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JEDYNY MAGAZYN POŚWIĘCONY BUSINESS ENGLISH

BUSINESS ENGLISH MAGAZINE

Business English Magazine

TWÓJ DODATEK



THAILAND'S ECONOMIC UPGRADE

THE ROBOT THAT WANTS TO FEEL HUMAN



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colorfulmedia.pl business-english.com.pl

ISSN 1897-0796

dwumiesięcznik nr 113
maj-czerwiec 2026
cena: 34,90 zł (w tym 8% VAT)

eprasa.pl 0a1ce8038c

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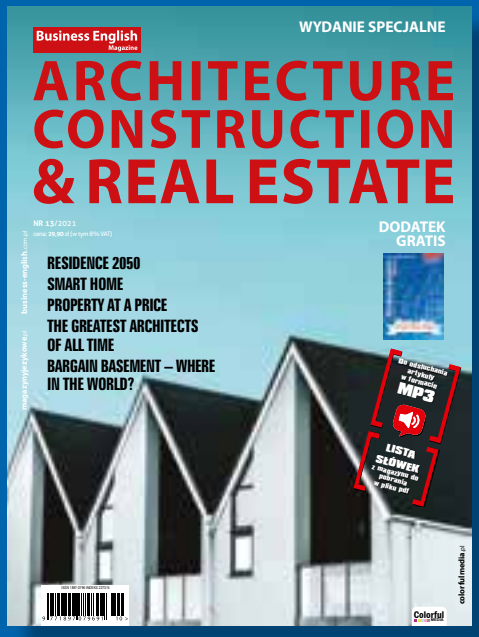
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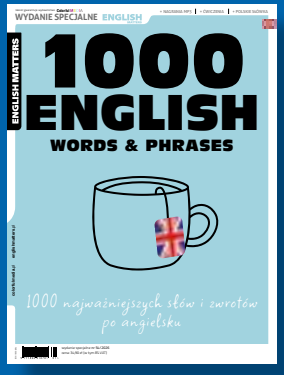
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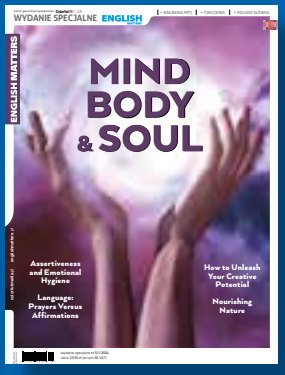
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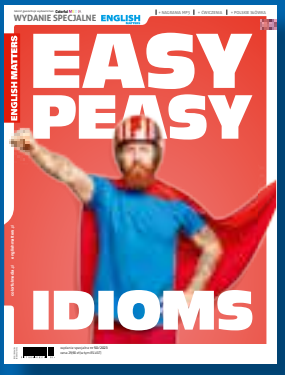












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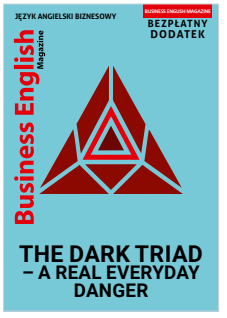
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Erratum

Artykuł o Kadri Tuisk opublikowany w Business English Magazine 112 został napisany przez P. Janet Sandford, a nie – jak zostało to podane – przez P. Paula Martina.

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by Paul Martin from
www.go-native.pl

FRIENDSHIP HOUR

NEWSFLASH[1]: **YOU NO** longer need to feel guilty about chatting[2] to a friend during work time. A Swedish company is piloting "Friendship Hour", encouraging employees[3] to[4] reach out to others to combat the modern scourge of loneliness[5].

Is it a smart mental-health[6] initiative, or an open invitation to distraction[7]?

For generations, the message from employers has been clear: work is for working. Personal conversations were something to be squeezed into[8] lunch breaks, whispered by the kettle[9], or saved for after hours[10]. The image of two employees chatting has been shorthand for[11] lost productivity for too long, a minor offence[12] policed[13] by watchful[14] managers and time clocks alike.

That assumption[15] is now being challenged by a small but provocative experiment in Sweden. Under a new initiative dubbed[16] Friendship Hour, employees are formally encouraged to spend up to an hour a week connecting with friends. "Fine," many employers might say, "Just don't do it during paid time[17]."

And there's the rub[18] – this initiative encourages employees to chat inside or outside the company during regular work hours. The goal is not networking[19] or team-building in the corporate sense, but something more human: maintaining real social bonds[20] in an era of rising loneliness.

The idea would have been unthinkable[21] on the factory shopfloors[22] of the19th and 20th centuries. Even in office environments, personal phone calls were monitored, and chatting to a friend or relative[23] would be considered inappropriate[24], unless regarding an urgent matter[25], such as a sick child.

We have relaxed the workplace with open-plan offices, casual dress codes and break-out areas[26], making workplaces feel more social. Yet, there is often an unwritten rule[27] not to overdo[28] it. Many managers accepted that a little chat helps build morale and improve communication, but too much equals a lack of commitment[29].

Then came remote and hybrid work[30]. Slack, Teams and Zoom replaced corridor[31] conversations, while loneliness quietly surged[32]. Studies across Europe and North America show more adults reporting weak social ties[33], even while being constantly "connected" online. For employers, this has created a new problem: isolated employees are more prone to[34] burnout[35], disengagement[36] and long-term sickness absence[37].

Friendship Hour is a response[38] to that shift[39]. Its supporters[40] argue that social connection is not a distraction from work but a prerequisite[41] for sustainable performance[42]. By legitimising[43] personal contact, companies may reduce stress, improve mental health and even boost[44] loyalty. An employee who feels permitted to[45] check in with a friend, they argue, may return to their tasks more focused, not less.

Sceptics are unconvinced[46]. Critics worry about blurred boundaries[47] and uneven[48]

[1] **newsflash** 'nju:zflæʃ **wiadomość z ostatniej chwili**
[2] **to chat** tə tʃæt **ucinać sobie pogawędkę**
[3] **employee** ˌemplɔɪ'i: **pracownik**
[4] **to encourage sb to do sth** tʊ ɪn'kʌrɪdʒ 'sʌmbədɪ tə du: 'sʌmθɪŋ **zachęcać kogoś do robienia czegoś**
[5] **scourge of loneliness** skɜ:dʒ ɒv 'ləʊnlinəs **plaga samotności**
[6] **mental-health** ˌmentl 'helθ **zdrowie psychiczne**
[7] **distraction** dɪs'trækʃən **rozproszenie uwagi**
[8] **squeezed into sth** skwi:zd **wciśnięty w coś**
[9] **by the kettle** baɪ ðə 'ketl **przy czajniku, przy parzeniu herbaty**
[10] **after hours** 'ɑ:ftər 'aʊəz **po godzinach, po pracy**
[11] **shorthand for sth** 'ʃɔ:thænd fə 'sʌmθɪŋ ***tu:*** **symbol czegoś**
[12] **minor offence** 'maɪnər ə'fens **drobne wykroczenie**
[13] **policed** pə'li:st **kontrolowany, nadzorowany**
[14] **watchful** 'wɒtʃfʊl **czujny**
[15] **assumption** ə'sʌmpʃən **założenie**
[16] **dubbed** dʌbd **nazwany**
[17] **during paid time** 'djʊərɪŋ peɪd taɪm **w godzinach pracy**
[18] **there's the rub** ðeəz ðə rʌb **w tym właśnie sęk, tu jest pies pogrzebany**
[19] **networking** 'netwɜ:kɪŋ **proces nawiązywania i utrzymywania trwałych, wzajemnie korzystnych relacji biznesowych i zawodowych**
[20] **social bonds** 'səʊʃəl bɒndz **więzi społeczne**
[21] **unthinkable** ʌn'θɪŋkəbl **nie do pomyślenia**
[22] **shopfloor** 'ʃɒpflɔ: **hala produkcyjna**
[23] **relative** 'relətɪv **krewny**
[24] **inappropriate** ˌɪnə'prəʊprɪət **niestosowny, nie na miejscu**
[25] **urgent matter** 'ɜ:dʒənt 'mætə **pilna sprawa**
[26] **break-out area** breɪk aʊt 'eərɪə **strefa relaksu**
[27] **unwritten rule** 'ʌn'rɪtn ru:l **niepisana zasada**
[28] **to overdo** tʊ ˌəʊvə'du: **przesadzać**
[29] **commitment** kə'mɪtmənt **zaangażowanie**
[30] **remote work** rɪ'məʊt wɜ:k **praca zdalna**
[31] **corridor** 'kɒrɪdɔ: **korytarz**
[32] **to surge** tə sɜ:dʒ **wzrastać**
[33] **social ties** 'səʊʃəl 'taɪz **więzi społeczne**
[34] **prone to sth** prəʊn tə 'sʌmθɪŋ **podatny na coś**
[35] **burnout** 'bɜ:n'aʊt **wypalenie zawodowe**
[36] **disengagement** ˌdɪsɪn'geɪdʒmənt **odłączenie, wycofanie się**
[37] **sickness absence** 'sɪknəs 'æbsəns **nieobecność spowodowana chorobą**
[38] **response** rɪs'pɒns **odpowiedź, reakcja**
[39] **shift** ʃɪft **zmiana**
[40] **supporter** sə'pɔ:tə **zwolennik**
[41] **prerequisite** 'pri:'rekwɪzɪt **warunek wstępny**
[42] **sustainable performance** sə'steɪnəbl pə'fɔ:məns **wydajność**
[43] **legitimising** lɪ'dʒɪtəmaɪzɪŋ **legalizowanie**
[44] **to boost sth** tə bu:st 'sʌmθɪŋ **zwiększać coś**
[45] **to be permitted to** tə bi: 'pɜ:mɪtɪd tʊ **mieć pozwolenie na**
[46] **unconvinced** ˌʌnkən'vɪnst **nieprzekonany**
[47] **blurred boundaries** blɜ:d 'baʊndərɪz **rozmyte, zacierające się granice**
[48] **uneven** 'ʌn'i:vən ***tu:*** **nierównomierny**

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application[49]. Who decides what counts as "friendship"? What stops an hour from becoming two? And in high-pressure environments, will employees really feel free to use the time, or will it become a benefit in name only[50]?

There is also the cultural question: what works in Sweden, with its strong trust-based work culture, may not translate easily elsewhere.

And what about the long-held notion[51] of keeping work and private lives separate? Maybe it never was tenable[52], but some employees may feel uneasy[53] about work colonising yet another aspect of their personal life.

Many employers are likely to resist[54] the concept. They may reasonably[55] argue that the friendship hour represents an additional employer cost or loss of productivity. The EU average working week is 36 hours. One hour represents approximately 2.8 percent of that time – who will bear[56] that cost? Are such calculations reasonable or outdated[57]?

Friendship Hour may prove to be a short-lived experiment or the start of a new approach to[58] the work environment and a recognition[59] that a quiet office is not necessarily a healthy one. A short chat with a friend might sometimes be part of the job, not a guilty pleasure[60]. Shh! Here comes the boss!

[49] **application** ˌæplɪˈkeɪʃən **stosowanie**
[50] **in name only** ɪn neɪm ˈəʊnlɪ **tylko z nazwy**
[51] **long-held notion** lɒŋ held ˈnəʊʃən **od dawna panujące przekonanie**
[52] **tenable** ˈtenəbl **dający się obronić**
[53] **to feel uneasy** tə fiːl ʌnˈiːzɪ **czuć się nieswojo**
[54] **to resist** tə rɪˈzɪst **opierać się**
[55] **reasonably** ˈriːznəblɪ **słusznie**
[56] **to bear sth** tə beə ˈsʌmθɪŋ **ponieść coś, wziąć coś na siebie**
[57] **outdated** aʊtˈdeɪtɪd **nie na czasie**
[58] **approach to sth** əˈprəʊtʃ tə ˈsʌmθɪŋ **podejście do czegoś**
[59] **recognition** ˌrekəgˈnɪʃən **uznanie**
[60] **guilty pleasure** ˈgɪltɪ ˈpleʒə **wstydliwa przyjemność, przyjemność, która wywołuje poczucie winy**

A WORD WORTH REMEMBERING

blurred boundaries
/blɜːd ˈbaʊndərɪz/
rozmyte, zacierające się granice

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BUSINESS ENGLISH MAGAZINE
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by Janet Sandford

BULGARIA JOINS THE EURO

On 1 January 2026, Bulgaria officially became the twenty first country to join the euro at the expense of[1] its previous[2] currency[3], the lev. Jonathan Moore investigates[4] the history and potential future implications of the change.

Bulgaria entered the European Union on 1 January 2007. In doing so, the Sofia government[5] committed itself to[6] joining the single European currency. Despite this, Bulgaria still remains the poorest EU member state[7]. In 2024, its GDP[8] per capita[9] was 34 percent below the EU average, making it the lowest in the Union. Its road to the Eurozone[10] has been hindered by[11] thorny issues[12] like corruption, money laundering[13] and high inflation.

Before they even joined the EU, the Bulgarian authorities[14] had long aspired to adopting[15] the euro. Back in 1997, the lev was pegged to[16] the German mark in an attempt[17] to control inflation. In 1999, Germany switched to[18] the euro and effectively pegged the lev to the single European currency.

Under the Maastricht Treaty of 1992, all EU member states must satisfy[19] five criteria to join the Eurozone. Targets are set for budget deficit, debt-to-GDP ratio[20], inflation, interest rates[21] and exchange rate stability[22].

According to the Financial Times, in 2024 Bulgaria failed to satisfy one of these five criteria, effectively scuppering[23] its ambition to adopt the euro by 1 January 2025. Despite attaining[24] relatively low levels of debt and budget deficit and permitting[25] its leading banks to be supervised[26] by the ECB (European Central Bank) – the organisation responsible[27] for controlling EU monetary policy[28] – it was refused Eurozone membership[29] due to excessive[30] inflation. At the time, this was running at 5.1 percent – much higher than the 3.3 percent EU threshold[31].

However, this temporary[32] failure[33] merely[34] delayed[35] the inevitable[36]. By 1 January 2025, Bulgaria had reduced its inflation rate[37], and so it received the green light to join the Eurozone by 1 January 2026.

Both the EU authorities in Brussels and the Sofia government have welcomed Bulgaria's inclusion[38] in the Eurozone, describing[39] it as a historic milestone[40] that will further stabilise the Bulgarian economy. European Commission President, Ursula von der Leyen claimed[41] that the switch would increase trade, investment and employment in Bulgaria. The President of the ECB, Christine Lagarde, also expressed[42] her approval[43] of the move. She called the Eurozone a powerful symbol of what Europe could achieve[44] through working together to combat[45] the ill effects[46] of the world's geopolitical uncertainty[47].

The idea of joining the single European currency is an exceptionally[48] controversial issue in Bulgaria. The latest Eurobarometer survey[49] indicates[50] that 49 percent of Bulgarians opposed[51] the move.

A WORD WORTH REMEMBERING

to scupper sth
/tə ˈskʌpə ˈsʌmθɪŋ/
niweczyć, rujnować, niszczyć coś

[1] **at the expense of sth** æt ðiː ɪksˈpens ɒv ˈsʌmθɪŋ **kosztem czegoś**
[2] **previous** ˈpriːvjəs **poprzedni**
[3] **currency** ˈkʌrənsɪ **waluta**
[4] **to investigate sth** tʊ ɪnˈvestɪgeɪt ˈsʌmθɪŋ **badać coś**
[5] **government** ˈgʌvnmənt **rząd**
[6] **to commit oneself to sth** tə kəˈmɪt wʌnˈself tə ˈsʌmθɪŋ **zobowiązywać się do czegoś**
[7] **member state** ˈmembə steɪt **państwo członkowskie**
[8] **GDP = Gross Domestic Product** ˌdʒiː diː ˈpiː grəʊs dəʊˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**
[9] **per capita** pɜː ˈkæpɪtə **na osobę**
[10] **Eurozone** ˈjʊərəʊzəʊn **strefa euro**
[11] **hindered by sth** ˈhɪndəd baɪ ˈsʌmθɪŋ **hamowany**
[12] **thorny issues** ˈθɔːnɪ ˈɪʃuːz **drażliwe kwestie, kłopotliwe kwestie**
[13] **money laundering** ˈmʌnɪ ˈlɔːndərɪŋ **pranie pieniędzy**
[14] **authorities** ɔːˈθɒrətɪz **władze**
[15] **to adopt sth** tʊ əˈdɒpt ˈsʌmθɪŋ **przyjąć coś**
[16] **pegged with sth** pegd wɪð ˈsʌmθɪŋ ***tu:*** **powiązany z czymś**
[17] **attempt** əˈtempt **próba**
[18] **to switch to sth** tə swɪtʃ tə ˈsʌmθɪŋ **przechodzić na coś, przerzucić się na coś**
[19] **to satisfy sth** tə ˈsætɪsfaɪ ˈsʌmθɪŋ **spełniać coś**
[20] **debt-to-GDP ratio** det tə ˌdʒiː diː ˈpiː reɪʃɪəʊ **dług publiczny w stosunku do PKB**
[21] **interest rates** ˈɪntrəst reɪts **stopy procentowe**
[22] **exchange rate stability** ɪksˈtʃeɪndʒ reɪt stəˈbɪlətɪ **stabilność kursu walutowego**
[23] **to scupper sth** tə ˈskʌpə ˈsʌmθɪŋ **niweczyć, rujnować, niszczyć coś**
[24] **to attain sth** tʊ əˈteɪn ˈsʌmθɪŋ **osiągać coś**
[25] **to permit** tə ˈpəmɪt **pozwalać, zezwalać**
[26] **to supervise sth** tə ˈsuːpəvaɪz ˈsʌmθɪŋ **nadzorować coś**
[27] **responsible** rɪsˈpɒnsəbl **odpowiedzialny**
[28] **monetary policy** ˈmʌnɪtərɪ ˈpɒləsɪ **polityka monetarna**
[29] **membership** ˈmembəʃɪp **członkostwo**
[30] **excessive** ɪkˈsesɪv **nadmierny**
[31] **threshold** ˈθreʃhəʊld **próg**
[32] **temporary** ˈtempərərɪ **tymczasowy**
[33] **failure** ˈfeɪljə **niepowodzenie**
[34] **merely** ˈmɪəlɪ **tylko**
[35] **to delay sth** tə dɪˈleɪ ˈsʌmθɪŋ **odwlec, opóźnić coś**
[36] **inevitable** ɪnˈevɪtəbl **nieunikniony**
[37] **inflation rate** ɪnˈfleɪʃən reɪt **wskaźnik inflacji**
[38] **inclusion** ɪnˈkluːʒən **włączenie**
[39] **to describe sth** tə dɪsˈkraɪb ˈsʌmθɪŋ **opisywać coś**
[40] **milestone** ˈmaɪlstəʊn **kamień milowy**
[41] **to claim** tə kleɪm **twierdzić**
[42] **to express sth** tʊ ɪksˈpres ˈsʌmθɪŋ **wyrażać coś**
[43] **approval** əˈpruːvəl **aprobata**
[44] **to achieve sth** tʊ əˈtʃiːv ˈsʌmθɪŋ **osiągać coś**
[45] **to combat sth** tə ˈkɒmbət ˈsʌmθɪŋ **zwalczać coś**
[46] **ill effects** ɪl ɪˈfekts **negatywne skutki**
[47] **geopolitical uncertainty** ˌdʒiːəʊpəˈlɪtɪkl ʌnˈsɜːtntɪ **geopolityczna niestabilność**
[48] **exceptionally** ɪkˈsepʃənlɪ **niezwykle**
[49] **survey** ˈsɜːveɪ **sondaż, badanie**
[50] **to indicate** tʊ ˈɪndɪkeɪt **pokazywać**
[51] **to oppose sth** tʊ əˈpəʊz ˈsʌmθɪŋ **sprzeciwiać się czemuś**

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The controversy was aggravated by[52] the Bulgarian parliament refusing[53] President Ruman Radev's proposal for a referendum on adopting the euro. This sparked[54] protests in the streets of Sofia, calling for the lev to be saved. Furthermore[55], the country's political instability may also cast doubt on[56] its readiness[57] for the euro: the country has seen seven elections[58] in the space of four years.

Many Bulgarians fear that the euro will drive prices up[59]. Since Croatia joined the Eurozone in 2023, prices in that country have risen sharply[60]. Any further price rises in Bulgaria could make it impossible for some Bulgarians to make ends meet[61]. Moreover[62], some banks have expressed fears[63] of potential disruption[64] to card payments and ATM[65] withdrawals[66].

On the plus side[67], Bulgaria may well boost business and commerce[68] by joining the euro. The question is whether prices will remain relatively stable or spiral out of control[69].

As a result of Bulgaria's accession[70] to the Eurozone, the number of people using the euro has now surpassed[71] 350 mln. Only six of the EU's 27 member states still remain outside the Eurozone: Poland, Sweden, Denmark, the Czech Republic, Hungary and Romania.



[52] **aggravated by sth** 'ægrəveɪtɪd baɪ 'sʌmθɪŋ **zaostrzony przez coś**
[53] **to refuse sth** tə rɪ'fjuːz 'sʌmθɪŋ **odrzucać coś**
[54] **to spark sth** tə spɑːk 'sʌmθɪŋ **wywołać coś**
[55] **furthermore** 'fɜːðə'mɔː **co więcej, ponadto**
[56] **to cast doubt on sth** tə kɑːst daʊt ɒn 'sʌmθɪŋ ***tu:*** **podważać coś, poddawać coś w wątpliwość**
[57] **readiness** 'redɪnəs **gotowość**
[58] **elections** ɪ'lekʃənz **wybory**
[59] **to drive sth up** tə draɪv 'sʌmθɪŋ ʌp **podnosić coś**
[60] **to rise sharply** tə raɪz 'ʃɑːpli **gwałtownie wzrosnąć**
[61] **to make ends meet** tə meɪk endz miːt **wiązać koniec z końcem**
[62] **moreover** mɔː'rəʊvə **co więcej**
[63] **fear** fɪə **obawa**
[64] **disruption** dɪs'rʌpʃən **chaos, zamęt**
[65] **ATM = automated teller machine** ˌeɪ tiː 'em 'ɔːtəmətɪd 'telə məˈʃiːn **bankomat**
[66] **withdrawal** wɪð'drɔːəl **wypłata**
[67] **on the plus side** ɒn ðə plʌs saɪd **z drugiej strony**
[68] **commerce** 'kɒmɜːs **handel**
[69] **to spiral out of control** tə 'spaɪərəl aʊt ɒv kən'trəʊl **wymknąć się spod kontroli**
[70] **accession** æk'seʃən **przystąpienie**
[71] **to surpass sth** tə sɜː'pɑːs 'sʌmθɪŋ **przewyższać coś**

by Paul Martin from
www.go-native.pl

THE CRUDE[1] AWAKENING

In early 2026, as the world watched fuel prices rise dramatically after joint[2] US/Israeli strikes on Iran, it's easy to forget that oil was once sold as medicine. But the modern world's dependence on[3] Middle Eastern crude did not emerge[4] naturally. Paul Martin traces the history of Middle East oil to outline over a century of exploration deals, pipelines[5] and geopolitical power struggles[6].

Liquid Empire

Before 1900, coal was the undisputed sovereign of British industry, powering everything from factories to naval fleets[7]. Yet coal was bulky[8], dirty and labour-intensive, and industrial planners were beginning to look for[9] a more efficient[10] fuel. Attention gradually[11] turned to crude oil, a resource soon to be known as "liquid gold[12]."

One of the first men willing to gamble on[13] it was mining magnate[14] William Knox D'Arcy, who secured[15] a 60-year concession from the Shah of Persia in 1901. After years of failure[16], and even a "cease work" order[17] from investors, explorer George Bernard Reynolds finally struck[18] oil at Masjed Soleiman, modern day Iran, on May 26, 1908, where the crude gushed[19] 50 feet above the rig[20].

This discovery prompted[21] the formation of the Anglo-Persian Oil Company (APOC) in 1909. Recognising that naval supremacy[22] required the speed and efficiency[23] of oil-fired engines[24], Winston Churchill, then, as First Lord of the Admiralty, responsible for overseeing[25] the Royal Navy, pushed through a historic intervention in July 1914, just weeks before the outbreak[26] of the

[1] **crude** kruːd **ropa naftowa (surowa)**
[2] **joint** dʒɔɪnt **wspólny**
[3] **dependence on sth** dɪ'pendəns ɒn 'sʌmθɪŋ **zależność od czegoś**
[4] **to emerge** tʊ ɪ'mɜːdʒ **wyłaniać się**
[5] **pipeline** 'paɪplaɪn **rurociąg**
[6] **struggle** 'strʌgl **zmaganie**
[7] **naval fleet** 'neɪvəl fliːt **marynarka wojenna**
[8] **bulky** 'bʌlkɪ **nieporęczny, wielkogabarytowy**
[9] **to look for sth** tə lʊk fə 'sʌmθɪŋ **szukać czegoś**
[10] **efficient** ɪ'fɪʃənt **wydajny, efektywny**
[11] **gradually** 'grædjʊəlɪ **stopniowo**
[12] **liquid gold** 'lɪkwɪd gəʊld **płynne złoto**
[13] **to gamble on sth** tə 'gæmbl ɒn 'sʌmθɪŋ **ryzykować czymś, postawić na coś niepewnego**
[14] **mining magnate** 'maɪnɪŋ 'mægneɪt **górniczy magnat**
[15] **to secure sth** tə sɪ'kjʊə 'sʌmθɪŋ **zabezpieczyć coś, zapewnić sobie coś**
[16] **failure** 'feɪljə **porażka, niepowodzenie**
[17] **cease work order** siːs wɜːk 'ɔːdə **nakaz wstrzymania prac**
[18] **to strike sth** tə straɪk 'sʌmθɪŋ ***tu:*** **natrafić na coś**
[19] **to gush** tə gʌʃ **gwałtownie wypływać**
[20] **rig** rɪg **platforma wiertnicza**
[21] **to prompt sth** tə prɒmpt 'sʌmθɪŋ **wywołać coś, doprowadzić do czegoś**
[22] **naval supremacy** 'neɪvəl sʊ'preməsɪ **dominacja na morzu**
[23] **efficiency** ɪ'fɪʃənsɪ **wydajność, efektywność, skuteczność**
[24] **engine** 'endʒɪn **silnik**
[25] **to oversee sth** tʊ 'əʊvə'siː 'sʌmθɪŋ **nadzorować coś**
[26] **outbreak** 'aʊtbreɪk **wybuch (np. wojny, epidemii)**

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First World War. The British government purchased[27] a 51 percent controlling stake[28] in APOC for GBP 2.2 million.

Wonder what happened to APOC? The company became the Anglo-Iranian Oil Company in 1935 and British Petroleum in 1954 – today known simply as BP, a familiar name and a reminder that the oil that burst from[29] the Persian desert in 1908 still runs through the arteries of global energy politics.

Black Gold Rush

As the interwar years[30] progressed, the search for[31] petroleum shifted to[32] the Arabian Peninsula, scaling the industry to a global disruption[33]. While the British held the north, American interests moved south. In 1933, King 'Abd al-'Aziz Al Sa'ud, the founder of Saudi Arabia, granted a concession to[34] Standard Oil of California. Five years of fruitless drilling[35] followed until March 3, 1938, when the Dammam No. 7 well, dubbed[36] "Prosperity Well," hit oil at a depth of 1,440 meters[37]. This single well proved that Saudi Arabia sat upon roughly 25 percent of the world's known reserves, transforming what had been a pastoral[38] kingdom into a global energy titan.

To keep prices high and stable, a group of Western oil companies known as the "Seven Sisters," including[39] the predecessors[40] of BP, Shell and Exxon, coordinated

[27] **to purchase sth** tə 'pɜːtʃəs 'sʌmθɪŋ **kupić coś**
[28] **stake** steɪk **udział (np. w zyskach lub firmie)**
[29] **to burst from sth** tə bɜːst frɒm 'sʌmθɪŋ **wytrysnąć z czegoś**
[30] **interwar years** 'ɪntəwɔː jɪəz **lata międzywojenne**
[31] **search for sth** sɜːtʃ fə 'sʌmθɪŋ **poszukiwanie czegoś**
[32] **to shift to sth** tə ʃɪft tə 'sʌmθɪŋ **przejść na coś, zmienić kierunek na coś**
[33] **global disruption** 'gləʊbəl dɪs'rʌpʃən **globalny zamęt**
[34] **to grant a concession to sth** tə grɑːnt ə kən'seʃən tə 'sʌmθɪŋ **przyznać koncesję na coś**
[35] **drilling** 'drɪlɪŋ **wiercenie**
[36] **dubbed X** dʌbd eks **nazwany X**
[37] **to hit oil at a depth of X meters** tə hɪt ɔɪl æt ə depθ ɒv eks 'miːtəz **natrafić na ropę na głębokości X metrów**
[38] **pastoral** 'pɑːstərəl **pasterski**

Key Moments in Middle East Oil

- 1908 – Persia's First Strike
  The modern Middle Eastern oil industry began in 1908 when explorer George Bernard Reynolds struck oil at Masjed Soleiman in Persia (modern-day Iran). The discovery led to the creation of the Anglo-Persian Oil Company, the corporate ancestor of today's BP, and marked the beginning of Western involvement in[1] the region's petroleum resources.
- 1938 – Saudi Arabia's Prosperity Well
  After years of unsuccessful drilling, Standard Oil of California finally struck oil at Dammam No.7 in eastern Saudi Arabia in March 1938. The well confirmed that the kingdom sat atop[2] vast reserves, transforming Saudi Arabia from a sparsely populated[3] desert state into one of the world's most important energy producers.
- 1960 – The Birth of OPEC
  In September 1960, Iran, Iraq, Saudi Arabia, Kuwait and Venezuela met in Baghdad to establish the Organization of the Petroleum Exporting Countries (OPEC). The new alliance aimed to coordinate oil production and reclaim control over pricing from the Western oil companies that had dominated the industry for decades.
- 1973 – The Oil Embargo Shock
  During the Yom Kippur War in October 1973, Arab oil producers cut supplies to[4] countries seen as supporting Israel. The resulting embargo sent global oil prices soaring and exposed how deeply industrial economies depended on[5] Middle Eastern energy.
- 2026 – A New Hormuz Crisis
  By early 2026, rising tensions between Iran, the United States and Israel once again placed the Strait of Hormuz at the centre of global attention. With roughly[6] a fifth of the world's oil passing through the narrow waterway each day, even the threat of disruption was enough to send crude prices sharply higher



[1] **involvement in sth** ɪn'vɒlvmənt ɪn 'sʌmθɪŋ **zaangażowanie w coś**
[2] **to sat atop sth** tə sæt ə'tɒp 'sʌmθɪŋ **znajdować się na szczycie czegoś**
[3] **sparsely populated** 'spɑːsli 'pɒpjʊleɪtɪd **słabo zaludniony**
[4] **to cut supplies to sb** tə kʌt sə'plaɪz tə 'sʌmbədɪ **odciąć dostawy do kogoś**
[5] **to depend on sth** tə dɪ'pend ɒn 'sʌmθɪŋ **zależeć od czegoś**
[6] **roughly** 'ruːʒli **około**

INFOBOX

[39] **including sth** ɪn'kluːdɪŋ 'sʌmθɪŋ **włącznie z czymś**
[40] **predecessor** 'priːdɪsesə **poprzednik**

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much of the world's oil production. Through agreements such as the 1928 Red Line Agreement, they divided[41] large parts of the Middle East into shared zones and avoided[42] competing with[43] one another.

For decades the system worked largely in their favour: producing countries received royalties, but pricing power remained in Western boardrooms[44]. That arrangement began to unravel[45] after the Second World War. In Iran, Prime Minister Mohammad Mossadegh attempted to[46] nationalise the country's oil industry in 1951, triggering[47] a CIA – and MI6-backed coup[48] in 1953 that temporarily restored[49] Western influence.

Yet the broader shift could not be stopped. In 1960, Iran, Iraq, Saudi Arabia, Kuwait and Venezuela created the Organization of the Petroleum Exporting Countries (OPEC)[50] to coordinate production and reclaim control over[51] pricing. By the early 1970s, many producing states were nationalising their oil industries, breaking the dominance of the Seven Sisters and shifting power from Western corporations to oil-exporting governments.

Choke Point[52]

The new balance of power became painfully clear during the 1973 Oil Embargo. After the outbreak of the Yom Kippur War, Arab members of OPEC cut production and halted[53] shipments to countries seen as supporting Israel, including the United States and parts of Western Europe. The effect was immediate. Oil prices surged[54] from about USD 2.90 per barrel to USD 11.65 by January 1974, triggering a global energy crisis that exposed[55] how dependent modern economies had become on Middle Eastern crude.

The shock introduced the world to "stagflation[56]," where economic growth stalled[57] even as prices soared[58], and highlighted[59] the vulnerability[60] of the maritime corridors that carry much of the world's oil. Nowhere is this clearer than the Strait of Hormuz. Only 21 miles wide at its narrowest point, the passage between Iran and Oman has become the world's most sensitive energy chokepoint. Around one fifth of global petroleum moves through it each day. When other routes have closed, as happened when the Suez Canal was shut between 1967 and 1975, tankers have been forced to[61] detour[62] around Africa, adding weeks to transit times.

Crude Awakening

By March 2026, as the United States and Israel exchanged missile and drone strikes with[63] Iran, the "Crude Awakening" reached fever pitch[64]. In the aftermath[65], the Strait of Hormuz faced[66] a de facto closure[67] that remained in place at the time of writing. By March 11, Brent crude had surged to USD 119 per barrel, a sharp rise sending shockwaves through[68] global markets as a sudden "war premium" took hold[69] and maritime insurance across the Gulf was suspended[70]. The 21st century has been defined by a push toward[71] decarbonisation, yet the current crisis is a reminder that the global economy still beats in rhythm with Middle Eastern oil flows. While the long-term transition to renewables[72] continues, the immediate reality remains one of competing energy blocs. But control has also shifted. Today's "New Seven Sisters" are no longer Western corporations, but state-owned giants such as Saudi Aramco and China's CNPC, companies that now dominate global production to reflect a profoundly redrawn geopolitical energy map.

[41] **to divide sth** tə dɪ'vaɪd 'sʌmθɪŋ **podzielić coś**
[42] **to avoid sth** tʊ ə'vɔɪd 'sʌmθɪŋ **uniknąć czegoś**
[43] **to compete with sb** tə kəm'pi:t wɪð 'sʌmbədɪ **współzawodniczyć, konkurować z kimś**
[44] **boardroom** bɔ:dru:m **sala posiedzeń zarządu**
[45] **to unravel** tʊ ʌn'rævəl ***tu:*** **sypać się**
[46] **to attempt to do sth** tʊ ə'tempt tə du: 'sʌmθɪŋ **próbować coś zrobić**
[47] **to trigger sth** tə 'trɪgə 'sʌmθɪŋ **wywołać coś**
[48] **coup** ku: **zamach stanu, przewrót**
[49] **to restore sth** tə rɪs'tɔ: 'sʌmθɪŋ **przywrócić coś**

A WORD WORTH REMEMBERING

to send shockwaves through sth
/tə send ʃɒkweɪvz θru: 'sʌmθɪŋ/
wywołać wstrząs w czymś, wstrząsnąć czymś

[50] **Organization of the Petroleum Exporting Countries** ˌɔ:gənaɪ'zeɪʃən ɒv ðə pɪ'trəʊljəm 'ekspɔ:tɪŋ 'kʌntrɪz **Organizacja Krajów Eksportujących Ropę Naftową**
[51] **to reclaim control over sth** tə rɪ'kleɪm kən'trəʊl 'əʊvə 'sʌmθɪŋ **odzyskać kontrolę nad czymś**
[52] **choke point** tʃəʊk pɔɪnt **wąskie gardło (punkt o strategicznym znaczeniu)**
[53] **to halt sth** tə hɔ:lt 'sʌmθɪŋ **zatrzymać, wstrzymać coś**
[54] **to surge** tə sɜ:dʒ **gwałtownie wzrosnąć**
[55] **to expose sth** tʊ eks'pəʊz 'sʌmθɪŋ **odsłonić, obnażyć coś**
[56] **stagflation** stægfleɪʃən **stagflacja (zjawisko ekonomiczne polegające na współwystępowaniu wysokiej inflacji i stagnacji gospodarczej)**
[57] **to stall** tə stɔ:l **utknąć w martwym punkcie**
[58] **to soar** tə sɔ: **gwałtownie rosnąć**
[59] **to highlight sth** tə 'haɪlaɪt 'sʌmθɪŋ **podkreślić coś**
[60] **vulnerability** ˌvʌlnərə'bɪlətɪ **wrażliwość, podatność (np. na ataki)**
[61] **to be forced to do sth** tə bi: fɔ:st tə du: 'sʌmθɪŋ **być zmuszonym do zrobienia czegoś**
[62] **to detour sth** tə 'di:tʊə 'sʌmθɪŋ **omijać, okrążać coś**
[63] **to exchange missiles and drone strikes with sb** tʊ ɪks'tʃeɪndʒ 'mɪsaɪlz ænd drəʊn straɪks wɪð 'sʌmbədɪ **wzajemnie się atakować przy pomocy rakiet i dronów**
[64] **fever pitch** 'fi:və pɪtʃ **punkt krytyczny, apogeum**
[65] **in the aftermath** ɪn ði: 'ɑ:ftəmæθ **w następstwie (czegoś)**
[66] **to face sth** tə feɪs 'sʌmθɪŋ **mierzyć się z czymś, stawiać czoła czemuś**
[67] **de facto closure** ˌdɪ 'fæktəʊ 'kləʊʒə **faktyczne zamknięcie**
[68] **to take hold** tə teɪk həʊld ***tu:*** **zapanować**
[69] **to send shockwaves through sth** tə send ʃɒkweɪvz θru: 'sʌmθɪŋ **wywołać wstrząs w czymś, wstrząsnąć czymś**
[70] **suspended** səs'pendɪd **zawieszony**
[71] **push towards sth** pʊʃ tə'wɔ:dz 'sʌmθɪŋ **dążenie do czegoś, parcie w kierunku czegoś**
[72] **renewables** rɪ'nju:əblz **odnawialne źródła energii**

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REMEMBERING

Washington

A WORD WORTH

caveat
/ˈkævɪæt/
zastrzeżenie

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by Janet Sandford

Freedom

We may take it for granted[1], and consider it a fundamental human right[2], but who is free, to what extent[3], and how is freedom measured[4]?

FREEDOM IS A DICHOTOMY BETWEEN COLLECTIVE AND INDIVIDUAL FREEDOM, PERMISSION AND PROHIBITION.

While it is a word we all have in our vocabulary[5], it is sure to trigger[6] different ideas depending on our upbringing[7], values[8] and social norms. Freedom is a dichotomy[9] between collective and individual freedom[10], permission[11] and prohibition[12], and each country decides where the balance lies. Free speech[13] versus censorship is a case in point[14]. Taking these conundrums[15] into account[16], is it at all possible to 'measure' freedom? It turns out it is[17].

In 2025, organisations such as the World Population Review and the Human Freedom Index offer some of the most detailed snapshots[18] of how freedom varies from country to country, and why it matters so much, not just for politics, but for prosperity[19] and human well-being[20].

Freedom commonly covers two dimensions[21]:

Personal Freedom[22] – this includes civil liberties[23] and rights that allow individuals to express themselves[24], join associations[25], practice or change religion[26], choose who they love, or move freely within and across borders without arbitrary[27] constraints[28].

[1] **to take it for granted** tə teɪk ɪt fə 'grɑ:ntɪd **brać coś za pewnik**
[2] **a human right** ə 'hju:mən raɪt **prawo człowieka**
[3] **to what extent** tə wɒt ɪks'tent **do jakiego stopnia, w jakim stopniu**
[4] **to measure** tə 'meʒə **mierzyć, oceniać**
[5] **vocabulary** və'kæbjʊlərɪ **słownictwo**
[6] **to trigger sth** tə 'trɪgə 'sʌmθɪŋ **przywoływać, wywoływać coś**
[7] **upbringing** 'ʌpˌbrɪŋɪŋ **wychowanie**
[8] **values** 'vælju:z **wartości**
[9] **dichotomy** daɪ'kɒtəmɪ **dychotomia, podział całości na dwie różniące się części**
[10] **individual freedom** ˌɪndɪ'vɪdjʊəl 'fri:dəm **wolność jednostki**
[11] **permission** pə'mɪʃən **pozwolenie**
[12] **prohibition** ˌprəʊɪ'bɪʃən **zakaz**
[13] **free speech** fri: spi:tʃ **wolność słowa**
[14] **case in point** keɪs ɪn pɔɪnt **dobry przykład**
[15] **conundrum** kə'nʌndrəm **zagwozdka**
[16] **to take sth into account** tə teɪk 'sʌmθɪŋ 'ɪntʊ ə'kaʊnt **brać coś pod uwagę**
[17] **it turns out it is** ɪt tɜ:nz aʊt ɪt ɪz **okazuje się, że tak**
[18] **snapshot** 'snæpʃɒt *tu:* **szybki ogląd**
[19] **prosperity** prɒs'perətɪ **dobrobyt**
[20] **well-being** 'wel'bi:ɪŋ **dobrostan**
[21] **dimension** dɪ'menʃən **wymiar**
[22] **personal freedom** 'pɜ:snl 'fri:dəm **wolność osobista**
[23] **civil liberties** 'sɪvl 'lɪbətɪz **swobody obywatelskie**
[24] **to express yourself** tʊ ɪks'pres jɔ:'self **wyrażać siebie**
[25] **association** əˌsəʊsɪ'eɪʃən **stowarzyszenie, organizacja**
[26] **to practice religion** tə 'præktɪs rɪ'lɪdʒən **praktykować wiarę**
[27] **arbitrary** 'ɑ:bɪtrərɪ **arbitralny**
[28] **constraint** kən'streɪnt **ograniczenie**

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Economic Freedom[29] – reflects what latitude[30] individuals have to pursue[31] economic activity: owning property, starting a business, trading internationally, hiring[32] and firing[33] employees, and functioning in markets with minimal state interference[34].

How Is Freedom Officially Measured?

Quantifying[35] something as broad as freedom requires structured numerical systems that assign scores to[36] countries based on objective data. One of the most comprehensive[37] of these is the Human Freedom Index (HFI), co-published[38] by the Cato Institute and the Fraser Institute.

The HFI doesn't rely on[39] a single measure, but 87 indicators[40] spanning[41] personal and economic freedoms. These include:

- Rule of law[42] and security
- Freedom of movement[43] and assembly[44]
- Freedom of expression[45] and information[46]
- Freedom of religion[47] and personal relationships
- Market openness, property rights[48], regulatory burden
- Access to sound money[49] and international trade freedoms.

Each country is scored from 0 to 10, where 10 represents the highest level of freedom. The personal and economic sub-scores[50] are averaged to produce the final Human Freedom Index score.

Another well-known measure is the Freedom in the World index by the non-profit organisation Freedom House, which focuses on political rights[51] and civil liberties, categorising countries as free, partly[52] free, or not free.

The Global Landscape[53]

According to the Human Freedom Index:

- Global levels of human freedom remain below their pre-pandemic levels, with significant decline[54] in personal freedoms such as freedom of expression and assembly.
- Only around 14 percent of the world's population lives in countries within the top quartile[55] for freedom, while nearly 40 percent live in the bottom quartile.
- Between 2019 and 2023, freedom declined for nearly 90 percent of the world's population – a trend that spans rich and poor nations alike[56].

Where Was Freedom the Greatest in the Human Freedom Index – 2025?

Europe and Oceania dominated the top ranks.

