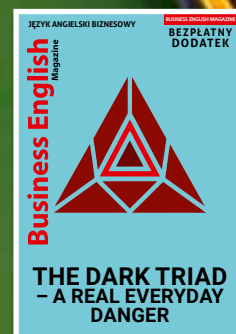


JEDYNY MAGAZYN POŚWIĘCONY BUSINESS ENGLISH

BUSINESS ENGLISH MAGAZINE

Business English Magazine

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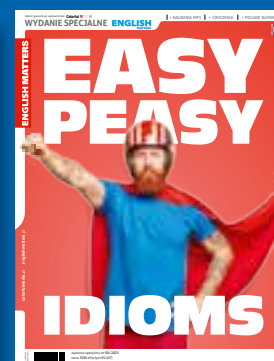
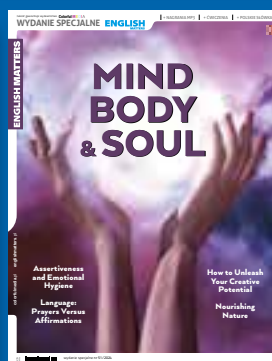
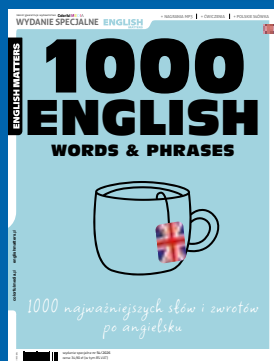
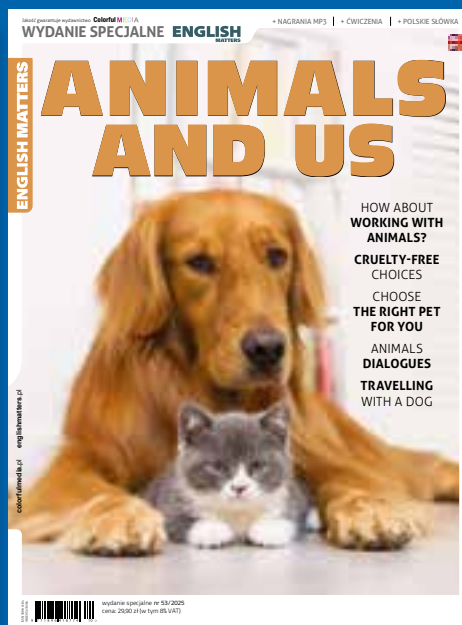
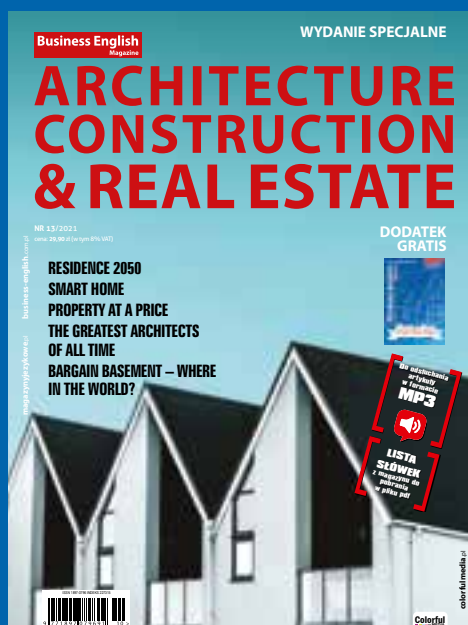
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by Paul Martin from
www.go-native.pl

FRIENDSHIP HOUR

NEWSFLASH¹: You no longer need to feel guilty about **chatting²** to a friend during work time. A Swedish company is piloting “Friendship Hour”, **encouraging employees³** to **reach out to others to combat the modern scourge of loneliness⁵**.

Is it a smart **mental-health⁶** initiative, or an open invitation to **distraction⁷**?

