. We need to be frank²⁷ about how his silence²⁸ is affecting the team's buy-in²⁹.

Act 2: "I'm just staying in my lane"³⁰

Setting: Leo joins them. He's polite, calm, and has a "business as usual"³¹ attitude³² that is clearly frustrating Sarah.

Marcus: Leo, thanks for a moment. Sarah and I were just discussing the transition. We're sensing that the team is a bit hesitant³³ to fully adopt the new workflows³⁴. You've been here a long time, how are they feeling about the changes?

Leo: (Levelly³⁵) They're managing, Marcus. It's a lot of new information at once. I think they're just trying to make sure they don't drop the ball³⁶ on the actual guest service³⁷ while they're learning the new software³⁸.

¹ vibe vaɪb klimat, atmosfera

² to appoint sb as X tɒ ə'pɔɪnt 'sʌmbədi æz eks wyznaczyć, mianować kogoś na stanowisko X

³ General Manager 'dʒenərəl 'mænədʒə dyrektor generalny

⁴ boutique manor hotel bu:'ti:k 'mænə hæʊ'tel kameralny hotel w stylu pałacowym, dworskim

⁵ staff stɑ:f pracownicy

⁶ cold war kəʊld wɔ: zimna wojna

⁷ hallway 'hɔ:lweɪ korytarz

⁸ waste of time weɪst ɒv taɪm strata czasu

⁹ waiting game 'weɪtɪŋ ɡeɪm gra na przeczekanie, gra na zwłokę

¹⁰ back office bæk 'ɒfɪs zaplecze

¹¹ schedule 'ʃedju:l grafik, harmonogram

¹² shift rota ʃɪft 'rəʊtə grafik zmian

¹³ fortnight 'fɔ:tnaɪt dwa tygodnie

¹⁴ manual ledger 'mænjuəl 'ledʒə papierowy rejestr, papierowy grafik

¹⁵ instead of sth ɪn'sted ɒv 'sʌmθɪŋ zamiast czegoś

¹⁶ technical glitch 'teknɪkəl glɪtʃ problem techniczny

¹⁷ to stick tə stɪk pozostawać

¹⁸ to hold out tə həʊld aʊt wytrzymać

¹⁹ polite pə'laɪt uprzejmy, grzeczny

²⁰ engagement ɪn'ɡeɪdʒmənt zaangażowanie

²¹ factor 'fæktə czynnik

²² to struggle tə 'strʌɡl zmagać się, borykać się

²³ momentum məʊ'mentəm rozpęd, impet, dynamika działania

²⁴ to back sb up tə bæk 'sʌmbədi ʌp wspierać kogoś

²⁵ rude ru:d nieuprzejmy, niegrzeczny

²⁶ transition træ'n'sɪʃən zmiana

²⁷ frank fræŋk szczery

²⁸ silence 'saɪləns milczenie

²⁹ buy-in 'baɪ ɪn akceptacja, poparcie

³⁰ to stay in one's lane tə steɪ ɪn wʌnz leɪn zajmować się swoją robotą

³¹ "business as usual" 'bɪznəs æz 'ju:ʒʊəl "robimy swoje, jak gdyby nigdy nic"

³² attitude 'ætɪtju:d postawa, nastawienie, podejście

³³ hesitant 'hezɪtənt niezdecydowany, wahający się

³⁴ workflow 'wɜ:kfləʊ organizacja pracy

³⁵ levelly 'levəli tu: spokojnie

³⁶ to drop the ball tə drɒp ðə bɔ:l popełnić błąd, zawalić

³⁷ guest service ɡest 'sɜ:vɪs obsługa gości

³⁸ software 'sɒftweə(r) tu: organizacja pracy

A WORD WORTH REMEMBERING

soft launch
/sɒft lɔ:ntʃ/
ciche otwarcie, soft opening (faza testowa, w której nowa firma, produkt, usługa, hotel czy restauracja zostaje otwarta dla ograniczonej liczby osób przed oficjalną, huczną premierą)

Sarah: Leo, I appreciate³⁹ that, but it's more than just a learning curve⁴⁰. I feel like I'm an outsider trying to break into a closed circle⁴¹. When I suggest a change to the dining room⁴² layout⁴³, the staff wait until I've left the room and then they ask you if they actually have to do it.