[29] **economic freedom** ˌekə'nɒmɪk 'fri:dəm **wolność gospodarcza**
[30] **latitude** 'lætɪtju:d **swoboda**
[31] **to pursue sth** tə pə'sju: 'sʌmθɪŋ **realizować coś**
[32] **to hire sb** tə 'haɪə 'sʌmbədɪ **zatrudniać kogoś**
[33] **to fire sb** tə 'faɪə 'sʌmbədɪ **zwalniać kogoś**
[34] **state interference** steɪt ˌɪntə'fɪərəns **interwencja państwa**
[35] **to quantify sth** tə 'kwɒntɪfaɪ 'sʌmθɪŋ **określać ilościowo, wyrazić coś w liczbach**
[36] **to assign sth to sth** tʊ ə'saɪn 'sʌmθɪŋ tə 'sʌmθɪŋ **przyznawać, przypisywać coś czemuś (np. punkty)**
[37] **comprehensive** ˌkɒmprɪ'hensɪv **kompleksowy**
[38] **co-published** kəʊ 'pʌblɪʃt **wspólnie publikowany**
[39] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **opierać się na czymś**
[40] **indicator** 'ɪndɪkeɪtə **wskaźnik**
[41] **spanning** 'spænɪŋ **obejmujący**
[42] **rule of law** ru:l ɒv lɔ: **rządy prawa**
[43] **freedom of movement** 'fri:dəm ɒv 'mu:vmənt **swoboda poruszania się**
[44] **freedom of assembly** 'fri:dəm ɒv ə'semblɪ **wolność zgromadzeń**
[45] **freedom of expression** 'fri:dəm ɒv ɪks'preʃən **wolność słowa**
[46] **freedom of information** 'fri:dəm ɒv ˌɪnfə'meɪʃən **swobodny dostęp do informacji**
[47] **freedom of religion** 'fri:dəm ɒv rɪ'lɪdʒən **wolność wyznania**
[48] **property rights** 'prɒpətɪ raɪts **prawo własności**
[49] **sound money** saʊnd 'mʌnɪ **stabilna waluta**
[50] **sub-score** sʌb skɔ: **wynik cząstkowy**
[51] **political rights** pə'lɪtɪkəl raɪts **prawa polityczne**
[52] **partly** 'pɑ:tlɪ **częściowo**
[53] **landscape** 'lænskeɪp ***tu:*** **sytuacja**
[54] **significant decline** sɪg'nɪfɪkənt dɪ'klaɪn **znaczący spadek**
[55] **quartile** 'kwɔ:taɪl **kwartyl**
[56] **alike** ə'laɪk **jednakowo, tak samo, podobnie**

Stateless People[1]: Freedom Without Citizenship[2]

Stateless people – those not legally recognised[3] as citizens of any country – face severe restrictions on basic freedoms. According to the UN agency, the Office of the United Nations High Commissioner for Refugees (UNHCR), at least 4.4 million people worldwide are officially stateless, though the true number is likely higher due to under-reporting[4]. Without citizenship, people may be unable[5] to work legally, travel, access healthcare[6] or education, own property[7] or even register births. Statelessness persists[8] due to conflict, displacement[9], discrimination in nationality laws and gaps in civil registration[10] systems. Like slavery, statelessness is not measured directly in most freedom indices.

[1] **stateless person** 'steɪtləs 'pɜ:sn **bezpaństwowiec, apatryda**
[2] **citizenship** 'sɪtɪzənʃɪp **obywatelstwo**
[3] **recognised** 'rekəgnaɪzd **uznawany**
[4] **under-reporting** 'ʌndə rɪ'pɔ:tɪŋ **niedoszacowanie**
[5] **unable** 'ʌn'eɪbl **niezdolny**
[6] **healthcare** 'helθ keə(r) **opieka medyczna**
[7] **property** 'prɒpətɪ **nieruchomość**
[8] **to persist** tə pə'sɪst **utrzymywać się**
[9] **displacement** dɪs'pleɪsmənt **wysiedlanie, przymusowe przemieszczanie**
[10] **civil registration** 'sɪvl ˌredʒɪs'treɪʃən **ewidencja ludności**

INFOBOX

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1. Switzerland – A perennial[57] leader, scoring highest for both personal liberties and economic openness[58].
2. Denmark – Strong institutions and robust[59] civil liberties keep it near the top.
3. New Zealand – Combines personal freedom with an open economy.
4. Ireland – High scores in legal protections[60] and association rights.
5. Luxembourg – Small but with a very open economic system and strong protections.
6. Estonia, Finland, Czechia, the Netherlands and Australia also rank in or near the top 10.

Countries in Western Europe, North America and Oceania consistently[61] dominate the upper echelons[62] of freedom rankings.



Least Free Nations

At the other end of the freedom scale are countries where authoritarian governance[63], conflict, or systemic repression[64] constrict[65] everyday life:

Syria was at the bottom[66], closely followed by[67] Iran, Yemen, Sudan and Myanmar. These countries have been plagued[68] by internal conflict[69], weak rule of law, and severe curbs[70] on speech and dissent[71]. This has become particularly apparent[72] during recent unrest[73] in Iran.

Hard as it is to imagine[74], some people are even worse off[75] and not even free enough to feature[76] in regular freedom surveys[77] (See Fact Box – Slavery[78] and Statelessness[79]). Afghanistan, for example, under the Taliban, is the only country in the world where girls are banned from[80] schooling[81] beyond sixth grade[82] (around age 12), and women are barred from[83] secondary[84], university and most employment. Yet, due to[85] the oppressive regime[86], no reliable data[87] is available, so the country does not feature in the annual[88] survey.

[57] **perennial** pə'renjəl **wieloletni**
[58] **economic openness** ˌekə'nɒmɪk 'əʊpnnəs **otwartość gospodarcza**
[59] **robust** rəʊ'bʌst **mocny**

What Freedom Means for Prosperity and Well-Being

Freedom is not just about liberty, but also strongly correlates with[89] other indicators of human development[90]. The Human Freedom Index finds that:

- People living in countries with the highest freedom scores tend to[91] enjoy significantly higher incomes per capita[92] than those in the least free quartile.

[60] **legal protection** 'liːgəl prə'tekʃən **ochrona prawna**
[61] **consistently** kən'sɪstəntli **stale, konsekwentnie**
[62] **echelon** 'eʃəlɒn **szczebel**
[63] **authoritarian governance** ɔːˌθɒrɪ'teərɪən 'gʌvənəns **autorytarne rządy**
[64] **systemic repression** sɪ'stemɪk rɪ'preʃən **represje**
[65] **to constrict** tə kən'strɪkt **ograniczać swobodę**
[66] **at the bottom** æt ðə 'bɒtəm ***tu:*** **na ostatnim miejscu, na końcu**
[67] **closely followed by X** 'kləʊslɪ 'fɒləʊd baɪ eks ***tu:*** **tuż za nią uplasowały się X**
[68] **plagued** pleɪgd **nękany, dręczony**
[69] **internal conflict** ɪn'tɜːnl 'kɒnflɪkt **konflikt wewnętrzny**
[70] **curb** kɜːb **ograniczenie**
[71] **dissent** dɪ'sent **protest**
[72] **apparent** ə'pærənt **widoczny**
[73] **unrest** 'ʌn'rest **niepokoje, zamieszki**
[74] **hard as it is to imagine** hɑːd æz ɪt ɪz tʊ ɪ'mædʒɪn **choć trudno to sobie wyobrazić**
[75] **worse off** wɜːs ɒf **w gorszej sytuacji**
[76] **to feature** tə 'fiːtʃə **pojawić się**
[77] **survey** 'sɜːveɪ **badanie**
[78] **slavery** 'sleɪvərɪ **niewolnictwo**
[79] **statelessness** 'steɪtləsnəs **bezpaństwowość**
[80] **to be banned from sth** tə biː bænd frɒm 'sʌmθɪŋ **mieć zakaz czegoś**
[81] **schooling** 'skuːlɪŋ **edukacja**
[82] **grade** greɪd **klasa**
[83] **to be barred from sth** tə biː bɑːd frɒm 'sʌmθɪŋ **mieć zakaz czegoś**
[84] **secondary** 'sekəndərɪ ***tu:*** **szkoła średnia**
[85] **due to sth** djuː tə 'sʌmθɪŋ **ze względu na coś**
[86] **oppressive regime** ə'presɪv reɪ'ʒiːm **opresyjny reżim**
[87] **reliable data** rɪ'laɪəbl 'deɪtə **wiarygodne dane**
[88] **annual** 'ænjʊəl **coroczny**
[89] **to correlate with sth** tə 'kɒrɪleɪt wɪð 'sʌmθɪŋ **korelować z czymś**
[90] **human development** 'hjuːmən dɪ'veləpmənt **rozwój społeczny**
[91] **to tend to do sth** tə tend tə duː 'sʌmθɪŋ ***tu:*** **mieć tendencje, mieć skłonności do robienia czegoś (zazwyczaj coś robić, zazwyczaj jakimś być)**
[92] **income per capita** 'ɪnkʌm pɜː 'kæpɪtə **dochód na osobę**

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Slavery, Statelessness and the Limits of Freedom Rankings

Modern Slavery: Freedom Reduced to Zero

Slavery represents the most extreme absence[1] of freedom: the inability[2] to refuse work, leave a relationship[3], or control one's own life. According to global estimates[4] by the International Labour Organization, Walk Free Foundation, and the International Organization for Migration, around 50 million people worldwide[5] were living in modern slavery in 2021. This includes forced labour[6], human trafficking[7], debt bondage[8] and forced marriage[9].

The number is up by roughly[10] 10 million compared with the previous global estimate. Conflict, poverty[11], weak rule of law, irregular migration and economic shocks, including the aftermath of[12] the COVID-19 pandemic, have all increased vulnerability[13] to exploitation[14]. Modern slavery exists in every region of the world, including high-income economies, though prevalence[15] is highest where labour protections[16] and legal enforcement[17] are weakest.

Major rankings such as the Human Freedom Index do not include a specific "slavery" variable[18]. Because slavery is illegal[19] and hidden[20] everywhere, reliable country-by-country counts are difficult, leaving a gap[21] between measured freedom and lived reality[22].

[1] **absence** 'æbsəns **nieobecność, brak**
[2] **inability** ˌɪnə'bɪlətɪ **brak możliwości**
[3] **relationship** rɪ'leɪʃənʃɪp **związek**
[4] **estimates** 'estɪmətsz **szacunki**
[5] **worldwide** 'wɜ:ldwaɪd **na całym świecie**
[6] **forced labour** fɔ:st 'leɪbə **praca przymusowa**
[7] **human trafficking** ˌhju:mən 'træfɪkɪŋ **handel ludźmi**
[8] **debt bondage** det 'bɒndɪdʒ **niewola dłużnicza**
[9] **forced marriage** fɔ:st 'mærɪdʒ **wymuszone małżeństwo**
[10] **roughly** 'rʌflɪ **mniej więcej**
[11] **poverty** 'pɒvətɪ **bieda, ubóstwo**
[12] **aftermath of sth** 'ɑ:ftəmæθ ɒv 'sʌmθɪŋ **następstwo, pokłosie czegoś**
[13] **vulnerability** ˌvʌlnərə'bɪlətɪ **podatność**
[14] **exploitation** ˌeksplɔɪ'teɪʃən **wyzysk, wykorzystywanie**
[15] **prevalence** 'prevələns **występowanie**
[16] **labour protection** 'leɪbə prə'tekʃən **ochrona pracy**
[17] **legal enforcement** 'li:gəl ɪn'fɔ:smənt **egzekwowanie prawa**
[18] **variable** 'veərɪəbl **zmienna**
[19] **illegal** ɪ'li:gəl **nielegalny**
[20] **hidden** 'hɪdn **ukryty**
[21] **gap** gæp **luka**
[22] **lived reality** lɪvd ri:'ælətɪ **codzienna rzeczywistość**

INFOBOX

- Freedom correlates with higher life expectancy[93], tolerance, charitable giving[94] and environmental health[95].
- It shapes economic opportunity[96], individual dignity[97], and the social structures[98] that enable people to build meaningful[99] lives.

Lies, Damn Lies and Statistics[100]?☆

Despite[101] the value of indices[102], surveys by organisations such as Pew Research show differences between formal protections[103] and everyday experiences[104]. In short[105], some countries may be free in principle[106] (and in surveys) but not in practice.

The United States ranks highly in global freedom indices because these measure legal and institutional freedoms, such as constitutional rights[107], free elections[108], independent courts[109] and economic openness. On paper, these protections are strong. However, high incarceration rates[110], racial disparities[111], aggressive policing[112] and gun violence[113] sharply[114] limit freedom for many Americans in practice. The result is a paradox: a country that is formally free, yet where significant sections of the population live with severe[115] constraints on their daily freedom.

[93] **life expectancy** laɪf ɪks'pektənsɪ **średnia długość życia**
[94] **charitable giving** 'tʃærɪtəbl 'gɪvɪŋ **działalność charytatywna**
[95] **environmental health** ɪnˌvaɪərən'mentl helθ **zdrowie środowiskowe**
[96] **economic opportunity** ˌekə'nɒmɪk ˌɒpə'tju:nɪtɪ **możliwości gospodarcze**
[97] **individual dignity** ˌɪndɪ'vɪdjʊəl 'dɪgnətɪ **godność osobista**
[98] **social structures** 'səʊʃəl 'strʌktʃəz **struktury społeczne**
[99] **meaningful** 'mi:nɪŋfʊl **pełen sensu, głęboki**
[100] **lies, damn lies and statistics** 'laɪz dæm 'laɪz ənd stə'tɪstɪks **kłamstwa, cholerne kłamstwa i statystyki**
[101] **despite sth** dɪs'paɪt 'sʌmθɪŋ **pomimo czegoś**
[102] **index** 'ɪndeks **wskaźnik**
[103] **formal protections** 'fɔ:məl prə'tekʃənz ***tu:*** **formalna ochrona prawna**
[104] **everyday experiences** 'evrɪdeɪ ɪks'pɪərɪənsɪz **codzienne doświadczenia**
[105] **in short** ɪn ʃɔ:t **krótko mówiąc, w skrócie**
[106] **in principle** ɪn 'prɪnsəpl **co do zasady, na papierze**
[107] **constitutional rights** ˌkɒnstɪ'tju:ʃənl raɪts **prawa konstytucyjne**
[108] **free elections** fri: ɪ'lekʃənz **wolne wybory**
[109] **independent courts** ˌɪndɪ'pendənt kɔ:ts **niezależne sądy**
[110] **incarceration rate** ɪnˌkɑ:sə'reɪʃən reɪt **odsetek więźniów, wskaźnik uwięzienia**
[111] **racial disparities** 'reɪʃəl dɪs'pærətɪz **nierówności rasowe**
[112] **policing** pə'li:sɪŋ **działania organów ścigania, działania policji**
[113] **gun violence** gʌn 'vaɪələns **przemoc z użyciem broni**
[114] **sharply** 'ʃɑ:pli **bardzo**
[115] **severe** sɪ'vɪə **poważny**

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Most freedom indices are produced by Western, often US-based, institutions with classical-liberal assumptions[116]. While methods are transparent, critics argue this can favour market-oriented[117] democracies and underweight[118] social outcomes[119] – an important caveat[120] when reading the rankings.

Freedom – Still Elusive[121] for Many

The notion[122] of freedom remains a foundational[123] ideal for many societies, but recent surveys suggest that it is far from guaranteed. We may even question[124] the data's impartiality[125]. What is certain, however, is that millions of people globally still don't enjoy freedom, however it is measured, while elsewhere, frictions[126] between states and their citizens[127] remain.

*Commonly[128] attributed to[129] both Mark Twain and British Prime Minister[130] Benjamin Disraeli, the full phrase is – There are three kinds of lies: lies, damn lies and statistics. The inference[131] being that statistics can be used manipulatively to support[132] a weak argument[133].



[116] **assumption** ə'sʌmpʃən **założenie**
[117] **market-oriented** 'mɑ:kɪt 'ɔ:rɪentɪd **ukierunkowany na rynek**
[118] **to underweight sth** tu ˌʌndə'weɪt 'sʌmθɪŋ **nie doszacowywać czegoś, nadawać czemuś za małą wagę**
[119] **social outcomes** 'səʊʃəl 'aʊtkʌmz **efekty, skutki w społeczeństwach**
[120] **caveat** 'kæviæt **zastrzeżenie**
[121] **elusive** ɪ'lu:sɪv **ulotny, nieuchwytny**
[122] **notion** 'nəʊʃən **pojęcie**
[123] **foundational** faʊn'deɪʃənəl **fundamentalny, podstawowy**
[124] **to question sth** tə 'kwestʃən 'sʌmθɪŋ **kwestionować coś**
[125] **impartiality** 'ɪmˌpɑ:ʃɪ'ælɪtɪ **obiektywność**
[126] **frictions** 'frɪkʃənz **tarcia, napięcia**
[127] **citizen** 'sɪtɪzn **obywatel**
[128] **commonly** 'kɒmənlɪ **powszechnie**
[129] **attributed to sb** 'ætrɪbju:tɪd tə 'sʌmbədɪ **przypisywany komuś**
[130] **prime minister** praɪm 'mɪnɪstə **premier**
[131] **inference** 'ɪnfərəns **sugestia; wniosek**
[132] **to support sth** tə sə'pɔ:t 'sʌmθɪŋ **wspierać coś**
[133] **argument** 'ɑ:gjʊmənt ***tu:*** **argument**

SOME COUNTRIES MAY BE FREE IN PRINCIPLE (AND IN SURVEYS) BUT NOT IN PRACTICE.

MAKING CONNECTIONS

Part 1: Either / Neither

Instructions: Choose the correct word to complete the sentences about freedom.

1. To get a full picture of a country, experts look at (either / neither) personal freedom or economic freedom; they must include both to get a final score.
2. If a country has high crime and poor laws, it is (either / neither) safe for citizens nor attractive for investors.
3. When a government limits the press, citizens can (either / neither) accept the censorship or find alternative ways to share news.
4. Critics argue that most indices are produced by Western institutions, meaning they may (either / neither) favour market-oriented democracies or underweight certain social outcomes.

Part 2: Both / All / None

Instructions: Use both, all, or none to complete the sentences based on the article's data.

5. Switzerland and Denmark are top-ranked because they _____ have very strong legal systems.
6. Recent reports show that freedom is shrinking; almost _____ of the world's population saw their rights decrease last year.
7. Personal rights and economic rights are _____ necessary if a country wants to be called "truly free."
8. Countries like North Korea or Afghanistan are so repressive that accurate data on freedom cannot be gathered there; _____ of them appear in the reports as a result.

BEM TEST

Answers: 1. either, 2. neither, 3. either, 4. either, 5. both, 6. all, 7. both, 8. none

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by Janet Sandford

K-Beauty: The Changing Face of Skincare[1]

When it comes to all things Korean, we just can't get enough. Combine that with our equally insatiable[2] demand for[3] beauty products, and you have a winning formula[4] waiting to be monetised[5].

From K-Pop bands filling stadiums to Squid Game dominating Netflix, South Korea has become one of the world's most influential[6] cultural exporters. Korean fashion, food, cinema and even language learning have surged in popularity[7] far beyond East Asia. Riding the same wave is K-Beauty – a skincare and cosmetics phenomenon that has quietly grown into a multi-billion-dollar global industry[8].

At its core[9], K-Beauty is not just about products but a philosophy emphasising[10] prevention[11] over correction, consistency[12] over quick fixes[13], and skin health over heavy camouflage. The now-famous multi-step routine[14] reflects[15] a deep belief[16] that good skin is cultivated[17] patiently, layer by layer[18]. This mindset[19], combined with fast innovation and distinctive[20] branding[21], has propelled[22] Korean beauty brands from local shelves[23] to bathroom cabinets[24] around the world.

What Exactly Is K-Beauty?

K-Beauty refers to skincare and cosmetic products developed and marketed by South Korean companies, as well as the routines and ideals associated with[25] them. Cleansers[26], toners[27], essences[28], serums, ampoules[29], sheet masks[30] and sunscreens[31] form the backbone[32] of most K-Beauty lines.

Nothing new there, you might argue, so what sets K-Beauty apart[33]?

- Speed. Korean brands are known for exceptionally[34] fast product

[1] **skincare** 'skɪnkeə(r) **pielęgnacja skóry**
[2] **insatiable** ɪn'seɪʃəbl **nienasycony**
[3] **demand for sth** dɪ'mɑ:nd fə 'sʌmθɪŋ **popyt na coś**
[4] **winning formula** 'wɪnɪŋ 'fɔ:mjʊlə **przepis na sukces**
[5] **monetised** 'mʌnɪtaɪzd **zmonetyzowany**
[6] **influential** ˌɪnflʊ'enʃəl **wpływowy**
[7] **to surge in popularity** tə sɜ:dʒ ɪn ˌpɒpjʊ'lærətɪ **zyskać na popularności**
[8] **global industry** 'gləʊbəl 'ɪndəstrɪ **globalna branża**
[9] **at its core** æt ɪts kɔ: **w swej istocie**
[10] **to emphasise sth** tu 'emfəsaɪz 'sʌmθɪŋ **podkreślać coś**
[11] **prevention** prɪ'venʃən **zapobieganie**
[12] **consistency** kən'sɪstənsɪ **konsekwencja**
[13] **quick fix** kwɪk fɪks **doraźne rozwiązanie**
[14] **routine** ru:'ti:n **rutyna, *tu:* rytuał**
[15] **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ **odzwierciedlać coś**
[16] **deep belief** di:p bɪ'li:f **głębokie przekonanie**
[17] **cultivated** 'kʌltɪveɪtɪd **pielęgnowany**
[18] **layer by layer** 'leɪə baɪ 'leɪə **warstwa po warstwie**

Top Korean Skincare Companies

- Amorepacific Corporation – South Korea's largest beauty conglomerate, with around KRW 3.89 tln in revenue[1] in 2024 (USD 3 bln) and a global portfolio[2] including Sulwhasoo, Laneige, Innisfree and Cosrx.
- LG H&H Co., Ltd., formerly LG Household & Health Care – Group owning – The History of Whoo, OHUI and The Face Shop. In Q2 2025, it reported sales of KRW 1.60 tln (USD 1.14 bln).
- ABLE C&C (Missha, A'pieu) – The leading independent K-Beauty company outside the two giant conglomerates.

[1] **revenue** 'revənju: **przychód**
[2] **portfolio** pɔ:t'fəʊljəʊ **portfel**

INFOBOX

[19] **mindset** 'maɪndset **nastawienie, sposób myślenia**
[20] **distinctive** dɪs'tɪŋktɪv **charakterystyczny, wyróżniający się**
[21] **branding** 'brændɪŋ **kreowanie marki**
[22] **to propel sth** tə prə'pel 'sʌmθɪŋ **wywindować coś, wynieść coś (np. na szczyt)**
[23] **shelves** ʃelvz **półki sklepowe**
[24] **bathroom cabinet** 'bɑ:θrʊm 'kæbɪnət **szafka łazienkowa**
[25] **associated with sth** ə'səʊsɪeɪtɪd wɪð 'sʌmθɪŋ **powiązany, kojarzony z czymś**
[26] **cleanser** 'klenzə **środek do demakijażu**
[27] **toner** 'tʌnə **tonik**
[28] **essence** 'esns **wyciąg**
[29] **ampoule** 'æmpu:l **ampułka**
[30] **sheet mask** ʃi:t mɑ:sk **maseczka w płachcie**
[31] **sunscreen** 'sʌnskri:n **filtr przeciwsłoneczny**
[32] **backbone** 'bækbəʊn ***tu:* najważniejsza część, istota, podstawa**
[33] **to set sth apart** tə set 'sʌmθɪŋ ə'pɑ:t **odróżniać coś**
[34] **exceptionally** ɪk'sepʃənəlɪ **wyjątkowo**

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PART OF K-BEAUTY'S ALLURE LIES IN ITS INGREDIENTS.



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A WORD WORTH REMEMBERING

mindset
/ˈmaɪndset/
nastawienie, sposób myślenia

eprasa.pl 0a1ce8038c

development cycles[35], responding quickly to[36] trends, new ingredients[37] and consumer feedback[38].

- Accessibility[39]. High-quality formulations[40] are often sold at mid-range or budget prices[41], making experimentation less risky for consumers and within the reach of cash-strapped[42] teenagers[43].
- Aesthetics[44]: playful[45] packaging, pastel colours and clear ingredient storytelling[46] have made K-Beauty especially appealing[47] to younger buyers.

But the market is by no means[48] limited to girls. In South Korea, skincare is not gendered[49] or age-restricted to the same degree[50] as in many Western markets. Men's skincare is normalised, and preventive[51] routines start early. This broad domestic[52] demand has created a highly competitive[53] home market[54], where brands have needed to innovate to stand out from the crowd[55] and grab their piece of the market share[56].

Exotic Ingredients

Part of K-Beauty's allure[57] lies in its ingredients. Hyaluronic acid[58], centella asiatica (often called cica), green tea and niacinamide[59] are staples[60] that Korean brands have helped to popularise globally.

Then, there are the more unusual[61] elements that grab headlines[62] and spark curiosity[63]. Snail mucin[64] – often jokingly[65] referred to as "snail slime[66]" – is perhaps the most famous. Derived[67] from snail secretion filtrate[68], it is prized for its hydrating[69], reparative[70] and anti-inflammatory[71] properties[72]. Initially met with scepticism (See Overcoming[73] the 'Yuck' Factor[74]), it has since become mainstream, with some studies[75] supporting its benefits for skin regeneration.

Other eye-catching[76] ingredients include bee venom[77], believed to stimulate collagen production; fermented rice and soybean[78] extracts[79], which enhance[80] absorption and efficacy[81]; and ginseng[82], long valued in traditional Korean medicine for its revitalising[83] properties. Even donkey milk, volcanic ash[84] from Jeju Island, and mugwort[85] have found their way into formulations.

However, it is not just about novelty[86]. Korean brands are skilled at combining traditional herbal knowledge[87] with modern dermatological research, presenting ingredients in ways that feel both ancient[88] and cutting-edge[89].

[35] **development cycle** dɪ'veləpmənt 'saɪkl **cykl produkcyjny**
[36] **to respond to sth** tə rɪs'pɒnd tə 'sʌmθɪŋ **reagować na coś**
[37] **ingredient** ɪn'gri:djənt **składnik**
[38] **consumer feedback** kən'sju:mə 'fi:dbæk **opinie konsumentów**
[39] **accessibility** ək,sesɪ'bɪlətɪ **dostępność**
[40] **formulation** ˌfɔ:mjʊ'leɪʃən ***tu:*** **preparat**
[41] **budget price** 'bʌdʒɪt praɪs **niska cena**
[42] **cash-strapped** 'kæʃ stræpt **mający za mało pieniędzy, spłukany**
[43] **teenager** 'ti:nˌeɪdʒə **nastolatek**
[44] **aesthetics** i:s'θetɪks **estetyka**
[45] **playful** 'pleɪfʊl ***tu:*** **fantazyjny, emanujący radością**
[46] **ingredient storytelling** ɪn'gri:djənt 'stɔ:ritelɪŋ **narracja o składnikach**
[47] **appealing** ə'pi:lɪŋ **pociągający, kuszący**
[48] **by no means** baɪ nəʊ mi:nz **w żadnym wypadku**
[49] **gendered** 'dʒendəd ***tu:*** **podzielony według płci**
[50] **to the same degree** tə ðə seɪm dɪ'gri: **w takim samym stopniu**
[51] **preventive** prɪ'ventɪv **ochronny, profilaktyczny**
[52] **domestic** də'mestɪk **krajowy, rodzimy**
[53] **competitive** kəm'petətɪv **konkurencyjny**
[54] **home market** həʊm 'mɑ:kɪt **rynek krajowy**
[55] **to stand out from the crowd** tə stænd aʊt frɒm ðə kraʊd **wyróżniać się z tłumu**
[56] **market share** 'mɑ:kɪt ʃeə **udział w rynku**
[57] **allure** ə'ljʊə **powab, urok**
[58] **hyaluronic acid** ˌhaɪələˌrɒnɪk 'æsɪd **kwas hialuronowy**
[59] **niacinamide** ˌnaɪə'sɪnəmaɪd **niacynamid**
[60] **staple** 'steɪpl **podstawowy produkt**
[61] **unusual** ʌn'ju:ʒʊəl **niezwykły**
[62] **to grab headlines** tə græb 'hedlaɪnz **trafiać na nagłówki**
[63] **to spark curiosity** tə spɑ:k ˌkjʊərɪ'ɒsɪtɪ **wzbudzać ciekawość**

GLOBAL SALES OF KOREAN BEAUTY PRODUCTS ARE ESTIMATED TO EXCEED USD 10 BILLION ANNUALLY, WITH STRONG GROWTH IN NORTH AMERICA, EUROPE, SOUTHEAST ASIA AND THE MIDDLE EAST.

[64] **snail mucin** sneɪl 'mju:sɪn **mucyna ślimaka (śluz bogaty w glikoproteiny)**
[65] **jokingly** 'dʒəʊkɪŋli **żartobliwie**
[66] **snail slime** sneɪl slaɪm **śluz ślimaka**
[67] **derived** dɪ'raɪvd **pochodzący**
[68] **snail secretion filtrate** sneɪl sɪ'kri:ʃən 'fɪltreɪt **filtrat ze śluzu ślimaka**
[69] **hydrating** 'haɪdreɪtɪŋ **nawadniający**
[70] **reparative** rə'pærətɪv **regeneracyjny**
[71] **anti-inflammatory** ˌænti ɪn'flæmətri **przeciwzapalny**
[72] **properties** 'prɒpətɪz **właściwości**
[73] **to overcome sth** tʊ ˌəʊvə'kʌm 'sʌmθɪŋ **przezwyciężać, pokonywać coś**
[74] **factor** 'fæktə **czynnik**
[75] **studies** 'stʌdɪz **badania**
[76] **eye-catching** 'aɪ kætʃɪŋ **przyciągający uwagę**
[77] **bee venom** bi: 'venəm **jad pszczeli**
[78] **soybean** 'sɔɪbi:n **soja**
[79] **extract** 'ekstrækt **wyciąg, ekstrakt**
[80] **to enhance sth** tʊ ɪn'hɑ:ns 'sʌmθɪŋ **wzmacniać coś**
[81] **efficacy** 'efɪkəsɪ **efektywność, skuteczność**
[82] **ginseng** 'dʒɪnseŋ **żeń-szeń**
[83] **revitalising** ˌri:'vaɪtəlaɪzɪŋ **rewitalizacyjny**
[84] **volcanic ash** vɒl'kænɪk æʃ **popiół wulkaniczny**
[85] **mugwort** 'mʌgwɜ:t **bylica pospolita**
[86] **novelty** 'nɒvəltɪ **nowość**
[87] **herbal knowledge** 'hɜ:bəl 'nɒlɪdʒ **wiedza zielarska**
[88] **ancient** 'eɪnʃənt **starodawny**
[89] **cutting-edge** ˌkʌtɪŋ 'edʒ **nowoczesny**

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Overcoming the 'Yuck' Factor – and Other Concerns[1]

Perhaps not surprisingly, many consumers thought, "Snail slime? That's gross[2]! Initial consumer pushback[3] included:

- The "yuck factor" of animal-derived[4] ingredients
- Unfamiliar textures[5] and application methods
- Ethical and vegan concerns
- Perceptions[6] that multi-step routines were excessive[7], indulgent[8] and too time-consuming.

How Korean brands overcame it:

- Reframing[9] language: "snail slime" became snail secretion filtrate or mucin complex
- Leading with science: clinical testing, dermatologist endorsements[10] and visible results
- Influencer validation[11]: trusted reviewers demonstrating effectiveness in real time.

What resistance changed (but didn't stop):

- Some consumers still reject animal-based ingredients
- "Skinimalism" (a skincare philosophy that prioritises fewer, multifunctional[12] products to achieve healthy skin through simplicity) has challenged lengthy routines
- Brands responded with vegan formulas and streamlined[13] product lines.

[1] **concern** kən'sɜ:nz **obawa**
[2] **gross** grəʊs **obrzydliwy**
[3] **pushback** 'pʊʃbæk **negatywna reakcja**
[4] **animal-derived** 'ænɪməl dɪ'raɪvd **pochodzenia zwierzęcego**
[5] **texture** 'tekstʃə **konsystencja**
[6] **perception** pə'sepʃən **postrzeganie**
[7] **excessive** ɪk'sesɪv **przesadny**
[8] **indulgent** ɪn'dʌldʒənt **pobłażający sobie**
[9] **reframing** ˌri:'freɪmɪŋ **przeformułowanie**
[10] **endorsement** ɪn'dɔ:smənt **rekomendacja**
[11] **validation** ˌvælɪ'deɪʃən **weryfikacja**
[12] **multifunctional** ˌmʌlti'fʌŋkʃənl **wielofunkcyjny**
[13] **streamlined** 'stri:mlaɪnd **uproszczony, zoptymalizowany**

INFOBOX

A good example is the sheet mask – a thin, pre-cut fabric[90] or cellulose sheet soaked in a concentrated serum and placed directly onto the face. Face masks existed long before, in the form of creams or pastes that were applied[91] and washed off[92]. Korean brands reinvented the concept by making masks single-use[93], mess-free[94], and designed for regular application rather than occasional treatments[95]. As a result, sheet masks became affordable[96] daily skincare tools[97] and have since spread worldwide[98], with countless[99] variations inspired by the Korean model.

Marketing, Influencers and the Power of Pop Culture

K-Beauty's rise is closely tied[100] to South Korea's wider cultural influence. K-pop idols, film stars and TV actors frequently act as brand ambassadors[101], linking skincare routines to highly aspirational[102] lifestyles. Social media platforms such as Instagram, TikTok and YouTube have magnified[103] this effect, with tutorials[104], reviews[105] and dramatic "glass skin" transformations (ultra-smooth, poreless[106], intensely hydrated complexion[107] with a

[90] **fabric** 'fæbrɪk **materiał, tkanina**
[91] **applied** ə'plaɪd **nakładany**
[92] **washed off** wɒʃt ɒf **zmywany**
[93] **single-use** ˌsɪŋgl 'ju:s **jednorazowy**
[94] **mess-free** mes fri: **niebrudzący**
[95] **treatment** 'tri:tmənt ***tu:*** **zabieg**
[96] **affordable** ə'fɔ:dəbl **przystępny cenowo**
[97] **tools** tu:lz **narzędzia, produkty**
[98] **worldwide** 'wɜ:ldwaɪd **na całym świecie**
[99] **countless** 'kaʊntləs **niezliczony**
[100] **closely tied** 'kləʊslɪ 'taɪd **ściśle powiązany**
[101] **brand ambassador** brænd æm'bæsədə **ambasador marki**
[102] **aspirational** ˌæspə'reɪʃənl **ambitny**
[103] **to magnify sth** tə 'mægnɪfaɪ 'sʌmθɪŋ **wzmacniać coś**
[104] **tutorial** tju:'tɜ:rɪəl **tutorial, poradnik, samouczek**
[105] **review** rɪ'vju: **recenzja**
[106] **poreless** 'pɔ:rləs **gładki, pozbawiony porów**
[107] **complexion** kəm'plekʃən **cera**

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luminous[108], glass-like finish[109]) reaching millions worldwide.

One of the most prominent[110] K-Beauty-focused TikTok creators is @luadoll (Lua), a Korean influencer known for skincare tips[111], makeup[112] looks[113] and beauty trends – she has around 12.3 mln followers on TikTok and 272 mln total likes across all platforms.

Unlike traditional luxury beauty marketing, K-Beauty leans heavily[114] on[115] education. Brands explain routines, ingredients and application methods in detail[116], encouraging consumers to[117] understand their skin, rather than blindly[118] follow trends. This approach[119] has helped to build trust and loyalty, particularly among younger, research-oriented[120] buyers.

E-commerce[121] has also played a crucial role[122]. Direct-to-consumer platforms, global shipping[123] and multilingual[124] websites have enabled even small Korean brands to reach international audiences[125] without relying on[126] traditional distributors. Early growth[127] was driven by specialist beauty sites such as YesStyle and StyleKorean, while global marketplaces[128] like Amazon extended K-Beauty's reach into mainstream retail[129]. More recently[130], social-commerce[131] platforms including TikTok Shop and low-cost[132] marketplaces such as Temu have accelerated[133] exposure through viral videos, influencer recommendations and aggressive pricing[134].

China, meanwhile, has been both a major growth engine[135] and a demanding[136] test market. Korean brands are widely sold on platforms such as Tmall, JD.com and Xiaohongshu, where livestreaming and peer reviews[137] shape purchasing decisions[138]. Despite rising competition from domestic Chinese beauty brands, K-Beauty retains[139] a strong reputation in China for innovation, ingredient science and skin-first formulations.

[108] **luminous** 'luːmɪnəs **lśniący**
[109] **finish** 'fɪnɪʃ ***tu:*** **wykończenie**
[110] **prominent** 'prɒmɪnənt **czołowy**
[111] **tip** tɪp **rada, wskazówka**
[112] **makeup** 'meɪkʌp **makijaż**
[113] **look** lʊk **wygląd, styl**
[114] **heavily** 'hevəlɪ **w dużym stopniu, mocno**
[115] **to lean on sth** tə liːn ɒn 'sʌmθɪŋ **polegać na czymś**
[116] **in detail** ɪn 'diːteɪl **szczegółowo**
[117] **to encourage sb to do sth** tʊ ɪn'kʌrɪdʒ 'sʌmbədɪ tə duː 'sʌmθɪŋ **zachęcać kogoś do zrobienia czegoś**
[118] **blindly** 'blaɪndlɪ **ślepo**
[119] **approach** ə'prəʊtʃ **podejście**
[120] **research-oriented** rɪ'sɜːtʃ 'ɔːrɪentɪd **świadomy, ukierunkowany na badania**
[121] **e-commerce** 'iː kɒmɜːs **handel elektroniczny**
[122] **to play a crucial role** tə pleɪ ə 'kruːʃəl rəʊl **odegrać decydującą rolę**
[123] **shipping** 'ʃɪpɪŋ **wysyłka**
[124] **multilingual** ˌmʌlti'lɪŋgwəl **wielojęzyczny**
[125] **audience** 'ɔːdjəns **grupa odbiorców**
[126] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**
[127] **early growth** 'ɜːlɪ grəʊθ **wczesna faza rozwoju**
[128] **marketplace** 'mɑːkətpleɪs ***tu:*** **platforma sprzedażowa**
[129] **retail** 'riːteɪl **sprzedaż detaliczna, handel detaliczny**
[130] **more recently** mɔː 'riːsntlɪ **ostatnio, niedawno**
[131] **social-commerce** 'səʊʃəl 'kɒmɜːs **sprzedaż, handel za pośrednictwem platform społecznościowych**
[132] **low-cost** ˌləʊ 'kɒst **tani**
[133] **to accelerate** tʊ ək'seləreɪt **przyśpieszać, *tu:* zwiększać**
[134] **pricing** 'praɪsɪŋ **ustalanie cen**
[135] **growth engine** grəʊθ 'endʒɪn **motor wzrostu**
[136] **demanding** dɪ'mɑːndɪŋ **wymagający**
[137] **peer review** pɪə rɪ'vjuː **opinia innego użytkownika lub osoby o podobnym statusie**
[138] **purchasing decisions** 'pɜːtʃəsɪŋ dɪ'sɪʒənz **decyzje zakupowe**
[139] **to retain** tə rɪ'teɪn **utrzymywać**

SO OR SUCH?

Complete the sentences below by choosing between so, such or such a/an.

1. K-Beauty has become _____ influential cultural exporter that its impact is felt far beyond East Asia.
2. The demand for new beauty products is _____ insatiable that companies must innovate constantly to stay ahead.
3. Korean brands are known for _____ fast product development cycles that they can respond to trends almost instantly.
4. The "glass skin" look is _____ desirable that tutorials reaching millions of viewers have gone viral on TikTok.
5. It was _____ risky move to use ingredients like snail mucin, but it eventually became a mainstream success.
6. South Korea has _____ strong reputation for innovation that it consistently ranks among the world's top cosmetic exporters.
7. Sheet masks are _____ convenient and mess-free that they have become a staple in daily routines worldwide.
8. Some experts wonder if the 10-step routine is _____ time-consuming that consumers will eventually move toward "skinimalism".

BEM TEST

Answer Key: 1. such an, 2. so, 3. such, 4. so, 5. such a, 6. such a, 7. so, 8. so

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A Large Slice[140] of a Large Pie

South Korea may be a relatively small country, but its beauty industry punches far above its weight[141]. The domestic cosmetics market is valued at roughly[142] USD 15 – 18 billion, making it one of the largest per capita[143] beauty markets in the world. Even more striking[144] is Korea's role as an exporter. The country consistently[145] ranks among[146] the world's top cosmetic exporters, alongside giants such as France and the United States.

Global sales of Korean beauty products are estimated[147] to exceed[148] USD 10 billion annually[149], with strong growth in North America, Europe, Southeast Asia and the Middle East (See Top Korean Cosmetic Companies). Looking ahead, analysts expect the global K-Beauty market to continue expanding at a healthy pace[150], driven by e-commerce, social media marketing and the global appetite for skincare solutions[151] that promise luxurious skin at affordable[152] prices.

[140] **slice** slaɪs **kawałek**

[141] **to punch above your weight** tə pʌntʃ ə'bʌv jə weɪt **boksować w cięższej wadze (być lepszym, niż można by oczekiwać)**

Lua @luadoll





Fad[153] or Fundamental Shift[154]?

As with any trend-driven industry, the question inevitably[155] arises[156]: is K-Beauty just a passing cosmetics fashion?

Some aspects of K-Beauty, such as the rigid[157] 10-step routine, are already being simplified as consumers push back against[158] the time-consuming[159] multi-layered approach.

At the same time, Western and Chinese brands have absorbed[160] many K-Beauty ideas, blurring[161] the distinction[162] between K-Beauty and regular skincare. K-Beauty manufacturers[163] and distributors have enjoyed a honeymoon[164] period as market pioneers cashed in[165] accordingly[166]. As generic products[167] are developed and marketed by other global players, the market will become much more competitive.

Nonetheless[168], Korean companies are continuing to invest heavily in R&D[169], biotechnology and dermatological science to maintain their innovative advantage[170]. Authentic K-Beauty brands have also established their credibility[171] as "original and best." From Paris to New York to Warsaw, the legacy[172] of Korean skincare is already visible on shelves and in daily skincare routines.

[142] **roughly** 'rʌflɪ **mniej więcej**

[143] **per capita** pɜ: 'kæpɪtə **na jednego mieszkańca, na głowę**

[144] **striking** 'straɪkɪŋ **uderzający**

[145] **consistently** kən'sɪstəntlɪ **stale**

[146] **among X** ə'mʌŋ eks **pośród X**

[147] **estimated** 'estɪmɪtɪd **szacowany**

[148] **to exceed sth** tʊ ɪk'si:d 'sʌmθɪŋ **przekroczyć coś**

[149] **annually** 'ænjʊəlɪ **rocznie**

[150] **pace** peɪs **tempo**

[151] **solution** sə'lu:ʃən **rozwiązanie**

[152] **affordable** ə'fɔ:dəbl **przystępny**

[153] **fad** fæd **moda, kaprys, dziwactwo**

[154] **fundamental shift** ˌfʌndə'mentl ʃɪft **fundamentalna zmiana**

[155] **inevitably** ɪn'evɪtəblɪ **nieuchronnie**

[156] **to arise** tʊ ə'raɪz **pojawiać się**

[157] **rigid** 'rɪdʒɪd **sztywny**

[158] **to push back against sth** tə pʊʃ bæk ə'genst 'sʌmθɪŋ **buntować się przeciw czemuś**

[159] **time-consuming** 'taɪm kən'sju:mɪŋ **czasochłonny**

[160] **to absorb sth** tʊ əb'sɔ:b 'sʌmθɪŋ **wchłaniać coś**

[161] **to blur sth** tə blɜ: 'sʌmθɪŋ **zacierać, zamazywać coś**

[162] **distinction** dɪs'tɪŋkʃən **różnica, rozróżnienie**

[163] **manufacturer** ˌmænjʊ'fæktʃərə **producent**

[164] **honeymoon** 'hʌnɪmu:n **miesiąc miodowy**

[165] **to cash in** tə kæʃ ɪn **zyskiwać**

[166] **accordingly** ə'kɔ:dɪŋlɪ **odpowiednio, stosownie**

[167] **generic product** dʒə'nerɪk 'prɒdʌkt **odpowiednik, produkt niemarkowy**

[168] **nonetheless** ˌnʌnðə'les **niemniej jednak**

[169] **R&D = research and development** ˌɑ:r ən 'di: = rɪ'sɜ:tʃ ənd dɪ'veləpmənt **dział badań i rozwoju**

[170] **innovative advantage** 'ɪnəvətɪv əd'vɑ:ntɪdʒ **przewaga w innowacjach**

[171] **credibility** ˌkrədɪ'bɪlətɪ **wiarygodność**

[172] **legacy** 'legəsɪ **dziedzictwo**

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A WORD WORTH REMEMBERING

to go bonkers for sth
/tə gəʊ 'bɒŋkəz fə 'sʌmθɪŋ/
zwariować na punkcie czegoś

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Loyalty Rewards Programmes[1] Are All the Rage[2] – Are You In?