For generations, the message from employers has been clear: work is for working. Personal conversations were something to be **squeezed into⁸** lunch breaks, whispered **by the kettle⁹**, or saved for **after hours¹⁰**. The image of two employees chatting has been **shorthand for¹¹** lost productivity for too long, a **minor offence¹²** **policed¹³** by **watchful¹⁴** managers and time clocks alike.

That **assumption¹⁵** is now being challenged by a small but provocative experiment in Sweden. Under a new initiative **dubbed¹⁶** 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 time¹⁷**.”

And **there’s the rub¹⁸** – this initiative encourages employees to chat inside or outside the company during regular work hours. The goal is not **networking¹⁹** or team-building in the corporate sense, but something more human: maintaining real **social bonds²⁰** in an era of rising loneliness.

The idea would have been **unthinkable²¹** on the factory **shopfloors²²** of the 19th and 20th centuries. Even in office environments, personal phone calls were monitored, and chatting to a friend or **relative²³** would be considered **inappropriate²⁴**, unless regarding an **urgent matter²⁵**, such as a sick child.

We have relaxed the workplace with

open-plan offices, casual dress codes and **break-out areas²⁶**, making workplaces feel more social. Yet, there is often an **unwritten rule²⁷** not to **overdo²⁸** it. Many managers accepted that a little chat helps build morale and improve communication, but too much equals a lack of **commitment²⁹**.

Then came **remote** and hybrid **work³⁰**. Slack, Teams and Zoom replaced **corridor³¹** conversations, while loneliness quietly **surged³²**. Studies across Europe and North America show more adults reporting weak **social ties³³**, even while being constantly “connected” online. For employers, this has created a new problem: isolated employees are more **prone to³⁴** **burnout³⁵**, **disengagement³⁶** and long-term **sickness absence³⁷**.

Friendship Hour is a **response³⁸** to that **shift³⁹**. Its **supporters⁴⁰** argue that social connection is not a distraction from work but a **prerequisite⁴¹** for **sustainable performance⁴²**. By **legitimising⁴³** personal contact, companies may reduce stress, improve mental health and even **boost⁴⁴** loyalty. An employee who feels **permitted to⁴⁵** check in with a friend, they argue, may return to their tasks more focused, not less.

Sceptics are **unconvinced⁴⁶**. Critics worry about **blurred boundaries⁴⁷** and **uneven⁴⁸**

¹ **newsflash** 'nju:zflæʃ **wiadomość z ostatniej chwili**

² **to chat** tə tʃæt **ucinać sobie pogawędkę**

³ **employee** ˌemplɔɪˈi: **pracownik**

⁴ **to encourage sb to do sth** tə ɪnˈkʌrɪdʒ ˈsʌmbədɪ tə du: **'sʌmθɪŋ zachęcać kogoś do robienia czegoś**

⁵ **scourge of loneliness** skɜːdʒ ɒv ˈlʌnlnɪnəs **plaga samotności**

⁶ **mental-health** ˌmentl ˈhelθ **zdrowie psychiczne**

⁷ **distraction** dɪsˈtrækʃən **rozproszenie uwagi**

⁸ **squeezed into sth** skwiːzd wciśnięty w coś

⁹ **by the kettle** baɪ ðə ˈketl **przy czajniku, przy parzeniu herbaty**

¹⁰ **after hours** ˈɑːftər ˈaʊəz **po godzinach, po pracy**

¹¹ **shorthand for sth** ˈʃɔːthaend fə ˈsʌmθɪŋ **tu: symbol czegoś**

¹² **minor offence** ˈmaɪnər əˈfens **drobne wykroczenie**

¹³ **policed** pəˈliːst **kontrolowany, nadzorowany**

¹⁴ **watchful** ˈwɒtʃfʊl **czujny**

¹⁵ **assumption** əˈsʌmpʃən **założenie**

¹⁶ **dubbed** dʌbd **nazwany**

¹⁷ **during paid time** ˈdjʊərɪŋ peɪd taɪm **w godzinach pracy**

¹⁸ **there’s the rub** ðeəz ðə rʌb **w tym właśnie sęk, tu jest pies pogrzebany**