Leo: I see where you're coming from⁴⁴, Sarah. I really do. But I've worked with these people for over a decade. I'm not telling them to ignore you. I'm just staying in my lane and doing my own work.

Marcus: But that's the issue⁴⁵, Leo. In your position, staying in your lane isn't enough. By not actively supporting Sarah's decisions, you're giving the team a silent okay⁴⁶ to stay stuck in the old ways. I know it's a bit of a slap in the face⁴⁷ to see someone else in the GM office, but the reality is, we chose Sarah because she has the specific experience we need for this expansion⁴⁸.

Leo: (A long pause) I've never been anything but professional. But it's a big ask⁴⁹ to expect me to be the cheerleader⁵⁰ for a strategy that I wasn't even consulted on.

Marcus: I hear you⁵¹. We probably could have handled⁵² the consultation better. But right now, the vibe is that you're the real boss and Sarah is just a guest. That doesn't work for the hotel, and it doesn't work for your career either.

Act 3: "Let's just get some momentum"

Setting: The afternoon tea service is starting; the muffled⁵³ clinking⁵⁴ of china⁵⁵ can be heard from the next room.

Sarah: (To Leo) Look, I don't need you to be a cheerleader. I just need you to be a partner. If you have a problem with a new protocol⁵⁶, tell me in here, not by letting the team ignore it on the floor.

Leo: What are you suggesting, specifically?

Sarah: Let's start with the shift rota. I need you to be the one to tell the team that the manual ledger is gone as of Monday⁵⁷. If they hear it from you, they'll stop fighting it. In return, I want you to take the lead on⁵⁸ the VIP arrivals for the

soft launch⁵⁹. I'll stay out of the way of⁶⁰ the guest magic⁶¹ if you help me with the operational structure⁶².

Leo: (Nodding⁶³ slowly) So, a clear split of duties⁶⁴? I handle the front-facing soul of the place⁶⁵, and I back your play on⁶⁶ the back-end systems⁶⁷?

Marcus: For the time being⁶⁸, that's exactly what we need. It's a fair trade-off⁶⁹. It allows the team to see that you're both on the same page⁷⁰. Leo, you're still the "heart" of this place, but Sarah is the "engine." We need both to get moving.

Leo: (Exhales⁷¹) Fine. I'll speak to the supervisors⁷² this afternoon. I'll tell them the ledger is retired⁷³.

Sarah: (With a small smile) I appreciate that, Leo. It's a solid start. Let's regroup⁷⁴ after the weekend and see if we've actually moved the needle on⁷⁵ the team's engagement.

Marcus: Perfect. Let's just focus on a smooth handover⁷⁶ for Monday. One step at a time⁷⁷.

³⁹ to appreciate *tə ə'pri:ʃɪət* doceniać

⁴⁰ learning curve *'lɜ:nɪŋ kɜ:v* *tu:* proces wdrażania się, okres adaptacji, czas potrzebny na naukę nowych procedur

⁴¹ closed circle *kləʊzd 'sɜ:kl* zamknięty krąg

⁴² dining room *'daɪnɪŋ ru:m* sala restauracyjna

⁴³ layout *'leɪaʊt* *tu:* układ, wystrój

⁴⁴ I see where you're coming from *aɪ si: weə* *jə 'kʌmɪŋ frəm* wiem co masz na myśli, wiem do czego pijesz

⁴⁵ that's the issue *ðætɪz ði: 'ɪʃu:* w tym problem

⁴⁶ silent okay *'saɪlənt ə'sʊkeɪ* cicha zgoda

⁴⁷ a slap in the face *ə slæp ɪn ðə feɪs* policzek

⁴⁸ expansion *ɪks'pænsjən* ekspansja, rozwój

⁴⁹ a big ask *ə bɪg ə:sk* *tu:* duże wymaganie, wygórowane żądanie, spora przesada