In recent years[3], shoppers looking to earn reward points which they can cash in for[4] free merchandise[5] have gone absolutely bonkers for[6] loyalty programmes. But is there a catch[7]? BEM's Michael Gaylord went shopping to check out[8] if the points really 'check out'.

If you are a loyalty card holder and you've already made plans for the Christmas holidays, you may have cashed out[9] your loyalty points to help pay for accommodation[10] or flights. Reward programmes can mean some pretty sweet deals[11] for those who know how to play the game[12]. But for some of us, those cards aren't doing much more than cluttering[13] our wallets[14], and for others, they are proving[15] to be frustratingly unrewarding[16]. What have been some of their failings[17], and how can we make the best use[18] of loyalty reward programmes?

[1] **loyalty rewards programme** 'lɔɪəltɪ rɪ'wɔ:dz 'prəʊgræm **program lojalnościowy**

The Basics[19]

If you haven't been a participant[20] in a loyalty programme, here's how it works: a shopper fills in[21] their basic personal

[2] **all the rage** ɔ:l ðə reɪdʒ **ostatni krzyk mody**
[3] **in recent years** ɪn 'ri:snt jɪəz **w ostatnich latach**
[4] **to cash in for sth** tə kæʃ ɪn fə 'sʌmθɪŋ **wymienić na coś**
[5] **merchandise** 'mɜ:tʃəndaɪz **towar**
[6] **to go bonkers for sth** tə gəʊ 'bɒŋkəz fə 'sʌmθɪŋ **zwariować na punkcie czegoś**
[7] **catch** kætʃ ***tu:*** **haczyk**
[8] **to check out** tə tʃek aʊt **badać, sprawdzać**
[9] **to cash out** tə kæʃ aʊt **wymienić na pieniądze**
[10] **accommodation** ə,kɒmə'deɪʃən **zakwaterowanie**
[11] **sweet deal** swi:t di:l **złoty interes**
[12] **to play the game** tə pleɪ ðə geɪm **grać w tę grę, znać się na tym**
[13] **to clutter sth** tə 'klʌtə 'sʌmθɪŋ **zaśmiecać coś**
[14] **wallet** 'wɒlɪt **portfel**
[15] **to prove** tə pru:v **okazywać się**
[16] **unrewarding** ˌʌnrɪ'wɔ:dɪŋ **nieprzynoszący korzyści**
[17] **failing** 'feɪlɪŋ **wada**
[18] **to make the best use** tə meɪk ðə best ju:s **zrobić najlepszy użytek**
[19] **the basics** ðə 'beɪsɪks **podstawy**
[20] **participant** pɑ:'tɪsɪpənt **uczestnik**
[21] **to fill in sth** tə fɪl ɪn 'sʌmθɪŋ ***tu:*** **wypełniać, wpisywać coś**

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information on a form; they immediately receive credit-card sized piece of plastic, which they pass to the retailer[22] each time they make a purchase[23]; with each transaction they collect points commensurate[24] with the expense[25] of the purchase. When the purchaser reaches a certain points benchmark[26] (say 10,000 points), they can redeem the points for[27] free products, groceries[28], or even a trip[29]. Most grocery[30] chains[31], major pharmacies[32], airlines, and even some fast food chains, offer the cards. Many banks offer credit cards which tie in with[33] air miles collection[34] that can be redeemed for flights (or other goods[35], in some cases).

Bonuses

Other than earning points which can be redeemed for air travel, are there advantages[36] to collecting points? Well, personal finance expert Barry Choi recently shared with CBC news that the practice can, potentially, be used to offset[37] inflation. He told CBC news "American Express rewards, for example, gives you a ten-dollar credit – straight up[38] – for every 1,000 points you earn[39], regardless of[40] what you spend your money on. So, if you earn and spend quickly, know the value of your redemptions[41], and choose programmes that are co-branded[42] you can really save a lot." (Co-branded means that many different stores belong to the same kind of loyalty programme and you can use that same card in several places.) Some programmes offer bonus redemptions points, in which the value of the points earned doubles[43] or even triples for a special time period.

Concerns[44]

So, there are obvious[45] advantages, but some may wonder[46] what the potential pitfalls[47] are. Well, as shoppers are revealing[48] a lot of their personal information[49] when they fill out the application for the loyalty card, retailers have a lot of data[50] which can be shared and, potentially, stolen. What's more[51], since retailers now have access to your shopping habits[52] they can more diligently[53] target[54] you in their marketing campaigns[55]. If you find this kind of thing irritating, it could be a bit of a downer[56]. Also, earning benefits that are worth one's time and money does require[57] a fair bit[58] of shopping savviness[59]. For instance[60], some programmes are limited in that they offer a pretty low redemption

[22] **retailer** ri:'teɪlə **sprzedawca detaliczny**
[23] **purchase** 'pɜ:tʃəs **zakup**
[24] **commensurate** kə'menʃərɪt **proporcjonalny**
[25] **expense** ɪks'pens **wydatek**
[26] **benchmark** 'bentʃmɑ:k ***tu:*** **próg**
[27] **to redeem sth for sth** tə rɪ'di:m **wymienić coś na coś**
[28] **groceries** 'grəʊsərɪz **artykuły spożywcze**
[29] **trip** trɪp **wycieczka**
[30] **grocery** 'grəʊsərɪ **sklep spożywczy**
[31] **chain** tʃeɪn **sieć**
[32] **pharmacy** 'fɑ:məsɪ **apteka**
[33] **to tie in with sth** tə taɪ ɪn wɪð 'sʌmθɪŋ **być powiązanym z czymś**
[34] **air miles collection** eə maɪlz kə'lekʃən **system zbierania mil lotniczych**
[35] **goods** gʊdz **dobra, towary**
[36] **advantage** əd'vɑ:ntɪdʒ **zaleta**
[37] **to offset sth** tʊ 'ɒfset 'sʌmθɪŋ **zrównoważyć coś**
[38] **straight up** streɪt ʌp **ot tak, po prostu**
[39] **to earn sth** tʊ ɜ:n 'sʌmθɪŋ ***tu:*** **zdobyć coś**
[40] **regardless of sth** rɪ'gɑ:dlɪs ɒv 'sʌmθɪŋ **niezależnie od czegoś**
[41] **redemption** rɪ'dempʃən ***tu:*** **wykorzystanie uzbieranych punktów przy zakupie danego produktu, usługi; wymiana punktów**
[42] **co-branded** kəʊ 'brændɪd **partnerski**
[43] **to double** tə 'dʌbl **podwajać się**
[44] **concern** kən'sɜ:n **obawa**
[45] **obvious** 'ɒbvɪəs **oczywisty**
[46] **to wonder** tə 'wʌndə **zastanawiać się**
[47] **pitfall** 'pɪtfɔ:l **pułapka**
[48] **to reveal sth** tə rɪ'vi:l 'sʌmθɪŋ **ujawniać coś**
[49] **personal information** 'pɜ:snl ˌɪnfə'meɪʃən **dane osobowe**
[50] **data** 'deɪtə **dane**
[51] **what's more** wɒts mɔ: **co więcej**
[52] **shopping habits** 'ʃɒpɪŋ 'hæbɪts **nawyki zakupowe**
[53] **diligently** 'dɪlɪdʒəntli **precyzyjnie**
[54] **to target sb** tə 'tɑ:gɪt 'sʌmbədɪ **kierować coś do kogoś**
[55] **marketing campaign** 'mɑ:kɪtɪŋ kæm'peɪn **kampania marketingowa, kampania reklamowa**
[56] **downer** 'daʊnə **minus, czynnik zniechęcający**
[57] **to require sth** tə rɪ'kwaɪə 'sʌmθɪŋ **wymagać czegoś**
[58] **a fair bit** ə feə bɪt **sporo**
[59] **savviness** 'sævɪnəs **biegłość**
[60] **for instance** fər 'ɪnstəns **na przykład**

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Multi-word Phrases Related to Collecting Loyalty Points

PHRASE:	MEANING:	EXAMPLE IN SPEECH:
cash out	This happens when we redeem a loyalty card after a certain amount of points has been collected. The aim is to get a cash credit for more merchandise from the retailer, or another gift.	"After I collect 10,000 points, I'll cash out my earnings for a 25-dollar gift certificate."
tie in	This occurs when two programmes are linked. For example, a shopper can use loyalty points collected at their grocery store to get a discount[1] at their favourite restaurant.	"I chose an Air Miles Visa card that was tied in with the pharmacy chain I frequently shop at."
double dip	The practice of earning two (or more) different types of points on a single transaction. For example, a person could earn both the petrol station's[2] currency[3] and the retail partner's points on the same purchase.	"Taking advantage of double-dipping opportunities will help you accelerate your points-earning – bringing you that much closer to your dream award trip."
Get perks[4]	Extra benefits or advantages for being a loyal customer, like free shipping[5] or exclusive access.	"One of the perks of the store's new loyalty programme is getting a free coffee every 10 visits".
tier-based[6] programmes	A programme with different levels or tiers that offer more benefits as a customer spends more or makes more purchases. For example, "Bronze," "Silver," and "Gold" tiers.	"After Mary reached her spending limit on the Bronze loyalty programme, she was promoted to the Silver one, where she got early access[7] to sales and free shipping."
churn rate[8]	This is the percentage of customers or subscribers that discontinue their relationship[9] with a business over a period. It indicates[10] the company's ability to retain[11] clients. One of retailers' aims in offering loyalty programmes is to decrease[12] this rate.	"With a five percent monthly customer churn rate, the company will end the year with about half of the customers it had at the beginning."
(it doesn't) cut it[13]	It's not good enough – in this context, the loyalty programme is not bringing the retail customer benefits that outweigh[14] that person's time spent in collecting loyalty rewards points.	"That loyalty card just doesn't cut it for me anymore – I spend so much time searching for it at the cash register[15], and I've spent too much money at that store on things I don't really need."

[1] **discount** 'dɪskaʊnt **zniżka, rabat**
[2] **petrol station** 'petrəl 'steɪʃən **stacja benzynowa**
[3] **currency** 'kʌrənsɪ **waluta (tu w znaczeniu punktów)**
[4] **perk** pɜːk **dodatkowa korzyść**
[5] **free shipping** friː 'ʃɪpɪŋ **darmowa wysyłka**
[6] **tier-based** tɪə beɪst **wielopoziomowy**
[7] **early access** 'ɜːlɪ 'ækses **wcześniejszy dostęp**
[8] **churn rate** tʃɜːn reɪt **wskaźnik migracji klientów (określający procent użytkowników, którzy zrezygnowali z określonej usługi)**
[9] **relationship** rɪ'leɪʃənʃɪp **związek**
[10] **to indicate sth** tʊ 'ɪndɪkeɪt 'sʌmθɪŋ **wskazywać coś**
[11] **to retain sb** tə rɪ'teɪn 'sʌmbədɪ **zatrzymywać kogoś**
[12] **to decrease** tə 'dɪ'kriːs **zmniejszać**
[13] **to cut it** tə kʌt ɪt **sprostać wymaganiom, radzić sobie**
[14] **to outweigh** tʊ aʊt'weɪ **przeważać**
[15] **cash register** kæʃ 'redʒɪstə **kasa (urządzenie w sklepie)**

INFOBOX

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value and one can only collect the points for one retailer – for instance, imagine spending hundreds on cosmetics and toiletry[61] products at a pharmacy only so that you can get, say, enough points for a free tube of toothpaste. Getting a long-haul[62] "free flight" requires spending, literally[63], tens of thousands. The potential for wasting money[64] appears to be quite high, especially if one is inclined to[65] pay for many purchases with their credit card purchases and have difficulty paying the entire bill each month. Beware[66]: interest charges[67] will accumulate.

How to Play the Game

Thus, effective use of the card – or cards – requires using those that offer maximum flexibility[68] and give you good value. In other words[69], choose one that allows[70] using the card across a bonded[71] eco-system – where you can use the same programme in multiple[72] locations and share it with other retailers. Some programmes allow you to use them for financial rewards, even allowing you to redeem your points as a contribution to[73] your tax-free savings account[74] or to your RRSP[75]. This, in the long term[76], can be very valuable, as points collect compound[77] interest over time.

If a person is altruistically minded[78], there are means[79] to use the loyalty programmes to be generous[80]. Some loyalty programmes allow you to donate[81] your points, although it is usually limited to the charities[82] that are associated with[83] the particular[84] programme. One could buy a tonne of gift cards from the retailer and then simply donate them to friends, family, or others in need. One regular air miles user told BEM, "With my air miles points, I earned enough to pay for my parents to have a vacation in Bali, and that blew them away[85]!"

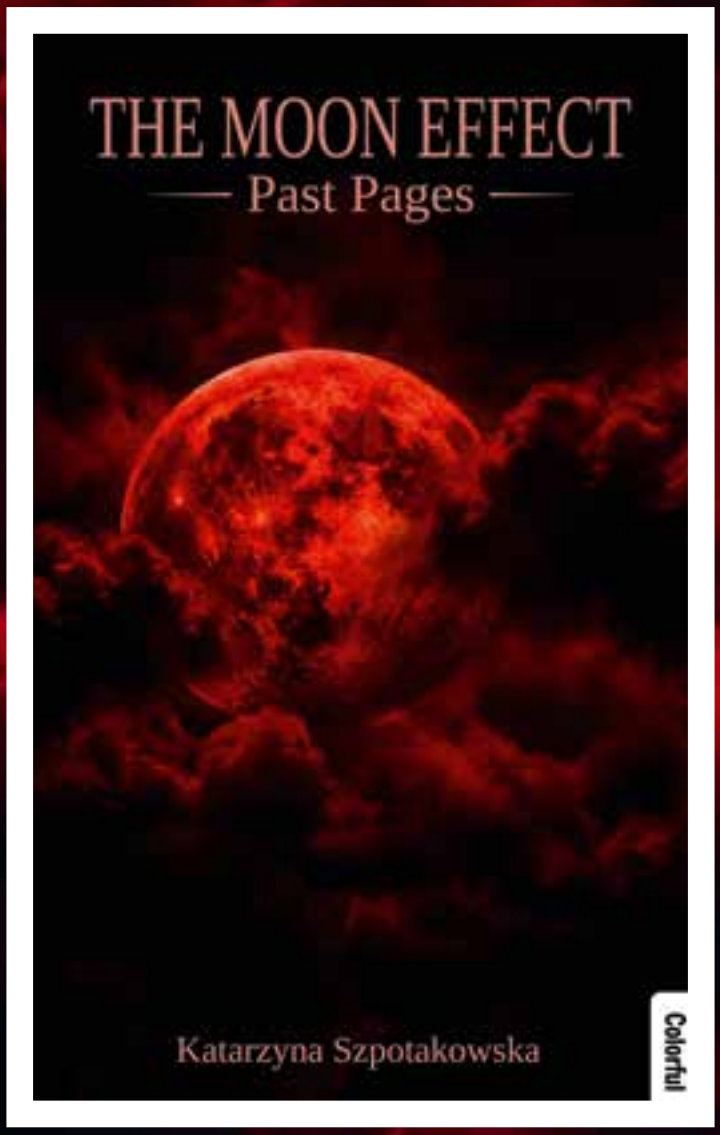
Getting Ahead

Collecting reward points via loyalty programmes certainly is a game that does have some red flags[86]. Some people can easily be tempted[87] to overspend[88]; for people that simply don't spend a lot of money or don't like to shop, the collection of points for a truly valuable redemption can seem agonisingly[89] slow. However, used effectively, they can help save money and obtain[90], err, rewarding rewards. According to the experts, shoppers should take a methodical, personalised approach to[91] choosing loyalty programmes. Early on[92], stick to[93] one or two programmes. After you become accustomed to[94] them, do some research[95] on a few other programmes that offer attractive rewards for you. Choose programmes that are easily redeemable, paired with[96] credit cards, and allow points to be transferred to retail partners. And, don't forget to keep track of[97] your points and then cash them in as soon as you have enough points to collect your aim[98]; you may not find yourself flying first class on Emirates, but at least you'll be improving your financial well-being[99] or making a friend or family member's[100] day[101].

[61] **toiletry** 'tɔɪlɪtrɪ **kosmetyk do higieny osobistej, artykuł higieniczny**
[62] **long-haul** 'lɒŋ hɔ:l **długodystansowy**
[63] **literally** 'lɪtərəli **dosłownie**
[64] **wasting money** 'weɪstɪŋ 'mʌnɪ **marnowanie pieniędzy**
[65] **to be inclined to sth** tə bi: ɪn'klaɪnd tə 'sʌmθɪŋ **mieć tendencję do czegoś**
[66] **beware** bɪ'weə **uważaj, strzeż się**
[67] **interest charges** 'ɪntrɪst 'tʃɑ:dʒɪz **odsetki**
[68] **flexibility** ˌfleksə'bɪlətɪ **elastyczność**
[69] **in other words** ɪn 'ʌðə wɜ:dz **innymi słowy**
[70] **to allow** tʊ ə'laʊ **pozwalać**
[71] **bonded** 'bɒndɪd **powiązany**
[72] **multiple** 'mʌltɪpl **wiele**
[73] **contribution to sth** ˌkɒntrɪ'bju:ʃən tə 'sʌmθɪŋ **wkład w coś**
[74] **tax-free savings account** 'tæks'fri: 'seɪvɪŋz ə'kaʊnt **konto oszczędnościowe zwolnione z podatku**
[75] **RRSP = registered retirement savings plan** ˌɑ:r ɑ:r es 'pi: 'redʒɪstəd rɪ'taɪəmənt 'seɪvɪŋz plæn **specjalny rodzaj konta oszczędnościowo-inwestycyjnego w Kanadzie, stworzony przez tamtejszy rząd, aby zachęcić obywateli do samodzielnego odkładania pieniędzy na emeryturę**
[76] **in the long term** ɪn ðə lɒŋ tɜ:m **w dłuższej perspektywie**
[77] **to compound sth** tə 'kɒmpaʊnd 'sʌmθɪŋ **powiększać coś**
[78] **altruistically minded** ˌæltru'ɪstɪkəli 'maɪndɪd **altruistycznie nastawiony**
[79] **means** mi:nz **sposoby**
[80] **generous** 'dʒenərəs **hojny**
[81] **to donate sth** tə dəʊ'neɪt 'sʌmθɪŋ **przekazywać, podarować coś**
[82] **charity** 'tʃærɪtɪ **organizacja charytatywna**
[83] **associated with sth** ə'səʊʃɪeɪtɪd wɪð 'sʌmθɪŋ **powiązany z czymś**
[84] **particular** pə'tɪkjʊlə **konkretny**
[85] **to blow sb away** tə bləʊ 'sʌmbədɪ ə'weɪ **zrobić na kimś wrażenie, rzucić kogoś na kolana**
[86] **red flag** red flæg **sygnał ostrzegawczy, czerwona flaga**
[87] **to get tempted** tə get 'temptɪd **ulegać pokusie**
[88] **to overspend** tʊ 'əʊvə'spend **wydawać za dużo**
[89] **agonisingly** 'ægənaɪzɪŋlɪ **boleśnie**
[90] **to obtain sth** tʊ əb'teɪn 'sʌmθɪŋ **zdobywać coś**
[91] **approach to sth** ə'prəʊtʃ tə 'sʌmθɪŋ **podejście do czegoś**
[92] **early on** 'ɜ:lɪ ɒn **na początku**
[93] **to stick to sth** tə stɪk tə 'sʌmθɪŋ **trzymać się czegoś**
[94] **accustomed to sth** ə'kʌstəmd tə 'sʌmθɪŋ **przyzwyczajony do czegoś**
[95] **to do some research** tə du: sʌm rɪ'sɜ:tʃ **zrobić rozeznanie**
[96] **paired with sth** peəd wɪð 'sʌmθɪŋ **połączony z czymś**
[97] **to keep track of sth** tə ki:p træk ɒv 'sʌmθɪŋ **kontrolować coś na bieżąco**
[98] **aim** eɪm **cel**
[99] **well-being** 'wel'bi:ɪŋ **dobrobyt, pomyślność**
[100] **family member** 'fæmɪlɪ 'membə **członek rodziny**
[101] **to make sb's day** tə meɪk 'sʌmbədɪz deɪ **poprawić komuś humor, uszczęśliwić kogoś**



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- Cornelius Andersen – a German singer with a voice so powerful it could tempt the devil himself.
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Don't hesitate.
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Jakarta Becomes the World's Biggest City

For several years, Tokyo has been regarded as[1] the world's largest city. However, the latest records reveal[2] that it has been overtaken[3] by Jakarta in Indonesia. **Jonathan Moore** investigates[4].

The Official UN Statistics

According to a report recently published by UN DESA (the United Nations Department of Economic and Social Affairs), entitled the *World Urbanisation Prospects 2025: Summary of Results*, the population of the Greater Jakarta Region has reached a staggering[5] 41.9 mln inhabitants[6]. By way of comparison, the estimated[7] population of Canada is just over 40 mln, so more than the entire population of the world's second largest country by area is residing[8] in one single metropolitan area.

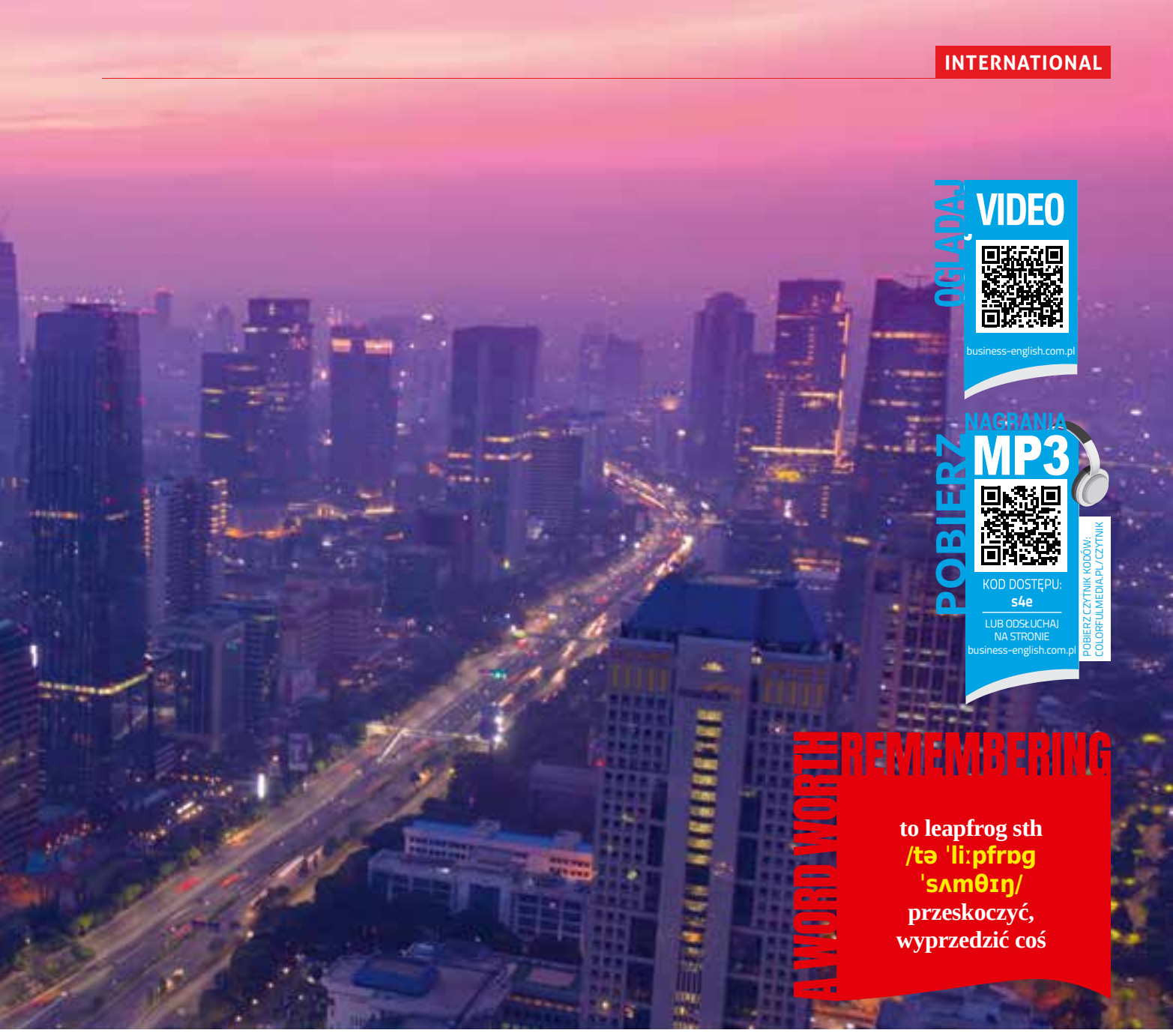
[1] **regarded as X** rɪ'gɑ:dɪd æz eks **uważany za X**
[2] **to reveal sth** tə rɪ'vi:l 'sʌmθɪŋ **ujawniać coś**
[3] **to overtake sth** tʊ 'əʊvə'teɪk 'sʌmθɪŋ **wyprzedzić coś**

Tokyo Falls to Third Place

Not only has Tokyo been leap-frogged[9] by Jakarta; Dhaka, the capital[10] of Bangladesh, has also overtaken the Japanese capital. The *World Urbanisation*

[4] **to investigate sth** tʊ ɪn'vestɪgeɪt 'sʌmθɪŋ **badać coś**
[5] **staggering** 'stægərɪŋ **zdumiewający, nadzwyczajny**
[6] **inhabitant** ɪn'hæbɪtənt **mieszkaniec**
[7] **estimated** 'estɪmeɪtɪd **szacowany, przybliżony**
[8] **to reside** tə rɪ'zaɪd **mieszkać**
[9] **to leapfrog sth** tə 'li:pfrɒg 'sʌmθɪŋ **przeskoczyć coś, wyprzedzić coś**
[10] **capital** 'kæpɪtl **stolica**

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A WORD WORTH REMEMBERING

to leapfrog sth
/tə ˈliːpfrɒg ˈsʌmθɪŋ/
przeskoczyć, wyprzedzić coś

Prospects 2025: Summary of Results report indicates[11] that Dhaka's population has reached approximately[12] 36.6 mln residents, while the population of Tokyo stands at approx. 33,4 mln.

Jakarta's Economic Pulling Power[13]

Indonesia is the largest economy in South East Asia, with Jakarta accounting for[14] almost 17 percent of the country's GDP[15]. The city is found[16] on Java, an island of 150 million inhabitants. With a thriving[17] financial sector, two major manufacturing[18] hubs[19] (in the form of automotive and electronics factories) in Bekasi and the city of Karawang (32 km east of Jakarta) and tech startups in and around the Indonesia's biggest city, not to mention[20] logistics networks[21] covering[22] the whole of Java and a consumer market in boom, hundreds of thousands of jobs are created in the area year after year. Moreover, Java is the central region of Indonesia, so Jakarta brings in[23] workers from Sumatra in western Indonesia as well as the islands of eastern Indonesia.

[11] **to indicate sth** tʊ ˈɪndɪkeɪt ˈsʌmθɪŋ **wskazywać coś**
[12] **approximately** əˈprɒksɪmɪtlɪ **około, w przybliżeniu**
[13] **pulling power** ˈpʊlɪŋ ˈpaʊə ***tu:*** **siła przyciągania, atrakcyjność**
[14] **to account for sth** tʊ əˈkaʊnt fə ˈsʌmθɪŋ **odpowiadać za coś**
[15] **GDP = Gross Domestic Product** ˌdʒiː diː ˈpiː grəʊs dəʊˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**
[16] **to found sth** tə faʊnd ˈsʌmθɪŋ **zakładać coś**
[17] **thriving** ˈθraɪvɪŋ **rozwijający się**
[18] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja przemysłowa**
[19] **hub** hʌb **ośrodek, centrum**
[20] **not to mention sth** nɒt tə ˈmenʃən ˈsʌmθɪŋ **nie wspominając o czymś**
[21] **logistics network** ləʊˈdʒɪstɪks ˈnetwɜːk **sieć logistyczna**
[22] **to cover sth** tə ˈkʌvə ˈsʌmθɪŋ **obejmować coś**
[23] **to bring in sb** tə brɪŋ ɪn ˈsʌmbədɪ **przyciągać kogoś**

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A Superior[24] Fertility Rate[25]

Another reason why Jakarta and Dhaka have shot into[26] first and second spot ahead of Tokyo is the fact that their population is expanding[27] and not contracting[28]. According to the Asia Lifestyle Magazine, Indonesia has a median age[29] of 30, while its fertility rate is practically at replacement level[30] 1.96 children per woman as at 2024 (according to the World Population Review). The availability of so many working-age[31] individuals is the driving force[32] behind the urbanisation of Indonesia's and, particularly, Jakarta. Indeed, with a population exceeding[33] 285.7 mln inhabitants (according to Worldometers.com), Indonesia is the fourth most populated country on Earth, surpassed[34] only by China, India and the United States. Similar trends like urbanisation, economic opportunities and a fast-growing[35] IT sector are also powering the rise of Dhaka as a global megacity. Moreover, in 2024, the Bangladesh's fertility rate was even superior to that of Indonesia. The World Population Review indicates that its fertility rate stood at 2.07 children per woman as at 2024.

Tokyo Goes the Other Way

By contrast, more and more citizens[36] of Tokyo are moving away[37] from the capital and its agglomeration into smaller cities, while Japan's fertility rate (approx. 1.4 children per woman as at 2024) means that there are significantly[38] more deaths than births in the country per annum[39].

Growth[40] Spiralling Out of Control[41]

The main downside[42] of Jakarta and Dhaka's population growth is that both cities are sprawling[43] so fast that the authorities[44] cannot build sufficient[45] roads or railways, nor indeed the necessary utilities[46], in time to cater for[47] this upsurge[48]. Moreover[49], air pollution[50] is a real problem. To some extent[51], the development[52] and expansion of the Jakarta LRT (Light Rail Transit) and MRT (Mass Rapid Transit) Systems as well as the Greater Jakarta LRT network have helped. Still, many Jakartans spend over an hour commuting[53] to work.

Devastating Flooding[54] and Districts[55] Sinking[56]

To add to its woes[57], the Greater Jakarta area is frequently the scene of serious floods due to heavy rainfall[58]. As if that were not painful[59] enough, the area is struggling with[60] an even more serious environmental challenge[61]: as a result of groundwater extraction[62], the city's northern districts are sinking as much as ten centimetres a year. This is pushing wealthier residents to its more elevated[63] southern districts such as South Jakarta, Bogor and Depok.

Fact File

According to Worldometer, Indonesia is among the world's largest countries. Its surface area[1] of 1.9 mln sq.km. makes it the fifteenth largest country by population (just behind Mexico). With a population of over 287 mln, it is the world's fourth most populated country after the United States.

Jakarta Is Now the World's Most Populous City With 42 Million Residents: UN Report – Seasia.co

[1] **surface area** 'sɜːfɪs 'eərɪə **powierzchnia**

INFOBOX

[24] **superior** suːˈpɪərɪə **ponadprzeciętny**
[25] **fertility rate** fɜːˈtɪlətɪ reɪt **współczynnik dzietności**
[26] **shot into** ʃɒt ˈɪntʊ **wystrzelić**
[27] **to expand** tʊ ɪksˈpænd **powiększać się, rosnąć**
[28] **to contract** tə ˈkɒntrækt **kurczyć się**
[29] **median age** ˈmiːdjən eɪdʒ **mediana wieku**
[30] **replacement level** rɪˈpleɪsmənt ˈlevl **poziom zastępowalności pokoleń**
[31] **working-age** ˈwɜːkɪŋ eɪdʒ **wiek produkcyjny**
[32] **driving force** ˈdraɪvɪŋ fɔːs **siła napędowa**
[33] **to exceed sth** tʊ ɪkˈsiːd ˈsʌmθɪŋ **przekraczać coś**
[34] **to surpass sth** tə sɜːˈpɑːs ˈsʌmθɪŋ **przewyższać coś**
[35] **fast-growing** fɑːst ˈgrəʊɪŋ **szybko rozwijający się**
[36] **citizen** ˈsɪtɪzn **obywatel**
[37] **to move away** tə muːv əˈweɪ **wyprowadzić się**
[38] **significantly** sɪgˈnɪfɪkəntli **znacząco**
[39] **per annum** pər ˈænəm ***łac.*** **rocznie**
[40] **growth** grəʊθ **wzrost**
[41] **spiralling out of control** ˈspaɪərəlɪŋ aʊt ɒv kənˈtrəʊl **wymykający się spod kontroli**
[42] **downside** ˈdaʊnsaɪd **minus, negatywna strona**
[43] **to sprawl** tə sprɔːl **rozrastać się**
[44] **authorities** ɔːˈθɒrətɪz **władze**
[45] **sufficient** səˈfɪʃənt **wystarczający**
[46] **utilities** juːˈtɪlətɪz **usługi komunalne; media**
[47] **to cater for sth** tə ˈkeɪtə fə ˈsʌmθɪŋ **zaspokajać coś (np. potrzeby), sprostać czemuś**
[48] **upsurge** ʌpˈsɜːdʒ **nagły wzrost**
[49] **moreover** mɔːˈrəʊvə **co więcej, ponadto**
[50] **air pollution** eə pəˈluːʃən **zanieczyszczenie powietrza**
[51] **to some extent** tə sʌm ɪksˈtent **do pewnego stopnia**
[52] **development** dɪˈveləpmənt **rozwój**
[53] **commuting** kəˈmjuːtɪŋ **dojeżdżanie**
[54] **flooding** ˈflʌdɪŋ **powódź**
[55] **district** ˈdɪstrɪkt **dzielnica**
[56] **sinking** ˈsɪŋkɪŋ ***tu:*** **osiadanie, obniżanie się, opadanie**
[57] **to add to its woes** tʊ æd tʊ ɪts wəʊz **jakby mało było nieszczęść**
[58] **heavy rainfall** ˈhevɪ ˈreɪnfɔːl **intensywne opady**
[59] **painful** ˈpeɪnfʊl **bolesny**
[60] **to struggle with sth** tə ˈstrʌgl wɪð ˈsʌmθɪŋ **borykać się z czymś**
[61] **environmental challenge** ɪnˌvaɪərənˈmentl ˈtʃælɪndʒ **wyzwanie środowiskowe**
[62] **groundwater extraction** ˈgraʊndˌwɔːtər ɪksˈtrækʃən **wypłukiwanie wód gruntowych**

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Housing[64]: Demand[65] Outstrips[66] Supply[67]

Consequently, when it comes to housing, demand is outstripping supply. There are waiting lists[68] for middle-income apartments[69] in South Jakarta, and land prices in accessible transport corridors[70] have trebled[71] over the past decade. Since 2022, the monthly rent for a two-bedroom flat[72] in a reasonably[73] attractive district of Jakarta has risen 22 percent, reaching the equivalent of USD 950 to USD 1,600.

A New Capital: Nusantara

In 2019, the government[74] of Indonesia unveiled[75] plans to relocate the country's capital to the new city of Nusantara in northeastern Indonesia, with a view to alleviating[76] Jakarta's demographic and ecological challenges. The new capital was originally earmarked[77] for inauguration in 2024. However, the target date has now been postponed[78] to 2028.

Asia Dominates the World Top Ten

According to the UN and Al Jazeera, nine out of the world's ten most populated urban areas are in Asia. Fourth-placed Cairo in Egypt, with a population of approx. 32 mln. In fifth place comes New Delhi, the capital of India with approx. 30.2 mln inhabitants, followed by the Chinese cities of Shanghai and Guangzhou (on 29.6 and 27.6 mln respectively[79]); Manila in the Philippines (24.7 mln); Kolkata in India (22.5 mln); and Seoul in South Korea (22.5 mln).

A Dubious Honour[80]

In some respects[81], being the world's most populous city may be a dubious honour. If this statistic is a success, then Jakarta may become a victim[82] of its own success. While a healthy[83] fertility rate is generally viewed as a positive development, Jakarta's spiralling population – with the resulting high levels of air pollution and poor[84] sanitation[85] – as well as environmental challenges like flooding and sinking are placing enormous[86] pressure on its infrastructure. This may explain why the Indonesians are building a new capital. Time will tell[87] whether this helps alleviate Jakarta's population problem.





[63] **elevated** 'elɪveɪtɪd **wyżej położony**
[64] **housing** 'haʊzɪŋ **gospodarka mieszkaniowa**
[65] **demand** dɪ'mɑ:nd **popyt**
[66] **to outstrip sth** tʊ aʊt'strɪp 'sʌmθɪŋ **przewyższać coś**
[67] **supply** sə'plaɪ **podaż**
[68] **waiting list** 'weɪtɪŋ lɪst **lista oczekujących**
[69] **middle-income apartment** 'mɪdl 'ɪnkʌm ə'pɑ:tmənt **mieszkanie dla osób o średnich dochodach**
[70] **transport corridor** 'trænspɔ:t 'kɒrɪdɔ: **korytarz transportowy**
[71] **to treble** tə 'trebl **potroić się**
[72] **flat** flæt **mieszkanie**
[73] **reasonably** 'ri:znəblɪ **w miarę**
[74] **government** 'gʌvnmənt **rząd**
[75] **to unveil sth** tʊ ʌn'veɪl 'sʌmθɪŋ **ujawniać coś**
[76] **to alleviate sth** tʊ ə'li:vɪeɪt 'sʌmθɪŋ **złagodzić coś**
[77] **earmarked** 'ɪəmɑ:kt **przeznaczony**
[78] **to postpone sth** tə pəʊst'pəʊn 'sʌmθɪŋ **przełożyć coś**
[79] **respectively** rɪs'pektɪvlɪ **odpowiednio**
[80] **dubious honour** 'dju:bjəs 'ɒnə **wątpliwy zaszczyt**
[81] **in some respects** ɪn sʌm rɪs'pekts **pod pewnymi względami**
[82] **victim** 'vɪktɪm **ofiara**
[83] **healthy** 'helθɪ ***tu:*** **wysoki**
[84] **poor** pʊə **zły**
[85] **sanitation** ˌsænɪ'teɪʃən **warunki sanitarne**
[86] **enormous** ɪ'nɔ:məs **ogromny**
[87] **time will tell** taɪm wɪl tel **czas pokaże**

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by Janet Sandford

The Audio AI[1] Revolution

If you want to know the next big thing[2] in AI, then listen up.

While image and text-based AI have dominated the headlines[3] and our imaginations, a quieter but equally transformative revolution is happening in sound. Audio AI has potential applications[4] spanning[5] multiple industries[6] and everyday life. It is fast developing[7], and it won't be long before you are hearing all about it.

What Is Audio AI?

Audio AI builds on[8] advances[9] in machine learning[10], particularly deep-learning[11] neural networks[12]. These systems mimic[13] the way the human brain processes[14] information to recognise patterns[15] and generate entirely[16] new sounds. The results are astonishing[17]: realistic human-like speech, music compositions in various styles, lifelike sound effects, and precise editing[18] of recorded audio. Unlike previous audio software[19], which relied heavily[20] on[21] human input[22] and rule-based programming (if-then), Audio AI learns from massive datasets[23] and continuously improves itself.

Applications

- Voice Synthesis and Speech
  Text-to-speech technology has existed for years, but modern AI voices

[1] **AI = artificial intelligence** ˌeɪ ˈaɪ = ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**
[2] **the next big thing** ðə nekst bɪg θɪŋ **kolejna rewolucja**
[3] **headline** ˈhedlaɪn **nagłówek**
[4] **potential applications** pəʊˈtenʃəl ˌæplɪˈkeɪʃənz **potencjalne zastosowania**
[5] **to span sth** tə spæn ˈsʌmθɪŋ **obejmować coś**
[6] **industry** ˈɪndəstrɪ **branża**
[7] **fast developing** fɑːst dɪˈveləpɪŋ **szybko rozwijający się**
[8] **to build on sth** tə bɪld ɒn ˈsʌmθɪŋ **opierać się na czymś**
[9] **advance** ədˈvɑːns **postęp**
[10] **machine learning** məˈʃiːn ˈlɜːnɪŋ **uczenie maszynowe**
[11] **deep-learning** ˌdiːp ˈlɜːnɪŋ **uczenie głębokie**
[12] **neural network** ˈnjʊərəl ˈnetwɜːk **sieć neuronowa**
[13] **to mimic sth** tə ˈmɪmɪk ˈsʌmθɪŋ **naśladować coś**
[14] **to process sth** tə ˈprəʊses ˈsʌmθɪŋ **przetwarzać coś**
[15] **pattern** ˈpætən **wzorzec**
[16] **entirely** ɪnˈtaɪəlɪ **zupełnie**
[17] **astonishing** əsˈtɒnɪʃɪŋ **zdumiewający, nadzwyczajny**
[18] **editing** ˈedɪtɪŋ **edytowanie, obróbka**
[19] **software** ˈsɒftweə(r) **oprogramowanie**
[20] **heavily** ˈhevəlɪ *tu:* **w dużym stopniu**
[21] **to rely on sth** tə rɪˈlaɪ ɒn ˈsʌmθɪŋ **polegać na czymś**
[22] **human input** ˈhjuːmən ˈɪnpʊt **udział, wkład człowieka**
[23] **dataset** ˈdeɪtəset **zbiór danych**

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A WORD WORTH REMEMBERING

legal redress
/ˈliːgəl rɪˈdres/
dochodzenie roszczeń

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OPENAI, MICROSOFT, GOOGLE, AND META ARE INVESTING HEAVILY IN AUDIO AI BECAUSE THEY SEE VOICE AS A TRANSFORMATIVE INTERFACE FOR COMPUTING.

are startlingly[24] natural. Companies like OpenAI, Microsoft, Google and Meta are investing heavily here, offering voices that convey[25] tone, emotion and personality. OpenAI is developing models capable of[26] realistic conversations and subtle inflexions[27]. Google DeepMind and Meta are pushing the boundaries[28] of voice synthesis with minimal training data. Applications include customer service[29], virtual assistants, audiobooks and accessibility[30] for the visually impaired[31].

- Speech Recognition[32] and Enhancement
  AI now allows devices[33] to understand spoken commands more accurately, even in noisy environments[34]. Real-time[35] transcription and translation are becoming standard features[36]. Tech giants[37] are integrating these capabilities into smartphones, smart speakers and conference software, making audio interaction smoother[38] and more intuitive. Imagine attending[39] a multi-language video call where AI not only translates speech instantly[40] but also correctly interprets and relays[41] tone and nuance.
- Music, Entertainment[42] and Sound Design[43]
  Audio AI is transforming creativity and production. AI can compose music in any genre[44], remix tracks[45] and assist musicians by generating melodies, harmonies, or drum patterns[46] quickly. Adobe's AI-powered tools[47] enable podcasters and video editors to[48] remove noise, adjust[49] volume[50] and alter[51] voice characteristics. The film and gaming industries are using AI to generate dynamic sound effects[52] and ambient sounds[53] on demand[54]. There are companies whose entire business is creating AI music for commercial distribution. For example:
  - Endel – creates personalised AI-generated ambient and relaxation tracks.
  - IVA – composes classical and cinematic[55] music.
  - Boomy – allows anyone to create AI songs and distribute them on Spotify.