¹⁹ **networking** ˈnetwɜːkɪŋ **proces nawiązywania i utrzymywania trwałych, wzajemnie korzystnych relacji biznesowych i zawodowych**

²⁰ **social bonds** ˈsəʊʃəl bɒndz **więzi społeczne**

²¹ **unthinkable** ˌʌnˈθɪŋkəbl **nie do pomyślenia**

²² **shopfloor** ˈʃɒpflɔː **hala produkcyjna**

²³ **relative** ˈrelatɪv **krewny**

²⁴ **inappropriate** ˌɪnəˈprəʊpriət **niestosowny, nie na miejscu**

²⁵ **urgent matter** ˈɜːdʒənt ˈmætə **pilna sprawa**

²⁶ **break-out area** breɪk aʊt ˈeəriə **strefa relaksu**

²⁷ **unwritten rule** ˌʌnˈrɪtɪn ruːl **niepisana zasada**

²⁸ **to overdo** tə ˌəʊvəˈduː **przesadzać**

²⁹ **commitment** kəˈmɪtmənt **zaangażowanie**

³⁰ **remote work** rɪˈməʊt wɜːk **praca zdalna**

³¹ **corridor** ˈkɒrɪdɔː **korytarz**

³² **to surge** tə sɜːdʒ **wzrastać**

³³ **social ties** ˈsəʊʃəl ˈtaɪz **więzi społeczne**

³⁴ **prone to sth** prəʊn tə ˈsʌmθɪŋ **podatny na coś**

³⁵ **burnout** ˈbɜːnˈaʊt **wypalenie zawodowe**

³⁶ **disengagement** ˌdɪsɪnˈgeɪdʒmənt **odłączenie, wycofanie się**

³⁷ **sickness absence** ˈsɪknəs ˈæbsəns **nieobecność spowodowana chorobą**

³⁸ **response** rɪsˈpɒns **odpowiedź, reakcja**

³⁹ **shift** ʃɪft **zmiana**

⁴⁰ **supporter** səˈpɔːtə **zwolennik**

⁴¹ **prerequisite** ˈpriːˈrekwɪzɪt **warunek wstępny**

⁴² **sustainable performance** səˈsteɪnəbl pəˈfɔːməns **wydajność**

⁴³ **legitimising** lɪˈdʒɪtəmaɪzɪŋ **legalizowanie**

⁴⁴ **to boost sth** tə buːst ˈsʌmθɪŋ **zwiększać coś**

⁴⁵ **to be permitted to** tə biː ˈpɜːmɪtɪd tə **mieć pozwolenie na**

⁴⁶ **unconvinced** ˌʌnˈkɒnˈvɪnst **nieprzekonany**

⁴⁷ **blurred boundaries** blɜːd ˈbʌʊndərɪz **rozmyte, zacierające się granice**

⁴⁸ **uneven** ˈʌnɪˈvən **tu: nierównomierny**



A WORD WORTH REMEMBERING

blurred boundaries
/blɜːd 'bændərɪz/
rozmyte, zacierające się granice

application⁴⁹. 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 'əʊnli tylko z nazwy

⁵¹ **long-held notion** lɒŋ held 'nəʊʃən od dawna

panujące przekonanie

⁵² **tenable** 'tenəblɪ dający się obronić

⁵³ **to feel uneasy** tə fiːl ʌn'iːzi czuć się nieswojo

⁵⁴ **to resist** tə rɪˈzɪst opierać się

⁵⁵ **reasonably** 'riːznəbli słusznie

⁵⁶ **to bear sth** tə beə 'sʌmθɪŋ ponieść coś, wziąć coś na siebie

⁵⁷ **outdated** ˌaʊtˈdeɪtɪd nie na czasie

⁵⁸ **approach to sth** əˈprəʊtʃ tə 'sʌmθɪŋ podejście do czegoś

⁵⁹ **recognition** ˌrekəɡ'nɪʃən uznanie

⁶⁰ **guilty pleasure** 'ɡɪltɪ 'pleʒə wstydlawa przyjemność, przyjemność, która wywołuje poczucie winy

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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

A WORD WORTH REMEMBERING

to scupper sth
/tə 'skʌpə 'sʌmθɪŋ/
niweczyć, rujnować,
niszczyć coś

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.