⁵⁰ cheerleader *'tʃiəli:ðə(r)* *tu:* orędownik, promotor, osoba, która ślepo coś zachwala i bije brawo

⁵¹ I hear you *aɪ hɪə ju* *tu:* rozumiem cię

⁵² to handle sth *tə 'hændl 'sʌmθɪŋ* przeprowadzić coś

⁵³ muffled *'mʌflɪd* przytłumiony

⁵⁴ clinking *'klɪŋkɪŋ* pobrzękiwanie

⁵⁵ china *'tʃaɪnə* porcelana

⁵⁶ protocol *'prəʊtəkəl* zasady

⁵⁷ to be gone as of Monday *tə bi: gɒn əz* *ɒv 'mʌndeɪ* odchodzić w niepamięć od poniedziałku

⁵⁸ to take the lead on sth *tə teɪk ðə li:d ɒn* *'sʌmθɪŋ* przejąć kontrolę nad czymś

⁵⁹ soft launch *sɒft lɔ:ntʃ* ciche otwarcie, soft opening (faza testowa, w której nowa firma, produkt, usługa, hotel czy restauracja zostaje otwarta dla ograniczonej liczby osób przed oficjalną, huczną premierą)

⁶⁰ to stay out of the way of sth *tə steɪ aʊt ɒv* *ðə weɪ ɒv 'sʌmθɪŋ* nie wtrącać się w coś

⁶¹ guest magic *ɡest 'mædʒɪk* tworzenie niezapomnianych wrażeń dla gości, dbanie o wyjątkową atmosferę

⁶² operational structure *ˌɒpə'reɪʃənəl 'strʌktʃə* struktura operacyjna

⁶³ to nod *tə nɒd* przytaknąć

⁶⁴ split of duties *splɪt ɒv 'dju:tɪz* podział obowiązków

⁶⁵ soul of the place *səʊl ɒv ðə pleɪs* dusza tego miejsca

⁶⁶ to back sb's play on sth *tə bæk 'sʌmbədɪz* *pleɪ ɒn 'sʌmθɪŋ* popierać czyjeś działania, stać za kimś murem, wspierać czyjś plan

⁶⁷ back-end systems *'bæk'end 'sɪstəmz* systemy zaplecza, systemy wewnętrzne (do których goście nie mają dostępu)

⁶⁸ for the time being *fə ðə taɪm 'bi:ɪŋ* na razie

⁶⁹ fair trade-off *feə 'treɪd ɒf* uczciwy układ

⁷⁰ to be on the same page *tə bi: ɒn ðə seɪm* *peɪdʒ* mówić jednym głosem

⁷¹ to exhale *tə eks'heɪl* wypuszczać powietrze

⁷² supervisor *'sju:pəvaɪzə* przełożony

⁷³ retired *rɪ'taɪəd* *tu:* wycofany

⁷⁴ to regroup *tə 'ri:'gru:p* spotkać się ponownie

⁷⁵ to move the needle on sth *tə mu:v ðə 'ni:dl* *ɒn 'sʌmθɪŋ* mieć wpływ na coś, ruszyć temat z miejsca

⁷⁶ smooth handover *smu:ð 'hænd,əʊvə* *tu:* sprawne wprowadzenie nowych zasad

⁷⁷ one step at a time *wʌn step æt ə taɪm* krok po kroku



1: Workplace Tension

- A bit of a waiting game: Waiting to see how a situation develops before taking action.
- The vibe: The general atmosphere or feeling within a team or workplace.
- The [person] factor: The influence of one key individual on a situation or group dynamic.
- Build bridges: To improve relationships between people, especially after tension.
- A closed circle: A group that is difficult for outsiders to enter or influence.
- An outsider: Someone who is not fully accepted or integrated into a group.
- No real engagement: A lack of active interest, energy or participation.