  These companies either sell licences to individuals and brands[56], or let users release their work directly to streaming platforms[57]. It looks like they stand to cash in[58] with the generative AI music sector (which includes automated composition, orchestration[59] and AI-assisted music creation) forecast[60] to grow from roughly[61] USD 558 mln in 2024 to about USD 2.8 billion by 2030.
- Accessibility and Communication
  Personalised synthetic voices for speech impairments[62]: AI can create realistic voices for people who cannot speak. ElevenLabs allows users to generate a voice from a few samples[63], helping people with ALS[64] or stroke[65] communicate naturally.
  Real-time captions[66] and sound highlights[67] for the hearing impaired[68]: AI tools provide live transcription and

[24] **startlingly** 'stɑ:tlɪŋli **zadziwiająco, zdumiewająco**
[25] **to convey sth** tə kən'veɪ 'sʌmθɪŋ **przekazywać, oddawać coś**
[26] **to be capable of sth** tə bi: 'keɪpəbl ɒv 'sʌmθɪŋ **być zdolnym do czegoś**
[27] **inflexion** ɪn'flekʃən ***tu:*** **zmiana barwy, wysokości lub natężenia głosu**
[28] **to push the boundaries** tə pʊʃ ðə 'baʊndərɪz **przesuwać granice**
[29] **customer service** 'kʌstəmə 'sɜ:vɪs **obsługa klienta**
[30] **accessibility** ək,sesɪ'bɪlətɪ **przystępność, dostępność**
[31] **visually impaired** 'vɪzjʊəli ɪm'peəd **niewidomy**
[32] **speech recognition** spi:tʃ ,rekəg'nɪʃən **rozpoznawanie mowy**
[33] **device** dɪ'vaɪs **urządzenie**
[34] **environment** ɪn'vaɪərənmənt **środowisko, *tu też:*** **otoczenie**
[35] **real-time** ,ri:əl 'taɪm **w czasie rzeczywistym**
[36] **feature** 'fi:tʃə **funkcja**
[37] **tech giant** tek 'dʒaɪənt **gigant technologiczny**
[38] **smooth** smu:ð **płynny**
[39] **to attend sth** tʊ ə'tend 'sʌmθɪŋ **brać udział w czymś**
[40] **instantly** 'ɪnstəntlɪ **na bieżąco**
[41] **to relay sth** tə rɪ'leɪ 'sʌmθɪŋ **przekazywać coś**
[42] **entertainment** ,entə'teɪnmənt **rozrywka**
[43] **sound design** saʊnd dɪ'zaɪn **projektowanie dźwięku**
[44] **genre** ʒɑ:ŋr **gatunek**
[45] **track** træk **utwór, nagranie**
[46] **drum pattern** drʌm 'pætən **rytm perkusyjny**
[47] **tools** tu:lz **narzędzia**
[48] **to enable sb to do sth** tʊ ɪ'neɪbl 'sʌmbədɪ tə du: 'sʌmθɪŋ **umożliwiać komuś zrobienie czegoś**
[49] **to adjust sth** tʊ ə'dʒʌst 'sʌmθɪŋ **regulować, dostosować coś**
[50] **volume** 'vɒljʊm **głośność**
[51] **to alter sth** tʊ 'ɔ:ltə 'sʌmθɪŋ **zmieniać, modyfikować coś**
[52] **sound effects** saʊnd ɪ'fekts **efekty dźwiękowe**
[53] **ambient sounds** 'æmbɪənt saʊndz **nastrojowe dźwięki**
[54] **on demand** ɒn dɪ'mɑ:nd **na życzenie**
[55] **cinematic** ,sɪnə'mætɪk **filmowy**
[56] **brand** brænd **marka**
[57] **streaming platform** 'stri:mɪŋ 'plætfɔ:m **platforma streamingowa**
[58] **to cash in** tə kæʃ ɪn **zarabiać**
[59] **orchestration** ,ɔ:kes'treɪʃən **aranżacja**
[60] **forecast** 'fɔ:kɑ:st **prognoza**
[61] **roughly** 'rʌflɪ **około**
[62] **speech impairments** spi:tʃ ɪm'peəmənts **zaburzenia mowy**
[63] **sample** 'sɑ:mpl **sampel, fragment nagrania**
[64] **ALS = amyotrophic lateral sclerosis** ,eɪ el 'es = æmiəʊ,trɒfɪk 'lætərəl sklə'rəʊsɪs **stwardnienie zanikowe boczne**
[65] **stroke** strəʊk **udar**
[66] **captions** 'kæpʃənz **napisy**
[67] **sound highlights** saʊnd 'haɪlaɪts **wyróżnienia dźwiękowe**
[68] **hearing impaired** 'hɪərɪŋ ɪm'peəd **osoby niedosłyszące**

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emphasise[69] key sounds. For example, apps[70] like SonoCraftAR help deaf[71] users follow conversations and environmental sounds.

Tailored[72] spoken lessons in education: Platforms such as Noiz AI generate adaptive spoken lessons and pronunciation[73] coaching, making learning accessible for students with disabilities[74] or age-related cognitive challenges[75].

Voice-guided daily aids[76] for the elderly[77]: AI systems like SpeechGen.io provide spoken reminders[78], instructions and storytelling[79] to support[80] memory, routines[81] and engagement[82].

Augmentative and alternative communication[83] (AAC): Apps like Spoken (Tap to Talk AAC) help users with communication impairments express themselves[84] quickly using AI-powered text prediction[85] and speech output[86].

Why Invest?

OpenAI, Microsoft, Google and Meta are investing heavily in Audio AI because they see voice as a transformative interface[87] for computing. OpenAI has stated it believes the next wave of AI interaction will be "audible[88]," with natural voice gradually replacing[89] keyboards[90] and screens in many applications. Meta's CEO Mark Zuckerberg has highlighted AI, including voice, as central to a "*generational* paradigm shift[91]" that could create entirely new opportunities for products and services[92].

Market data[93] backs[94] these bullish[95] predictions. One widely cited forecast

PREDICTING THE REVOLUTION

Instructions: Choose either hope or expect (or both) to complete the sentences based on the article The Audio AI Revolution.

1. Market analysts _____ the AI voice generator market to grow to roughly USD 20.7 billion by 2031. (Hint: Consider whether this is a professional forecast or a personal wish.)
2. Many musicians _____ that the rise of AI-generated music won't lead to a complete loss of their royalties. (Hint: Think about whether the artists are stating a certainty or a desired outcome.)
3. Users with speech impairments _____ that tools like ElevenLabs will continue to help them communicate more naturally. (Hint: Is this an objective prediction of market availability or a human desire for a benefit?)
4. Tech giants like OpenAI _____ that natural voice interaction will eventually replace keyboards and screens. (Hint: Does the company view this as a likely roadmap or just a dream?)
5. We can _____ video conferences to feature instant translation and natural tone in the near future. (Hint: Reflect on whether this is a probable technological development based on current trends.)
6. Experts _____ that audio deepfakes will become one of the most dangerous tools for deception because audio is so often trusted. (Hint: Is this a warning about a likely occurrence or a wish?)
7. While some professionals fear job losses, others _____ to benefit from AI by using it as a creative tool. (Hint: Could this be seen as a goal they are working toward or a calculated probability?)
8. After reading about the risks, we can only _____ that regulation will eventually catch up with these rapid technological advances. (Hint: Consider if the speaker is expressing confidence in a timeline or a wish for a solution.)

BEM TEST

Answers: 1. expect 2. hope 3. hope / expect 4. expect 5. expect 6. expect 7. hope / expect, 8. hope

[69] **to emphasise sth** tə 'emfəsaɪz 'sʌmθɪŋ **podkreślać coś**
[70] **app** æp ***pot.*** **aplikacja**
[71] **deaf** def **głuchy**
[72] **tailored** 'teɪləd **dopasowany, szyty na miarę**
[73] **pronunciation** prəˌnʌnsɪ'eɪʃən **wymowa**
[74] **disability** ˌdɪsə'bɪlətɪ **niepełnosprawność**
[75] **cognitive challenges** 'kɒgnɪtɪv 'tʃælɪndʒɪz **zaburzenia poznawcze**
[76] **aid** eɪd **pomoc**
[77] **the elderly** ðiː 'eldəlɪ **osoby starsze**
[78] **reminder** rɪ'maɪndə **przypomnienie**
[79] **storytelling** 'stɔːritelɪŋ ***tu:*** **narracja**
[80] **to support sth** tə sə'pɔːt 'sʌmθɪŋ **wspierać coś**
[81] **routines** ruː'tiːnz **codzienne czynności**
[82] **engagement** ɪn'geɪdʒmənt ***tu:*** **aktywność, aktywizacja**
[83] **augmentative and alternative communication** ɔːg'mentətɪv ənd ɔːl'tɜːnətɪv kəˌmjuːnɪ'keɪʃən **alternatywne i wspomagające metody komunikacji**
[84] **to express yourself** tʊ ɪks'pres jɔː'self **wyrażać się**
[85] **text prediction** tekst prɪ'dɪkʃən **podpowiadanie tekstu**
[86] **speech output** spiːtʃ 'aʊtpʊt **zamiana tekstu na głos, komunikaty głosowe**
[87] **interface** 'ɪntəfeɪs **interfejs**
[88] **audible** 'ɔːdəbl **słyszalny**
[89] **to replace sth** tə rɪ'pleɪs 'sʌmθɪŋ **zastępować coś**
[90] **keyboard** 'kiːbɔːd **klawiatura**
[91] **paradigm shift** 'pærədaɪm ʃɪft **zmiana paradygmatu**
[92] **services** 'sɜːvɪsɪz **usługi**
[93] **market data** 'mɑːkɪt 'deɪtə **dane rynkowe**
[94] **to back sth** tə bæk 'sʌmθɪŋ **wspierać coś, *tu:* potwierdzać coś**
[95] **bullish** 'bʊlɪʃ **pewny siebie; zwyżkujący; optymistyczny**

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estimates[96] the AI voice generator market alone will grow from about USD 4.16 bln in 2025 to roughly USD 20.7 bln by 2031, with a strong compound annual growth rate[97] (CAGR) of around 30.7 percent.



Drawbacks[98]

In practical terms[99], Audio AI could transform daily life:

- Virtual assistants may sound indistinguishable[100] from humans.
- Audiobooks and courses could be fully personalised.
- Video conferences may feature instant translation and natural tone.
- AI-generated content[101] will blend[102] seamlessly[103] with human creations.

But that may not be to everyone's taste[104] or benefit.

Audio AI raises serious ethical, legal and societal[105] questions that are only just coming into focus[106]. Copyright[107] is particularly contentious[108]. AI systems can generate music in the style of existing[109] artists, or closely mimic specific compositions, blurring the line[110] between inspiration and infringement[111]. If a machine produces a track that sounds unmistakably[112] like a well-known artist, ownership[113] becomes unclear[114]. Musicians risk losing royalties[115], as their creative work is replicated without consent[116], deepening the financial strain[117] on an industry already weakened by streaming.

There are also artistic concerns[118]. AI-generated music may lack the emotional depth of human creativity, while an oversupply[119] of cheap, algorithmic tracks could lead to homogenisation. Popular formulas may be endlessly[120] recycled, reducing diversity[121] and innovation – especially if streaming platforms' recommendation systems amplify[122] more of the same.

Voice cloning presents an even more immediate risk[123]. AI can now replicate voices with startling[124] accuracy[125], allowing them to be used in adverts[126], endorsements[127] or political messages without permission[128] or payment. This opens the door to

WILL WE START TO BELIEVE THAT NOTHING IS REAL?

[96] **to estimate** tʊ 'estɪmeɪt **szacować**
[97] **compound annual growth rate** 'kɒmpaʊnd 'ænjʊəl grəʊθ reɪt **skumulowany roczny wskaźnik wzrostu**
[98] **drawback** 'drɔ:bæk **wada**
[99] **in practical terms** ɪn 'præktɪkəl tɜ:mz **z praktycznego punktu widzenia**
[100] **indistinguishable** ˌɪndɪs'tɪŋgwɪʃəbl **nieodróżnialny, nie do odróżnienia**
[101] **content** 'kɒntent **treść**
[102] **to blend with sth** tə blend wɪð 'sʌmθɪŋ **łączyć, mieszać się z czymś**
[103] **seamlessly** 'si:mləsli **idealnie, płynnie**
[104] **may not be to everyone's taste** meɪ nɒt bi: tʊ 'evrɪwʌnz teɪst **może nie każdemu przypaść do gustu**
[105] **societal** sə'saɪətl **społeczny**
[106] **to come into focus** tə kʌm 'ɪntʊ 'fəʊkəs **pojawić się w centrum uwagi**
[107] **copyright** 'kɒpɪraɪt **prawa autorskie**
[108] **contentious** kən'tenʃəs **kontrowersyjny**
[109] **existing** ɪg'zɪstɪŋ **prawdziwy, żyjący**
[110] **to blur the line** tə blɜ: ðə laɪn **zacierać granice**
[111] **infringement** ɪn'frɪndʒmənt **naruszenie**
[112] **unmistakably** ˌʌnmɪ'steɪkəbli **niewątpliwie**
[113] **ownership** 'əʊnəʃɪp **własność, autorstwo**
[114] **unclear** ˌʌn'klɪə(r) **niejasny**
[115] **royalties** 'rɔɪəltɪz **tantiemy**
[116] **consent** kən'sent **zgoda, pozwolenie**
[117] **financial strain** faɪ'nænʃəl streɪn **trudności finansowe**
[118] **concern** kən'sɜ:n **obawa**
[119] **oversupply** ˌəʊvəsə'plaɪ **nadmiar**
[120] **endlessly** 'endləsli **bez końca**
[121] **diversity** daɪ'vɜ:sətɪ **różnorodność**
[122] **to amplify sth** tʊ 'æmplɪfaɪ 'sʌmθɪŋ **zwiększać coś**
[123] **immediate risk** ɪ'mi:djət rɪsk **bezpośrednie ryzyko**
[124] **startling** 'stɑ:tlɪŋ **zdumiewający**
[125] **accuracy** 'ækjʊrəsɪ **precyzyjność, dokładność**
[126] **advert** əd'vɜ:t **reklama**
[127] **endorsement** ɪn'dɔ:smənt **publiczne poparcie produktu lub marki przez znaną osobę (np. celebrytę), rekomendacja**
[128] **permission** pə'mɪʃən **pozwolenie**

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reputational damage, public deception and manipulation. A fabricated statement[129] in a politician's voice, or an actor appearing to endorse something they oppose[130], is no longer science fiction[131].

Security risks[132] compound the problem. As voice authentication[133] becomes common[134] in banking and smart devices, AI-generated voices can be used to bypass[135] safeguards[136], enabling fraud[137] and identity theft[138]. More broadly, audio deepfakes can fuel misinformation[139], harassment[140] and emotional exploitation. Because audio is often trusted, and less carefully examined than images or video, it may prove to be one of the most dangerous tools for deception[141] in the AI era.

The economic impact of Audio AI is another concern. As synthetic voices and music become more convincing[142], industries built on human performance[143] – music, acting, audiobooks and voiceover[144] work – face potential job losses. While some professionals may benefit from AI as a tool, many risk being undercut[145] as low-cost automation replaces roles that are formulaic[146] or easily replicated. This raises difficult questions about labour, fair compensation[147] and how society values human endeavour[148].

Regulation[149] has failed to keep pace with[150] these advances[151]. Copyright law often offers little clarity[152] on ownership of AI-generated content, and few countries have robust rules[153] governing[154] voice cloning or impersonation[155]. Enforcement[156] is further complicated by the global nature of AI development, leaving victims[157] of misuse[158] with limited legal redress[159].

Perhaps most troubling[160] is the erosion of trust in sound itself. As realistic audio fabrication becomes commonplace[161], people may begin to doubt[162] the authenticity of what they hear – as is already the case with images. When voices can be cloned and music instantly reproduced, the boundary[163] between reality and fabrication blurs. Will we start to believe that nothing is real?

Coda[164]

Like most forms of technological advancement[165], Audio AI is a double-edged sword[166], offering myriad[167] possibilities but commensurate[168] risks. The challenge will be, in the words of the 1940s swing classic, covered[169] by Bing Crosby, Nat King Cole, Ella Fitzgerald and Frank Sinatra, to "accentuate[170] *the positive, eliminate the negative.*" Just make sure you are listening to an original, and not an authentic-sounding AI-generated copy.

[129] **statement** 'steɪtmənt **oświadczenie**
[130] **to oppose** tʊ ə'pəʊz **sprzeciwiać się**
[131] **science fiction** 'saɪəns 'fɪkʃən **fantastyka naukowa**
[132] **security risk** sɪ'kjʊərətɪ rɪsk **zagrożenie bezpieczeństwa**
[133] **voice authentication** vɔɪs ɔːˌθentɪ'keɪʃən **uwierzytelnianie głosowe**
[134] **common** 'kɒmən **powszechny**
[135] **to bypass sth** tə 'baɪpɑːs 'sʌmθɪŋ **omijać coś**
[136] **safeguard** 'seɪfgɑːd **zabezpieczenie**
[137] **fraud** frɔːd **oszustwo**
[138] **identity theft** aɪ'dentətɪ θeft **kradzież tożsamości**
[139] **misinformation** 'mɪsˌɪnfə'meɪʃən **mylna informacja, zagrożenia informacyjne**
[140] **harassment** 'hærəsmənt **nękanie, prześladowanie**
[141] **deception** dɪ'sepʃən **oszustwo**
[142] **convincing** kən'vɪnsɪŋ **przekonujący**
[143] **performance** pə'fɔːməns **wykonanie, występ**
[144] **voiceover** 'vɔɪs əʊvə(r) **głos lektora (nałożony np. na film)**
[145] **undercut** 'ʌndəkʌt ***tu:*** **zwolniony**
[146] **formulaic** ˌfɔːmju'leɪɪk **schematyczny**
[147] **fair compensation** feə ˌkɒmpen'seɪʃən **godziwa płaca**
[148] **human endeavour** 'hjuːmən ɪn'devə **ludzki wysiłek**
[149] **regulation** ˌregjʊ'leɪʃən **uregulowania prawne**
[150] **to keep pace with sth** tə kiːp peɪs wɪð 'sʌmθɪŋ **dotrzymywać czemuś kroku, nadążać za czymś**
[151] **advance** əd'vɑːns **postęp**
[152] **clarity** 'klærətɪ **jasność, klarowność**
[153] **robust rules** rəʊ'bʌst ruːlz **solidne, konkretne przepisy**
[154] **governing** 'gʌvənɪŋ **regulujący**
[155] **impersonation** ɪmˌpɜːsə'neɪʃən ***tu:*** **podszywanie się pod kogoś**
[156] **enforcement** ɪn'fɔːsmənt **egzekwowanie (prawne)**
[157] **victim** 'vɪktɪm **ofiara**
[158] **misuse** 'mɪs'juːs **nadużycie**
[159] **legal redress** 'liːgəl rɪ'dres **dochodzenie roszczeń**
[160] **troubling** 'trʌblɪŋ **niepokojący**
[161] **commonplace** 'kɒmənpleɪs **powszechny**
[162] **to doubt sth** tə daʊt 'sʌmθɪŋ **wątpić w coś**
[163] **boundary** 'baʊndərɪ **granica**
[164] **coda** 'kəʊdə **koda, zakończenie utworu muzycznego**
[165] **advancement** əd'vɑːnsmənt **postęp**
[166] **double-edged sword** 'dʌbl'edʒd sɔːd **obosieczny miecz**
[167] **myriad** 'mɪrɪəd **niezliczony, ogrom**
[168] **commensurate** kə'menʃərət **proporcjonalny**
[169] **to cover** tə 'kʌvə **nagrać swoją wersję, nagrać cover**
[170] **to accentuate sth** tʊ æk'sentjʊeɪt 'sʌmθɪŋ **akcentować, uwypuklać coś**

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Pagoda in Inthanon National Park

A WORD WORTH REMEMBERING

to reinforce sth
/tə ˌriːɪnˈfɔːs ˈsʌmθɪŋ/
wzmacniać coś

Thailand's Economic Upgrade[1]

by Paul Martin from
www.go-native.pl

Thailand built its success on tourism, exports and global supply chains[2]. In 2026 the challenge is different. **Paul Martin** explores how the country is upgrading its economy through new industries, digital infrastructure, and advanced manufacturing[3] while maintaining the cultural appeal[4] that continues to attract millions of visitors each year.



[1] **upgrade** ˈʌpˈgreɪd *tu:* **modernizacja**
[2] **global supply chain** ˈgləʊbəl səˈplaɪ tʃeɪn **globalny łańcuch dostaw**
[3] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja, wytwarzanie**
[4] **appeal** əˈpi:l **atrakcyjność, urok**

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Bangkok's Working Skyline

The Airport Rail Link leaves Suvarnabhumi Airport every fifteen minutes. In around half an hour it reaches Phaya Thai station, where passengers can transfer directly to Bangkok's elevated[5] BTS Skytrain network.

For many travellers, this short rail journey offers the first view of modern Thailand. From the train windows, traditional temple roofs appear beside mirrored office towers and tall condominium developments[6]. Construction cranes[7] rise above new rail extensions that will eventually[8] expand[9] Bangkok's urban rail network to more than 550 kilometres of track by the early 2030s. The skyline reveals[10] a country that is still building. Infrastructure development continues across the capital as Thailand adapts to growing urban populations and increasing[11] international mobility.

Suvarnabhumi Airport itself reflects[12] the scale of Thailand's travel economy. Before the pandemic it handled[13] more than sixty mln passengers annually[14]. The opening of the SAT-1 satellite terminal in 2023 added capacity[15] for another fifteen mln travellers each year, reinforcing[16] Bangkok's position as one of Southeast Asia's largest aviation hubs.

Thailand is a fully digital nation now too, with nationwide 4G coverage[17] and roughly ninety-five percent 5G availability. Visitors arriving in the capital can immediately access ride-share services[18] like Bolt, digital payments, and mobile banking systems that support everyday travel across the country.

A City of Districts

Bangkok's urban landscape combines historic neighbourhoods with rapidly developing business districts.

Along Sukhumvit Road, cafés often double as informal workplaces where designers, programmers, and consultants work remotely[19]. Nearby, True Digital Park hosts[20] more than three hundred technology companies and start-ups inside a large mixed-use complex combining offices, apartments, retail space[21], and conference facilities.

At the same time, historic districts remain central to the city's cultural identity. The Grand Palace and Wat Phra Kaew remain among the most visited sites in Southeast Asia. Nearby Wat Pho is famous for its reclining[22] Buddha and for its traditional Thai massage school. Across the Chao Phraya River, Wat Arun's distinctive[23] towers continue to dominate one of the capital's most recognisable riverfront skylines.

Markets also play an important role in Bangkok's urban economy. Chatuchak Weekend Market, one of the largest markets in Asia, contains more than eight thousand stalls selling clothing, antiques, crafts[24], and street food. Night markets such as Talad Rot Fai combine food vendors[25], live music, and vintage goods, attracting[26] residents and visitors.



Bangkok

[5] **elevated** 'eləveɪtɪd **podniesiony, wyniesiony**
[6] **condominium developments** 'kɒndə'mɪnɪəm dɪ'veləpmənts **budownictwo apartamentowe**
[7] **construction crane** kən'strʌkʃən kreɪn **żuraw budowlany**
[8] **eventually** ɪ'ventʃəlɪ **ostatecznie, w końcu**
[9] **to expand sth** tʊ ɪks'pænd 'sʌmθɪŋ **rozszerzać coś**
[10] **to reveal sth** tə rɪ'viːl 'sʌmθɪŋ **ujawnić coś**
[11] **increasing** 'ɪnkriːsɪŋ **rosnący**
[12] **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ **odzwierciedlać coś**
[13] **to handle sth** tə 'hændl 'sʌmθɪŋ **radzić sobie z czymś, obsługiwać coś**
[14] **annually** 'ænjʊəlɪ **rocznie**
[15] **capacity** kə'pæsətɪ **wydajność, pojemność, przepustowość**
[16] **to reinforce sth** tə ˌriːɪn'fɔːs 'sʌmθɪŋ **wzmacniać coś**
[17] **4G coverage** fɔː dʒi 'kʌvərɪdʒ **zasięg 4G**
[18] **ride-share services** raɪd ʃeə 'sɜːvɪsɪz **usługi wspólnych przejazdów**
[19] **to work remotely** tə wɜːk rɪ'məʊtlɪ **pracować zdalnie**
[20] **to host sth** tə həʊst 'sʌmθɪŋ **gościć coś, być gospodarzem czegoś**
[21] **retail space** 'riːteɪl speɪs **powierzchnia handlu detalicznego**
[22] **reclining** rɪ'klaɪnɪŋ **odchylany, *tu:* leżący**
[23] **distinctive** dɪs'tɪŋktɪv **charakterystyczny**
[24] **craft** krɑːft **rzemiosło**
[25] **food vendor** fuːd 'vendɔː **sprzedawca żywności**
[26] **to attract sb** tʊ ə'trækt 'sʌmbədɪ **przyciągać kogoś**

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Why More Poles Are Choosing Thailand

Thailand has become one of the fastest-growing long-haul[1] destinations for Polish travellers in recent years.
Tourism-board data shows a sharp increase[2] in visitors from Poland, with 180,722 arrivals recorded in 2024 and over 213,000 between January and mid-December 2025, a rise of nearly 30 percent year on year.
Affordability[3] remains a major draw[4], though costs vary[5] by region. Street-food meals typically range from THB 50–100 (PLN 5.75–11.50), while dishes at casual sit-down restaurants[6] cost roughly THB 180–450 (PLN 21–52). Budget travelers can manage daily expenses[7] on about THB 1,400–1,800 (PLN 160–205), which covers basic accommodation[8] and food but excludes[9] flights and high-end[10] excursions.
Part of the appeal lies in relatively simple entry rules[11]. Polish passport holders can travel to Thailand visa-free for tourism for up to 60 days, extendable[12] for 30 more on application, making longer winter stays relatively easy to organise.
Connectivity[13] is also improving[14]. LOT Polish Airlines has announced a year-round Warsaw–Bangkok route starting in October 2026, operating five times per week, while charter flights and package tours[15] have already helped familiarise Polish travellers with Thai destinations.
Most visitors head first to[16] the southern beaches, especially Phuket and Krabi, although[17] tourism authorities report growing interest in adding cultural stops such as Bangkok and northern Thailand to longer itineraries[18].

[1] **long-haul** lɒŋ hɔːl **długodystansowy, *tu:* daleki**
[2] **increase** 'ɪnkriːs **wzrost**
[3] **affordability** əˌfɔːdə'bɪlətɪ **przystępność cenowa**
[4] **draw** drɔː ***tu:*** **atrakcja**
[5] **to vary** tə 'veərɪ **różnić się, zmieniać się**
[6] **sit-down restaurant** sɪt daʊn 'restərɔːŋ **tradycyjna restauracja (z obsługą kelnerską)**
[7] **expenses** ɪks'pensɪz **wydatki**
[8] **accommodation** əˌkɒmə'deɪʃən **zakwaterowanie**
[9] **to exclude sth** tʊ ɪks'kluːd 'sʌmθɪŋ **wykluczać coś**
[10] **high-end** haɪ end **luksusowy, z wyższej półki**
[11] **entry rules** 'entrɪ ruːlz **zasady wjazdu**
[12] **extendable** ɪk'stendəbəl **z możliwością przedłużenia**
[13] **connectivity** ˌkɒnek'tɪvətɪ **łączność**
[14] **to improve** tʊ ɪm'pruːv **poprawiać się, polepszać się**
[15] **package tour** 'pækɪdʒ tʊə **wycieczka zorganizowana**
[16] **to head to X** tə hed tʊ eks **udawać się do X**
[17] **although** ɔːl'ðəʊ **chociaż**
[18] **itinerary** aɪ'tɪnərərɪ **plan podróży, trasa**

INFOBOX

Geography & Climate

Thailand covers[27] more than five hundred thousand square kilometres and occupies a strategic position in mainland Southeast Asia. The country borders[28] Myanmar, Laos, Cambodia, and Malaysia, while long coastlines along the Gulf of Thailand and the Andaman Sea connect it to major maritime trade routes[29] linking Asia with Europe and the Middle East.

The tropical climate shapes both travel patterns and economic activity. The cool season between November and February attracts the highest numbers of international visitors, as temperatures remain relatively moderate. The hot season that follows can bring temperatures above forty degrees Celsius in northern provinces such as Lampang and Mae Hong Son. From May onwards[30] the monsoon season brings heavy rainfall in parts of the south, although tourism continues throughout the year across different regions of the country.

Landscapes Beyond the Capital

Outside Bangkok, Thailand's geography becomes more diverse. In the north, the historic city of Chiang Mai sits among forested mountains and temples that date back to the Lanna Kingdom (13th-18th centuries). The region is known for craft traditions such as silk weaving[31], wood carving[32], and silverwork[33]. Festivals such as Yi Peng, when thousands of lanterns are released[34] into the night sky, attract visitors from around the world.

Further south, coastal regions form the core of Thailand's international tourism image. Islands such as Phuket, Koh Samui, and Koh Phi Phi offer coral reefs, limestone[35] cliffs, and white-sand beaches. Marine parks in the Andaman Sea support diving and snorkelling tourism, while inland national parks such as Khao Sok combine rainforest trekking with lake-based eco-tourism.

[27] **to cover sth** tə 'kʌvə 'sʌmθɪŋ **obejmować coś, pokrywać coś**
[28] **to border sth** tə 'bɔːdə 'sʌmθɪŋ **graniczyć z czymś**
[29] **maritime trade route** 'mærɪtaɪm treɪd ruːt **morski szlak handlowy**
[30] **onwards** 'ɒnwədz **dalej, od tego momentu**
[31] **silk weaving** sɪlk 'wiːvɪŋ **tkactwo jedwabiu**
[32] **wood carving** wʊd 'kɑːvɪŋ **rzeźbienie w drewnie, snycerstwo**
[33] **silverwork** 'sɪlvə wɜːk **wyroby ze srebra**
[34] **released** rɪ'liːst ***tu:*** **wypuszczany**
[35] **limestone** 'laɪmstəʊn **wapień**

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MUST HAVE/CAN'T HAVE?

Instructions: Complete the sentences by choosing between must have (to express a strong belief that something happened) or can't have (to express a strong belief that something did not happen).

1. The previous satellite terminal at Suvarnabhumi Airport _____ reached its full capacity, as the new SAT-1 terminal was opened in 2023 to handle fifteen million more travellers.
2. For many years, it _____ been easy for Thailand to maintain its status as a top aviation hub without constantly expanding its infrastructure.
3. Before the 4G and 5G rollout, visitors _____ had the same seamless access to ride-share services and mobile banking that they enjoy today.
4. The government _____ felt significant pressure from lower-cost competitors like Vietnam and Indonesia, as they have now launched the Eastern Economic Corridor strategy to upgrade the economy.
5. Chinese manufacturers like BYD _____ seen great potential in the Thai market, given their recent large greenfield investments and government subsidies.
6. Given that driving speeds in central Bangkok often fall below 20 km/h, the existing road infrastructure _____ been designed to handle the current eighteen million residents.
7. Establishing a new company in Thailand _____ been a relatively quick process in the past, as recent regulatory changes have now extended registration timelines to several weeks.
8. Many international professionals _____ found the previous visa rules restrictive, which is likely why the government introduced the new 10-year Long-Term Resident (LTR) programme.

BEM TEST

Answer Key: 1. must have, 2. can't have, 3. can't have, 4. must have, 5. must have, 6. can't have, 7. must have, 8. must have



Food Culture & Everyday Life

Cuisine[36] plays a major role in the country's global reputation. Thai cooking balances sweet, sour, salty, and spicy flavours through dishes such as tom yum soup, green curry, and pad thai (see Infobox). Street food remains an everyday part of urban life, with small vendors serving noodles[37], grilled meats, and fresh fruit from roadside kitchens throughout the country, throughout the day.

For many visitors, the accessibility of food culture becomes a defining part of the travel experience. Restaurants range from informal markets to[38] internationally recognised fine-dining[39] establishments[40]. This culinary diversity strengthens[41] Thailand's cultural influence abroad and contributes significantly to[42] the country's tourism appeal.

[36] **cuisine** kwi'zi:n **kuchnia (jako styl gotowania)**
[37] **noodles** 'nu:dlz **makaron**
[38] **to range from sth to sth** tə reɪndʒ frɒm 'sʌmθɪŋ tə 'sʌmθɪŋ **obejmować zakres od czegoś do czegoś**
[39] **fine-dining** faɪn 'daɪnɪŋ **wykwintna kuchnia, jedzenie w luksusowych restauracjach**
[40] **establishment** ɪs'tæblɪʃmənt **placówka, obiekt**
[41] **to strengthen sth** tə 'streŋθən 'sʌmθɪŋ **wzmacniać coś**
[42] **to contribute to sth** tə kən'trɪbju:t tə 'sʌmθɪŋ **przyczyniać się do czegoś**

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Three Thai Dishes Visitors Quickly Discover

Many travellers' first introduction to Thai cuisine comes through three widely recognised dishes that combine strong aromatics with balanced flavours.

Tom Yum – particularly the prawn[1] version Tom Yum Kung – is a hot-and-sour soup built around prawns simmered with[2] lemongrass, galangal[3], kaffir lime leaves[4] and shallots[5]. The result is a layered[6] flavour profile that blends sour, savoury[7], spicy and sometimes sweet notes. Restaurants usually serve either a clear broth (nam sai) or[8] a richer creamy version (nam khon), often thickened with evaporated milk[9] and roasted chilli paste rather than coconut milk.

Green curry (gaeng keow wan) takes a softer, coconut-based approach. Its colour comes from green chillies in the curry paste, which is typically blended with lemongrass, galangal, makrut lime zest[10] and shrimp paste[11]. The curry is then simmered in coconut milk and finished with fragrant[12] herbs[13] such as Thai basil and makrut lime leaves.

Pad Thai offers a different experience altogether: stir-fried[14] rice noodles coated in a sauce usually built from fish sauce, tamarind[15] and palm sugar. Vendors commonly cook the noodles with garlic[16], tofu, dried shrimp, preserved[17] radish[18] and egg before finishing the dish with crushed peanuts, lime and optional chilli condiments at the table.

[1] **prawn** prɔːn **krewetka**
[2] **simmered with sth** ˈsɪməd wɪð ˈsʌmθɪŋ **duszony, gotowany na wolnym ogniu z czymś**
[3] **galangal** ˈgælәŋgæl **galangal (przyprawa korzenna podobna do imbiru)**
[4] **kaffir lime leaves** ˈkæfə laɪm liːvz **liście limonki kaffir**
[5] **shallots** ʃəˈlɒts **szalotki**
[6] **layered** ˈleɪəd **warstwowy, ułożony warstwami**
[7] **savoury** ˈseɪvərɪ **wytrawny**
[8] **either... or...** ˈaɪðər ɔː **albo... albo...**
[9] **evaporated milk** ɪˈvæpəreɪtɪd mɪlk **mleko skondensowane (niesłodzone)**
[10] **makrut lime zest** məˌkruːt laɪm zest **skórka z limonki makrut**
[11] **shrimp paste** ʃrɪmp peɪst **pasta krewetkowa**
[12] **fragrant** ˈfreɪgrənt **aromatyczny**
[13] **herbs** hɜːbz **zioła**
[14] **stir-fried** stɜː ˈfraɪd **smażony krótko na dużym ogniu**
[15] **tamarind** ˈtæmərɪnd **tamaryndowiec**
[16] **garlic** ˈgɑːlɪk **czosnek**
[17] **preserved** prɪˈzɜːvd **marynowany**
[18] **radish** ˈrædɪʃ **rzodkiew**

INFOBOX

Culture and Social Customs

Social relationships in Thailand place strong emphasis on[43] politeness and respect.

The traditional greeting[44] is the wai, a gesture in which the hands are placed together with a small bow[45]. Foreign visitors are not expected to perform the gesture perfectly, but showing awareness of[46] the custom is usually appreciated[47] in both social and professional contexts.

These traditions form part of the broader cultural environment that supports Thailand's visitor economy. The country receives more than thirty mln international travellers annually, making tourism one of its most visible global industries. Yet tourism is only one part of Thailand's national story. Behind the temples, beaches and markets lies a complex economy that is evolving[48] rapidly as the country moves toward higher-value industries and new technological sectors.

[43] **to place emphasis on sth** tə pleɪs ˈemfəsɪs ɒn ˈsʌmθɪŋ **kłaść nacisk na coś**
[44] **greeting** ˈgriːtɪŋ **powitanie, pozdrowienie**
[45] **bow** baʊ **ukłon**
[46] **awareness of sth** (awareness) ɒv ˈsʌmθɪŋ **świadomość czegoś**
[47] **appreciated** əˈpriːʃɪeɪtɪd **doceniony**
[48] **to evolve** tʊ ɪˈvɒlv **ewoluować, rozwijać się**

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Business in Thailand: From Volume to Value

by Paul Martin from
www.go-native.pl

Over the past three decades Thailand has developed one of Southeast Asia's most successful export economies. Automotive manufacturing[1], electronics assembly[2], and tourism helped transform the country into one of the largest economies in the ASEAN region. National GDP[3] now stands at roughly[4] USD 526 bln, according to the World Bank.



Grand Palace

However, the global manufacturing landscape is changing. Lower-cost[5] economies such as Vietnam and Indonesia are attracting[6] increasing[7] levels of industrial investment. Thailand therefore faces pressure to[8] upgrade[9] its production base and compete[10] in higher-value sectors.

The government's main strategy for this transition is the Eastern Economic Corridor, covering the provinces of Rayong, Chonburi, and Chachoengsao along Thailand's eastern seaboard. The zone includes[11] more than thirteen thousand square kilometres, which is set to[12] include industrial estates[13], logistics facilities[14], ports, and infrastructure projects designed to attract advanced industries.

Major global manufacturers already operate in the region. Automotive plants[15]

[1] **automotive manufacturing** ˌɔːtəˈməʊtɪv ˌmænjʊˈfæktʃərɪŋ **przemysł samochodowy**

[2] **electronics assembly** ɪlekˈtrɒnɪks əˈsemblɪ **montaż elektroniki**

[3] **GDP = Gross Domestic Product** ˌdʒiːdiːˈpiː grəʊs dəʊˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**

[4] **roughly** ˈrʌflɪ **około, w przybliżeniu**

[5] **lower-cost** ˈləʊə kɒst **o niższych kosztach, tańszy**

[6] **to attract sth** tʊ əˈtrækt ˈsʌmθɪŋ **przyciągać coś**

[7] **increasing** ˈɪnkriːsɪŋ **rosnący, zwiększający się**

[8] **to face pressure to do sth** tə feɪs ˈpreʃə tə duː ˈsʌmθɪŋ **znajdować się pod presją, by coś zrobić**

[9] **to upgrade sth** tʊ ˈʌpˈgreɪd ˈsʌmθɪŋ **unowocześniać, modernizować, podnosić standard czegoś**

[10] **to compete** tə kəmˈpiːt **konkurować, rywalizować**

[11] **to include sth** tʊ ɪnˈkluːd ˈsʌmθɪŋ **zawierać, obejmować coś**

[12] **to be set to do sth** tə biː set tə duː ˈsʌmθɪŋ **mieć zaplanowane zrobienie czegoś, być gotowym do zrobienia czegoś**

[13] **industrial estates** ɪnˈdʌstrɪəl ɪsˈteɪts **tereny, strefy przemysłowe**

[14] **logistics facilities** ləˈdʒɪstɪks fəˈsɪlətɪz **obiekty logistyczne, zaplecze logistyczne**

[15] **automotive plant** ˌɔːtəˈməʊtɪv plɑːnt **zakład motoryzacyjny, fabryka samochodów**

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A WORD WORTH REMEMBERING

electronics assembly
/ɪlek'trɒnɪks ə'semblɪ/
montaż elektroniki

run by Toyota, Honda and Ford produce vehicles for both domestic markets and export. Electronics companies such as Western Digital and Seagate manufacture components used in global data-storage systems[16].

Increasingly[17], new investment is focused on[18] advanced technologies. Electric vehicle production, battery manufacturing, robotics equipment, and biotechnology are among the industries targeted for development in the corridor. Government incentives[19] support these investments through tax exemptions[20] of up to eight years, reduced import duties[21] for industrial machinery, and simplified[22] licensing procedures managed by the Board of Investment.

Manufacturing Reinvented

Manufacturing remains one of Thailand's most important economic sectors. The industry accounts for[23] roughly twenty-five percent of national GDP and employs[24] more than six mln workers. Automotive production and wider sector

[16] **global data-storage system** 'gləʊbəl 'deɪtə 'stɔ:rɪdʒ 'sɪstəm **globalny system przechowywania danych**

[17] **increasingly** ɪn'kri:sɪŋlɪ **coraz bardziej, coraz częściej**

[18] **focused on sth** 'fəʊkəst ɒn 'sʌmθɪŋ **skoncentrowany na czymś**

[19] **government incentive** 'gʌvnmənt ɪn'sentɪv **zachęta ze strony rządu**

[20] **tax exemption** tæks ɪg'zempʃən **zwolnienie podatkowe**

[21] **import duty** 'ɪmpɔ:t 'dju:tɪ **cło, opłata importowa**

[22] **simplified** 'sɪmplɪfaɪd **uproszczony**

[23] **to account for sth** tʊ ə'kaʊnt fə 'sʌmθɪŋ **stanowić część czegoś, odpowiadać za coś (np. za procent udziałów)**

[24] **to employ sb** tʊ ɪm'plɔɪ 'sʌmbədɪ **zatrudniać kogoś**

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Long-Term Resident (LTR) Visa

Thailand introduced the Long-Term Resident Visa to attract international professionals and investors.
The programme allows approved applicants to live in Thailand for up to ten years.
Eligible groups include:
• highly skilled professionals
• digital entrepreneurs
• wealthy retirees[1]
• investors in Thai industries
Benefits include simplified work permits and favourable tax arrangements for foreign income.

[1] **retiree** rɪˌtaɪəˈriː **emeryt**

INFOBOX


Bangkok

industries contribute[25] about four to five percent of economic output, with around 1.5 mln vehicles produced annually[26].

Yet the industry is now entering a period of technological transformation. Electric vehicles are reshaping[27] global automotive supply chains[28]. Chinese manufacturers such as BYD and Great Wall Motor have announced[29] large greenfield investments in Thailand, supported by government subsidies[30] that can reach THB[31] 150,000 per vehicle. Thailand is also a major global producer of air-conditioning technology[32], reflecting[33] a powerful domestic expertise in cooling systems designed for tropical climates.

Technology and Digital Infrastructure

Bangkok's technology sector is expanding[34] alongside traditional manufacturing industries. Startup companies, venture capital firms[35], and research centres are increasingly concentrated in districts around Sukhumvit and the central business area. Technology parks and incubators support new companies developing digital services, financial technology platforms, and software applications.

Digital infrastructure supports this growth. Nationwide 5G coverage[36] and widespread[37] mobile banking systems allow[38] businesses to operate efficiently across both urban and regional markets. These developments contribute to Thailand's ambition to position itself as a regional technology hub[39].