⁶ to commit oneself to sth tə kə'mɪt wən'self tə 'sʌmθɪŋ zobowiązywać się do czegoś

⁷ member state 'membə steɪt państwo członkowskie

⁸ GDP = Gross Domestic Product ,dʒɪ: di: 'pi: grəʊs dæʊ'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

⁹ per capita pɜ: 'kæpɪtə na osobę

¹⁰ Eurozone 'jʊərəʊzən strefa euro

¹¹ hindered by sth 'hɪndəd baɪ 'sʌmθɪŋ hamowany

¹² thorny issues 'θɔ:ni 'tʃu:z drażliwe kwestie, kłopotliwe kwestie

¹³ money laundering 'mʌni 'b:ndərɪŋ pranie pieniędzy

¹⁴ authorities ɔ:'θɒrətɪz władze

¹⁵ to adopt sth tə ə'dɒpt 'sʌmθɪŋ przyjąć coś

¹⁶ pegged with sth peɡd wɪθ 'sʌmθɪŋ tu: powiązany z czymś

¹⁷ attempt ə'tempt próba

¹⁸ to switch to sth tə swɪtʃ tə 'sʌmθɪŋ przechodzić na coś, przerzucić się na coś

¹⁹ to satisfy sth tə 'sætɪsfai: 'sʌmθɪŋ spełniać coś

²⁰ debt-to-GDP ratio det tə ,dʒɪ: di: 'pi: 'reɪʃəʊ dɫʊɡ publiczny w stosunku do PKB

²¹ interest rates 'ɪntrəst reɪts stopy procentowe

²² exchange rate stability ɪks'tʃeɪndʒ reɪt stə'blaɪt stabilność kursu walutowego

²³ to scupper sth tə 'skʌpə 'sʌmθɪŋ niweczyć, rujnować, niszczyć coś

²⁴ to attain sth tə ə'teɪn 'sʌmθɪŋ osiągać coś

²⁵ to permit tə 'pə'mɪt pozwalać, zezwalać

²⁶ to supervise sth tə 'su:pəvaɪz 'sʌmθɪŋ nadzorować coś

²⁷ responsible rɪs'pɒnsəbl odpowiedzialny

²⁸ monetary policy 'mʌnɪtəri 'pɒləsi polityka monetarna

²⁹ membership 'membəʃɪp członkostwo

³⁰ excessive ɪk'sesɪv nadmierny

³¹ threshold 'θreʃhəʊld próg

³² temporary 'tempərəri tymczasowy

³³ failure 'feɪljə niepowodzenie

³⁴ merely 'merəli tylko

³⁵ to delay sth tə dɪ'leɪ 'sʌmθɪŋ odwlec, opóźnić coś

³⁶ inevitable ɪn'evɪtəbl nieunikniony

³⁷ inflation rate ɪn'fleɪʃən reɪt wskaźnik inflacji

³⁸ inclusion ɪn'klju:ʒən włączenie

³⁹ to describe sth tə dɪs'kraɪb 'sʌmθɪŋ opisywać coś

⁴⁰ milestone 'maɪlsteɪn kamień milowy

⁴¹ to claim tə kleɪm twierdzić

⁴² to express sth tə ɪks'pres 'sʌmθɪŋ wyrażać coś

⁴³ approval ə'pru:vəl aprobata

⁴⁴ to achieve sth tə ə'tʃi:v 'sʌmθɪŋ osiągać coś

⁴⁵ to combat sth tə 'kɒmbət 'sʌmθɪŋ zwalczać coś

⁴⁶ ill effects ɪl'ɪfɛkts negatywne skutki

⁴⁷ geopolitical uncertainty ,dʒɪ:əpə'ɪtɪkl ən'sɜ:tntɪ geopolityczna niestabilność