2: Managing Change

- Stick (if something sticks): To become accepted or permanent over time.
- Hold out: To resist change and wait for things to return to the old way.
- Get momentum: To start making visible progress or forward movement.
- Leading the transition: Actively supporting and driving a change process.
- A learning curve: The time and effort needed to learn something new.
- Stay stuck in the old ways: To resist adopting new systems or behaviours.
- Adopt new workflows: To start using new processes or systems in daily work.

3: Roles & Authority

- Stay in my lane: To focus only on your own responsibilities and avoid involvement in others' areas.
- Drop the ball: To fail to do something important or make a mistake in your duties.
- A slap in the face: An action that feels insulting or unfair.
- The real boss: The person who is seen as having real influence, regardless of official role.
- Back someone up: To support someone publicly, especially in front of others.
- Back your play: To actively support someone's decision or strategy.
- Take the lead: To take responsibility and guide others in a task or situation.

4: Alignment & Progress

- Be on the same page: To share the same understanding or agreement.
- A clear split of duties: A well-defined division of responsibilities.
- A fair trade-off: A balanced exchange where both sides gain something.
- Regroup: To meet again after a period of action to review progress.
- Move the needle: To create a noticeable improvement or impact.
- For the time being: Focusing on the present situation rather than long-term plans.
- One step at a time: To approach progress gradually and in stages.



Jennifer Doudna

(b. 1964) is an American biochemist and professor at the University of California, Berkeley, who fundamentally changed the future of medicine and **agriculture**¹. She **earned her PhD**² from Harvard, and spent her early career studying RNA structures. In 2012, alongside French scientist Emmanuelle Charpentier, Doudna **co-developed**³ CRISPR-Cas9, a revolutionary gene-editing technology that functions like a pair of microscopic **scissors**⁴, allowing scientists to rewrite DNA sequences with **unprecedented**⁵ precision. This **discovery**⁶ earned the duo the 2020 Nobel Prize in Chemistry. While the technology holds the potential to **eradicate**⁷ **genetic diseases**⁸ and engineer climate-resilient **crops**⁹, Doudna has taken a leading role in global ethical debates, warning against the unregulated use of CRISPR on **human embryos**¹⁰ and **advocating for**¹¹ responsible **scientific boundaries**¹².



Benjamin Graham

(1894-1976) was a British-born American economist, professor and investor, widely recognised as the “father of **value investing**¹³.” Educated at Columbia University, he went on to teach there, transforming **stock market**¹⁴ investment from a game of speculative **gambling**¹⁵ into a **rigorous**¹⁶ academic discipline. Alongside David Dodd, he authored *Security Analysis* (1934), followed by his **seminal**¹⁷ book *The Intelligent Investor* (1949), which introduced the concept of a “**margin of safety**¹⁸,” buying **assets**¹⁹ for significantly less than their **intrinsic**²⁰ economic value to minimise risk. He also famously introduced the allegory of “Mr. Market,” to teach investors how to remain rational despite **volatile market**²¹, and **emotional swings**²². His most famous student and employee, Warren Buffett, credits Graham’s philosophy as the **bedrock**²³ of his **immense wealth**²⁴ and investing success.



Wang Huning

(b. 1955) is a **highly influential**²⁵ Chinese political theorist and one of the top leaders of the Chinese Communist Party (CCP). Formerly a prominent academic and **dean**²⁶ of Fudan University’s law school, Wang **transitioned into**²⁷ politics in the 1990s and became the **chief**²⁸ ideological architect behind three **consecutive**²⁹ Chinese presidents: Jiang Zemin, Hu Jintao, and Xi Jinping. He is credited with **crafting**³⁰ the core political theories that define modern China, including the “Chinese Dream” and Xi Jinping Thought. Wang first **gained** international **attention**³¹ with his 1991 book, *America Against America*, where he argued that the United States’ extreme individualism and **social divisions**³² would lead to its eventual **decline**³³. Operating largely **behind the scenes**³⁴, Wang serves on the powerful Politburo Standing Committee, shaping China’s nationalist **shift**³⁵ away from Western **cultural influence**³⁶.