Demographics and the Remote Economy[40]

Thailand's demographic profile is changing rapidly. The median age of the

[25] **to contribute sth** tə kənˈtrɪbjuːt ˈsʌmθɪŋ **wnosić coś**
[26] **annually** ˈænjʊəlɪ **rocznie**
[27] **to reshape sth** tə ˈriːˈʃeɪp ˈsʌmθɪŋ **przekształcać coś, nadawać czemuś nowy kształt**
[28] **global automotive supply chains** ˈgləʊbəl ˌɔːtəˈməʊtɪv səˈplaɪ tʃeɪnz **globalne motoryzacyjne łańcuchy dostaw**
[29] **to announce sth** tʊ əˈnaʊns ˈsʌmθɪŋ **ogłosić coś**
[30] **government subsidy** ˈgʌvnmənt ˈsʌbsɪdɪ **dotacja rządowa, subwencja państwowa**
[31] **THB** tiː eɪtʃ biː **bat tajlandzki, waluta Tajlandii**
[32] **air-conditioning technology** ˈeə kənˌdɪʃənɪŋ tekˈnɒlədʒɪ **technologia klimatyzacyjna**
[33] **to reflect sth** tə rɪˈflekt ˈsʌmθɪŋ **odzwierciedlać coś**
[34] **to expand** tʊ ɪksˈpænd **rozwijać się**
[35] **venture capital firm** ˈventʃə ˈkæpɪtl fɜːm **firma kapitału podwyższonego ryzyka**
[36] **5G coverage** faɪv dʒi ˈkʌvərɪdʒ **zasięg sieci 5G**
[37] **widespread** ˈwaɪdspred **szeroko rozpowszechniony**
[38] **to allow** tʊ əˈlaʊ **pozwalać, umożliwiać**
[39] **technology hub** tekˈnɒlədʒɪ hʌb **centrum technologiczne**
[40] **remote economy** rɪˈməʊt iˈkɒnəmɪ **gospodarka zdalna**

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population is now approximately forty-one years, significantly higher than neighbouring economies such as Vietnam or Cambodia. An ageing[41] workforce[42] may slow labour-force expansion, but it also encourages[43] greater investment in automation and higher-skilled industries[44].

Urbanisation is also accelerating[45]. The Bangkok metropolitan region now contains around eighteen mln residents, making it one of Southeast Asia's largest urban areas.

At the same time, Thailand is attempting to[46] attract international professionals through new visa policies[47]. The Long-Term Resident Visa programme allows qualified foreign residents to live in the country for up to ten years while receiving simplified work permits[48] and favourable[49] tax conditions. The policy aims to attract entrepreneurs[50], remote workers, and highly skilled professionals.

[41] **ageing** 'eɪdʒɪŋ **starzejący się**
[42] **workforce** wɜ:kfɔ:s **siła robocza, zasoby ludzkie**
[43] **to encourage sth** tʊ ɪn'kʌrɪdʒ 'sʌmθɪŋ **zachęcać do czegoś, wspierać coś**
[44] **higher-skilled industries** 'haɪə skɪld 'ɪndəstrɪz **sektory gospodarki wymagające wyższych kwalifikacji**
[45] **to accelerate** tʊ ək'seləreɪt **przyspieszać**
[46] **to attempt to do sth** tʊ ə'tempt tə du: 'sʌmθɪŋ **próbować, podejmować próbę zrobienia czegoś**
[47] **visa policies** 'vi:zə 'pɒlɪsɪz **polityka wizowa**
[48] **work permit** wɜ:k 'pɜ:mɪt **pozwolenie na pracę**
[49] **favourable** 'feɪvərəbl **korzystny**
[50] **entrepreneur** ˌɒntrəprə'nɜ: **przedsiębiorca**

Investment Challenges

Despite[51] strong industrial capabilities, Thailand still faces[52] several structural obstacles[53].

Regulatory procedures can be slow, particularly when foreign investors attempt to establish[54] new companies. Recent rules introduced by the Department of Business Development require[55] Thai shareholders[56] associated with foreign-linked[57] firms to provide financial records proving genuine[58] capital ownership[59]. The regulations aim to eliminate nominee[60] ownership structures but can extend[61] company registration timelines from roughly one week to several weeks.

Infrastructure expansion has also experienced delays[62] in some sectors as investors adjust to[63] economic conditions following the pandemic. As a result, traffic congestion[64] in Bangkok remains a persistent[65] challenge. Average[66] driving speeds in central districts often fall below twenty kilometres per hour during peak hours[67].

In Transition

Thailand in 2026 has a mature industrial economy attempting to move into a more advanced stage of development. Tourism and manufacturing remain central to national income[68], but policymakers[69] are increasingly focused on expanding sectors such as electric vehicles, digital services, biotechnology, and robotics. The success of this transition will depend on[70] how effectively the country manages[71] demographic change, regulatory reform, and continued infrastructure development.

[51] **despite sth** dɪs'paɪt 'sʌmθɪŋ **pomimo czegoś**
[52] **to face sth** tə feɪs 'sʌmθɪŋ **stawiać czoła czemuś, mierzyć się z czymś**
[53] **obstacle** 'ɒbstəkl **przeszkoda**
[54] **to establish sth** tʊ ɪs'tæblɪʃ 'sʌmθɪŋ **ustanowić, założyć coś**
[55] **to require sth** tə rɪ'kwaɪə 'sʌmθɪŋ **wymagać czegoś**
[56] **shareholder** 'ʃeəˌhəʊldə **akcjonariusz, udziałowiec**
[57] **foreign-linked** 'fɒrɪn lɪŋkt **powiązany z kapitałem zagranicznym**
[58] **genuine** 'dʒenjʊɪn **prawdziwy, autentyczny**
[59] **capital ownership** 'kæpɪtl 'əʊnəʃɪp **własność kapitału**
[60] **nominee** ˌnɒmɪ'ni: ***tu:*** **figurant (w kontekście prawnym/biznesowym)**
[61] **to extend sth** tʊ ɪks'tend 'sʌmθɪŋ ***tu:*** **wydłużać coś**
[62] **delay** dɪ'leɪ **opóźnienie**
[63] **to adjust to sth** tʊ ə'dʒʌst tə 'sʌmθɪŋ **dostosować się do czegoś**
[64] **traffic congestion** 'træfɪk kən'dʒestʃən **zatory drogowe, korki**
[65] **persistent** pə'sɪstənt **uporczywy, trwały**
[66] **average** 'ævərɪdʒ **przeciętny, średni**
[67] **peak hours** pi:k 'aʊəz **godziny szczytu**
[68] **income** 'ɪnkʌm **dochód**
[69] **policymaker** 'pɒlɪsɪ'meɪkə **decydent, osoba odpowiedzialna za wyznaczanie polityki**
[70] **to depend on sth** tə dɪ'pend ɒn 'sʌmθɪŋ **zależeć od czegoś**
[71] **to manage sth** tə 'mænɪdʒ 'sʌmθɪŋ **zarządzać czymś, radzić sobie z czymś**

Thailand by the Numbers

- Population: approximately 70.3 mln
- Capital: Bangkok
- GDP (2025 estimate): around USD 500 bln
- Median Age: about 41 years
- Major Industries: automotive manufacturing, electronics, tourism, agriculture, food processing
- Annual International Visitors (pre-pandemic peak): around 39 mln

INFOBOX

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A WORD WORTH REMEMBERING

to outperform sth
/tʊ ˌaʊtpəˈfɔːm ˈsʌmθɪŋ/
przewyższać coś

Candy Valentino

by Janet Sandford

Candy Valentino: Slow and Steady Wins the Race[1]

From an early age, the odds were stacked against[2] Candy Valentino, but she has proved that a difficult start doesn't have to be a barrier to success.

Born in Pennsylvania in 1979, she grew up on a trailer park[3] (See Fact Box), in an environment[4] where money was scarce[5] and financial instability was the norm. This meant that a university education was not a realistic option, even if she had wanted it. Either way, she had already set her mind on[6] dragging herself out of[7] poverty[8] and building a sustainable income[9].

MS VALENTINO SAYS SHE STARTED HER FIRST BUSINESS AT THE AGE OF 19, ON A SMALL SCALE, LEARNING THE BASICS OF BUSINESS.

Jam Today

Ms Valentino says she started her first business at the age of 19, on a small scale, learning the basics[10] of business. Over the next two decades, she built, operated and sold a series of privately held[11], cash-generating businesses, primarily in services[12], and later in real estate[13] and advisory work[14].

This narrative, as presented by Candy, has rather more romance than qualified[15] examples. We can be sure, however, that they were relatively low-key[16] projects and that she rejected[17] the venture capital[18] growth model[19] that prevails[20] in modern business funding. Instead, she prioritised businesses capable of generating reliable cash flow[21] early, enabling her to remain independent of external investors[22]. This reduced risk, preserved[23] control and created a stable base for long-term wealth accumulation[24]. Looking psychologically, it

[1] **slow and steady wins the race** sləʊ ənd 'stedɪ wɪnz ðə reɪs **śpiesz się powoli**
[2] **odds were stacked against** ɒdz wɜ: stækt ə'genst **wszystko było przeciwko**
[3] **trailer park** 'treɪlə pɑ:k **osiedle dla przyczep, osiedle mobilnych domów**
[4] **environment** ɪn'vaɪərənmənt **otoczenie, środowisko**
[5] **scarce** skeəs **ograniczony, niewystarczający**
[6] **to set one's mind on sth** tə set wʌnz maɪnd ɒn 'sʌmθɪŋ **upierać się na coś**
[7] **to drag oneself out of sth** tə dræg wʌn'self aʊt ɒv 'sʌmθɪŋ **wyrwać się z czegoś**
[8] **poverty** 'pɒvətɪ **bieda**
[9] **sustainable income** sə'steɪnəbl 'ɪnkʌm **stałe źródło dochodu**
[10] **the basics** ðə 'beɪsɪks **podstawy**
[11] **privately held** 'praɪvətlɪ held **prywatny**
[12] **services** 'sɜ:vɪsɪz **usługi**
[13] **real estate** rɪəl ɪs'teɪt **nieruchomości**
[14] **advisory work** əd'vaɪzərɪ wɜ:k **doradztwo, działalność konsultingowa**
[15] **qualified** 'kwɒlɪfaɪd ***tu:*** **konkretny**
[16] **low-key** ˌləʊ 'ki: **niewyróżniający się, nieduży**
[17] **to reject** tə 'ri:dʒekt **odrzucać**
[18] **venture capital** 'ventʃə 'kæpɪtl **kapitał wysokiego ryzyka, rodzaj finansowania, w którym wyspecjalizowane fundusze inwestują pieniądze w startupy oraz młode, prywatne firmy, które mają ogromny potencjał wzrostu, ale wiążą się z bardzo wysokim ryzykiem**
[19] **growth model** grəʊθ 'mɒdl **model wzrostu**
[20] **to prevail** tə prɪ'veɪl **przeważać**
[21] **cash flow** kæʃ fləʊ **przepływy pieniężne**
[22] **external investor** eks'tɜ:nl ɪn'vestə **inwestor zewnętrzny**
[23] **to preserve** tə prɪ'zɜ:v **zachowywać**
[24] **wealth accumulation** welθ əˌkju:mjʊ'leɪʃən **akumulacja kapitału**

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Trailer Park

In the United States, a trailer park is a residential community[1] of mobile homes[2], or manufactured housing[3] placed on rented[4] lots[5] within a designated area. Originally used for leisure[6], as car ownership boomed, mobile homes sited on housing-oriented parks expanded after World War II to meet the need for affordable[7] housing. Although as many as 20 million people live in them nationally, the term 'trailer park' has become synonymous with poverty and low social status[8].

[1] **residential community** ˌrezɪ'denʃəl kə'mjuːnətɪ **wspólnota mieszkaniowa, osiedle**
[2] **mobile home** 'məʊbaɪl həʊm **przyczepa kempingowa**
[3] **manufactured housing** ˌmænjʊ'fæktʃəd 'haʊzɪŋ **domy z prefabrykatów, budownictwo modułowe**
[4] **rented** 'rentɪd **wynajęty**
[5] **lot** lɒt **działka**
[6] **leisure** 'leʒə **rekreacja, wypoczynek**
[7] **affordable** ə'fɔːdəbl **przystępny cenowo**
[8] **social status** 'səʊʃəl 'staeɪtəs **status społeczny**

INFOBOX

may be a legacy[25] of a childhood[26] in which money in the pot today was more important than the promise of jam tomorrow[27] (*see Fact Box*).

Using capital from earlier exits, Valentino moved into private investing, concentrating on cash-generating businesses rather than high-growth[28] startups. Her publicly stated[29] focus is on profitability[30], operational discipline and downside[31] protection – criteria shaped by having built companies without external funding. She has been openly[32] critical of speculative entrepreneurship[33], arguing that hype-driven[34] models expose[35] inexperienced founders[36] to unnecessary[37] financial risk.

Her focus on the practical placed her more in line with operational business training than[38] high-octane[39] wealth seminars. Consequently, she moved towards business education and advisory services, particularly[40] for early-stage founders. Rather than promoting ambitious growth forecasts[41] and hyping up company value to cash in[42], Candy Valentino focuses on applied finance[43], risk control[44] and repeatable[45] decision frameworks[46]. Unfashionable[47] as her approach[48] may have been, people started paying attention[49].

Wealth Habits[50]

Wider recognition[51] came with the publication of her first book, *Wealth Habits*, released[52] in 2022. The book became a Wall Street Journal bestseller, reflecting strong demand for[53] a more grounded[54] approach to personal and business finance.

Wealth Habits presents wealth as a system: the interaction between income, spending[55], saving[56] and investment[57], rather than a quest for[58] a single breakthrough moment[59]. Drawing on[60] her own journey from financial instability to independence[61], she shows how disciplined structures can outperform[62] high income when those structures are absent[63]. A central theme of the book is that many financial failures[64] are behavioural[65] rather than economic, and that resilience[66] is built through deliberate[67] habits, not earnings[68] alone.

[25] **legacy** 'legəsɪ **pozostałość, spuścizna**
[26] **childhood** 'tʃaɪldhʊd **dzieciństwo**
[27] **money in the pot today is more important than the promise of jam tomorrow** 'mʌnɪ ɪn ðə pɒt tə'deɪ ɪz mɔː ɪm'pɔːtənt ðən ðə 'prɒmɪs ɒv dʒæm tə'mɒrəʊ **lepszy wróbel w garści niż gołąb na dachu**
[28] **high-growth** haɪ grəʊθ **szybko rozwijający się**
[29] **publicly stated** 'pʌblɪklɪ 'steɪtɪd **publicznie deklarowany**
[30] **profitability** ˌprɒfɪtə'bɪlətɪ **rentowność**
[31] **downside** 'daʊnsaɪd **minus, negatywna strona**
[32] **openly** 'əʊpnlɪ **otwarcie, jawne**
[33] **entrepreneurship** ˌɒntrəprə'nɜːʃɪp **przedsiębiorczość**
[34] **hype-driven** haɪp 'drɪvn **napędzany modą, szumem medialnym, falą popularności**
[35] **to expose sb to sth** tʊ eks'pəʊz 'sʌmbədɪ tə 'sʌmθɪŋ **narażać kogoś na coś**
[36] **founder** 'faʊndə **założyciel**
[37] **unnecessary** ʌn'nesəsərɪ **niepotrzebny, zbędny**
[38] **to place sb more in line with X than Y** tə pleɪs 'sʌmbədɪ mɔː ɪn laɪn wɪð eks ðən waɪ **być komuś bliżej do X niż do Y**
[39] **high-octane** 'haɪˌɒkteɪn **wysokooktanowy, *tu:* intensywny, *też:* efekciarski**
[40] **particularly** pə'tɪkjʊləlɪ **szczególnie**
[41] **growth forecast** grəʊθ'fɔːkɑːst **prognoza wzrostu**
[42] **to cash in** tə kæʃ ɪn **zarobić, spieniężyć**
[43] **applied finance** ə'plaɪd faɪ'næns **finanse stosowane, wykorzystanie teorii finansowej w konkretnych, codziennych działaniach firmy**
[44] **risk control** rɪsk kən'trəʊl **kontrola ryzyka**
[45] **repeatable** rɪ'piːtəbl **powtarzalny**
[46] **decision frameworks** dɪ'sɪʒən 'freɪmwɜːks **ramy decyzyjne**
[47] **unfashionable** 'ʌn'fæʃnəbl **niemodny**
[48] **approach** ə'prəʊtʃ **podejście, metoda**
[49] **to pay attention to sth** tə peɪ ə'tenʃən tə 'sʌmθɪŋ **zwracać na coś uwagę**
[50] **habit** 'hæbɪt **nawyk**
[51] **wider recognition** 'waɪdə ˌrekəg'nɪʃən **szersze uznanie**
[52] **released** rɪ'liːst **wydany**
[53] **demand for sth** dɪ'mɑːnd fə 'sʌmθɪŋ **zapotrzebowanie, popyt na coś**
[54] **grounded** 'graʊndɪd ***tu:*** **trzeźwy, rzeczowy**
[55] **spending** 'spendɪŋ **koszty**
[56] **saving** 'seɪvɪŋ **oszczędzanie**
[57] **investment** ɪn'vestmənt **inwestycja**
[58] **quest to sth** kwest fə 'sʌmθɪŋ **pogoń za czymś, poszukiwanie czegoś**
[59] **breakthrough moment** 'breɪk'θruː 'məʊmənt **przełomowy moment**
[60] **to draw on sth** tə drɔː ɒn 'sʌmθɪŋ **opierać się na czymś**
[61] **independence** ˌɪndɪ'pendəns **niezależność**
[62] **to outperform sth** tʊ ˌaʊtpə'fɔːm 'sʌmθɪŋ **przewyższać coś**
[63] **absent** 'æbsənt **nieobecny, brakujący**
[64] **financial failure** faɪ'nænʃəl 'feɪljə **porażka finansowa**
[65] **behavioural** bɪ'heɪvjərəl **behawioralny, wynikający z naszych decyzji**
[66] **resilience** rɪ'zɪlɪəns **elastyczność, odporność**
[67] **deliberate** dɪ'lɪbərət **świadomy, celowy, zamierzony**
[68] **earnings** 'ɜːnɪŋz **zyski**

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Key ideas and advice from the book include:

- *"Wealth is built in the* margins[69] *of everyday decisions, not in* rare[70] *financial wins."*
- Prioritising savings and investment as non-negotiable[71], fixed[72] outgoings[73] rather than optional leftovers[74].
- Designing spending systems that limit decision-making and reduce reliance on[75] willpower[76].
- Separating lifestyle growth from income growth to prevent silent erosion[77] of wealth.
- Viewing financial independence as a process of risk reduction, not risk maximisation.

The book's clarity[78] and practical framing[79] helped establish[80] Ms Valentino as a serious voice in financial education, moving her into mainstream business thinking and an in-demand[81] motivational speaker[82].

Nine Percent

In 2025, she followed up with[83] *The 9% Edge*, in which she extends[84] her systems-based thinking from personal finance into performance[85] and leadership[86].

The book takes its title from the nine percent of startups that survive[87] past 10 years, using this statistic to illustrate that long-term success is rare, and that the difference lies in small, repeatable behaviours rather than talent or luck[88].

Candy Valentino emphasises[89] incremental[90] advantages that compound[91] over time, showing how disciplined habits and strategic decisions separate the few who endure[92] from the many who falter[93].

Key ideas and advice from the book include:

- *"The 9% succeed because they do what others* overlook[94] *– every single day."*
- Focus on a narrow[95] strategic vision instead of chasing constant expansion.
- Treat energy, attention and focus as finite resources[96] to be managed deliberately[97].
- Build decision-making systems that reduce reactive[98] behaviour and errors.
- Measure[99] progress over long horizons to allow small advantages to compound.

She shows that survival and growth are consequences of deliberate, repeatable choices rather than dramatic breakthroughs or exceptional[100] talent. That goes against the grain[101] of the current zeitgeist[102], in which many companies see the employment market[103] as a battlefield[104] to attract[105] 'top talent,' and have star players[106] score spectacular goals. Ms Valentino's approach is more akin to[107] building a solid defence.

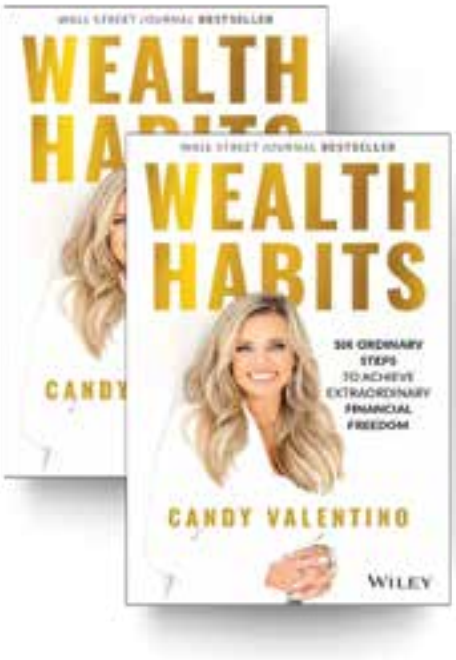
Wider Reach

Alongside[108] writing, Valentino remains active as a speaker and educator. She regularly addresses[109] business audiences[110] on entrepreneurship, wealth-building and leadership, with a particular emphasis on financial behaviour. One recurring theme[111] in her work is the psychological impact of growing up[112] without money, and how early experiences can influence[113] risk tolerance, spending habits and decision-making later in life.

Philanthropy[114] forms a structured[115] part of Valentino's activities. Rather than donating[116] money, she supports initiatives by providing financial education and entrepreneurial skills[117]. Her approach reflects her broader philosophy: addressing root causes[118] rather than symptoms. Having

[69] **margin** 'mɑ:dʒɪn **margines**
[70] **rare** reə **rzadki**
[71] **non-negotiable** ˌnɒn nɪ'gəʊʃiəbl **niepodlegający dyskusji, nienegocjowalny**
[72] **fixed** fɪkst **stały**
[73] **outgoings** aʊt'gəʊɪŋz **wydatki**
[74] **leftovers** 'left'əʊvəz **resztki, pozostałości**
[75] **reliance on sth** rɪ'laɪəns ɒn 'sʌmθɪŋ **poleganie na czymś**
[76] **willpower** 'wɪlˌpaʊə **siła woli**
[77] **erosion** ɪ'rəʊʒən **erozja, spadek, ulatnianie się**
[78] **clarity** 'klærətɪ **klarowność, jasność**
[79] **framing** 'freɪmɪŋ **struktura**
[80] **to establish** tʊ ɪs'tæblɪʃ **ugruntować pozycję**
[81] **in-demand** ɪn dɪ'mɑ:nd **wzięty**
[82] **motivational speaker** ˌməʊtɪ'veɪʃənl 'spi:kə **mówca motywacyjny**
[83] **to follow up with sth** tə 'fɒləʊ ʌp wɪð 'sʌmθɪŋ **kontynuować czymś**
[84] **to extend sth** tʊ ɪks'tend 'sʌmθɪŋ **rozszerzać coś**
[85] **performance** pə'fɔ:məns ***tu:*** **wyniki, osiągi**
[86] **leadership** 'li:dəʃɪp **przywództwo, kierownictwo**
[87] **to survive** tə sə'vaɪv **przetrwać**
[88] **luck** lʌk **szczęście**
[89] **to emphasise sth** tu 'emfəsaɪz 'sʌmθɪŋ **kłaść nacisk na coś**
[90] **incremental** ˌɪŋkrə'mentl **narastający**
[91] **to compound** tə 'kɒmpaʊnd ***tu:*** **procentować**
[92] **to endure** tʊ ɪn'djʊə **przetrwać**
[93] **to falter** tə 'fɔ:ltə ***tu:*** **ponosić klęskę**
[94] **to overlook sth** tʊ ˌəʊvə'lʊk 'sʌmθɪŋ **przeoczyć coś**
[95] **narrow** 'nærəʊ **ograniczony, wąski**
[96] **finite resources** 'faɪnaɪt rɪ'sɔ:sɪz **ograniczone zasoby**
[97] **deliberately** dɪ'lɪbərətlɪ **z rozmysłem, celowo**
[98] **reactive** ri:'æktɪv **reaktywny**
[99] **to measure** tə 'meʒə **mierzyć, oceniać**
[100] **exceptional** ɪk'sepʃənl **wyjątkowy**
[101] **to go against the grain** tə gəʊ ə'genst ðə greɪn **robić coś wbrew swojej woli, robić coś przeciwko swoim przekonaniom; być wbrew czyjejś naturze**
[102] **zeitgeist** 'zaɪtgaɪst **duch czasu, zeitgeist**
[103] **employment market** ɪm'plɔɪmənt 'mɑ:kɪt **rynek pracy**
[104] **battlefield** 'bætlfi:ld **pole walki**
[105] **to attract sb** tʊ ə'trækt 'sʌmbədɪ **przyciągać kogoś**
[106] **star player** stɑ: 'pleɪə **gwiazda**
[107] **akin to sth** ə'kɪn tə 'sʌmθɪŋ **zbliżony do czegoś**
[108] **alongside X** ə'lɒŋ'saɪd eks **obok X**
[109] **to address sb** tʊ ə'dres 'sʌmbədɪ **przemawiać do kogoś**
[110] **audience** 'ɔ:djəns **audytorium**
[111] **recurring theme** rɪ'kɜ:rɪŋ θi:m **powracający motyw**
[112] **growing up** 'grəʊɪŋ ʌp **dorastanie**
[113] **to influence sth** tʊ 'ɪnflʊəns 'sʌmθɪŋ **wpływać na coś**
[114] **philanthropy** fɪ'lænθrəpɪ **filantropia, dobroczynność**
[115] **structured** 'strʌktʃəd ***tu:*** **systematyczny**
[116] **to donate sth** tə dəʊ'neɪt 'sʌmθɪŋ **przekazywać coś**
[117] **skill** skɪl **umiejętność**
[118] **root cause** ru:t kɔ:z **pierwotna przyczyna**

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grown up without exposure to[119] financial literacy[120], she places particular value on programmes that provide practical tools[121] rather than temporary relief[122].

Valentino's influence lies less in personal branding[123] and more in method. She does not present herself as an outlier[124], or a one-off[125] success, but as proof[126] that wealth can be built incrementally, by anybody, even without formal education or early advantage[127]. This positioning has resonated with audiences who find conventional business success stories unrealistic or inaccessible[128].

In a business environment often dominated by narratives of rapid scaling[129] and disruptive innovation[130], Candy Valentino represents a different model: one built on repeatable systems, measured risk and long-term thinking. Her career demonstrates how financial independence can be achieved without shortcuts[131], and how discipline, rather than spectacle, remains the most reliable driver[132] of sustainable success. In many ways, that is a reassuring[133] message because it means that we don't have to be rich, lucky or a genius to succeed, just disciplined. Her approach may be closer to the plodding[134] tortoise[135] than the flashy[136], over-confident[137] hare[138], but we all know who won the race in the end.

[119] **exposure to sth** ɪksˈpəʊʒə tə ˈsʌmθɪŋ **styczność z czymś**
[120] **financial literacy** faɪˈnænʃəl ˈlɪtərəsɪ **wiedza finansowa**
[121] **tools** tuːlz **narzędzia**
[122] **temporary relief** ˈtempərərɪ rɪˈliːf **chwilowa ulga**
[123] **personal branding** ˈpɜːsnl ˈbrændɪŋ **marka osobista**
[124] **outlier** ˈaʊtˌlaɪə **wyjątek, coś, co odstaje od reszty pod jakimś względem**
[125] **one-off** ˌwʌn ˈɒf **jednorazowy**
[126] **proof** pruːf **dowód**
[127] **early advantage** ˈɜːlɪ ədˈvɑːntɪdʒ **przewaga na starcie**
[128] **inaccessible** ˌɪnækˈsesəbl **nieosiągalny**
[129] **rapid scaling** ˈræpɪd ˈskeɪlɪŋ **gwałtowny wzrost**
[130] **disruptive innovation** dɪsˈrʌptɪv ˌɪnəˈveɪʃən **przełomowa innowacja**
[131] **shortcut** ˈʃɔːtkʌt **skrót**
[132] **driver** ˈdraɪvə **czynnik pobudzający, motywujący**
[133] **reassuring** ˌriːəˈʃʊərɪŋ **uspokajający**
[134] **plodding** ˈplɒdɪŋ **powolny**
[135] **tortoise** ˈtɔːtəs **żółw**
[136] **flashy** ˈflæʃɪ **krzykliwy**
[137] **over-confident** ˈəʊvə ˈkɒnfɪdənt **zbyt pewny siebie**
[138] **hare** heə **zając**

Jam Tomorrow

Jam tomorrow is an idiom meaning a promised reward that never actually arrives. The phrase comes from *Through the Looking-Glass* by Lewis Carroll, where *"jam tomorrow and jam yesterday, but never jam today"* mocks[1] empty promises[2].

[1] **to mock sth** tə mɒk ˈsʌmθɪŋ **drwić, kpić z czegoś**
[2] **empty promises** ˈemptɪ ˈprɒmɪsɪz **czcze obietnice, obietnice bez pokrycia**

INFOBOX



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Travel Trends in 2026: Beyond Destinations[1] to Meaningful[2] Journeys

Travel follows fashions[3], not just in destinations but also in activities. We look at what is trending in 2026, and here's a spoiler – it's not ticking off[4] places on the bucket list[5].

A WORD WORTH REMEMBERING

one-upmanship
/ˈwʌnˈʌpmənʃɪp/
wywyższanie się

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[1] **destination** ˌdestɪˈneɪʃən **cel podróży**
[2] **meaningful** ˈmiːnɪŋfʊl **pełen sensu**
[3] **fashion** ˈfæʃən **moda**
[4] **to tick off** tə tɪk ɒf **odhaczać**
[5] **bucket list** ˈbʌkɪt lɪst **lista rzeczy do zrobienia w życiu**

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Modern tourism has its roots[6] in the 19th century, when travel was largely the preserve[7] of the wealthy[8]. Grand Tours of Europe, luxury ocean liners[9] and early cruises[10] catered to[11] elites with time, money and social status. This exclusivity began to erode in the mid-20th century.

Rising incomes[12], paid holidays[13] and commercial aviation triggered[14] a mass tourism boom in the 1960s and 1970s, with sun-and-sea resorts[15] along Spain's Costas and the Mediterranean becoming symbols of affordable[16] escape. Package holidays[17] standardised travel, making it predictable[18] and accessible, but often crowded[19], to the extent that[20] in some places, tourists are no longer welcome.

By the late 20th and early 21st centuries, seasoned[21] travellers began to look beyond familiar[22] beaches, driving[23] demand for[24] long-haul[25] and exotic destinations in Asia, Africa and Latin America, perhaps boasting about[26] how many air miles they had accumulated[27] or countries they had visited.

Today, tourism continues to evolve as travellers start to look not just for good weather or one-upmanship[28], but a meaningful experience.

Fasten your seatbelts[29] as we take off[30] for a quick round-the-world tour[31] of the latest travel trends (Popular Destinations by Holiday Type).

1. The Rise of Experience-Centric Travel

The most striking[32] theme for 2026 is the shift from generic[33] sightseeing[34] to experience-driven travel. Modern tourists are seeking trips that leave them changed, not just rested[35]. According to recent industry[36] surveys[37], more than half of travellers worldwide[38] plan trips built around hobbies and passions, from art and cycling to food and history.

One of the year's headline[39] trends is the "skillcation" – holidays built around learning a new skill[40]. Instead of returning home with just souvenirs[41] and suntan[42], people are looking to practise activities such as gourmet cooking[43], traditional crafts[44],

[6] **roots** ruːts **korzenie**
[7] **preserve** prɪˈzɜːv **domena**
[8] **wealthy** ˈwelθɪ **bogaty, zamożny**
[9] **ocean liner** ˈəʊʃən ˈlaɪnə **transatlantyk**
[10] **cruise** kruːz **rejs wycieczkowcem**
[11] **to cater to sb** tə ˈkeɪtə tə ˈsʌmbədɪ **adresować swoją ofertę do kogoś, zaspokajać czyjeś potrzeby**



The village of Hobbiton
Matamata, New Zealand

MODERN TOURISTS ARE SEEKING TRIPS THAT LEAVE THEM CHANGED, NOT JUST RESTED.

[12] **income** ˈɪnkʌm **dochód**
[13] **paid holidays** peɪd ˈhɒlədeɪz **płatny urlop**
[14] **to trigger** tə ˈtrɪgə **wywołać**
[15] **resort** rɪˈzɔːt **kurort**
[16] **affordable** əˈfɔːdəbl **przystępny cenowo**
[17] **package holidays** ˈpækɪdʒ ˈhɒlədeɪz **wyjazdy zorganizowane**
[18] **predictable** prɪˈdɪktəbl **przewidywalny**
[19] **crowded** ˈkraʊdɪd **zatłoczony**
[20] **to the extent that** tə ðiː ɪksˈtent ðæt **do tego stopnia, że**
[21] **seasoned** ˈsiːznd ***tu:*** **doświadczony, wytrawny**
[22] **familiar** fəˈmɪljə **znajomy**
[23] **to drive sth** tə draɪv ˈsʌmθɪŋ **napędzać coś**
[24] **demand for sth** dɪˈmɑːnd fə ˈsʌmθɪŋ **popyt na coś**
[25] **long-haul** ˈlɒŋ hɔːl ***tu:*** **odległy**
[26] **to boast about sth** tə ˈbəʊst əˈbaʊt ˈsʌmθɪŋ **chwalić się czymś**
[27] **to accumulate sth** tʊ əˈkjuːmjʊleɪt ˈsʌmθɪŋ **zgromadzić coś**
[28] **one-upmanship** ˈwʌnˈʌpmənʃɪp **wywyższanie się**
[29] **fasten your seatbelts** ˈfɑːsn jə siːt belts **zapnijcie pasy**
[30] **to take off** tə teɪk ɒf **startować**
[31] **round-the-world tour** raʊnd ðə wɜːld tʊə **podróż dookoła świata**
[32] **striking** ˈstraɪkɪŋ **uderzający**
[33] **generic** dʒəˈnerɪk **pospolity, zwykły**
[34] **sightseeing** ˈsaɪtˌsiːɪŋ **zwiedzanie**
[35] **rested** ˈrestɪd **wypoczęty**
[36] **industry** ˈɪndəstrɪ **branża**
[37] **survey** ˈsɜːveɪ **badanie, ankieta, sondaż**
[38] **worldwide** ˈwɜːldwaɪd **na świecie**
[39] **headline** ˈhedlaɪn **nagłówek**
[40] **skill** skɪl **umiejętność**
[41] **souvenir** ˈsuːvənɪə **pamiątka**
[42] **suntan** ˈsʌntæn **opalenizna**
[43] **gourmet cooking** ˈgʊəmeɪ ˈkʊkɪŋ **wykwintna kuchnia, gotowanie dla smakoszy**

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foraging for[45] wild herbs[46] and even falconry[47]. Hotels, resorts and retreats[48] are partnering with local experts to offer complete immersive[49] packages.

2. Set-jetting[50]

So-called[51] 'set-jetting' holidays are in vogue[52], in which people visit places featured[53] in books, films or television shows. Examples are tours built around locations used in Downton Abbey, various Jane Austin novels, and further afield[54] in New Zealand, for The Lord of the Rings and The Hobbit fans, the Hobbiton Set Tour.

3. Slow Travel and Immersive Travel

In 2026, slower is better. Travellers are rejecting[55] packed[56] itineraries[57] that cram in[58] as many landmarks[59] as possible in favour of[60] deep engagement with local culture and environment[61].

Road trips, camping and self-driven adventures fit this mindset[62] perfectly. They blend freedom with discovery, enabling exploration[63] at one's own pace[64], connecting with nature and locals. This type of experience remains particularly appealing[65] in America and Canada, where long highways, cheap fuel and numerous[66] national parks offer endless[67] variety[68]. Parts of Northern Europe also fit the bill[69].

[44] **craft** krɑ:ft **rzemiosło**
[45] **foraging for sth** 'fɒrɪdʒɪŋ fə 'sʌmθɪŋ **zbieranie czegoś**
[46] **herbs** hɜ:bz **zioła**
[47] **falconry** 'fɔ:lkənrɪ **sokolnictwo**
[48] **retreat** rɪ'tri:t **ośrodek wypoczynkowy, *też:* enklawa spokoju**
[49] **immersive** ɪ'mɜ:sɪv **wciągający, immersyjny**
[50] **set-jetting** set 'dʒetɪŋ **turystyka filmowa, podróżowanie do miejsc pojawiających się w filmach**
[51] **so-called** 'səʊ'kɔ:ld **tak zwany**
[52] **in vogue** ɪn vəʊg **modny**
[53] **featured** 'fi:tʃəd **pojawiający się, przedstawiony**
[54] **further afield** 'fɜ:ðər ə'fi:ld **dalej**
[55] **to reject sth** tə 'ri:dʒekt 'sʌmθɪŋ **odrzucać coś**

Another trend tied to slow travel is the working farm holiday[70], or farm charm experience[71]. Travellers are increasingly attracted to rural stays[72] where they can engage with[73] cultivation[74], animal care[75], gardening and countryside living, often alongside[76] local families.

This style blends education, authenticity and sustainability[77], drawing especially younger travellers who want experiential tourism[78] with roots in community[79] and place.

[56] **packed** pækt **wypełniony po brzegi**
[57] **itinerary** aɪ'tɪnərərɪ **plan podróży**
[58] **to cram in sth** tə kræm ɪn 'sʌmθɪŋ **wypełniać czas czymś**
[59] **landmark** 'lændmɑ:k **zabytek, charakterystyczny obiekt**
[60] **in favour of sth** ɪn 'feɪvər ɒv 'sʌmθɪŋ **na rzecz czegoś**
[61] **environment** ɪn'vaɪərənmənt **środowisko, otoczenie**
[62] **mindset** 'maɪndset **nastawienie, sposób myślenia**
[63] **exploration** ˌeksplɔ:'reɪʃən **zwiedzanie, odkrywanie nowych miejsc**
[64] **at one's own pace** æt wʌnz əʊn peɪs **we własnym tempie**
[65] **appealing** ə'pi:lɪŋ **pociągający**
[66] **numerous** 'nju:mərəs **liczny**
[67] **endless** 'endləs **nieograniczony**
[68] **variety** və'raɪətɪ **różnorodność**
[69] **to fit the bill** tə fɪt ðə bɪl **spełniać wymagania**
[70] **working farm holiday** 'wɜ:kɪŋ fɑ:m 'hɒlədeɪ **wakacje w czynnym, funkcjonującym gospodarstwie agroturystycznym (gdzie goście mogą brać udział w pracach, jeśli chcą)**
[71] **farm charm experience** fɑ:m tʃɑ:m ɪks'pɪərɪəns **doświadczenie wiejskiego uroku**
[72] **rural stay** 'rʊərəl steɪ **pobyt na wsi**
[73] **to engage with sth** tʊ ɪn'geɪdʒ wɪð 'sʌmθɪŋ **zaangażować się w coś**
[74] **cultivation** ˌkʌltɪ'veɪʃən **uprawa**
[75] **animal care** 'ænɪməl keə **opieka nad zwierzętami**
[76] **alongside X** ə'lɒŋ'saɪd eks **wraz z X**
[77] **sustainability** səˌsteɪnə'bɪlətɪ **zrównoważony rozwój**
[78] **experiential tourism** eksˌpɪərɪ'enʃəl 'tʊərɪzəm **"turystyka doświadczeń" (wyjazdy, podczas których ważniejsze od odhaczania zabytków jest głębokie zaangażowanie emocjonalne i poznawanie lokalnej kultury "od środka")**
[79] **community** kə'mju:nətɪ **społeczność, środowisko**

Info Box

Popular Destinations by Holiday Type

Skillcations
- Florence, Italy – Italian cooking and art workshops
- Kyoto, Japan – Traditional crafts and tea ceremonies
- Oaxaca, Mexico – Mezcal distilling and textile weaving[1]

Slow Travel and Road Trips
- Iceland – Ring Road self-drive adventure
- Scottish Highlands – Castles, lochs and remote villages
- California, USA – Pacific Coast Highway with camping and glamping[2]
- USA – The iconic Route 66
- Canada – Banff National Park – campervan touring

Quietcations and Digital Detox
- Hokkaido, Japan – Forest lodges and hot springs
- Slovenian Alps – Mountain cabins and mindfulness retreats
- Costa Rica – Rainforest eco-lodges with meditation

Wellness and Glowcations
- Kerala, India – Ayurvedic* healing retreats
- Iceland – Geothermal spa resorts
- South Korea – Spa and skincare-focused wellness resorts

Sustainable and Community-Based Travel
- Bali, Indonesia – Regenerative farm stays and eco-villages
- Patagonia, Chile/Argentina – Ecotrekking and wildlife projects
- Tuscany, Italy – Agritourism supporting local communities

[1] **weaving** 'wi:vɪŋ **tkactwo**
[2] **glamping** 'glæmpɪŋ **luksusowy kemping**

INFOBOX

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NEAR-FUTURE VS DISTANT FUTURE

Instructions: Complete the sentences using the Present Continuous for trends that are already in motion or represent a "near future" feeling of a planned shift, and Future Simple (will/won't) for predictions about the more distant or theoretical future of the industry.

1. This year, more and more travellers _____ (seek) trips that leave them changed rather than just rested.
2. Experts predict that it _____ (not / be) long before we rely solely on AI to design our entire personalised holidays.
3. Because of digital burnout, "quietcations" _____ (become) a mainstream response for professionals this season.
4. In the coming years, the traditional travel agent's job _____ (likely / be) in peril as automation matures.
5. "We _____ (partner) with local experts this month to offer new immersive "skillcation" packages at our resorts".
6. Looking ahead, travellers _____ (prioritise) depth and individuality over the old "one-size-fits-all" package holidays.
7. In the distant future, perhaps we _____ (witness) a move away from the "bucket list" mentality entirely.
8. Currently, many eco-conscious tourists _____ (look) for ways to give back to the environment through regenerative stays.

BEM TEST

Answers: 1. are seeking, 2. will not be, 3. are becoming, 4. will likely be, 5. are partnering, 6. will prioritise, 7. will witness, 8. are looking

4. Wellness[80], Regeneration and Detox

We are used to the idea of a holiday being a chance to 'recharge your batteries[81],' but now that reboot[82] has extended to[83] physical, emotional and spiritual restoration[84]. Here is how it is being manifested[85]:

- Quietcations and Silent Retreats
  The demand for peace and digital detox is growing rapidly. Concepts like quietcations and silent retreats, holidays designed around stillness[86], mindfulness[87] and immersive nature experiences are becoming mainstream responses[88] to digital burnout[89].

Whether in a forest cabin[90] or a mountainside lodge[91], these trips prioritise mental clarity[92] and emotional replenishment[93] over traditional sightseeing. They reflect a broader cultural shift[94]: travel as wellness, not just relaxation.

- Glowcations
  Emerging[95] strongly in 2026 are glowcations – trips designed around health, beauty and wellness. These combine spa treatments[96], specialised skincare[97] programmes, sleep therapies and personalised health plans. We can add to this yoga retreats, mindfulness workshops[98], forest bathing, and even "sound therapy" holidays.

HOLIDAYS DESIGNED AROUND STILLNESS, MINDFULNESS AND IMMERSIVE NATURE EXPERIENCES ARE BECOMING MAINSTREAM.