⁴⁸ exceptionally ɪk'seɪpʃənli niezwykle

⁴⁹ survey 'sɜ:veɪ sondaż, badanie

⁵⁰ to indicate tə ɪndɪkeɪt pokazywać

⁵¹ to oppose sth tə ə'pəʊz 'sʌmθɪŋ sprzeciwiać się czemuś

¹ at the expense of sth æt ði: ɪks'pens əv 'sʌmθɪŋ kosztem czegoś

² previous 'prɪvɪəs poprzedni

³ currency 'kʌrənsɪ waluta

⁴ to investigate sth tə ɪn'vestɪgeɪt 'sʌmθɪŋ badać coś

⁵ government 'ɡʌvnmənt rząd



by Paul Martin from
www.go-native.pl

The controversy was **aggravated**⁵² by 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 side⁶⁷, 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'lektʃənz **wybory**
⁵⁹ to drive sth up tə draɪv 'sʌmθɪŋ
ap podnosić coś
⁶⁰ to rise sharply tə raɪz 'ʃɑːpli
gwałtownie wzrosnąć
⁶¹ to make ends meet tə meɪk endz

- mił: wiązać koniec z końcem**
⁶² moreover mɔː'reʊə **co więcej**
⁶³ fear fiə **obawa**
⁶⁴ disruption dɪs'rʌpʃən **chaos,**
zamęt
⁶⁵ ATM = automated teller
machine ˌæɪ tiː 'em 'ɔːtəmətəd 'telə
mɑːʃɪn **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
'spiːəəl aʊt ɒv kən'trɒl **wymknąć**
się spod kontroli
⁷⁰ accession æk'seʃən
przystąpienie
⁷¹ to surpass sth tə sɑː'pɑːs
'sʌmθɪŋ **przewyższać coś**

THE CRUDE¹ 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" order¹⁷ 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 drɪ'pendəns ɒn
'sʌmθɪŋ **zależność od czegoś**
⁴ to emerge tə 'ɪmɜːdʒ **wyłaniać się**
⁵ pipeline 'paɪplajn rurociąg
⁶ struggle 'strʌgl zmaganie
⁷ naval fleet 'neɪvəl fliːt marynarka
wojenna
⁸ bulky 'bʌlki nieporęczny,
wielkogabarytowy
⁹ to look for sth tə lʊk fɔː 'sʌmθɪŋ **szukać**
czegoś
¹⁰ efficient ɪ'fɪʃənt wydajny,
efektywny
¹¹ gradually 'grædʒʊəli stopniowo
¹² liquid gold 'lɪkwɪd ɡəʊld płynne złoto
¹³ to gamble on sth tə 'ɡæmbəl ɒn
'sʌmθɪŋ **ryzykować czymś, postawić**
na coś niepewnego
¹⁴ mining magnate 'maɪnɪŋ 'mæɡneɪt
górnicyz 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 ɡʌʃ **gwałtownie wypływać**
²⁰ rig rɪɡ platforma wiertnicza
²¹ to prompt sth tə prɒmpt 'sʌmθɪŋ
wywołać coś, doprowadzić do
czegoś
²² naval supremacy 'neɪvəl sʊ'preməsi
dominacja na morzu
²³ efficiency ɪ'fɪʃənsi wydajność,
efektywność, skuteczność
²⁴ engine 'endʒɪn silnik
²⁵ to oversee sth tə 'əʊvəːsɪː 'sʌmθɪŋ
nadzorować coś
²⁶ outbreak 'aʊtbrek **wybuch (np.**
wojny, epidemii)

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 'pɜ:tʃəs 'sʌmθɪŋ* kupić coś