¹ agriculture 'ægrɪkʌltʃə rolnictwo

² to earn a PhD tʊ ɜ:n ə ,pi: ɛɪtʃ 'di: zrobić doktorat

³ to co-develop tə kəʊ dɪ'veləp opracować wspólnie

⁴ scissors 'sɪzəz nożyczki

⁵ unprecedented ʌn'presɪdəntɪd niespotykany

⁶ discovery dɪs'kʌvəri odkrycie

⁷ to eradicate sth tʊ ɪ'reɪdɪkeɪt 'sʌmθɪŋ zwalczyć coś

⁸ genetic disease dʒɪ'netɪk dɪ'zɪz choroba genetyczna

⁹ crops krops uprawy

¹⁰ human embryos 'hju:mən 'embriəʊz ludzkie embriony

¹¹ to advocate for sth tʊ ɔəd'veɪkət fər 'sʌmθɪŋ postulować coś, opowiadać się za czymś

¹² scientific boundaries 'saɪən'tɪfɪk 'baʊndərɪz granice badań naukowych

¹³ value investing 'vælju: ɪn'vestɪŋ inwestowanie w wartość (strategia inwestycyjna polegająca na kupowaniu akcji lub innych aktywów, które według analizy inwestora są wyceniane przez rynek poniżej ich rzeczywistej - wewnętrznej - wartości)

¹⁴ stock market stɒk 'mɑ:kɪt giełda

¹⁵ gambling 'gæmblɪŋ hazard

¹⁶ rigorous 'rɪgərəs ścisły

¹⁷ seminal 'si:mɪnɪl przełomowy

¹⁸ margin of safety 'mɑ:dʒɪn ɒv 'seɪftɪ margines bezpieczeństwa

¹⁹ assets 'æsets aktywa

²⁰ intrinsic ɪn'trɪnsɪk rzeczywisty

²¹ volatile market 'vɒlətaɪl 'mɑ:kɪt niestabilny rynek

²² emotional swings ɪ'məʃjənəl swɪŋz tu: emocjonalne reakcje uczestników rynku

²³ bedrock 'bed'ɒk podstawa

²⁴ immense wealth ɪ'mens welθ ogromny majątek

²⁵ highly influential 'haɪli ,ɪnflu'entʃəl bardzo wpływowy

²⁶ dean di:n dziekan

²⁷ to transition into sth tə træn'sɪʒən 'ɪntu: 'sʌmθɪŋ przejść do czegoś

²⁸ chief tʃi:f główny

²⁹ consecutive kən'sekjʊtɪv kolejny

³⁰ to craft sth tə kɹɑ:ft 'sʌmθɪŋ tworzyć coś

³¹ to gain attention tə geɪn ə'tenʃən zwrócić na siebie uwagę

³² social divisions 'səʊʃəl dɪ'vɪʒənz podziały społeczne

³³ decline dɪ'klaɪn upadek, schyłek

³⁴ behind the scenes bɪ'hænd ðə si:nz za kulisami

³⁵ shift ʃɪft zwrot

³⁶ cultural influence 'kʌltʃərəl 'ɪnfluəns wpływ kulturowy



The Devil Wears Prada 2

The early **buzz**¹ around *The Devil Wears Prada 2* was **extraordinary**², with reports that the trailer had over 181.5 million views within 24 hours. But sequels have a **patchy**³ **track record**⁴, from *The Godfather Part II* **being hailed as**⁵ the best film of all time, to disappointing **flops**⁶ such as *Sex In The City 2*, and *Mamma Mia! Here We Go Again*.

Speaking of Meryl Streep, she is back as the **irresistible**⁷ **editor-in-chief**⁸ of Runway magazine, Miranda Priestly, who, 20 years on, finds herself in a fashion industry reshaped by digital media, influencers and shifting consumer habits. Can she still cut it in this very different landscape? To help her on her way, Anne Hathaway, Emily Blunt and Stanley Tucci all return, with the cast joined by Shakespearean **luvvie**⁹, Kenneth Branagh.