5. Sustainable and Conscious[99] Exploration

Eco-conscious choices now influence destinations, transport, hotels and activities. Some travellers are looking for ways to give back[100] to the environment by engaging in wildlife conservation[101], regenerative agriculture stays and supporting[102]

[80] **wellness** 'welnəs ***tu:*** **dobrostan**
[81] **to recharge one's batteries** tə ˌri:'tʃɑ:dʒ wʌnz 'bætərɪz **naładować akumulatory**
[82] **reboot** 'ri:bu:t **reset**
[83] **to extend to sth** tʊ ɪks'tend tə 'sʌmθɪŋ **rozwinąć się, rozszerzyć się do czegoś**
[84] **restoration** ˌrestə'reɪʃən **odnowa, regeneracja**
[85] **to manifest** tə 'mænɪfest **objawiać się**
[86] **stillness** 'stɪlnəs **spokój**
[87] **mindfulness** 'maɪndflnəs **uważność**
[88] **response** rɪs'pɒns **odpowiedź**
[89] **burnout** 'bɜ:n'aʊt **wypalenie**
[90] **forest cabin** 'fɒrɪst 'kæbɪn **leśna chatka**
[91] **mountainside lodge** 'maʊntənsaɪd lɒdʒ **domek w górach**
[92] **mental clarity** 'mentl 'klærətɪ **jasność umysłu**
[93] **emotional replenishment** ɪ'məʊʃənl rɪ'plenɪʃmənt **emocjonalna regeneracja**
[94] **cultural shift** 'kʌltʃərəl ʃɪft **zmiana kulturowa**
[95] **to emerge** tʊ ɪ'mɜ:dʒ ***tu:*** **zyskiwać popularność**
[96] **spa treatment** spɑ: 'tri:tmənt **zabiegi spa**
[97] **skincare** 'skɪnkeə(r) **pielęgnacja skóry**
[98] **workshops** 'wɜ:kʃɒps **warsztaty**
[99] **conscious** 'kɒnʃəs **świadomy**
[100] **to give back** tə gɪv bæk **oddawać**
[101] **wildlife conservation** 'waɪldlaɪf ˌkɒnsɜ:'veɪʃən **ochrona przyrody**
[102] **to support sth** tə sə'pɔ:t 'sʌmθɪŋ **wspierać coś**

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community-led tourism initiatives. Places that champion[103] local culture and protect fragile[104] ecosystems are experiencing strong growth.

This trend includes:

- Low-impact itineraries: fewer flights, more train journeys and local transport.
- Regenerative tourism: activities that leave destinations better than before.
- Community empowerment[105]: staying in locally owned lodges, hiring[106] local guides[107], and eating local food.

The goal is to travel with a positive social and environmental impact, in short[108], leaving somewhere in a better state than when you arrived. This is in stark contrast to[109] past decades of overtourism[110], that has changed many places beyond recognition[111] and put home prices beyond the reach[112] of locals.

AI[113] and Bespoke[114] Planning

Really? Is AI involved in planning our holidays too? Artificial intelligence has matured into[115] becoming a critical[116] travel tool[117]. AI can crunch[118] weather data, local events, culinary hotspots[119] and cultural calendars to produce deeply customised[120] itineraries. The traditional travel agent's[121] job may be in peril[122]. Many of us now book our own flights and accommodation[123]. It may not be long before we rely solely[124] on[125] AI to design a personalised holiday using the criteria we have given it.

Personalisation and Meaning Above All

Travel trends for 2026 have moved a long way from mass tourism, one-size-fits-all[126] package holidays – although they will always have a place in the travel mix. Increasingly, today's travellers are prioritising depth, meaning and individuality. It constitutes[127] a fundamental rethink[128] of the bucket list concept in which, fridge magnet[129] purchased and selfie snapped[130], you can cross it off[131] the list and swiftly[132] move on[133]. In 2026, more travellers are asking themselves, how does this enrich[134] me?



Woman having Ayurvedic spa treatmen

* Ayurvedic medicine is a holistic healing system that originated in India around 5,000 years ago, focusing on harmonising three vital energies that practitioners believe govern physical, mental and spiritual well-being.

[103] **to champion sth** tə 'tʃæmpjən 'sʌmθɪŋ **promować coś**
[104] **fragile** 'frædʒaɪl **kruchy, delikatny**
[105] **empowerment** ɪm'paʊəmənt **wzmocnienie**
[106] **to hire** tə 'haɪə 'sʌmbədɪ **wynajmować**
[107] **guide** gaɪd **przewodnik**
[108] **in short** ɪn ʃɔ:t **krótko mówiąc**
[109] **to be in stark contrast to sth** tə bi: ɪn stɑ:k 'kɒntrɑ:st tə 'sʌmθɪŋ **wyraźnie się od czegoś różnić**
[110] **overtourism** ˌəʊvə'tʊərɪzəm **nadmierna turystyka**
[111] **beyond recognition** bɪ'jɒnd ˌrekəg'nɪʃən **nie do poznania**
[112] **beyond the reach** bɪ'jɒnd ðə ri:tʃ **poza zasięgiem**
[113] **AI = artificial intelligence** ˌeɪ 'aɪ =ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**
[114] **bespoke** bɪ'spəʊk **dopasowany**
[115] **to mature into sth** tə mə'tjʊə 'ɪntʊ 'sʌmθɪŋ **przekształcić się w coś**
[116] **critical** 'krɪtɪkəl **kluczowy, istotny**
[117] **tool** tu:l **narzędzie**
[118] **to crunch sth** tə krʌntʃ 'sʌmθɪŋ ***tu:*** **przetwarzać coś**
[119] **hotspot** 'hɒtspɒt **popularny lokal**
[120] **customised** 'kʌstəmaɪzd **wykonany na zamówienie**
[121] **travel agent's** 'trævl 'eɪdʒənts **biuro podróży**
[122] **to be in peril** tə bi: ɪn 'perɪl **być zagrożonym**
[123] **accommodation** əˌkɒmə'deɪʃən **zakwaterowanie, nocleg**
[124] **solely** 'səʊllɪ **wyłącznie**
[125] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**
[126] **one-size-fits-all** ˌwʌn saɪz fɪts 'ɔ:l **uniwersalny**
[127] **to constitute sth** tə 'kɒnstɪtju:t 'sʌmθɪŋ **stanowić coś**
[128] **rethink** ˌri:'θɪŋk **zrewidowanie**
[129] **fridge magnet** frɪdʒ 'mægnət **magnes na lodówkę**
[130] **to snap** tə snæp **pstrykać, robić zdjęcie**
[131] **to cross sth off** tə krɒs 'sʌmθɪŋ ɒf **skreślić coś**
[132] **swiftly** 'swɪftlɪ **szybko**
[133] **to move on** tə mu:v ɒn **przejść dalej**
[134] **to enrich sb** tʊ ɪn'rɪtʃ 'sʌmbədɪ **wzbogacać kogoś**

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by Janet Sandford

Ruby Wax: The Mindful[1] Comedian

Ruby Wax's brash[2] American comic persona[3] is well-known to British audiences[4], but behind the façade[5] lies a deep, mindful and multifaceted[6] person who, in recent years[7], has passed on[8] her accumulated wisdom[9].

SHE GRILLED FIGURES FROM MADONNA AND IMELDA MARCOS TO PAMELA ANDERSON AND DONALD TRUMP, OFTEN DRAWING MASSIVE AUDIENCES AND CRITICAL ATTENTION.

She was born Ruby Wachs on 19 April 1953 in Evanston, Illinois, a suburb[10] of Chicago. Her parents, Austrian Jews who fled[11] Vienna in 1938 to escape the Nazis, settled[12] in the US, where her father became a sausage[13] manufacturer[14] and her mother an accountant[15]. She attended[16] Evanston Township High School and later studied psychology at the University of California, Berkeley, though she left after a year without completing her degree[17].

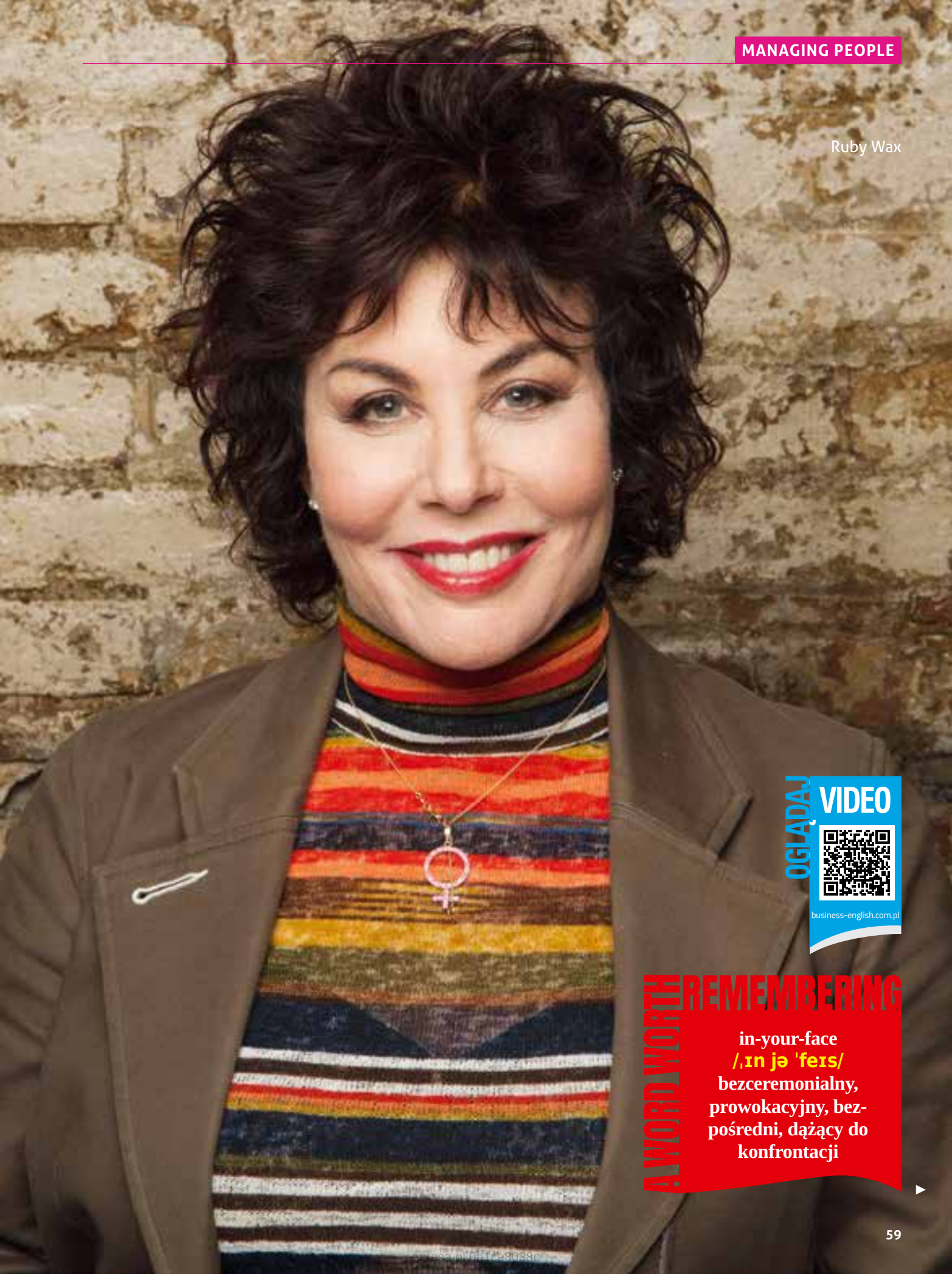
From Shakespeare to Stand-Up

Drawn to performance[18] rather than academia[19], she moved to the United Kingdom in the 1970s, enrolling at[20] the Royal Scottish Academy of Music and Drama in Glasgow to pursue acting[21].

The young Ms Wax began her career on the stage. After graduating[22], she worked as a straight[23] theatre actress at venues[24] such as the Crucible Theatre in Sheffield. She then joined the Royal Shakespeare Company in 1978, appearing in classic theatre productions such as *Measure for Measure* and *Love's Labour's Lost*.

[1] **mindful** 'maɪndfʊl **świadomy**
[2] **brash** bræʃ **bezczelny, arogancki**
[3] **persona** pɜː'səʊnə **wizerunek, osoba**
[4] **audience** 'ɔːdjəns **publiczność, odbiorcy**
[5] **façade** fə'sɑːd **fasada**
[6] **multifaceted** ˌmʌlti'fæsətɪd **złożony**
[7] **in recent years** ɪn 'riːsnt jɪəz **w ostatnich latach**
[8] **to pass on sth** tə pɑːs ɒn 'sʌmθɪŋ **przekazywać coś**
[9] **accumulated wisdom** ə'kjuːmjʊleɪtɪd 'wɪzdəm **nagromadzona wiedza, życiowa mądrość**
[10] **suburb** 'sʌbɜːb **przedmieście, podmiejska dzielnica**
[11] **to flee X** tə fliː eks **uciekać z X, opuszczać X**
[12] **to settle** tə 'setl **osiedlać się**
[13] **sausage** 'sɒsɪdʒ **kiełbasa**
[14] **manufacturer** ˌmænjʊ'fæktʃərə **producent, wytwórca**
[15] **accountant** ə'kaʊntənt **księgowy**
[16] **to attend sth** tʊ ə'tend 'sʌmθɪŋ **uczęszczać na coś, do czegoś**
[17] **to complete a degree** tə kəm'pliːt ə dɪ'griː **ukończyć studia**
[18] **performance** pə'fɔːməns **występy sceniczne**
[19] **academia** ˌækə'diːmiə **akademicki świat**
[20] **to enrol at sth** tʊ ɪn'rəʊl æt 'sʌmθɪŋ **zapisać się na coś**
[21] **to pursue acting** tə pə'sjuː 'æktɪŋ **zająć się aktorstwem**
[22] **graduating** 'grædjʊeɪtɪŋ **ukończenie studiów**
[23] **straight** streɪt ***tu:*** **dramatyczny**
[24] **venue** 'venjuː **obiekt, miejsce**

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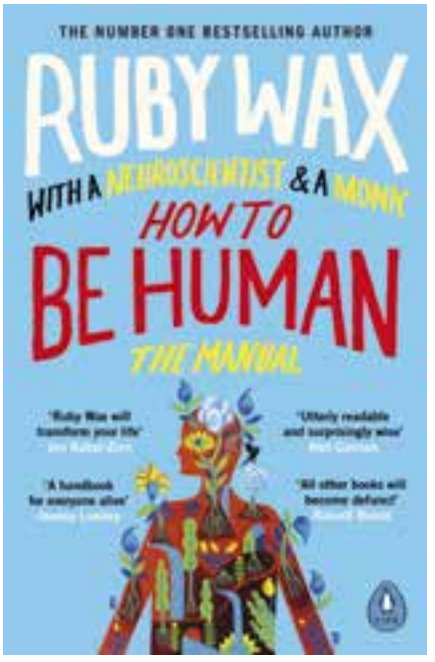


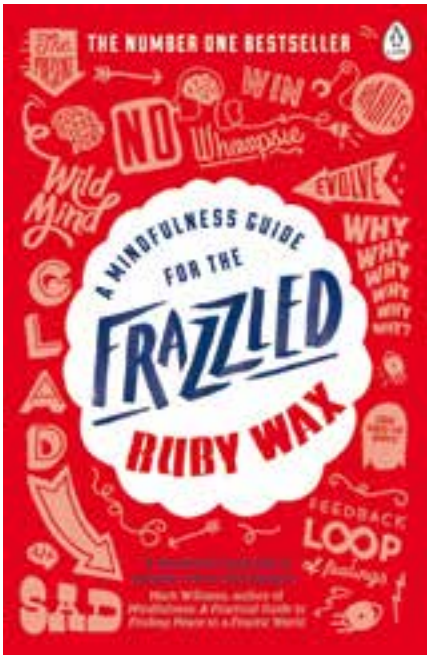
Ruby Wax

OGLĄDAJ VIDEO
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A WORD WORTH REMEMBERING

in-your-face
/ˌɪn jə ˈfeɪs/
bezceremonialny, prowokacyjny, bezpośredni, dążący do konfrontacji





Despite her classical training and prestigious Shakespearean experience[25], some of her thespian[26] colleagues were unimpressed[27] by her acting and felt it was not her vocation[28]. An early piece of harsh advice[29] from fellow[30] actor Alan Rickman was, *"Start doing comedy because you're a* crap[31] *actress!"* This tough love[32] pointed Ruby towards drawing on[33] her abundant[34] natural comedic talents.

Riding the New Wave

The late 1970s and early 1980s were a pivotal[35] period in British arts. Music had quickly evolved from Punk to New Romantic and New Wave, while the Margaret Thatcher government[36] presided over a politically and socially turbulent[37] environment[38]. These elements provided fertile soil[39] for what became a burgeoning[40] alternative comedy scene. This movement[41] rejected[42] conventional stand-up norms, favouring bold[43], often improvised performances, humorous personal and social observations[44], and cutting[45] political satire[46]. It suited[47] the in-your-face[48] Ruby Wax to a tee[49]. Along with Dawn French and Jennifer Saunders, who were also making a name for themselves[50] in the comedy clubs, she created and starred in the ITV sitcom *Girls on Top* (1985–86), which brought her to a mainstream national audience.

Her television presence[51] quickly expanded. In 1987, she fronted[52] her own comedy chat show[53], *Don't Miss Wax* on Channel 4, and by the early 1990s, she had become a familiar face[54] on the BBC. On *The Full Wax* (1991–94) and later *Ruby Wax Meets…* (1996–98), she conducted[55] irreverent[56] interviews where she exploited[57] British perceptions[58] of the loud, unfiltered[59] American – a character she hammed up[60] to the max.

She grilled[61] figures from Madonna and Imelda Marcos, to Pamela Anderson and Donald Trump, often drawing[62] massive audiences and critical attention[63].

Hot Wax[64]

As was typical of her humour, she straddled the line[65] (sometimes falling off[66]) of what was funny and what was embarrassingly[67] uncomfortable. For example,

[25] **experience** ɪksˈpɪərɪəns **doświadczenie**
[26] **thespian** ˈθespɪən **aktor**
[27] **unimpressed** ˌʌnɪmˈprest **niebędący pod wrażeniem**
[28] **vocation** vəʊˈkeɪʃən **powołanie**
[29] **harsh advice** hɑːʃ ədˈvaɪs **brutalna prawda, *dosł.* brutalna rada**
[30] **fellow** ˈfeləʊ ***pot.*** **kolega, kumpel**
[31] **crap** kræp ***pot.*** **beznadziejny, gówniany**
[32] **tough love** tʌf lʌv **twarda, szorstka miłość**
[33] **to draw on sth** tə drɔː ɒn ˈsʌmθɪŋ **sięgać do czegoś**
[34] **abundant** əˈbʌndənt **bogaty**
[35] **pivotal** ˈpɪvətl **kluczowy**
[36] **government** ˈgʌvnmənt **rząd**
[37] **turbulent** ˈtɜːbjʊlənt **niespokojny**
[38] **environment** ɪnˈvaɪərənmənt **środowisko**
[39] **fertile soil** ˈfɜːtaɪl sɔɪl **żyzna gleba**
[40] **burgeoning** ˈbɜːdʒənɪŋ **rosnący**
[41] **movement** ˈmuːvmənt **ruch, trend**
[42] **to reject sth** tə ˈriːdʒekt ˈsʌmθɪŋ **odrzucać coś**
[43] **bold** bəʊld **śmiały, bezczelny**
[44] **social observation** ˈsəʊʃəl ˌɒbzɜːˈveɪʃən **obserwacja społeczna, komentarz społeczny**
[45] **cutting** ˈkʌtɪŋ ***tu:*** **kąśliwy**
[46] **political satire** pəˈlɪtɪkəl ˈsætaɪə **satyra polityczna**
[47] **to suit** tə suːt **pasować**
[48] **in-your-face** ˌɪn jə ˈfeɪs **bezceremonialny, prowokacyjny, bezpośredni, dążący do konfrontacji**
[49] **to a tee** tʊ ə tiː **idealnie**
[50] **to make a name for yourself** tə meɪk ə neɪm fə jɔːˈself **wyrabiać sobie markę, zyskać reputację**
[51] **presence** ˈprezns **obecność**
[52] **to front sth** tə frʌnt,ˈsʌmθɪŋ ***tu:*** **prowadzić coś**
[53] **chat show** tʃæt ʃəʊ **talk show**
[54] **familiar face** fəˈmɪljə feɪs **znajoma twarz**
[55] **to conduct sth** tə ˈkɒndʌkt ˈsʌmθɪŋ **przeprowadzać coś**
[56] **irreverent** ɪˈrevərənt **lekceważący, niepokorny, pozbawiony szacunku**
[57] **to exploit sth** tʊ ɪkˈsplɔɪt ˈsʌmθɪŋ **wykorzystywać coś**
[58] **perception** pəˈsepʃən **postrzeganie, wyobrażenie**
[59] **unfiltered** ʌnˈfɪltəd **bezpośredni**
[60] **to ham sth up** tə hæm ˈsʌmθɪŋ ʌp **grać coś z przesadą, przerysowywać coś**
[61] **to grill sb** tə grɪl ˈsʌmbədɪ **maglować kogoś**
[62] **to draw sb** tə drɔː ˈsʌmbədɪ **przyciągać kogoś**
[63] **critical attention** ˈkrɪtɪkəl əˈtenʃən **uwaga krytyków**
[64] **hot wax** hɒt wæks **gorący wosk**
[65] **to straddle the line** tə ˈstrædl ðə laɪn **balansować na linie**
[66] **to fall off** tə fɔːl ɒf **spadać**
[67] **embarrassingly** ɪmˈbærəsɪŋlɪ **żenująco**

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DESPITE PUBLIC SUCCESS, WAX'S PERSONAL LIFE WAS MARKED BY YEARS OF BIPOLAR DISORDER AND DEPRESSION.

in her 1994 interview with Madonna, the prima donna remained serious and defensive throughout[68]. A stunt[69] by Wax of putting Madonna's underwear[70] on her head failed to lighten the mood[71]. The atmosphere became so awkward[72] that Wax later described it as a "car crash[73]" of an interview.

Undeterred[74], in 2000, she conducted a one-off[75] interview with Donald Trump. Given her previous track record[76] of cringeworthy[77] moments, the interview with the future president reached new heights[78] of awkwardness[79] as his demeanour[80] moved from bafflement[81] to irritation[82]. Things took a nosedive[83] when he said he wanted to become president, and she laughed, thinking he was joking. Seeing his ire[84] at her irreverent questioning, she said, *"Do you hate me?"* He replied, *"No, I think you're fine, but that's enough."*

Nonetheless[85], her willingness[86] to confront fame and celebrity with humour and naïve curiosity made her a mischievous[87] icon of British TV.

She also contributed behind the scenes[88] in television, working as script editor[89] on the hugely successful BBC sitcom Absolutely Fabulous, hooking up once more with[90] Jennifer Saunders, from 1992 to 2012. She was responsible for much of the comedy's sharp, satirical edge[91] and brutal one-liners[92] and putdowns[93], while also making occasional on-screen appearances[94].

At the peak of her powers[95], and an established figure[96] both in front of and behind the camera[97], you might assume[98] she would have capitalised on[99] her success by devising[100] a new series and naming her price[101]. However, as her interviewees[102] found, she has a way of blindsiding[103] people.

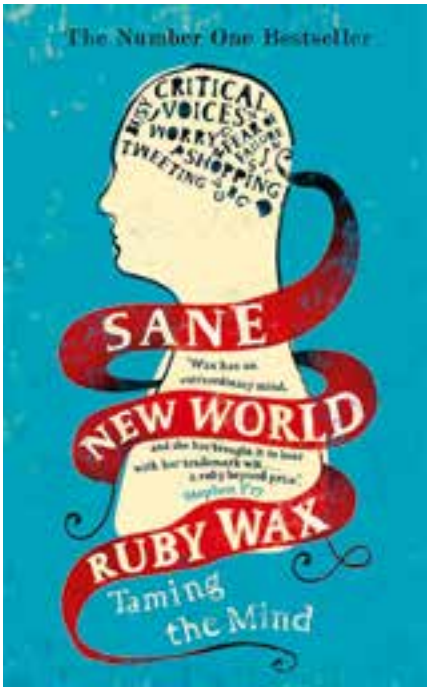
Mindfulness[104] and Mental Health[105]: A Transformative Turning Point[106]

Despite public success, Wax's personal life was marked by years of bipolar disorder[107] and depression, struggles[108] she initially kept private[109]. But in the late 2000s and early 2010s, she began transforming that pain into performance and advocacy[110]. Her 2010 stand-up show, *Losing It*,

[68] **throughout** θruː'aʊt **od początku do końca**
[69] **stunt** stʌnt **numer, wygłup**
[70] **underwear** 'ʌndəweə **bielizna**
[71] **to lighten the mood** tə 'laɪtn ðə muːd **rozluźnić atmosferę**
[72] **awkward** 'ɔːkwəd **niezręczny**
[73] **car crash** kɑː kræʃ ***pot.*** **klapa, fiasko**
[74] **undeterred** ˌʌndɪ'tɜːd **niezrażony**
[75] **one-off** ˌwʌn 'ɒf **pojedynczy, wyjątkowy, nie wchodzący w skład serii**
[76] **track record** træk 'rekɔːd **dorobek, lista dokonań**
[77] **cringeworthy** 'krɪndʒwɜːðɪ **żenujący**
[78] **to reach new heights** tə riːtʃ njuː haɪts **osiągnąć niespotykany dotychczas poziom**
[79] **awkwardness** 'ɔːkwədnɪs **niezręczność**
[80] **demeanour** dɪ'miːnə **zachowanie**
[81] **bafflement** 'bæflmənt **konsternacja**
[82] **irritation** ˌɪrɪ'teɪʃən **irytacja, rozdrażnienie**
[83] **to take a nosedive** tə teɪk ə 'nəʊzdaɪv ***idiom:*** **zaliczyć upadek**
[84] **ire** 'aɪə **gniew**
[85] **nonetheless** ˌnʌnðə'les **niemniej jednak**
[86] **willingness** 'wɪlɪŋnəs **ochota**
[87] **mischievous** 'mɪstʃɪvəs **psotliwy, figlarny, szelmowski**
[88] **behind the scenes** bɪ'haɪnd ðə siːnz **za kulisami**
[89] **script editor** skrɪpt 'edɪtə **doradca scenariuszowy, specjalista, który dba o to, aby scenariusz był jak najlepszy przed rozpoczęciem zdjęć (jego zadaniem jest wyłapywanie błędów, poprawianie struktury i dbanie o spójność historii)**
[90] **to hook up with sb** tə hʊk ʌp wɪð 'sʌmbədɪ **połączyć z kimś siły, sprzymierzyć się z kimś**
[91] **satirical edge** sə'tɪrɪkəl edʒ **ostrze satyry**
[92] **one-liner** ˌwʌn 'laɪnə(r) ***fr.*** **bon mot (*dosł.* dobre słowo), krótkie, błyskotliwe i dowcipne powiedzenie lub celna riposta**
[93] **putdown** 'pʊt daʊn **obelga, afront**
[94] **on-screen appearance** ˌɒn 'skriːn ə'pɪərəns **pojawienie się na ekranie**
[95] **at the peak of her powers** æt ðə piːk ɒv hɜː 'paʊəz **u szczytu jej sił**
[96] **established figure** ɪs'tæblɪʃt 'fɪgə **uznana postać**
[97] **in front of and behind the camera** ɪn frʌnt ɒv ənd bɪ'haɪnd ðə 'kæmərə **przed i za kamerą**
[98] **to assume** tʊ ə'sjuːm **zakładać**
[99] **to capitalise on sth** tə 'kæpɪtəlaɪz ɒn 'sʌmθɪŋ **zbijać kapitał na czymś**
[100] **to devise** tə dɪ'vaɪz **opracować, wymyślić**
[101] **to name one's price** tə neɪm wʌnz praɪs **podać swoją cenę**
[102] **interviewee** ˌɪntəvjuː'iː **rozmówca**
[103] **blindsiding** 'blaɪndsaɪdɪŋ **zaskakiwanie**
[104] **mindfulness** 'maɪndflnəs **uważność**
[105] **mental health** 'mentl helθ **zdrowie psychiczne**
[106] **turning point** 'tɜːnɪŋ pɔɪnt **punkt zwrotny**
[107] **bipolar disorder** 'baɪ'pəʊlə dɪs'ɔːdə **choroba afektywna dwubiegunowa**
[108] **struggles** 'strʌglz **zmagania**
[109] **to keep private** tə kiːp 'praɪvɪt **utrzymywać w tajemnicy**
[110] **advocacy** 'ædvəkəsɪ **rzecznictwo**



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candidly[111] tackled[112] her mental health, including the time she had spent in a psychiatric clinic. This paved the way for[113] a more profound shift[114] in her career.

In 2013, she drilled down deeply into[115] psychology by earning a Master's degree[116] in Mindfulness-Based Cognitive Therapy from the University of Oxford. This wasn't just about getting a qualification or finally putting her academic demons to bed[117]; it signalled a significant[118] change of direction and emphasis as a mental health educator and campaigner.

In 2013, she released[119] the book *Sane New World*: *Taming the Mind*, which became a Sunday Times number-one bestseller, blending personal narrative with insights[120] into the mind. In it, she:

- explores why the modern mind is overwhelmed[121], arguing that anxiety[122] and stress are often the by-products[123] of how the brain evolved rather than personal weakness[124].
- uses her own experiences with depression to demystify[125] how thoughts spiral[126] and why we mistake them for reality.
- positions mental health as a skill to be learned, not a condition[127] to be hidden[128].

Ruby followed up the success of *Sane New World* with two subsequent[129] titles:

A Mindfulness Guide for the Frazzled (2016)

- Focuses on everyday stress rather than clinical illness[130], aimed at people who feel constantly overloaded[131] but functional.
- Breaks mindfulness down[132] into manageable[133], realistic practices that fit around[134] work and family life.
- Challenges common myths about meditation, presenting it as a mental habit[135] rather than a spiritual lifestyle[136].
- Encourages readers to notice[137] their mental autopilot and interrupt[138] it before burnout[139] sets in[140].

How to Be Human: The Manual (2018)

- Broadens the discussion[141] beyond stress to examine how humans think, feel, connect and self-sabotage[142].
- Combines humour with neuroscience and philosophy to explain why our brains often work against us.
- Looks at themes such as compassion[143], addiction[144], relationships and identity[145] through a mindful lens[146].
- Treats self-understanding[147] as a lifelong practice rather than a quick fix[148].

While initially, it might seem that neuroscience[149] is something of a departure[150] from comedy, Ruby Wax embodies[151] the adage[152] that tragedy is just underdeveloped comedy[153]. They often go hand in hand[154], and she reveals[155] and often pokes fun at[156] the challenges of being human. Ruby Wax has built on her own struggles

[111] **candidly** 'kændɪdli **szczerze, otwarcie**
[112] **to tackle sth** tə 'tækl ***tu:*** **opowiedzieć o czymś**
[113] **to pave the way for sth** tə peɪv ðə weɪ fə 'sʌmθɪŋ **utorować drogę czemuś**
[114] **profound shift** prə'faʊnd ʃɪft **istotna zmiana**
[115] **to drill down into sth** tə drɪl daʊn 'ɪntʊ 'sʌmθɪŋ **wgryźć się, zagłębić się w coś**
[116] **master's degree** 'mɑ:stəz dɪ'gri: **tytuł magistra**
[117] **to put sth to bed** tə pʊt 'sʌmθɪŋ tə bed **doprowadzić coś do końca**
[118] **significant** sɪg'nɪfɪkənt **znaczący**
[119] **to release sth** tə rɪ'li:s 'sʌmθɪŋ **wydać, opublikować coś**
[120] **insight** 'ɪnsaɪt **wgląd**
[121] **overwhelmed** ˌəʊvə'welmd **przeciążony, przebodźcowany**
[122] **anxiety** æŋ'zaɪətɪ **niepokój, lęk**
[123] **by-product** 'baɪˌprɒdʌkt **skutek uboczny**
[124] **weakness** 'wi:knəs **słabość**
[125] **to demystify sth** tə di:'mɪstɪfaɪ 'sʌmθɪŋ **objaśniać coś, demistyfikować**
[126] **to spiral** tə 'spaɪərəl **pogarszać się**
[127] **condition** kən'dɪʃən **stan, przypadłość**
[128] **to hide sth** tə haɪd 'sʌmθɪŋ **ukrywać coś**
[129] **subsequent** 'sʌbsɪkwənt **kolejny**
[130] **illness** 'ɪlnəs **choroba**
[131] **overloaded** 'əʊvələʊdɪd **przeciążony, przytłoczony**
[132] **to break sth down** tə breɪk 'sʌmθɪŋ daʊn **rozkładać coś na części**
[133] **manageable** 'mænɪdʒəbl **wykonalny**
[134] **to fit around sth** tə fɪt ə'raʊnd 'sʌmθɪŋ **pasować do czegoś, pogodzić z czymś**
[135] **habit** 'hæbɪt **nawyk, zwyczaj**
[136] **spiritual lifestyle** 'spɪrɪtjʊəl 'laɪfstaɪl **duchowy styl życia**
[137] **to notice sth** tə 'nəʊtɪs 'sʌmθɪŋ **zauważać coś**
[138] **to interrupt** tʊ ˌɪntə'rʌpt ***tu:*** **wyłączać**
[139] **burnout** 'bɜ:n'aʊt **wypalenie**
[140] **to set in** tə set ɪn **pojawić się**
[141] **to broaden the discussion** tə 'brɔ:dn ðə dɪs'kʌʃən **poszerzać pole dyskusji**
[142] **to self-sabotage** tə self 'sæbətɑ:ʒ **działać autodestrukcyjnie**
[143] **compassion** kəm'pæʃən **współczucie**
[144] **addiction** ə'dɪkʃən **uzależnienie**
[145] **identity** aɪ'dentətɪ **tożsamość**
[146] **lens** lenz **soczewka**
[147] **self-understanding** self ˌʌndə'stændɪŋ **rozumienie samego siebie, samopoznanie**
[148] **quick fix** kwɪk fɪks **doraźne rozwiązanie**
[149] **neuroscience** 'njʊərəʊsaɪəns **neuronauka**
[150] **departure** dɪ'pɑ:tʃə **odejście**
[151] **to embody sth** tʊ ɪm'bɒdɪ 'sʌmθɪŋ **uosabiać coś**
[152] **adage** 'ædɪdʒ **przysłowie**
[153] **tragedy is just underdeveloped comedy** 'trædʒɪdɪ ɪz dʒʌst 'ʌndədɪ'veləpt 'kɒmədɪ **tragedia to po prostu niedopracowana (nierozwinięta) komedia**
[154] **to go hand in hand** tə gəʊ hænd ɪn hænd **iść ręka w rękę, iść ramię w ramię**
[155] **to reveal sth** tə rɪ'vi:l 'sʌmθɪŋ **wyjawiać, odsłaniać coś**
[156] **to poke fun at sth** tə pəʊk fʌn ət 'sʌmθɪŋ **żartować z czegoś**

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RUBY WAX HAS BUILT ON HER OWN STRUGGLES TO HELP OTHERS TO SHOW MORE SELF-COMPASSION AND LEARN HOW TO BECOME MASTERS OF THEIR THOUGHTS.

to help others to show more self-compassion[157] and learn how to become masters of their thoughts rather than slaves[158] to them. This is highlighted in some of her best-known quotes[159] on the subject:

"Thoughts aren't facts; they can only hurt you if you buy into[160] *them."*

"This disease[161] *comes with a package:* shame[162]*. When any other part of your body gets sick, you get sympathy."*

"Life is not a rerun[163]*, we don't have* stunt doubles[164] *or* understudies[165]*… it actually matters what we do."*

She was formally recognised in 2015, when she was appointed[166] Honorary Officer of the Order of the British Empire[167] (OBE) for her services to mental health, and she is a visiting professor[168] in Mental Health Nursing at the University of Surrey.

Continuing Influence at 73: Funny and Wise[169]

Now in her early 70s, Ruby Wax remains as dynamic and energetic as ever. She appeared on the long-running Australian jungle-based reality show, *I'm a Celebrity… Get Me Out of Here!* in November–December 2025, lasting just over two weeks before being voted out[170] fifth (of 12). During her stay, she completed a bush tucker[171] eating trial[172], consuming insects and animal offal[173], while bringing her inimitable[174] humour to the camp. She has also been engaged in a stage show[175] and book, *I'm Not As Well As I Thought I Was*, that explores her ongoing[176] journey with mental health.

What sets Ruby Wax apart[177] is not just her sharp comedic timing but her willingness to expose[178] vulnerability[179] with humour. Whether with a studio audience or in a mindfulness seminar, her comedy remains as challenging and irreverent as ever, but with age, it is now tempered with[180] wisdom[181] and compassion.

[157] **self-compassion** self kəm'pæʃən **samowspółczucie**
[158] **slave** sleɪv **niewolnik**
[159] **quote** kwəʊt **cytat**
[160] **to buy into sth** tə baɪ 'ɪntʊ 'sʌmθɪŋ **dać się przekonać do czegoś**
[161] **disease** dɪ'ziːz **choroba**
[162] **shame** ʃeɪm **wstyd**
[163] **rerun** 'riː'rʌn **powtórka**
[164] **stunt double** stʌnt 'dʌbl **kaskader**
[165] **understudy** 'ʌndəˌstʌdɪ **dubler**
[166] **appointed** ə'pɔɪntɪd **odznaczony**
[167] **Honorary Officer of the Order of the British Empire** 'ɒnərərɪ 'ɒfɪsər ɒv ðiː 'ɔːdər ɒv ðə 'brɪtɪʃ 'empaɪə **Oficer Orderu Imperium Brytyjskiego**
[168] **visiting professor** 'vɪzɪtɪŋ prə'fesə **profesor wizytujący**
[169] **wise** waɪz **mądry**
[170] **voted out** 'vəʊtɪd aʊt ***tu:*** **wyeliminowany głosami widzów**
[171] **bush tucker** bʊʃ 'tʌkə **rodzima żywność pochodząca z Australii i spożywana przez jej pierwotnych mieszkańców**
[172] **trial** 'traɪəl **próba, test**
[173] **animal offal** 'ænɪməl 'ɒfəl **podroby**
[174] **inimitable** ɪ'nɪmɪtəbl **niepodrabialny**
[175] **stage show** steɪdʒ ʃəʊ **widowisko sceniczne**
[176] **ongoing** 'ɒnˌgəʊɪŋ **trwający**
[177] **to set sb apart** tə set 'sʌmbədɪ ə'pɑːt **wyróżniać kogoś**
[178] **to expose sth** tʊ eks'pəʊz 'sʌmθɪŋ **odsłaniać coś**
[179] **vulnerability** ˌvʌlnərə'bɪlətɪ **słaby punkt**
[180] **tempered with sth** 'tempəd wɪð 'sʌmθɪŋ **złagodzony czymś**
[181] **wisdom** 'wɪzdəm **mądrość**



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The People Who Wear You Out[1]

New research[2] suggests that your most stressful relationships[3] may actually be taking years off your life. Take a chill pill[4] with BEM's **Jonathan Sidor** to explore how so-called[5] "hasslers[6]" affect your health – and what you can do about it.

We often hear that strong relationships are the key to a long and healthy life. Friends and family members[7] who have your back[8] can help you manage[9] stress, build better interpersonal skills, and even live longer. But what happens when the opposite is true? Can our more draining[10] relationships shorten our lifespans[11]? In a nutshell[12] – yes.

The Hasslers Among Us

According to a recent study[13] published in Proceedings of the National Academy of Sciences, some relationships may, in fact, speed up the aging process. These pernicious[14] connections – referred to as[15] hasslers – don't just suck out[16] your energy. They might also be leaving a measurable[17] mark[18] on your body.

So, who exactly is a hassler? According to the research, hasslers are individuals in your social circle[19] who regularly create stress instead of[20] reducing it. In many cases, these are family members who constantly nag[21] you, friends who stir up[22] drama[23], or co-workers[24] who do nothing but make your workday harder.

Researcher Byungkyu Lee made an important distinction[25]: hasslers don't just create occasional[26] conflicts. They're people who repeatedly make life more difficult, constantly making waves[27], criticising, or demanding[28] help.

Interestingly enough[29], the study found that nearly 30 percent of us already have at least one such person in our lives.

The Link[30] Between Stress and Ageing

We all have stress in our lives, and, in most cases[31], it's no cause for concern[32]. Short-term stress can be beneficial, as it keeps us on our toes, motivating us to respond quickly and solve problems[33]. Long-term stress, however – the kind associated with[34] hasslers – is a different story.

When stress becomes chronic[35], it can trigger[36] inflammation[37] in the body, a higher risk of heart disease[38], and a weaker immune system[39]. This is exactly where things can get serious. Lee's study

[1] **to wear sb out** tə weə ˈsʌmbədɪ aʊt **wykańczać kogoś**
[2] **research** rɪˈsɜːtʃ **badania**
[3] **relationship** rɪˈleɪʃənʃɪp **związek**
[4] **to take a chill pill** tə teɪk ə tʃɪl pɪl **wrzucić na luz**
[5] **so-called** ˈsəʊˈkɔːld **tak zwany**
[6] **hassler** /ˈhæslə/ **dręczyciel**
[7] **family member** ˈfæmɪlɪ ˈmembə **członek rodziny**
[8] **to have someone's back** tə hæv ˈsʌmwʌnz bæk **wspierać kogoś**
[9] **to manage** tə ˈmænɪdʒ **radzić sobie**
[10] **draining** ˈdreɪnɪŋ **wyczerpujący**
[11] **lifespan** ˈlaɪfspæn **długość życia**
[12] **in a nutshell** ɪn ə ˈnʌtʃel **krótko mówiąc**
[13] **recent study** ˈriːsnt ˈstʌdɪ **ostatnie badania**
[14] **pernicious** pəːˈnɪʃəs **szkodliwy**
[15] **referred to as X** rɪˈfɜːd tʊ æz eks **nazywany X**
[16] **to suck out** rɪˈfɜːd tʊ æz **wyssać**
[17] **measurable** ˈmeʒərəbl **wyraźny**
[18] **mark** mɑːk **ślad**
[19] **social circle** ˈsəʊʃəl ˈsɜːkl **krąg towarzyski**
[20] **instead of sth** ɪnˈsted ɒv ˈsʌmθɪŋ **zamiast czegoś**
[21] **to nag** tə næg **dręczyć**
[22] **to stir up sth** tə stɜːr ʌp ˈsʌmθɪŋ **wywoływać coś**
[23] **drama** ˈdrɑːmə **dramat**
[24] **co-worker** ˈkəʊ wɜːkə(r) **współpracownik**
[25] **important distinction** ɪmˈpɔːtənt dɪsˈtɪŋkʃən **ważne rozróżnienie**
[26] **occasional** əˈkeɪʒənl **okazjonalny, sporadyczny**
[27] **to make waves** tə meɪk weɪvz **wywoływać zamieszanie**
[28] **to demand sth** tə dɪˈmɑːnd ˈsʌmθɪŋ **żądać czegoś, domagać się czegoś**
[29] **interestingly enough** ˈɪntrɪstɪŋli ɪˈnʌf **co ciekawe**
[30] **link** lɪŋk **związek**
[31] **in most cases** ɪn məʊst ˈkeɪsɪz **w większości przypadków**
[32] **concern** kənˈsɜːn **obawa**
[33] **to solve problems** tə solv ˈprɒbləmz **rozwiązywać problemy**
[34] **associated with sb** əˈsəʊʃɪeɪtɪd wɪð ˈsʌmbədɪ **związany z kimś**
[35] **chronic** ˈkrɒnɪk **chroniczny, przewlekły**
[36] **to trigger sth** tə ˈtrɪgə ˈsʌmθɪŋ **wywoływać coś**
[37] **inflammation** ˌɪnfləˈmeɪʃən **stan zapalny**
[38] **heart disease** hɑːt dɪˈziːz **choroba serca**
[39] **immune system** ɪˈmjuːn ˈsɪstɪm **układ odpornościowy**

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HASSLERS DON'T JUST CREATE OCCASIONAL CONFLICTS. THEY'RE PEOPLE WHO REPEATEDLY MAKE LIFE MORE DIFFICULT, CONSTANTLY MAKING WAVES, CRITICISING, OR DEMANDING HELP.

analysed how social relationships affect biological age[40], or how the body appears at the cellular level[41]. And the results were striking[42].

The research found that each additional[43] hassler in someone's life was linked to about 1.5 percent faster aging. This roughly[44] translates to adding nine extra months to your biological age. In other words[45], if you have three troublesome[46] people in your life, your body could be nearly two and a half years older than it should be.

Family Matters[47]

Not all hasslers are equal[48]. The study shows that stressful family relationships tend to have the strongest impact on[49] biological age. Why? The simplest reason is that they're harder to escape than other social bonds[50]. If a friend or work colleague is pestering[51] you, you can gradually distance yourself from them and eventually[52] get them off your back[53]. Achieving this is much more complicated with a parent, sibling[54] or child.