²⁸ stake *steɪk* udział (np. w zyskach lub firmie)

²⁹ to burst from sth *tə bɜ:st frɒm 'sʌmθɪŋ* wytrysnąć z czegoś

³⁰ interwar years *'ɪntəwɔ: jɪəz* lata międzywojenne

³¹ search for sth *sɜ:tʃ fə 'sʌmθɪŋ* poszukiwanie czegoś

³² to shift to sth *tə ʃɪft tə 'sʌmθɪŋ* przejść na coś, zmienić kierunek na coś

³³ global disruption *'glɔ:bal dɪs'trʌpʃən* globalny zamęt

³⁴ to grant a concession to sth *tə grɑ:nt ə kən'seʃən tə 'sʌmθɪŋ* przyznać koncesję na coś

³⁵ drilling *'drɪŋŋ* wiercenie

³⁶ dubbed *dʌbd* eks nazwany X

³⁷ to hit oil at a depth of X meters *tə hɪt ɔɪl æt ə*

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'vɒlmənt ɪn 'sʌmθɪŋ* zaangażowanie w coś

² to sat atop sth *tə sæt ə'tɒp 'sʌmθɪŋ* znajdować się na szczycie czegoś

³ sparsely populated *'spɑ:sli 'pɒpjəleɪtɪd* słabo zaludniony

⁴ to cut supplies to sb *tə kʌt sə'plaɪz tə 'sʌmbədi* odciąć dostawy do kogoś

⁵ to depend on sth *tə dɪ'pend ɒn 'sʌmθɪŋ* zależeć od czegoś

⁶ roughly *'ru:ʒli* około

INFOBOX

^{depθ} *ɒv* eks *'mi:təz* natrafić na rolę na głębokości X metrów

³⁸ pastoral *'pɑ:stərəl* pasterski

³⁹ including sth *ɪn'kludɪŋ 'sʌmθɪŋ* włącznie z czymś

⁴⁰ predecessor *'pri:dsesə* poprzednik



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 Point⁵²

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 *tə ə'vɔɪd 'sʌmθɪŋ* uniknąć czegoś

⁴³ to compete with sb *tə kəm'pi:t wɪð 'sʌmbədɪ* współzawodniczyć, konkurować z kimś

⁴⁴ boardroom *bɔːdruːm* sala posiedzeń zarządu

⁴⁵ to unravel *tə ʌn'rævəl* *tu:* sypać się

⁴⁶ to attempt to do sth *tə ə'tempt tə du: 'sʌmθɪŋ* próbować coś zrobić

⁴⁷ to trigger sth *tə 'trɪɡə 'sʌmθɪŋ* wywołać coś

⁴⁸ coup *ku:* zamach stanu, przewrót

⁴⁹ to restore sth *tə rɪ'stɔː '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 *ˌɔːɡənəɪ'zeɪʃən ɒv ðə pɪ'trɔʊlɪjəm 'eksɔːtɪŋ 'kʌntrɪz* Organizacja Krajów Eksportujących Ropę Naftową

⁵¹ to reclaim control over sth *tə rɪ'kleɪm kən'trɒl əv 'sʌmθɪŋ* odzyskać kontrolę nad czymś

⁵² choke point *tʃəʊk pɔɪnt* wąskie gardło (punkt o strategicznym znaczeniu)

⁵³ to halt sth *tə hɔːlt 'sʌmθɪŋ* zatrzymać, wstrzymać coś

⁵⁴ to surge *tə sɜːdʒ* gwałtownie wzrosnąć

⁵⁵ to expose sth *tə ɪks'pəʊz 'sʌmθɪŋ* odsłonić, obnażyć coś

⁵⁶ stagflation *stæɡfleɪʃən* stagflacja (zjawisko ekonomiczne polegające na współwystępowaniu wysokiej inflacji i stagnacji gospodarczej)