The original film's blend of cutting dialogue, ambition and **wit**¹⁰ **set a high benchmark**¹¹. Does the follow-up maintain the same sharpness and gloss? Is it dated? A clue may lie in the trailer soundtrack, *Vogue* by Madonna. It is certainly thematically appropriate, but not the most **contemporary**¹². Nonetheless, the directorship is in the safe hands of David Frankel, who made the original, the canine comedy drama *Marley and Me*, and the **understated**¹³ *Intern*, starring Robert de Niro and Anne Hathaway. All things considered, the odds are that *Prada 2* will be the **box office hit**¹⁴ of the year.



Director: David Frankel

Cast: Meryl Streep, Anne Hathaway, Emily Blunt, Stanley Tucci, Kenneth Branagh

Production Studio: 20th Century Studios

Release date: 1st May 2026

Genres: Comedy-drama

¹ buzz *bʌz szum*

² extraordinary *iks'trɔːdnri*
niezwykły

³ patchy *'pætʃi* nierówny

⁴ track record *træk 'rekɔːd*
osiągnięcia, historia

⁵ to be hailed as *X tə biː heɪld æz*
eks być okrzykniętym jako X

⁶ flop *flop tuː* fiasko, kłapa

⁷ irresistible *ˌɪrɪ'zɪstəbl*
o nieodpartym uroku

⁸ editor-in-chief *'editərɪn'tʃiːf*
redaktor naczelny

⁹ luvvie *'lʌvi* *pot.* aktor

zachowujący się bardzo
teatralnie, przesadnie
emocjonalnie, pretensjonalnie

¹⁰ wit *wɪt* dowcip

¹¹ to set a high benchmark *tə*
set ə haɪ 'bentʃmɑːk wysoko
zawiesić poprzeczkę

¹² contemporary *kən'tempərənt*
współczesny

¹³ understated *'ʌndə'steɪtɪd*
niedoceniony

¹⁴ box office hit *bɒks 'ɒfɪs hɪt*
przebój kasowy

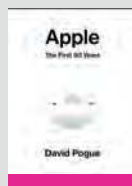


Apple: The First 50 Years – David Pogue

OMG! Has Apple really existed for 50 years already? It's hard to imagine, but it's true. For a generation raised on MacBooks, iPads and iPhones, it will be interesting to **retrace**² the iconic brand's steps from **foundation**³ on **April Fool's Day**⁴, 1976, to the current day.

Author, CBS Sunday Morning journalist David Pogue draws on **eclectic**⁵ sources and numerous interviews to build a comprehensive, **multifaceted**⁶ picture. The narrative runs through key **landmarks**⁷ and **turning points**⁸: the rise of the Jobs-Wozniak partnership, Tim Cook's influence, early successes, the near-collapse of the 1990s, and the remarkable **resurgence**⁹ driven by new product development and the Apple ecosystem. Thankfully, the book, while including some **glowing**¹⁰ **testimonies**¹¹, also covers mistakes and challenges along the way.

Visually, the book is richly illustrated, making it appealing to **browse through**¹² and keep on the bookshelf. Managers and owners will **glean**¹³ business insights, while casual readers will find it an engaging but not too challenging holiday read. Either way, Apple, as a name we have grown up with, is our story too, and one that many will want to revisit.