Family relationships are typically deeply embedded in[55] your life. You may spend the majority[56] of your life

40 **biological age** ˌbaɪəʊˈlɒdʒɪkəl eɪdʒ **wiek biologiczny**
41 **cellular level** ˈseljʊlə ˈlevl **poziom komórkowy**
42 **striking** ˈstraɪkɪŋ **uderzający**
43 **additional** əˈdɪʃənl **dodatkowy**
44 **roughly** ˈrʌfli **w przybliżeniu**
45 **in other words** ɪn ˈʌðə wɜːdz **innymi słowy**
46 **troublesome** ˈtrʌblsəm **uciążliwy, kłopotliwy**
47 **family matters** ˈfæmɪli ˈmætəz **sprawy rodzinne**
48 **equal** ˈiːkwəl **taki sam**
49 **impact on sth** ˈɪmpækt ɒn ˈsʌmθɪŋ **wpływ na coś**
50 **social bonds** ˈsəʊʃəl bɒndz **więzi społeczne**
51 **to pester sb** tə ˈpestə ˈsʌmbədɪ **dręczyć kogoś, dawać się komuś we znaki**
52 **eventually** ɪˈventʃʊəlɪ **w końcu, ostatecznie**
53 **to get sb off your back** tə get ˈsʌmbədɪ ɒf jə bæk **pozbyć się kogoś**
54 **sibling** ˈsɪblɪŋ **rodzeństwo**
55 **deeply embedded in sth** ˈdiːplɪ ɪmˈbedɪd ɪn ˈsʌmθɪŋ **głęboko w czymś zakorzeniony**
56 **majority** məˈdʒɒrətɪ **większość**



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THE SURPRISING EXCEPTION IS ROMANTIC RELATIONSHIPS. A STRESS-INDUCING SPOUSE OR PARTNER DIDN'T SHOW A LINK TO ACCELERATED AGEING.

around some of these folks[57], so eliminating them from your life often isn't realistic. That said[58], we usually have plenty to gain[59] from our family connections. Even if they come with moments that make you want to rip your hair out[60], they can still include moments of support and genuine[61] value[62], making them harder to cut off[63] completely.

Here's the twist[64] – there's one specific relationship that failed to produce a negative aging effect. The surprising[65] exception[66] is romantic relationships. A stress-inducing[67] spouse[68] or partner didn't show a link to accelerated ageing. Researchers believe this boils down to[69] the fact that such unions[70] frequently include[71] a mix of shared routines[72], emotional support, and financial or practical cooperation.

These positive aspects may balance out stress in ways that other relationships cannot. And it makes sense when you think about it. If you've bought a car, built a house, or raised a family with someone who happens to be the love of your life[73], it's easy to recall[74] your shared triumphs each time they happen to get on your nerves[75].

[57] **folks** fəʊks ***pot.*** **ludzie**
[58] **that said** ðæt sed **pomimo tego, jednak (przy wyrażaniu pozornie sprzecznej opinii)**
[59] **to gain** tə geɪn **zyskiwać**

Why Hasslers Hurt[76] So Much

Peeling back the curtain[77] to investigate[78] the science behind stress and aging reveals fascinating results. For instance[79], the problem with hasslers isn't just that they force you to[80] experience unpleasant situations[81]. The real threat[82] lies in the fact that dealing with them creates a constant state of tension[83] that your body and mind have to cope with[84].

Over time[85], this tension essentially[86] changes who you are. Instead of relaxing around a hassler, you start to expect conflict before it happens – even when nothing has gone awry[87]. This anticipation[88] of the worst-case scenario[89] always coming to fruition[90] makes you feel anxious[91] during interactions that should otherwise be normal and calming[92]. This pessimistic outlook[93] causes you to brace for impact[94] in all your conversations, so you're never really starting any interaction with a clean slate[95]. Each hassler's baggage follows you around, and you're never really able to rid yourself of it[96].

In short, this ongoing[97] pressure from handling[98] hasslers leads to cumulative wear and tear[99] on the body that takes a tangible[100] toll[101]. It's not a single

[60] **to rip your hair out** tə rɪp jə heər aʊt **rwać włosy z głowy**
[61] **genuine** 'dʒenjʊɪn **autentyczny, prawdziwy**
[62] **value** 'vælju: **wartość**
[63] **to cut off** tə kʌt ɒf **odciąć**
[64] **here's the twist** hɪəz ðə twɪst **oto haczyk**
[65] **surprising** sə'praɪzɪŋ **zaskakujący**
[66] **exception** ɪk'sepʃən **wyjątek**
[67] **stress-inducing** stres ɪn'dju:sɪŋ **wywołujący stres**
[68] **spouse** spaʊz **małżonek**
[69] **to boil down to sth** tə bɔɪl daʊn tə 'sʌmθɪŋ **sprowadzać się do czegoś**
[70] **union** 'ju:njən **związek**
[71] **to include sth** tʊ ɪn'klu:d 'sʌmθɪŋ **zawierać, obejmować coś**
[72] **shared routines** ʃeəd ru:'ti:nz **dzielone obowiązki**
[73] **the love of sb's life** ðə lʌv ɒv 'sʌmbədɪz laɪf **miłość czyjegoś życia**
[74] **to recall** tə rɪ'kɔ:l **przypominać sobie**

A WORD WORTH REMEMBERING

to handle sb
/tə 'hændl 'sʌmbədɪ/
radzić sobie z kimś

[75] **to get on sb's nerves** tə get ɒn 'sʌmbədɪz nɜ:vz **działać komuś na nerwy**
[76] **to hurt sb** tə hɜ:t 'sʌmbədɪ **szkodzić komuś, krzywdzić kogoś**
[77] **to peel back the curtain** tə pi:l bæk ðə 'kɜ:tn **uchylać kurtynę**
[78] **to investigate** tʊ ɪn'vestɪgeɪt **badać**
[79] **for instance** fər 'ɪnstəns **na przykład**
[80] **to force sb to sth** tə fɔ:s 'sʌmbədɪ tə 'sʌmθɪŋ **zmuszać kogoś do czegoś**
[81] **unpleasant situation** ʌn'pleznt ˌsɪtjʊ'eɪʃən **nieprzyjemna sytuacja**
[82] **threat** θret **zagrożenie**
[83] **tension** 'tenʃən **napięcie**
[84] **to cope with sth** tə kəʊp wɪð 'sʌmθɪŋ **radzić sobie z czymś**
[85] **over time** 'əʊvə taɪm **z czasem**
[86] **essentially** ɪ'senʃəlɪ **zasadniczo**
[87] **to go awry** tə gəʊ ə'raɪ **pójść nie tak**
[88] **anticipation** æn,tɪsɪ'peɪʃən **przewidywanie, antycypacja**
[89] **worst-case scenario** 'wɜ:st keɪs sɪ'nɑ:rɪəʊ **najgorszy możliwy scenariusz**
[90] **to come to fruition** tə kʌm tə fru:'ɪʃən **urzeczywistniać się**
[91] **anxious** 'æŋkʃəs **zaniepokojony**
[92] **calming** 'kɑ:mɪŋ **uspokajający**
[93] **outlook** 'aʊtlʊk **perspektywy**
[94] **to brace for impact** tə breɪs fər 'ɪmpækt **przygotować się na zderzenie**
[95] **clean slate** kli:n sleɪt **czysta karta**
[96] **to rid oneself of sth** tə rɪd wʌn'self ɒv 'sʌmθɪŋ **pozbyć się czegoś**
[97] **ongoing** 'ɒngəʊɪŋ **ciągły**
[98] **to handle sb** tə 'hændl 'sʌmbədɪ **radzić sobie z kimś**
[99] **wear and tear** weər ænd teə **zużycie**
[100] **tangible** 'tændʒəbl **zauważalny**
[101] **toll** təʊl ***tu:*** **koszt**

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argument[102] or blow-up[103] that harms[104] you, but the years of small, repeated stress that you were never able to escape from.

Can You Do Anything About It?

The good news is that you aren't powerless[105] when it comes to hasslers. Of course, completely severing ties with[106] every difficult person in your life isn't exactly feasible[107]. The real solution[108] lies in changing how you deal with them in everyday situations.

For instance, researchers[109] recommend setting boundaries[110]. Give yourself some respite[111] and limit how often you interact with stressful people. Moreover, restrict how deep these meetings[112] are. Instead of trapping oneself at[113] an hours-long dinner for two, agree to sporadic[114] group get-togethers[115] where you have an easier out[116].

Next, modify how you react to others' criticism and negative comments. You'll sadly never be able to control others, but you can determine your responses[117] to them. Don't let any badgering[118] get to you, and don't take critiques too seriously. If all else fails, step back[119] and create some much-needed distance between you and problem individuals who've just become too much.

Other remedial[120] options centre on prioritising your health. Reduce your stress actively by exercising[121], meditating and practicing deep breathing to protect your body from long-term damage. Furthermore, focus on the positive relationships in your life that actually support[122] and energise you. Reinforcing[123] these fruitful[124] ties can help take your mind off[125] your hasslers and enable you to appreciate[126] the more precious[127] people around you.

Understanding Your Social Health

We usually think of health in terms of[128] diet and exercise, but this new research highlights how vital your social environment[129] is to staying fit. Your relationships aren't just part of your life – they shape your physical well-being[130] in ways we're just beginning to comprehend[131].

It's worth remembering that conflict is a normal part of life, and not every trying[132] relationship needs to end. But when push comes to shove[133], chronic stress may come at a real cost.

Reflect on who wears you down[134] and who brings you joy, and you'll get a better grasp of[135] how long and how well you live.

[102] **argument** 'ɑ:gjʊmənt **kłótnia**
[103] **blow-up** 'bləʊ'ʌp **awantura**
[104] **to harm** tə hɑ:m **wyrządzać krzywdę**
[105] **powerless** 'paʊəlɪs **bezradny**
[106] **to severe ties with sb** tə sɪ'vɪə 'taɪz wɪð 'sʌmbədɪ **zrywać z kimś kontakty**
[107] **feasible** 'fi:zəbl **możliwy**
[108] **solution** sə'lu:ʃən **rozwiązanie**
[109] **researcher** rɪ'sɜ:tʃə **badacz**
[110] **to set boundaries** tə set 'baʊndərɪz **ustalać granice**
[111] **respite** 'respaɪt **wytchnienie**
[112] **meeting** 'mi:tɪŋ **spotkanie**
[113] **to trap oneself at sth** tə træp wʌn'self æt 'sʌmθɪŋ **uwięzić siebie w czymś**
[114] **sporadic** spə'rædɪk **sporadyczny**
[115] **get-together** 'gettə,geðə **spotkanie**
[116] **where you have an easier out** weə jʊ hæv ən 'i:zɪər aʊt **z których łatwiej ci się wymknąć**
[117] **response** rɪs'pɒns **reakcja, odpowiedź**
[118] **badgering** 'bædʒərɪŋ **zasypywanie pytaniami, *tu:* męczenie, zamęczanie**
[119] **to step back** tə step bæk **wycofać się**
[120] **remedial** rɪ'mi:djəl **zaradczy**
[121] **to exercise** tʊ 'eksəsaɪz **ćwiczyć**
[122] **to support sb** tə sə'pɔ:t 'sʌmbədɪ **wspierać kogoś**
[123] **to reinforce sth** tə ˌri:ɪn'fɔ:s'sʌmθɪŋ **wzmacniać coś**
[124] **fruitful** 'fru:tfʊl **cenny**
[125] **to take sb's mind off sth** tə teɪk z maɪnd ɒf 'sʌmθɪŋ **odciągnąć czyjeś myśli od czegoś**
[126] **to appreciate sb** tʊ ə'pri:ʃɪeɪt 'sʌmbədɪ **doceniać kogoś**
[127] **precious** 'preʃəs **wartościowy**
[128] **in terms of sth** ɪn tɜ:mz ɒv 'sʌmθɪŋ **pod względem czegoś**
[129] **social environment** 'səʊʃəl ɪn'vaɪərənmənt **środowisko społeczne**
[130] **well-being** 'wel'bi:ɪŋ **dobre samopoczucie**
[131] **to comprehend sth** tə ˌkɒmprɪ'hend 'sʌmθɪŋ **rozumieć coś**
[132] **trying** 'traɪɪŋ **trudny, ciężki**
[133] **when push comes to shove** wen pʊʃ kʌmz tə ʃʌv **kiedy przyjdzie co do czego**
[134] **to wear sb down** tə weə 'sʌmbədɪ daʊn **osłabiać kogoś**
[135] **better grasp of sth** 'betə grɑ:sp ɒv 'sʌmθɪŋ **lepsze zrozumienie czegoś**



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by Paul Martin from www.go-native.pl

Stephen Miller: Donald Trump's Architect of Obstruction[1]

Stephen Miller is a senior[2] American political advisor[3] best known for shaping[4] strict[5] immigration policies[6] under Donald Trump and beyond. Though rarely in the spotlight until recently[7], his influence[8] runs deep[9]: he has helped turn a clear ideological agenda into law, raising fundamental questions about how far political power[10] can reach. Paul Martin explains who he is and why he matters[11].

Un-Californian Californian

Stephen Miller was born in 1985 in Santa Monica, a coastal[12] California city much more closely associated[13] with liberal-Democratic politics than with the kind of America First conservatism he is now known for.

And in the US context, where political identity[14] is often shaped as much by local culture as by family or education, it is striking[15] that Miller's views[16] did not grow out of[17] his surroundings[18] so much as place him in sustained[19] opposition to them.

The pattern[20] was visible early. As a secondary school[21] student, he publicly criticised bilingual[22] education programmes and what he saw as the excessive[23] accommodation[24] of cultural difference[25], writing letters to local newspapers[26] and appearing[27] on radio programmes with a tone unusually forthright[28] for his age.

Duke

Miller arrived at Duke University in 2003, moving from Santa Monica to an elite Southern institution he soon described as a "battleground[29]" for the American soul[30]. He graduated[31] in 2007 with a degree[32] in political science[33], writing numerous columns[34] for The Duke Chronicle. In them, he criticised immigration policies and multicultural ideas, arguing that Duke's support for undocumented[35] students undermined[36] respect for the law. These themes would remain central to his later career.

A major turning point[37] came in 2006 with the Duke lacrosse[38] case[39]. Members of the university's lacrosse team were accused of kidnapping[40] and raping[41] a black woman hired[42] to perform as a stripper at a team party. The allegation[43] triggered[44] a national scandal, exposing tensions[45] around

[1] **obstruction** əb'strʌkʃən ***tu:*** **blokowanie**
[2] **senior** 'si:njə **wyższy rangą**
[3] **political advisor** pə'lɪtɪkəl əd'vaɪzə(r) **doradca polityczny**
[4] **to shape** tə ʃeɪp **kształtować**
[5] **strict** strɪkt **surowy**
[6] **immigration policy** ˌɪmɪ'greɪʃən 'pɒləsɪ **polityka imigracyjna**
[7] **in the spotlight** ɪn ðə 'spɒtlaɪt **w centrum uwagi**
[8] **influence** 'ɪnflʊəns **wpływ**
[9] **to run deep** tə rʌn di:p **sięgać głęboko**
[10] **political power** pə'lɪtɪkəl 'paʊə **władza polityczna**
[11] **to matter** tə 'mætə **liczyć się, mieć znaczenie**
[12] **coastal** 'kəʊstəl **nadbrzeżny**
[13] **associated** ə'səʊʃɪeɪtɪd **kojarzony**
[14] **political identity** pə'lɪtɪkəl aɪ'dentətɪ **tożsamość polityczna**
[15] **striking** 'straɪkɪŋ **uderzający**
[16] **views** vju:z **poglądy**
[17] **to grow out of sth** tə grəʊ aʊt ɒv 'sʌmθɪŋ **wyrosnąć z czegoś**
[18] **surroundings** sə'raʊndɪŋz **otoczenie**
[19] **sustained** səs'teɪnd **długotrwały, nieprzerwany**
[20] **pattern** 'pætən **wzorzec**
[21] **secondary school** 'sekəndərɪ sku:l **szkoła średnia**
[22] **bilingual** baɪ'lɪŋgwəl **dwujęzyczny**
[23] **excessive** ɪk'sesɪv **nadmierny**
[24] **accommodation** əˌkɒmə'deɪʃən **przyjmowanie**
[25] **cultural difference** 'kʌltʃərəl 'dɪfrəns **różnice kulturowe**
[26] **newspaper** 'nju:sˌpeɪpə **gazeta**
[27] **to appear** tʊ ə'pɪə **pojawiać się**
[28] **forthright** 'fɔ:θraɪt **bezpośredni, szczery**
[29] **battleground** 'bætlgraʊnd **pole bitwy**
[30] **American soul** ə'merɪkən səʊl **amerykańska dusza**
[31] **to graduate** tə 'grædjʊeɪt **ukończyć studia**
[32] **degree** dɪ'gri: ***tu:*** **tytuł licencjata**
[33] **political science** pə'lɪtɪkəl 'saɪəns **nauki polityczne**
[34] **column** 'kɒləm ***tu:*** **artykuł**
[35] **undocumented** ˌʌn'dɒkjumentɪd **nieposiadający dokumentów, przebywający nielegalnie w USA**
[36] **to undermine** tʊ ˌʌndə'maɪn **podkopywać**
[37] **turning point** 'tɜ:nɪŋ pɔɪnt **punkt zwrotny**
[38] **lacrosse** lə'krɒs **kanadyjska gra podobna do hokeja na trawie z użyciem rakiet zamiast kijów**
[39] **case** keɪs **sprawa**
[40] **kidnapping** 'kɪdnæpɪŋ **porwanie**
[41] **raping** 'reɪpɪŋ **zgwałcenie**
[42] **hired** 'haɪəd **wynajęty**
[43] **allegation** ˌælə'geɪʃən **oskarżenie**
[44] **to trigger** tə 'trɪgə **wywołać**
[45] **tensions** 'tenʃənz **napięcia**

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Stephen Miller

race, class, and privilege[46] and drawing intense media and campus reaction.

The case later collapsed[47]. Prosecutor[48] Mike Nifong had withheld[49] key DNA evidence[50]; all charges were dropped[51], the players were declared innocent[52], and Nifong was disbarred[53] and jailed for one day.

Miller took a clear position early. He argued that the accused players were being sacrificed on the altar of[54] political correctness[55], and accused[56] the university and media of acting on ideology rather than evidence, describing a "radical" academic culture that, in his view, had turned against its own – white – students.

The episode gave him his first national platform[57]. He appeared on CNN and Fox News, using the case to argue that American institutions: universities, media and the legal system, could not be trusted[58] to act neutrally. What began as a campus scandal became, in his framing[59], proof[60] of a deeper conflict between "ordinary Americans" and an elite establishment. That sharp[61], polarised framing would later define his work in Washington.

Architect of Obstruction

In practice, this has meant using political, legal and administrative tools[62] not just to advance[63] policy, but to block, delay[64] and reshape the work of institutions themselves.

After graduating from Duke, Miller moved quickly into Washington politics. Within two years, he was working for Senator Jeff Sessions, a Republican from Alabama known for hardline[65] views on immigration, and soon became a key adviser shaping both messaging[66] and policy.

The partnership[67] shifted Sessions' position in Washington. Miller helped turn him from a marginal figure into a central voice on immigration, writing memos[68] that framed it as a direct[69] economic threat to[70] American workers. At the same time, he built links[71] with right-wing[72] online outlets[73] such as Breitbart, helping spread[74] these ideas beyond the mainstream.

This approach[75] became visible during the 2013 immigration reform debate. A bipartisan[76] group of senators proposed a bill[77] that included a path[78] to citizenship[79] for millions of undocumented migrants. Many expected it to pass, but Miller worked to stop it, circulating[80] arguments to journalists and activists that framed the bill as a threat to national sovereignty[81].

When the bill later failed in the House of Representatives, much of the resistance[82] was linked to[83] the wider campaign Miller had helped organise. By then, he had demonstrated how a small, focused[84] operation could disrupt[85], and obstruct, agreement[86] across both parties.

[46] **privilege** 'prɪvəlɪdʒ **przywilej**
[47] **to collapse** tə kə'læps **upaść**
[48] **prosecutor** 'prɒsɪkju:tə **prokurator**
[49] **to withhold** tə wɪð'həʊld **zatajać**
[50] **evidence** 'evɪdəns **dowody**
[51] **to drop the charges** tə drɒp ðə 'tʃɑ:dʒɪz **wycofać zarzuty**
[52] **innocent** 'ɪnəsənt **niewinny**
[53] **disbarred** dɪs'bɑ:d **pozbawiony prawa do wykonywania zawodu**
[54] **to be sacrificed on the altar of sth** tə bi: 'sækrɪfaɪst ɒn ði: 'ɔ:ltər ɒv 'sʌmθɪŋ **zostać złożonym na ołtarzu czegoś, zostać poświęconym w imię czegoś**
[55] **political correctness** pə,lɪtɪkl kə'rektnəs **poprawność polityczna**
[56] **to accuse** tʊ ə'kju:z **oskarżać**
[57] **national platform** 'næʃənl 'plætfɔ:m ***tu:*** **dostęp do szerokiego audytorium (krajowego)**
[58] **to trust** tə trʌst **ufać**
[59] **in his framing** ɪn hɪz 'freɪmɪŋ **w jego retoryce**
[60] **proof** pru:f **dowód**
[61] **sharp** ʃɑ:p **ostry**
[62] **tools** tu:lz **narzędzia**
[63] **to advance** tʊ əd'vɑ:ns **wprowadzać**
[64] **to delay** tə dɪ'leɪ **opóźniać**
[65] **hardline** ,hɑ:d 'laɪn **twardogłowy, radykalny**
[66] **messaging** 'mesɪdʒɪŋ **komunikacja**
[67] **partnership** 'pɑ:tnəʃɪp **współpraca**
[68] **memo** 'meməʊ **notatka służbowa, okólnik (skrót od memorandum)**
[69] **direct** dɪ'rekt **bezpośredni**
[70] **threat to sb** θret tə 'sʌmbədɪ **zagrożenie wobec kogoś**
[71] **links** lɪŋks **więzi**
[72] **right-wing** 'raɪtwɪŋ **prawicowy**
[73] **online outlet** ,ɒn'laɪn 'aʊtlet **portal internetowy, serwis informacyjny**
[74] **to spread** tə spred **szerzyć**
[75] **approach** ə'prəʊtʃ **podejście**
[76] **bipartisan** baɪ,pɑ:tɪ'zæn **ponadpartyjny, dwupartyjny**
[77] **bill** bɪl **projekt ustawy**
[78] **path** pɑ:θ **ścieżka**
[79] **citizenship** 'sɪtɪzənʃɪp **obywatelstwo**
[80] **to circulate** tə 'sɜ:kjʊleɪt **rozpowszechniać**
[81] **national sovereignty** 'næʃənl 'sɒvrəntɪ **suwerenność narodowa**
[82] **resistance** rɪ'zɪstəns **opór, sprzeciw**
[83] **linked to sth** lɪŋkt tə 'sʌmθɪŋ **łączony z czymś**
[84] **focused** 'fəʊkəst **skoncentrowany**
[85] **to disrupt** tə dɪs'rʌpt **zburzyć**
[86] **agreement** ə'gri:mənt **porozumienie**

▶

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Trump I

When Donald Trump began his presidential campaign[87] in 2015, Miller was already well prepared for a political project built on disruption, and he joined the Trump campaign as a policy adviser and speechwriter[88], before moving into the White House as a senior adviser following Trump's election[89].

During that first term, he did not act as a traditional adviser, looking to build consensus[90]; instead[91], he operated as a driver of rapid, unilateral[92] action. According to officials[93], his method involved drafting[94] executive orders[95] in secret to bypass[96] normal review processes[97], ensuring[98] policies moved before agencies or courts[99] could respond[100].

The clearest example[101] was the 2017 Travel Ban against travellers from specific[102] Muslim-majority[103] countries, which grounded[104] flights and caused chaos at international airports. Beyond the immediate[105] disruption, it tested the limits of the administrative state[106]. He followed this with a "Zero Tolerance" immigration policy, which led to the separation[107] of children from their parents at the US's southern border. The forced removals[108] were hugely controversial; but for Miller, they were assertions[109] of national sovereignty.

Shadow State[110]

After Donald Trump's 2020 election defeat[111], Miller did not move into private business or lobbying, as many former[112] officials do. Instead, he set up[113] a new organisation, America First Legal (AFL), presenting it as a conservative counterpart[114] to the long-established[115] American Civil Liberties Union (ACLU), which defends civil rights[116] in the courts. From outside the government[117], Miller used AFL to challenge[118] the policies of President Joe Biden's administration through a large number of lawsuits[119].

These cases focused on familiar[120] topics: immigration, diversity[121] programmes and government policy. Supporters[122] saw this as an ongoing[123] defence of constitutional limits[124]; critics saw an effort[125] to block reform through the courts. In any case, Miller was now using the legal system[126], outside of government, as a tool of influence[127].

Meanwhile, he was linked to conservative organisations operating within the orbit of Project 2025, a wide-ranging[128] effort led by the Heritage Foundation, a Conservative think tank[129], to prepare policy plans and personnel for a possible return to power. The project was designed in part[130] to avoid[131] the internal[132] resistance that had slowed parts of the first Trump administration. Critics described it as a "government-in-waiting[133]," intended to ensure tighter[134] ideological control from the outset[135].

Trump II

When Donald Trump returned to the White House in January 2025, that network[136] did not remain theoretical. It moved into government alongside[137] him, with Miller at its centre. Promoted to Deputy Chief of Staff[138] for Policy and Homeland Security Advisor[139], Miller's new (long) title barely[140] captures[141] the scale of his influence. He is widely considered[142] one of the most consequential[143] unelected[144] officials in modern[145] American history.

87 **presidential campaign** ˌprezɪˈdenʃəl kæmˈpeɪn **kampania prezydencka**
88 **speechwriter** ˈspiːtʃ raɪtə(r) **autor przemówień**
89 **election** ɪˈlekʃən **wybór**
90 **consensus** kənˈsensəs **porozumienie**
91 **instead** ɪnˈsted **w zamian, zamiast (tego)**
92 **unilateral** ˈjuːnɪˈlætərəl **jednostronny**
93 **officials** əˈfɪʃəlz **urzędnicy administracji**
94 **drafting** ˈdrɑːftɪŋ **sporządzanie, przygotowywanie szkicu**
95 **executive order** ɪgˈzekjʊtɪv ˈɔːdə **rozporządzenie wykonawcze**
96 **to bypass** tə ˈbaɪpɑːs **ominąć**
97 **review process** rɪˈvjuː ˈprəʊses **proces kontrolny**
98 **to ensure** tʊ ɪnˈʃʊə **zapewniać**
99 **court** kɔːt **sąd**
100 **to respond** tə rɪsˈpɒnd **zareagować**
101 **the clearest example** ðə ˈklɪərəst ɪgˈzɑːmpl **najlepszy przykład**
102 **specific** spɪˈsɪfɪk **konkretny**
103 **Muslim-majority** ˈmʊslɪm məˈdʒɒrətɪ **większość muzułmańska, *tu:* muzułmański, z przewagą muzułmanów**
104 **grounded** ˈgraʊndɪd **uziemiony**
105 **immediate** ɪˈmiːdjət **natychmiastowy**
106 **administrative state** ədˈmɪnɪstrətɪv steɪt **państwo administracyjne**
107 **separation** ˌsepəˈreɪʃən **rozdzielenie**
108 **removal** rɪˈmuːvəl **wysiedlenie, *tu:* rozdzielenie**
109 **assertion** əˈsɜːʃən **zapewnienie**
110 **shadow state** ˈʃædəʊ steɪt **państwo cienia, budowanie struktur i wpływów poza oficjalną administracją rządową, aby nadal kontrolować kierunek polityki państwa**
111 **election defeat** ɪˈlekʃən dɪˈfiːt **porażka wyborcza**
112 **former** ˈfɔːmə **były**
113 **to set up sth** tə set ʌp ˈsʌmθɪŋ **zakładać coś**
114 **counterpart** ˈkaʊntəpɑːt **odpowiednik**
115 **long-established** lɒŋ ɪsˈtæblɪʃt **o ugruntowanej pozycji, z długą tradycją**
116 **civil rights** ˈsɪvl raɪts **prawa obywatelskie**
117 **government** ˈgʌvnmənt **rząd**
118 **to challenge** tə ˈtʃæləndʒ **podważać**
119 **lawsuit** ˈlɔːsuːt **pozew**
120 **familiar** fəˈmɪljə **znajomy, znany**
121 **diversity** daɪˈvɜːsətɪ **różnorodność**
122 **supporter** səˈpɔːtə **zwolennik**
123 **ongoing** ˈɒngəʊɪŋ **trwający**
124 **constitutional limits** ˌkɒnstɪˈtjuːʃənl ˈlɪmɪts **ograniczenia konstytucyjne**
125 **effort** ˈefət **próba**
126 **legal system** ˈliːgəl ˈsɪstəm **system prawny**
127 **tool of influence** tuːl ɒv ˈɪnflʊəns **narzędzie wpływu**
128 **wide-ranging** ˌwaɪd ˈreɪndʒɪŋ **szeroko zakrojony**
129 **think tank** θɪŋk tæŋk **think tank, ośrodek analityczny, grupa ekspertów badająca konkretne problemy i proponująca rozwiązania (w tym przypadku polityczne)**
130 **in part** ɪn pɑːt **częściowo, po części**
131 **to avoid** əˈvɔɪd **unikać, zapobiegać**
132 **internal** ɪnˈtɜːnl **wewnętrzny**
133 **government-in-waiting** ˈgʌvnmənt ɪn ˈweɪtɪŋ **gabinet cieni**
134 **tight** taɪt **ścisły**
135 **outset** ˈaʊtset **początek**
136 **network** ˈnetwɜːk **grupa**
137 **alongside X** əˈlɒŋˈsaɪd eks **wraz z X**
138 **Deputy Chief of Staff** ˈdepjʊtɪ tʃiːf ɒv stɑːf **zastępca szefa personelu Białego Domu**
139 **Homeland Security Advisor** ˈhəʊmlænd sɪˈkjʊərətɪ ədˈvaɪzə(r) **doradca ds. bezpieczeństwa krajowego**
140 **barely** ˈbeəlɪ **ledwo**
141 **to capture** tə ˈkæptʃə **oddawać**
142 **widely considered** ˈwaɪdli kənˈsɪdəd **powszechnie uważany**
143 **consequential** ˌkɒnsɪˈkwenʃəl **posiadający realną władzę**
144 **unelected** ˌʌnɪˈlektɪd **niewybrany w wyborach powszechnych**
145 **modern** ˈmɒdən **współczesny**

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That influence now operates daily through what is known colloquially[146] as the "Stephen Miller call," a 10:00 AM interagency[147] meeting where officials are pressed[148] on detailed[149] visa data. Critics describe this as turning the State Department into an "anti-immigration machine," with visa delays reportedly rising as Miller pushes[150] for revocations[151].

His approach extends beyond immigration. At the "Shield of the Americas" Summit[152] in March 2026, he urged[153] Latin American military leaders to treat[154] drug cartels[155] as a wartime[156] threat, comparing[157] them to ISIS and warning against legal restraint[158]. For critics, this signals a shift away from legal norms[159]; for supporters, a long-awaited[160] hard response[161] to organised crime[162].

Broadly, at the centre of Stephen Miller's agenda[163] is the affirmation[164] of unilateral presidential power. By advancing policies such as attempts to end birthright citizenship[165] through executive action, Miller is no longer simply shaping policy, but testing the limits of the American system itself. Whether this will result in a more "imperial presidency" in the long-term remains one of the defining questions of Trump's second term – and of Stephen Miller's legacy[166] within it.

[146] **colloquially** kəˈləʊkwɪəli **potocznie, kolokwialnie**
[147] **interagency** ˌɪntərˈeɪdʒən.si **międzyagencyjny**
[148] **pressed** prest **naciskany**
[149] **detailed** ˈdiːteɪld **szczegółowy**
[150] **to push** tə pʊʃ **naciskać**
[151] **revocation** ˌrevəˈkeɪʃən **cofnięcie, unieważnienie**
[152] **summit** ˈsʌmɪt **szczyt**
[153] **to urge** tʊ ɜːdʒ **nawoływać**
[154] **to treat** tə triːt **traktować**
[155] **drug cartel** drʌg kɑːˈtel **kartel narkotykowy**
[156] **wartime** ˈwɔːtaɪm **wojenny**
[157] **to compare** tə kəmˈpeə **porównywać**
[158] **legal restraint** ˈliːgəl rɪsˈtreɪnt **ograniczenia ustawowe**
[159] **legal norms** ˈliːgəl nɔːmz **normy prawne**
[160] **long-awaited** ˌlɒŋ əˈweɪtɪd **długo oczekiwany**
[161] **hard response** hɑːd rɪsˈpɒns **twarda odpowiedź**
[162] **organised crime** ˌɔːgənaɪzd ˈkraɪm **przestępczość zorganizowana**
[163] **agenda** əˈdʒendə **agenda, program**
[164] **affirmation** ˌæfɜːˈmeɪʃən **afirmacja**
[165] **birthright citizenship** ˈbɜːθraɪt ˈsɪtɪzənʃɪp **prawo ziemi**
[166] **legacy** ˈlegəsɪ **dziedzictwo**

Range of Criticism[1]

A number of organisations, politicians and international bodies have strongly criticised Stephen Miller's ideas and actions. Their concerns[2] focus mainly on immigration policy, civil rights, and the use of government power.

Southern Poverty Law Center (SPLC)
The Southern Poverty Law Center is a US organisation that monitors hate groups[3] and extremism. In 2020, it described Miller as an "extremist." This judgement[4] was based on leaked emails in which he shared or promoted texts linked to white nationalist[5] thinking, including a controversial novel called *The Camp of the Saints*. The group argues that some of his ideas are connected to beliefs about protecting certain populations over others, and to conspiracy theories[6] about cultural or demographic "replacement[7]."

ACLU and Civil Rights Groups
The American Civil Liberties Union (ACLU) is a major organisation that defends individual rights under the US Constitution. Together with more than 90 other groups, it has criticised Miller's policies, especially his support for expanding[8] government surveillance[9] powers under a law known as FISA Section 702, which allows intelligence agencies[10] to collect data without a standard warrant[11] in some cases. Critics say this could be used to monitor[12] protesters or political opponents[13]. They have described his approach as showing an "authoritarian[14]" attitude toward[15] power.

Senator Thom Tillis (Republican Party)
Criticism has not only come from political opponents. Thom Tillis, a senator from the same Republican party, publicly criticised Miller, calling him a "big problem" and an "amateur," arguing that Miller's strong influence over government departments had led to policy failures[16] and damaged the reputation of the Republican Party.

United Nations and Human Rights Watch
International organisations have also raised concerns. The United Nations and Human Rights Watch, a global human rights organisation, criticised the "Zero Tolerance" immigration policy introduced during Trump's first term. This policy led to the separation of many migrant children from their parents at the US border. These organisations argue that such actions may break international law[17] and represent serious human rights[18] violations. Later operations linked to stricter enforcement[19] have also been described as examples of state-backed[20] violence[21].

[1] **range of criticism** reɪndʒ ɒv ˈkrɪtɪsɪzm **zakres krytyki, wachlarz krytyki**
[2] **concern** kənˈsɜːn **obawa**
[3] **hate group** heɪt gruːp **grupa nienawiści**
[4] **judgement** ˈdʒʌdʒmənt **ocena**
[5] **white nationalist** waɪt ˈnæʃnəlɪst **biały supremacjonizm**
[6] **conspiracy theory** kənˈspɪrəsɪ ˈθɪərɪ **teoria spiskowa**
[7] **replacement** rɪˈpleɪsmənt **wymiana, zastąpienie**
[8] **to expand** tʊ ɪksˈpænd **rozszerzać**
[9] **surveillance** sɜːˈveɪləns **inwigilacja, nadzór**
[10] **intelligence agencies** ɪnˈtelɪdʒəns ˈeɪdʒənsɪz **służby specjalne**
[11] **warrant** ˈwɒrənt **nakaz sądowy**
[12] **to monitor** tə ˈmɒnɪtə **obserwować, inwigilować**
[13] **political opponent** pəˈlɪtɪkəl əˈpəʊnənt **przeciwnik polityczny**
[14] **authoritarian** ɔːˌθɒrɪˈteərɪən **autorytarny**
[15] **attitude toward sth** ˈætɪtjuːd təˈwɔːd ˈsʌmθɪŋ **nastawienie, podejście do czegoś**
[16] **failure** ˈfeɪljə **porażka**
[17] **international law** ˌɪntəˈnæʃənl lɔː **prawo międzynarodowe**
[18] **human rights** ˈhjuːmən raɪts **prawa człowieka**
[19] **enforcement** ɪnˈfɔːsmənt **egzekwowanie**
[20] **state-backed** steɪt bækt **wspierany przez państwo**
[21] **violence** ˈvaɪələns **przemoc**

INFOBOX

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The Robot That Wants to Feel Human

by Paul Martin from
www.go-native.pl

Humanoid robots have long promised a future of machines living alongside people, but most still look and behave like industrial tools. **Paul Martin** finds out more about Moya, a new Chinese robot designed to look, move and even feel just as warm as a human companion.



Meet Moya

For decades, robots were built mainly for factories. Their job was simple: assemble[1] parts, lift[2] heavy objects and repeat tasks with precision. These machines were powerful and efficient[3], but they were never meant to interact closely with people.

That is now beginning to change. Around the world, engineers are developing humanoid robots designed to operate in hospitals, hotels and public spaces. One of the most unusual examples is Moya, a humanoid platform developed by the Shanghai robotics startup DroidUp. Unveiled[4] at a Shanghai Trade Show in January 2026, Moya is designed not just to perform tasks[5] but to interact with people in a socially natural way.

The project is led by robotics researcher Li Qingdu, who founded DroidUp in 2021. Li argues that most robots appear cold and mechanical. While that design works in industrial settings[6], it becomes a problem in environments where robots must interact directly with humans. His solution was to create a robot that feels more approachable[7]. Instead of[8] focusing only on[9] strength or speed, Moya was designed around the idea of "emotional proximity[10]," making people feel comfortable interacting with a machine.

Moya stands about 1.65 metres tall, roughly the height of an average[11] adult. The robot weighs only 32 kilograms, making it significantly lighter than many humanoid robots of similar size. Its lower weight also improves[12] safety. If a robot falls or bumps into[13] someone, the risk of injury[14] is reduced.

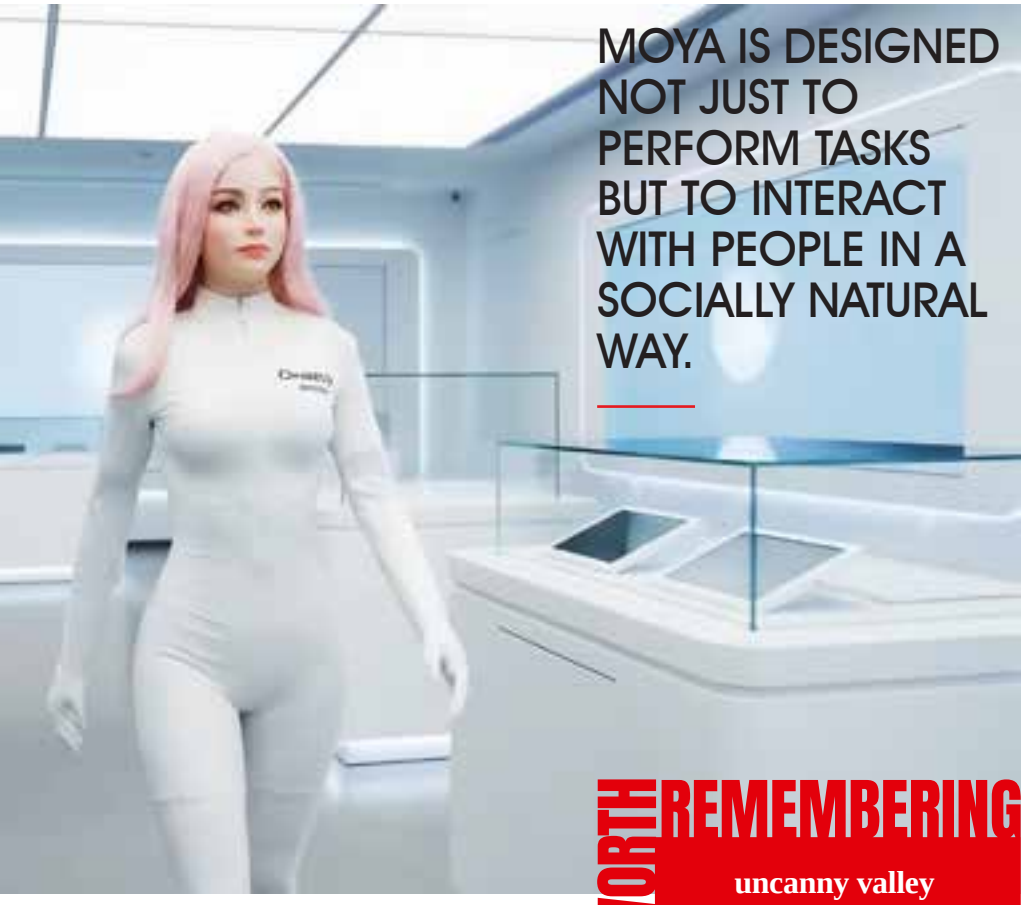
Walking the Walk

One of Moya's most unusual features is its outer[15] surface. Beneath the robot's silicone skin are heating elements that maintain a temperature between 32°C and 36°C, roughly the warmth of human skin. The idea is simple: if the robot feels warm to the touch, interactions may feel more natural. Studies suggest people often associate physical warmth with trust and friendliness.

Not everyone is convinced. Some observers say that warm skin combined with

[1] **to assemble sth** tʊ əˈsembl ˈsʌmθɪŋ **montować, składać coś**
[2] **to lift sth** tə lɪft ˈsʌmθɪŋ **podnosić coś**
[3] **efficient** ɪˈfɪʃənt **wydajny, sprawny, efektywny**
[4] **unveiled** ʌnˈveɪld ***tu:*** **zaprezentowany**
[5] **to perform tasks** tə pəˈfɔːm tɑːsks **wykonywać zadania**
[6] **industrial settings** ɪnˈdʌstrɪəl ˈsetɪŋz **warunki, otoczenie przemysłowe**
[7] **approachable** əˈprəʊtʃəbl **przystępny, przyjazny**
[8] **instead of sth** ɪnˈsted ɒv ˈsʌmθɪŋ **zamiast czegoś**
[9] **to focus on sth** tə ˈfəʊkəs ɒn ˈsʌmθɪŋ **skupiać się na czymś**
[10] **emotional proximity** ɪˈməʊʃənl prɒkˈsɪmətɪ **emocjonalna bliskość**
[11] **average** ˈævərɪdʒ **przeciętny**
[12] **to improve sth** tʊ ɪmˈpruːv ˈsʌmθɪŋ **ulepszać, poprawiać coś**
[13] **to bump into sb** tə bʌmp ˈɪntʊ ˈsʌmbədɪ **wpaść na kogoś, zderzyć się z kimś**
[14] **risk of injury** rɪsk ɒv ˈɪndʒərɪ **ryzyko urazu, kontuzji**
[15] **outer** ˈaʊtə **zewnętrzny**

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MOYA IS DESIGNED NOT JUST TO PERFORM TASKS BUT TO INTERACT WITH PEOPLE IN A SOCIALLY NATURAL WAY.

mechanical movement can feel slightly unsettling[16], a classic example of the "uncanny valley"[17] (See Infobox), where a robot appears almost human but not quite enough to be fully convincing[18].

That tension[19] becomes clearer once the robot begins to move. Walking on two legs remains one of the most difficult challenges in robotics. Moya is reported to use the latest generation of DroidUp's bipedal walking platform[20], reportedly referred to as Walker 3. Instead of relying entirely[21] on[22] rigid gear joints[23], the robot is claimed to use a tendon-driven[24] system that mimics human muscles and tendons. Motors in the torso[25] pull cables that move the limbs, reducing weight in the legs and allowing[26] smoother motion. DroidUp says the robot now achieves around 92 percent human-like gait accuracy[27].

Movement alone, however, is not enough for social interaction. Moya's face therefore

[16] **unsettling** ˈʌnˈsetlɪŋ **niepokojący**
[17] **uncanny valley** ʌnˈkænɪ ˈvælɪ **dolina niesamowitości (zjawisko dyskomfortu na widok robotów zbyt podobnych do ludzi)**
[18] **fully convincing** ˈfʊlɪ kənˈvɪnsɪŋ **w pełni przekonujący**
[19] **tension** ˈtenʃən **napięcie**
[20] **bipedal walking platform** baɪˈpiːdəl ˈwɔːkɪŋ ˈplætfɔːm **dwunożna platforma krocząca**
[21] **entirely** ɪnˈtaɪəlɪ **całkowicie**
[22] **to rely on sth** tə rɪˈlaɪ ɒn ˈsʌmθɪŋ **polegać, opierać się na czymś**
[23] **gear joints** gɪə dʒɔɪnts ***tu:*** **stawy przekładniowe**
[24] **tendon-driven** ˈtendən ˈdrɪvn **napędzany ścięgnami**
[25] **torso** ˈtɔːsəʊ **tułów**
[26] **to allow sth** tʊ əˈlaʊ ˈsʌmθɪŋ **pozwalać na coś, umożliwiać coś**
[27] **gait accuracy** geɪt ˈækjʊrəsɪ **precyzja chodu**

A WORD WORTH REMEMBERING

uncanny valley
/ʌnˈkænɪ ˈvælɪ/
dolina niesamowitości (zjawisko dyskomfortu na widok robotów zbyt podobnych do ludzi)

The Uncanny Valley Explained

The "uncanny valley" is a concept in robotics and psychology that describes the discomfort people sometimes feel when a machine looks almost human, but not quite. The term was first proposed in 1970 by Japanese roboticist Masahiro Mori. Mori suggested that as robots become more human-like, people's emotional response to them becomes increasingly positive, but only up to a point[1]. When realism becomes very close but still imperfect, that response suddenly drops into a "valley" of unease[2].

Small details can trigger[3] this reaction: slightly unnatural facial expressions, mechanical movement, or skin that appears real but behaves differently from human skin. The result can feel deeply unsettling, even when the robot is technically impressive. Designers of social robots therefore face[4] a difficult challenge. They must decide whether to make machines clearly robotic, avoiding[5] the uncanny valley entirely, or to push toward[6] greater realism and risk crossing[7] it.

[1] **only up to a point** ˈəʊnlɪ ʌp tʊ ə pɔɪnt **tylko do pewnego stopnia**
[2] **unease** ʌniːz **niepokój**
[3] **to trigger sth** tə ˈtrɪgə ˈsʌmθɪŋ **wywoływać, powodować coś**
[4] **to face sth** tə feɪs ˈsʌmθɪŋ **mierzyć się z czymś, stawiać czoła czemuś**
[5] **to avoid sth** tʊ əˈvɔɪd ˈsʌmθɪŋ **unikać czegoś**
[6] **to push towards sth** tə pʊʃ təˈwɔːdz ˈsʌmθɪŋ **przeć ku czemuś, dążyć w kierunku czegoś**
[7] **to cross sth** tə krɒs ˈsʌmθɪŋ **przekraczać coś (np. granicę)**

INFOBOX

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contains[28] over 25 small motors that control expressions such as smiling, nodding[29] and raising eyebrows. Cameras behind the robot's eyes track nearby faces, while its AI analyses speech, tone and posture to interpret human emotions. The aim is not to replicate[30] human feelings perfectly, but to make conversations feel more natural.

Next Phase

Early coverage[31] suggests a reported starting price of around RMB 1.2 million (roughly PLN 615,000–650,000 depending on exchange rates[32]), meaning the robot is unlikely to[33] be aimed at private homes. Instead, DroidUp plans to deploy[34] the first units in institutional settings where the technology can be tested and refined[35]. One likely area is elder care, where robots could provide companionship and assist human caregivers[36] as populations age[37]. Another potential role lies in public service environments such as airports, museums and luxury hotels, where humanoid robots could guide visitors, answer questions and help people navigate[38] large buildings.

Moya is entering a rapidly expanding[39] field. Companies such as Tesla and Boston Dynamics are developing their own humanoid machines, although many of these are focused exclusively on industrial work rather than social interaction. DroidUp's strategy is different. Moya is designed primarily for environments where communication and human presence matter[40] as much as mechanical capability.

That ambition also raises important questions[41]. Highly realistic robots can sometimes feel unsettling, and their cameras and sensors inevitably[42] raise concerns about[43] privacy. There is also debate about whether machines should play a role in caregiving[44], an area traditionally built on human relationships.

Despite[45] these concerns, interest in humanoid robotics is growing rapidly. China is investing heavily in[46] the sector as companies compete to build machines capable of operating in everyday environments.

DroidUp has indicated that[47] early deployments[48] may begin in institutional environments around late 2026. For now, the robot remains an experiment in how machines might interact with humans in the future. But the broader direction is becoming clear. Robots are beginning to move beyond factory floors and into public life – and machines like Moya suggest that the next generation of robots may need to do more than simply work. They may need to connect with people as well.

[28] **to contain sth** tə kən'teɪn 'sʌmθɪŋ **zawierać coś, mieścić w sobie coś**
[29] **nodding** 'nɒdɪŋ **przytakiwanie, potakiwanie (ruchem głowy)**
[30] **to replicate sth** tə 'replɪkeɪt 'sʌmθɪŋ **replikować, wiernie coś kopiować**
[31] **coverage** 'kʌvərɪdʒ ***tu:*** **doniesienia medialne**
[32] **exchange rates** ɪks'tʃeɪndʒ reɪts **kursy walut**
[33] **to be unlikely to do sth** tə bi: ʌn'laɪklɪ tə du: 'sʌmθɪŋ **jest mało prawdopodobne, aby coś zrobił/a**
[34] **to deploy sth** tə dɪ'plɔɪ 'sʌmθɪŋ **wdrożyć, rozmieścić coś**
[35] **refined** rɪ'faɪnd **dopracowany, udoskonalony**
[36] **human caregiver** 'hju:mən keə'gɪvə **ludzki opiekun**
[37] **to age** tʊ eɪdʒ **starzeć się**
[38] **to navigate** tə 'nævɪgeɪt ***tu:*** **poruszać się (w przestrzeni)**
[39] **rapidly expanding** 'ræpɪdlɪ ɪks'pændɪŋ **gwałtownie rozwijający się**
[40] **to matter** tə 'mætə **mieć znaczenie**
[41] **to raise questions** tə reɪz 'kwestʃənz **budzić pytania, stawiać pytania**
[42] **inevitably** ɪ'nevɪtəblɪ **nieuchronnie**
[43] **to raise concerns about sth** tə reɪz kən'sɜ:nz ə'baʊt 'sʌmθɪŋ **budzić obawy co do czegoś**
[44] **caregiving** keə'gɪvɪŋ **opieka (nad kimś)**
[45] **despite sth** dɪs'paɪt 'sʌmθɪŋ **pomimo czegoś**
[46] **to invest heavily in sth** tʊ ɪn'vest 'hevəlɪ ɪn 'sʌmθɪŋ **inwestować w coś w dużym stopniu**
[47] **to indicate that** tʊ 'ɪndɪkeɪt ðæt **wskazywać, że**
[48] **deployment** dɪ'plɔɪmənt **wdrożenie, zastosowanie**

by Paul Martin from
www.go-native.pl

Business Dialogues:

Red Zone[1]

Aetheris Global Logistics built its Middle East operation[2] around Dubai, where more than two hundred international staff[3] now live and work. But a sudden[4] regional conflict and drone strikes[5] near logistics corridors[6] have pushed evacuation insurance premiums[7] up by 400 percent while commercial flight options rapidly disappear[8].

Security Director[9] Elias Thorne wants immediate extraction[10]. Operations VP Sarah Chen fears abandoning[11] the hub[12] will destroy a decade of market-building, while Chief Legal Counsel[13] Marcus Vane must ensure[14] any decision protects staff without exposing[15] the company to massive legal liability[16].

ACT 1: The Disruption[17]

Location: Secure Video Call – 04:15
Elias: (Rubbing his eyes[18]) Look, I'll be blunt[19]. The window we talked about yesterday? It's gone.

[1] **red zone** red zəʊn **strefa podwyższonego ryzyka**
[2] **operation** ˌɒpə'reɪʃən ***tu:*** **działalność**
[3] **staff** stɑ:f **kadra, pracownicy**
[4] **sudden** 'sʌdn **nagły**
[5] **strike** straɪk **atak**
[6] **logistics corridor** lə'dʒɪstɪks 'kɒrɪdɔ: **korytarz transportowy**
[7] **insurance premium** ɪn'ʃʊərəns 'pri:mjəm **składka ubezpieczeniowa**
[8] **to disappear** tə ˌdɪsə'pɪə **znikać**
[9] **Security Director** sɪ'kjʊərətɪ dɪ'rektə **szef ochrony**
[10] **immediate extraction** ɪ'mi:djət ɪks'trækʃən **natychmiastowa ewakuacja**
[11] **to abandon** tʊ ə'bændən **porzucać, opuszczać**
[12] **hub** hʌb **centrum, ośrodek**
[13] **Chief Legal Counsel** tʃi:f 'li:gəl 'kaʊnsəl **główny radca prawny**
[14] **to ensure** tʊ ɪn'ʃʊə **zapewniać**
[15] **to expose** tʊ eks'pəʊz **narażać**
[16] **legal liability** 'li:gəl ˌlaɪə'bɪlətɪ **odpowiedzialność prawna**
[17] **disruption** dɪs'rʌpʃən **zamęt, chaos**
[18] **to rub one's eyes** tə rʌb wʌnz 'aɪz **przecierać oczy**
[19] **blunt** blʌnt **szczery**

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I just got off with the ground team[20] at Dubai Airport, and the civil aviation authority[21] is about twenty minutes away from issuing[22] a full grounding for[23] anything that isn't military or diplomatic.

Sarah: Wait, what, twenty minutes? Elias, we still have forty people, mostly the tech leads[24] and their families, who haven't even finished packing their "go-bags[25]." We were operating on the assumption[26] that we had until at least tomorrow morning.

Elias: The reality is that this assumption was based on yesterday's intel[27]. Things have shifted[28]. There's a drone corridor opening up to the north, and no commercial pilot is going to touch that airspace[29]. If we don't pull the trigger[30] on the private charters[31] in the next hour, we're looking at a long-term[32] shelter-in-place[33]. And I'm not sure the backup[34] generators in the villa complex are up to a two-week siege[35].

Marcus: I'm struggling with[36] the private charter part of this, Elias. From a compliance standpoint[37], if we move staff onto non-scheduled[38] flights while the airspace is being contested[39], are we even covered[40]? My concern[41] is that we're jumping from the frying pan into the fire[42]. If something goes wrong on a private bird[43], our Duty of Care[44] liability is off the charts[45].

Elias: (Sighs[46]) Marcus, I hear you, I really do. But the alternative is leaving two hundred people in a city where the supply chains[47] are about to snap[48]. I'd rather defend a charter decision in court[49] than explain to a family why we left their parents in a blackout zone[50].

[20] **ground team** graʊnd tiːm **obsługa naziemna**
[21] **civil aviation authority** ˈsɪvl ˌeɪvɪˈeɪʃən ɔːˈθɒrɪtɪ **urząd lotnictwa cywilnego**
[22] **to issue sth** tʊ ˈɪʃuː ˈsʌmθɪŋ **ogłaszać**
[23] **grounding for sth** ˈgraʊndɪŋ fə ˈsʌmθɪŋ **uziemienie dla czegoś**
[24] **tech lead** tek liːd ***pot.*** **lider techniczny**
[25] **go-bag** gəʊ bæg **plecak ewakuacyjny**
[26] **assumption** əˈsʌmpʃən **założenie**
[27] **intel** ˈɪntel **informacje, dane wywiadowcze**
[28] **things have shifted** θɪŋz hæv ˈʃɪftɪd **sytuacja się zmieniła**

ACT 2: The Deep Dive[51]

One Hour Later

Sarah: Okay, the first bus is moving, but we've hit a snag[52]. To be honest[53], I'm getting a lot of pushback[54] from the local engineering team. They know that if they leave the servers running without a physical handover to[55] the local partners, the state[56] is going to classify it as abandonment. We're talking about three hundred million in bonded[57] equipment[58] – assets[59] that were imported under a tax suspension[60]. If we walk away without signing it over[61] or exporting it properly, customs[62] can treat the whole lot as abandoned cargo[63] and come after[64] us for the duties[65] and penalties[66].

Marcus: Is there any middle ground[67]? Could we potentially leave a "rotational skeleton crew[68]," just the bare minimum[69] to keep the lights on[70] and the legal status active?

Elias: (Leaning forward) Let's be frank[71], Marcus. A "skeleton crew" is just a polite way[72] of saying "people we're willing to risk." I can't, in good conscience[73], sign off on[74] that. If the power grid[75] goes, and

[29] **airspace** ˈeəspeɪs **przestrzeń powietrzna**
[30] **to pull the trigger** tə pʊl ðə ˈtrɪgə **zacząć działać**
[31] **private charter** ˈpraɪvət ˈtʃɑːtə **prywatny czarter**
[32] **long-term** ˈlɒŋtɜːm **długoterminowy**
[33] **shelter-in-place** ˈʃeltər ɪn pleɪs **szukanie schronienia dostępnego na miejscu**
[34] **backup** ˈbæk'ʌp **zapasowy**
[35] **siege** siːdʒ **oblężenie**
[36] **to struggle with sth** tə ˈstrʌgl wɪð ˈsʌmθɪŋ **mieć z czymś problem, zmagać się z czymś**
[37] **from a compliance standpoint** frɒm ə kəmˈplaɪəns ˈstændpɔɪnt **z prawnego punktu widzenia**
[38] **non-scheduled** nɒn ˈʃedjuːld **pozaplanowy**
[39] **contested** kənˈtestɪd ***tu:*** **sporny, atakowany**
[40] **covered** ˈkʌvəd ***tu:*** **objęty ubezpieczeniem**
[41] **concern** kənˈsɜːn **obawa**
[42] **from the frying pan into the fire** frɒm ðə ˈfraɪɪŋ pæn ˈɪntʊ ðə ˈfaɪə **z deszczu pod rynnę**
[43] **private bird** ˈpraɪvət bɜːd ***tu:*** **prywatny lot, prywatna maszyna**
[44] **Duty of Care** ˈdjuːtɪ ɒv keə **obowiązek sprawowania opieki**
[45] **off the charts** ɒf ðə tʃɑːts **poza skalą**
[46] **to sigh** tə saɪ **wzdychać**

[47] **supply chain** səˈplaɪ tʃeɪn **łańcuch dostaw**
[48] **to snap** tə snæp **pękać**
[49] **court** kɔːt **sąd**
[50] **blackout zone** ˈblækaʊt zəʊn **strefa całkowitego braku łączności i prądu**
[51] **deep dive** diːp daɪv **dogłębna analiza**
[52] **snag** snæg **przeszkoda**
[53] **to be honest** tə biː ˈɒnɪst **prawdę mówiąc**
[54] **pushback** ˈpʊʃbæk **negatywna reakcja**
[55] **handover to sb** ˈhænd,əʊvə tə ˈsʌmbədɪ **przekazanie komuś**
[56] **state** steɪt ***tu:*** **władze**
[57] **bonded** ˈbɒndɪd ***tu:*** **taki, który wjechał do kraju, ale formalnie nie przeszedł jeszcze odprawy celnej (cło i podatek nie zostały zapłacone)**
[58] **equipment** ɪˈkwɪpmənt **sprzęt**
[59] **assets** ˈæsets **aktywa, majątek**
[60] **under tax suspension** ˈʌndə tæks səsˈpenʃən **w ramach zawieszenia poboru cła i podatków**
[61] **to sign sth over** tə saɪn ˈsʌmθɪŋ ˈəʊvə ***tu:*** **formalnie coś przekazać**
[62] **customs** ˈkʌstəmz **urząd celny**
[63] **cargo** ˈkɑːgəʊ **towar**
[64] **to come after sb** tə kʌm ˈɑːftə ˈsʌmbədɪ **ścigać kogoś**
[65] **duty** ˈdjuːtɪ **cło**
[66] **penalty** ˈpenəltɪ **kara**
[67] **middle ground** ˈmɪdl graʊnd **kompromis, złoty środek, płaszczyzna porozumienia**
[68] **skeleton crew** ˈskelətn kruː **niezbędny personel**
[69] **the bare minimum** ðə beə ˈmɪnɪməm **absolutne minimum**
[70] **to keep the lights on** tə kiːp ðə laɪts ɒn **utrzymać działalność**
[71] **let's be frank** lets biː fræŋk **bądźmy szczerzy**
[72] **polite way** pəˈlaɪt weɪ ***tu:*** **eufemizm**
[73] **in good conscience** ɪn gʊd ˈkɒnʃəns **z czystym sumieniem**
[74] **to sign off on sth** tə saɪn ɒf ɒn ˈsʌmθɪŋ **podpisać się pod czymś**
[75] **power grid** ˈpaʊə grɪd **sieć energetyczna**

A WORD WORTH REMEMBERING

to turn south/to go south
/tə tɜːn saʊθ/tə gəʊ saʊθ/
idiom: **przybierać zły obrót**

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it will, those servers are paperweights[76] anyway. Why are we even debating the hardware[77] when the literal roof is falling in?

Sarah: Because if we lose the licenses, we don't have a job to come back to. I'm not being cold; I'm trying to see the forest for the trees[78]. If we do a "dark-site" wipe[79] and just vanish[80], our local partners will interpret that as a breach[81]. We'll be tied up in[82] litigation[83] for a decade. Is there any way we can use the security contractors[84] to stay behind[85]?

Marcus: That's a bit of a grey area[86]. I'd need to see if their contract allows for asset protection[87], or if they're strictly personnel. It's a significant lift[88] on the legal side to pivot[89] that quickly.

Elias: It's also a massive "danger pay[90]" premium. We're talking an extra fifty-k[91] a day just to have them sit in the lobby[92].

Sarah: I mean, compared to three hundred million in seized[93] assets, that's a rounding error[94]. But Elias, can they actually get there? The roads to the hub are already being diverted by[95] the military.

Elias: It's a gamble[96]. But it's the only way to square the circle[97]. We get the staff to the airfield[98], and we hand[99] the keys to the guys with the armoured[100] SUVs. It's not ideal, far from it, but it keeps the lawyers[101] happy and the engineers on the plane.

Marcus: I see where you're coming from, but I'm worried about the optics. If we're seen prioritising gear[102] over people by staying behind[103] for a handover...

Elias: No, we aren't staying behind. The staff moves *now*. The contractors move *in*. We aren't asking for volunteers[104]. This has to be a top-down mandate[105]. If we give people the choice to stay, someone will, and then I'm the one who has to get them out when the roads are gone.

ACT 3: The Transition[106]

06:45

Sarah: (On her mobile[107], walking through a hallway) Right. I've initiated the remote[108]-handover protocol. It's a stop-gap[109], but it should buy us forty-eight hours of "active" status. Elias, tell me the buses are at the gate.

Elias: Two are through. The third is stuck[110] at a checkpoint[111], but the driver is talking them through it. It's a bit of a nail-biter[112], but we're making progress. The charter pilot has the engines running. We're officially in the "red zone" now.

Marcus: I've put together[113] a draft for the stakeholders[114]. I'm calling it a "temporary[115] relocation of administrative functions" rather than an evacuation. It sounds less... final[116]. Sarah, I'll need you to sign off on the wording[117] so we don't trigger any "Force Majeure[118]" clauses[119] prematurely[120].

Sarah: Just send it. I'll look at it on the flight. For the time being, let's just focus on getting that third bus inside the perimeter[121]. Everything else is secondary[122].

Elias: Once the manifest[123] is confirmed, I'll send a ping[124] to the encrypted folder[125]. Marcus, keep the line open to the embassy[126]. If that checkpoint turns south[127], I'm going to need you to start making calls at the ministerial level.

Marcus: I'm on it[128]. I'll circle back[129] once I've briefed[130] the board[131].

[76] **paperweights** 'peɪpəweɪts **przycisk do papieru**
[77] **hardware** 'hɑːdweə **sprzęt**
[78] **to see the forest for the trees** tə siː ðə 'fɒrɪst fə ðə triːz **patrzyć na sprawę szerzej**
[79] **dark-site wipe** dɑːk saɪt waɪp **wyczyszczenie wszystkiego do zera**
[80] **to vanish** tə 'vænɪʃ **znikać**
[81] **breach** briːtʃ **naruszenie umowy**
[82] **tied up in sth** 'taɪd ʌp ɪn 'sʌmθɪŋ **uwiązany w czymś, pogrążony w czymś**
[83] **litigation** ˌlɪtɪ'geɪʃən **proces, spór sądowy**
[84] **security contractor** sɪ'kjʊərɪtɪ kən'træktə **firma ochroniarska**
[85] **to stay behind** tə steɪ bɪ'haɪnd **pozostać na miejscu**
[86] **grey area** greɪ 'eərɪə **szara strefa**
[87] **asset protection** 'æset prə'tekʃən **ochrona mienia**
[88] **significant lift** sɪg'nɪfɪkənt lɪft ***tu:*** **ogromny wysiłek**
[89] **to pivot** tə 'pɪvət ***tu:*** **nagle zmieniać kierunek**
[90] **danger pay** 'deɪndʒə peɪ **dodatek za pracę w niebezpiecznych warunkach**
[91] **fifty-k** 'fɪftɪ keɪ ***pot.*** **pięćdziesiąt kafli**
[92] **lobby** 'lɒbɪ **recepcja**
[93] **seized** siːzd **zajęty**
[94] **rounding error** 'raʊndɪŋ 'erə **błąd zaokrąglenia, ogonek**
[95] **diverted by sb** daɪ'vɜːtɪd baɪ 'sʌmbədɪ **przekierowywany przez kogoś**
[96] **it's a gamble** ɪts ə 'gæmbl **to ryzyko**
[97] **to square the circle** tə skweə ðə 'sɜːkl **próbować dokonać rzeczy niemożliwej**
[98] **airfield** 'eəfiːld **lotnisko**
[99] **to hand** tə hænd **przekazać**
[100] **armoured** 'ɑːməd **opancerzony**
[101] **lawyer** 'lɔːjə **prawnik**
[102] **gear** gɪə **sprzęt**
[103] **to stay behind** tə steɪ bɪ'haɪnd **pozostać na miejscu**
[104] **volunteer** ˌvɒlən'tɪə **ochotnik**
[105] **top-down mandate** tɒp daʊn 'mændeɪt **odgórny nakaz**
[106] **transition** træn'sɪʒən **przejście**
[107] **mobile** 'məʊbaɪl **komórka**
[108] **remote** rɪ'məʊt **zdalny**
[109] **stop-gap** 'stɒpgæp **prowizorka, tymczasowe rozwiązanie**
[110] **to get stuck** tə get stʌk **utknąć**
[111] **checkpoint** 'tʃekpɔɪnt **punkt kontrolny**
[112] **nail-biter** 'neɪl baɪtə(r) **sytuacja trzymająca w napięciu**
[113] **to put together sth** tə pʊt tə'geðə 'sʌmθɪŋ **przygotować coś**
[114] **stakeholder** 'steɪkhəʊldə(r) **interesariusz, partner w biznesie**
[115] **temporary** 'tempərərɪ **tymczasowy**
[116] **final** 'faɪnl **ostateczny**
[117] **wording** 'wɜːdɪŋ **sformułowanie, brzmienie**
[118] **Force Majeure** ˌfɔːs mæ'ʒɜː(r) **siła wyższa**
[119] **clause** klɔːz **klauzula**
[120] **prematurely** ˌpremə'tjʊəli **przedwcześnie**
[121] **to get sth into the perimeter** tə get 'sʌmθɪŋ 'ɪntʊ ðə pə'rɪmɪtə **wprowadzić coś za kordon**
[122] **secondary** 'sekəndərɪ **drugorzędny**
[123] **manifest** 'mænɪfest ***tu:*** **lista pasażerów**
[124] **to send a ping** tə send ə pɪŋ **wysłać sygnał, krótką wiadomość**
[125] **encrypted folder** ɪn'krɪptɪd 'fəʊldə **zaszyfrowany folder**
[126] **embassy** 'embəsɪ **ambasada**
[127] **to turn south/to go south** tə tɜːn saʊθ/tə gəʊ saʊθ ***idiom:*** **przybierać zły obrót**
[128] **I'm on it.** aɪm ɒn ɪt **Zajmę się tym.**
[129] **to circle back** tə 'sɜːkl bæk **wrócić, odezwać się do kogoś ponownie**
[130] **to brief sb** tə briːf 'sʌmbədɪ **zdać komuś relację**
[131] **board** bɔːd **zarząd**

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Sarah: (Softly) We're really doing this?
Elias: We're doing the only thing we can. Let's not overthink the "what-ifs[132]" until we're at thirty thousand feet. We'll reassess[133] the fallout[134] once we're on the ground in Cyprus.
Sarah: Fair enough. See you on the other side.

[132] **what-if** wɒt ɪf **co by było, gdyby**
[133] **to reassess sth** tə ˌriːəˈses ˈsʌmθɪŋ **ponownie coś ocenić**
[134] **fallout** ˈfɔːlaʊt **negatywne skutki**

1: Navigating Conflict

- **A bit of a grey area:** Used when a situation is not clearly defined by rules or ethics.
- **I hear you, I really do:** Validates the other person's point before introducing a counter-argument.
- **I'll be blunt:** Used to introduce a difficult or uncomfortable truth directly.
- **I'm struggling with:** A softer way to say "I don't like this" or "I disagree with this."
- **It's not ideal – far from it:** Acknowledging a solution is flawed while suggesting it's the only option.
- **Let's be frank:** A transition to a more honest, less "corporate" level of discussion.
- **I see where you're coming from, but:** A classic diplomatic phrase to introduce a "but."

2: Under Pressure

- **Duty of Care liability:** The legal risk associated with failing to protect employees.
- **Operating on the assumption:** Based on information that might be outdated or incorrect.
- **A rounding error:** Describing a cost that is insignificant compared to the total stakes.
- **See the forest for the trees:** Focusing on the big picture rather than small, immediate details.
- **Square the circle:** Finding a way to satisfy two seemingly impossible requirements.
- **Significant lift:** Describing a task that requires a lot of effort, money, or legal work.
- **Stop-gap:** A temporary, imperfect solution designed to last a short time.

3: Practical Next Steps

- **Circle back:** To return to a conversation or person later with more information.
- **For the time being:** Focusing on the immediate present rather than the long-term.
- **A nail-biter:** A situation that is very tense or uncertain.
- **Pull the trigger:** To finally make a big decision or start an action.
- **Reassess the fallout:** To look at the consequences of a decision after the crisis has passed.
- **In the red zone:** A state of high alert or the final, most dangerous phase of a project
- **Top-down mandate:** An order that comes from leadership and is not up for negotiation.

4: Contingency & Emergency

- **Red zone:** The final and most dangerous phase of an operation, when time is nearly exhausted and conditions are rapidly deteriorating.
- **Bonded equipment:** Imported equipment held under a customs bond or tax suspension; if abandoned or improperly transferred, the company may become liable for duties, penalties, or seizure of the assets.
- **Go-bag:** A pre-packed emergency bag containing essentials needed for rapid evacuation, often used in security or disaster planning.
- **Shelter-in-place:** An emergency procedure where people remain inside a protected location rather than evacuating due to external danger.
- **Skeleton crew:** The smallest number of staff required to keep operations running temporarily during a crisis.
- **Grounding:** An aviation order preventing aircraft from taking off or landing in a specific airspace.
- **Extraction:** A coordinated evacuation operation designed to remove personnel from a dangerous environment.

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Yevgeny Primakov

(1929–2015) was a Soviet and later Russian statesman[1] whose strategic thinking shaped Russia's post-Cold War foreign policy[2]. As foreign minister[3] and prime minister[4], he developed[5] the "Primakov Doctrine," rejecting[6] US dominance in favour of a multipolar world of competing power centres. Primakov argued that creating instability between major powers – especially the United States, Europe, China and regional actors in the Middle East – could weaken Western unity. This approach[7] supports indirect methods such as instigating proxy conflicts[8], disinformation campaigns[9], and applying indirect pressure on Europe's borders. Formulated after the USSR's collapse[10], this framework[11] has endured and has later been reinforced by[12] thinkers such as Alexander Dugin, who has given it a more explicit ideological form.

[1] **statesman** 'steɪtsmən **polityk, mąż stanu**
[2] **foreign policy** 'fɒrɪn 'pɒlɪsɪ **polityka zagraniczna**
[3] **foreign minister** 'fɒrɪn 'mɪnɪstə **minister spraw zagranicznych**
[4] **prime minister** praɪm 'mɪnɪstə **premier**
[5] **to develop sth** tə dɪ'veləp 'sʌmθɪŋ **opracować coś**
[6] **to reject sth** tə 'ri:dʒekt 'sʌmθɪŋ **odrzucać coś**
[7] **approach** ə'prəʊtʃ **podejście**
[8] **proxy conflict** 'prɒksɪ 'kɒnflɪkt **wojna zastępcza**
[9] **disinformation campaign** ˌdɪsˌɪnfə'meɪʃn kæm'peɪn **kampania dezinformacyjna**
[10] **collapse** kə'læps **rozpad**
[11] **framework** 'freɪmwɜ:k ***tu:*** **koncepcja, model**
[12] **reinforced by sb** ˌri:ɪn'fɔ:st baɪ 'sʌmbədɪ **wzmacniany przez kogoś**



Naval Ravikant

(b. 1974) is an Indian-American entrepreneur[13], investor and thinker best known for distilling[14] complex ideas about wealth, happiness, and decision-making into strikingly[15] simple principles[16]. As co-founder[17] of AngelList, he helped reshape startup investing, giving early-stage companies wider access to capital. Yet his wider influence[18] lies in his writing and interviews, where he blends[19] philosophy, economics and personal development[20]. Ravikant argues that modern[21] suffering[22] is rarely caused by material lack, but by comparison and desire – "happiness is being satisfied with what you have; success comes from wanting what you have." In an age defined by constant measurement and competition, his ideas offer a counterpoint[23]: that freedom comes not from constant craving[24], but from learning what *not* to want.

[13] **entrepreneur** ˌɒntrəprə'nɜ: **przedsiębiorca**
[14] **to distil sth** tə dɪs'tɪl'sʌmθɪŋ **wydobywać istotę czegoś, destylować**
[15] **strikingly** 'straɪkɪŋli **uderzająco**
[16] **principles** 'prɪnsəplz **zasady**
[17] **co-founder** kəʊ 'faʊndə **współzałożyciel**
[18] **influence** 'ɪnflʊəns **wpływ, oddziaływanie**
[19] **to blend** tə blend **mieszać**
[20] **personal development** 'pɜ:snl dɪ'veləpmənt **rozwój osobisty**
[21] **modern** 'mɒdən **współczesny**
[22] **suffering** 'sʌfərɪŋ **cierpienie**
[23] **counterpoint** 'kaʊntəpɔɪnt **kontrapunkt, kontrargument**
[24] **constant craving** 'kɒnstənt 'kreɪvɪŋ **nieustanne pragnienie**



Ewa Woydyłło

(b. 1939) is a Polish psychologist, therapist and author whose work has shaped public understanding of addiction[25], emotional health[26] and personal responsibility[27]. Trained in clinical psychology and long associated with[28] the Institute of Psychiatry and Neurology in Warsaw, she became widely known for[29] her writing on alcoholism and co-dependency[30], particularly in post-communist Poland, where these problems were often hidden[31] or poorly understood[32]. Woydyłło combines psychological knowledge[33] with a clear, direct approach, emphasising personal responsibility, self-awareness[34] and the effort needed to change. Through her books, lectures, and media work, she argues that emotional maturity[35] requires facing uncomfortable truths[36] about yourself, rather than relying on simple explanations or blaming others.

[25] **addiction** ə'dɪkʃən **uzależnienie, nałóg**
[26] **emotional health** ɪ'məʊʃənl helθ **zdrowie psychiczne**
[27] **personal responsibility** 'pɜ:snl rɪsˌpɒnsə'bɪlɪtɪ **odpowiedzialność osobista**
[28] **associated with sth** ə'səʊʃɪeɪtɪd wɪð 'sʌmθɪŋ **związany z czymś**
[29] **widely known for sth** 'waɪdli nəʊn fə 'sʌmθɪŋ **powszechnie znany z czegoś**
[30] **co-dependency** kəʊ dɪ'pendənsɪ **współuzależnienie**
[31] **hidden** 'hɪdn **ukryty**
[32] **poorly understood** 'pʊəlɪ ˌʌndə'stʊd **słabo poznany**
[33] **knowledge** 'nɒlɪdʒ **wiedza**
[34] **self-awareness** ˌself ə'weənəs **samoświadomość**
[35] **emotional maturity** ɪ'məʊʃənl mə'tjʊərɪtɪ **dojrzałość emocjonalna**
[36] **uncomfortable truth** ʌn'kʌmfətəbl tru:θ **niewygodna prawda**

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Being Gordon Ramsay

We are passing on the Melania film to review Netflix's documentary series, *Being Gordon Ramsay*. But are they both just self-promotion vehicles[1], with the latter involving more swearing?
The series is anchored around[2] Gordon Ramsay's ambitious plan to open five distinct dining and hospitality concepts simultaneously inside 22 Bishopsgate, one of London's tallest buildings, with millions of pounds of investment and tight deadlines to meet. This is a little contrived[3]. However, as the episodes unfold, we eavesdrop[4] on design and supplier negotiations, battles over tight schedules, menu planning, staffing and applying different restaurant business models. In many ways, it is a complete business management training course. The documentary also cuts between professional decision-making pinch points and family commitments[5].
Gordon Ramsay is not afraid to expose his moments of self-doubt[6], but like any superhero worth his salt[7], we know he will come out victorious in the end. The clue lies in the production company, revealing that this isn't an incidental fly-on-the-wall[8] documentary. Studio Ramsay Global was launched as part of a strategic partnership between Ramsay and FOX Entertainment to develop and produce high-profile culinary and lifestyle programming for global audiences. That said, it is not a bad bill of fare[9]. You will have to decide for yourself – as they say, "the proof of the pudding is in the eating[10]."
Starring: Gordon Ramsay and family, senior executives, chefs, designers, contractors[11]



Production and distribution: Studio Ramsay Global, as a Netflix Original documentary series, launched in February 2026
Runtime: 6 x 45–50 minutes per episode
Genre: Documentary series / Business & entrepreneurship / Food and hospitality

[1] **self-promotion vehicle** ˌself prəˈməʊʃn ˈviːɪkl ***tu:*** **film autopromocyjny**
[2] **to be anchored around sth** tə biː ˈæŋkəd əˈraʊnd ˈsʌmθɪŋ ***tu:*** **kręcić się wokół czegoś, dotyczyć czegoś**
[3] **contrived** kənˈtraɪvd ***tu:*** **naciągany**
[4] **to eavesdrop** tʊ ˈiːvzdrɒp **podsłuchiwać**
[5] **family commitments** ˈfæmlɪ kəˈmɪtmənts **zobowiązania rodzinne**
[6] **self-doubt** ˌself ˈdaʊt **brak wiary w siebie**
[7] **worth one's salt** wɜːθ wʌnz sɔːlt **z prawdziwego zdarzenia**
[8] **fly-on-the-wall** flaɪ ɒn ðə wɔːl **kręcony na żywo**
[9] **bill of fare** bɪl ɒv feə **karta dań**
[10] **the proof of the pudding is in the eating** ðə pruːf ɒv ðə ˈpʊdɪŋ ɪz ɪn ðiː ˈiːtɪŋ **okaże się w praktyce**
[11] **contractor** kənˈtræktə **wykonawca**



Unhinged[1] Habits – Jonathan Goodman

Unhinged Habits is a manifesto[2] for greater productivity through imbalance. Currently available only as an audiobook, Jonathan Goodman's book argues that many people are organised, disciplined and busy, yet stuck because they never deliberately[3] break rhythm. We try too hard to keep all the balls in the air[4], all the time.
At the centre of the book is Goodman's 8:4 Rule, in which he proposes dividing the year into roughly eight months of intense focus and four months of deliberate downshifting[5]. These "seasons" don't have to follow the calendar; they can align with[6] work cycles, family needs or personal energy, but the idea is to alternate rocket science between periods of concentrated effort, and rest, exploration and reconnection. Pushing hard and stepping back are treated as equally intentional and valuable.
Other frameworks[7] build on this logic. The Explorer's Compass encourages small disruptions to routine to restore curiosity, while his model for evaluating friendships challenges listeners to distinguish[8] between genuine[9] connection and social inertia[10] (Like!).
Some may argue that this is not rocket science, and that we all have periods of intensive work or study followed by times when we take our foot off the pedal[11]. True as that may be, Goodman provides a wake-up call[12] to distribute our energy in strong bursts rather than operate at half-power throughout the year – effectively, just treading water[13].



Author and narrator: Jonathan Goodman
Publisher: HarperCollins Leadership
Audible release date: January 27, 2026
Price: USD 33.46

[1] **unhinged** ʌnˈhɪndʒd ***pot.*** **stuknięty, wyprowadzony z równowagi**
[2] **manifesto** ˌmænɪˈfestəʊ **manifest,** ***tu:*** **apel**
[3] **deliberately** dɪˈlɪbərətlɪ **celowo, specjalnie**
[4] **to keep all the balls in the air** tə kiːp ɔːl ðə bɔːlz ɪn ðiː eə **robić kilka rzeczy jednocześnie**
[5] **downshifting** ˈdaʊnʃɪftɪŋ **zwalnianie tempa**
[6] **to align with sth** tʊ əˈlaɪn wɪð ˈsʌmθɪŋ **zestrajać się z czymś**
[7] **framework** ˈfreɪmwɜːk **model**
[8] **to distinguish** tə dɪsˈtɪŋgwɪʃ **rozróżniać**
[9] **genuine** ˈdʒenjʊɪn **autentyczny**
[10] **social inertia** ˈsəʊʃəl ɪˈnɜːʃjə **społeczna inercja, polubienie z przyzwyczajenia**
[11] **to take one's foot off the pedal** tə teɪk wʌnz fʊt ɒf ðə ˈpedl **wrzucić na luz**
[12] **wake-up call** ˈweɪk ʌp kɔːl **pobudka**
[13] **to tread water** tə tred ˈwɔːtə **dreptać w miejscu**

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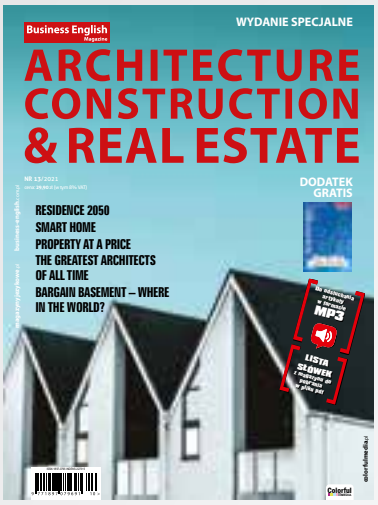
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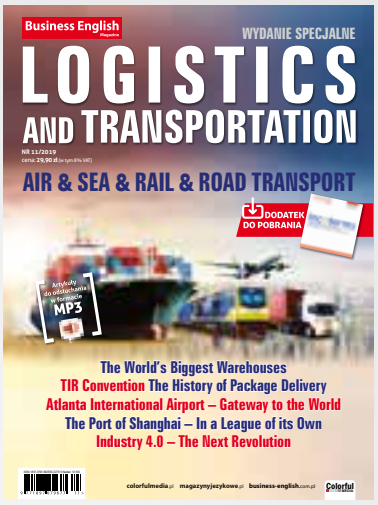
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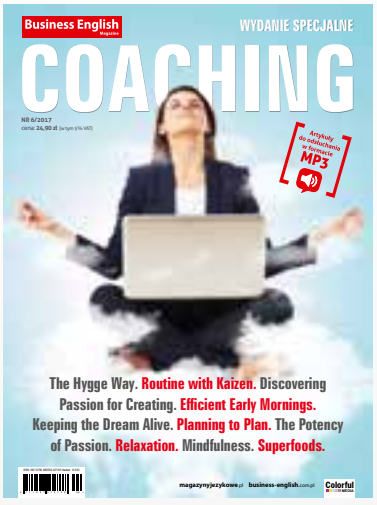










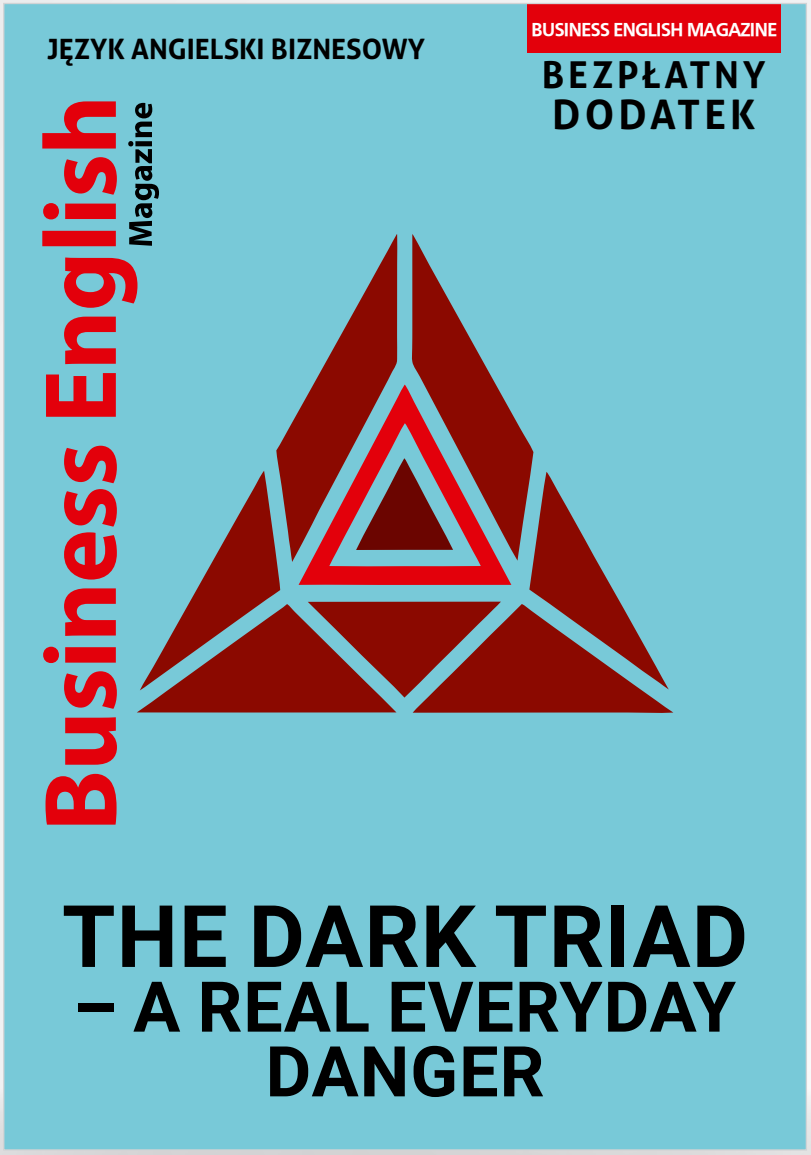


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