Author: David Pogue

Publisher: Simon & Schuster

Publication date: March 10, 2026

¹ OMG = oh my God *əʊ em 'dʒiː*
oʊ maɪ ɡɔːd o mój Boże

² to retrace *tə rɪ'treɪs* prześledzić

³ foundation *faʊn'deɪʃən* założenie

⁴ April Fool's Day *'eɪprəl fuːlz deɪ*
Prima aprilis

⁵ eclectic *ek'lektɪk* *tuː* różny

⁶ multifaceted *ˌmʌltɪ'fæstɪd*
o wielu aspektach

⁷ landmark *'lændmɑːk* kamień
milowy

⁸ turning point *'tɜːnɪŋ pɔɪnt* punkt
zwrotny

⁹ resurgence *rɪ'sɜːdʒəns*

odrodzenie

¹⁰ glowing *'gləʊɪŋ* pochlebny

¹¹ testimony *'testɪməni*

świadcstwo

¹² to browse through *tə braʊz θruː*
wertować

¹³ to glean *tə gliːn* czerpać

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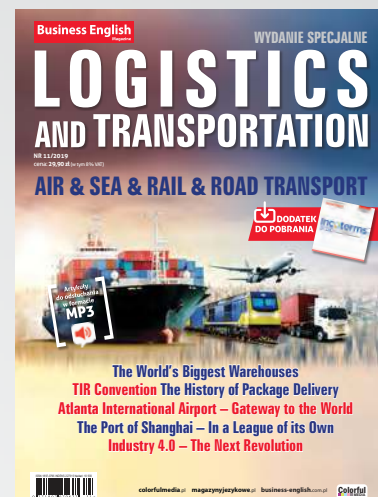
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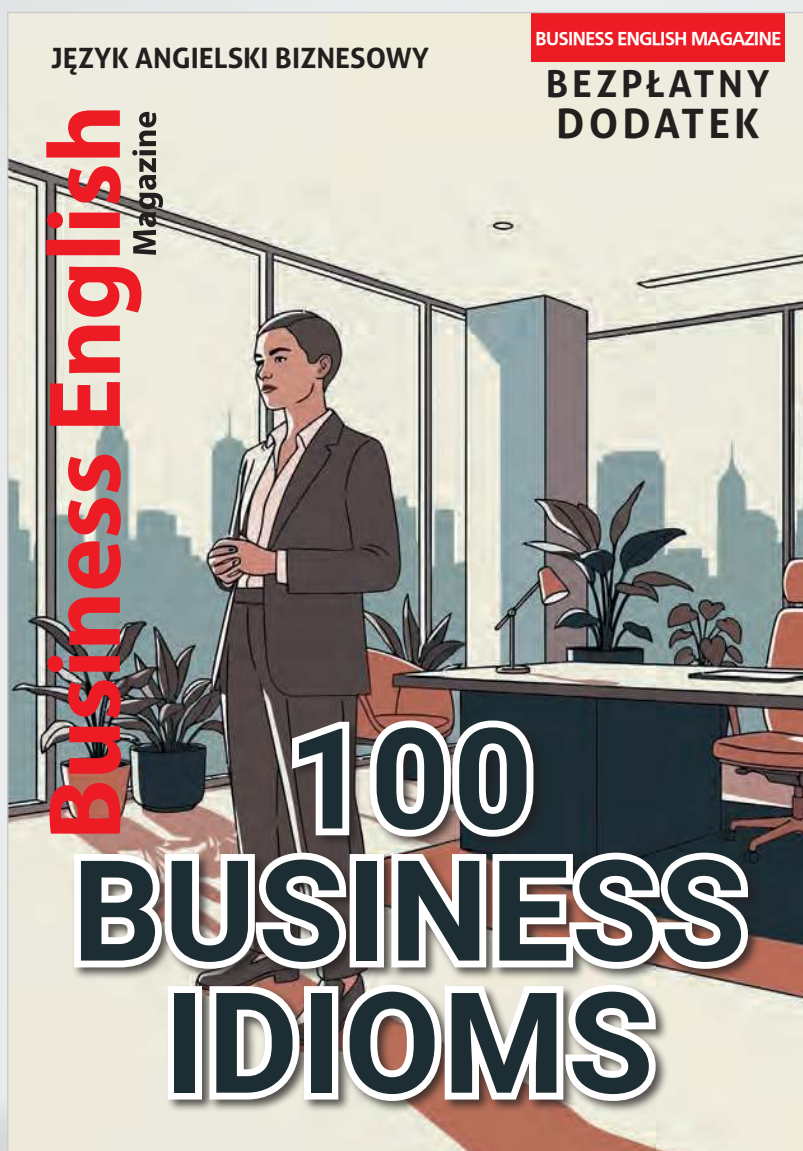
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