⁵⁷ to stall *tə stɔːl* utknąć w martwym punkcie

⁵⁸ to soar *tə sɔː* gwałtownie rosnąć

⁵⁹ to highlight sth *tə 'haɪlaɪt 'sʌmθɪŋ* podkreślić coś

⁶⁰ vulnerability *vʌlnərə'bɪləti* wrażliwość, podatność (np. na ataki)

⁶¹ to be forced to do sth *tə biː fɔːst tə du: 'sʌmθɪŋ* być zmuszonym do zrobienia czegoś

⁶² to detour sth *tə 'diːtəʊ 'sʌmθɪŋ* omijać, okrążyć coś

⁶³ to exchange missiles and drone strikes with sb *tə ɪks'tʃeɪndʒz 'mɪsʌɪlz ænd drəʊn straɪks wɪð 'sʌmbədɪ* wzajemnie się atakować przy pomocy rakiet i dronów

⁶⁴ fever pitch *'fiːvə pɪtʃ* punkt krytyczny, apogeum

⁶⁵ in the aftermath *ɪn ðiː 'ɑːftəməθ* w następstwie (czegoś)

⁶⁶ to face sth *tə feɪs 'sʌmθɪŋ* mierzyć się z czymś, stawiać czoła czemuś

⁶⁷ de facto closure *ˌdiː 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'wɔːdz 'sʌmθɪŋ* dążenie do czegoś, parcie w kierunku czegoś

⁷² renewables *rɪ'njuːəblz* odnawialne źródła energii

A WORD WORTH REMEMBERING

caveat
/'kæviæt/
zastrzeżenie

Washington

POBIERZ
NAGRAŃIA
MP3



KOD DOSTĘPU:
s4e

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW
COLORFULMEDIA.PL/CZYTNIK

by Janet Sanford

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 dimensions²¹:

Personal Freedom²² – 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 'grɑːntɪd
brać coś za pewnik

² a human right ə 'hjuːmən raɪt prawo człowieka

³ to what extent tə wɒt ɪks'tent do jakiego stopnia, w jakim stopniu

⁴ to measure tə 'meɪʒə mierzyć, oceniać

⁵ vocabulary vəʊ'kæbjʊləri słownictwo

⁶ to trigger sth tə 'trɪɡə 'sʌmθɪŋ przywoływać, wywoływać coś

⁷ upbringing 'ʌp,briːŋɪŋ wychowanie

⁸ values 'væljuːz wartości

⁹ dichotomy daɪ'kɒtəmi dychotomia, podział całości na dwie różniące się części

¹⁰ individual freedom ˌɪndɪ'vɪdʒʊəl 'friːdəm wolność jednostki

¹¹ permission pə'mɪʃən pozwolenie

¹² prohibition ˌprəʊ'ɪbɪʃən zakaz

¹³ free speech friː spiːtʃ 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 'ɪntə ə'kaʊnt brać coś pod uwagę

¹⁷ it turns out it is ɪt tɜːnz aʊt ɪt ɪz okazuje się, że tak

¹⁸ snapshot 'snæpʃɒt tuː szybki ogłąd

¹⁹ prosperity pros'perəti dobrobyt

²⁰ well-being 'wel'biːŋ dobrostan

²¹ dimension dɪ'menʃən wymiar

²² personal freedom 'pɜːsnl 'friːdəm wolność osobista

²³ civil liberties 'sɪvl 'lɪbətɪz swobody obywatelskie

²⁴ to express yourself tə ɪks'pres ʃɔː'self wyrażać siebie

²⁵ association ə,səʊsɪ'eɪʃən stowarzyszenie, organizacja

²⁶ to practice religion tə 'præktɪs rɪ'lɪdʒən praktykować wiarę

²⁷ arbitrary 'ɑːbɪtrəri arbitralny

²⁸ constraint kən'streɪnt ograniczenie

Economic Freedom²⁹ – 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?

Quantifying³⁵ 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 Landscape⁵³

According to the Human Freedom Index:

- Global levels of human freedom remain below their pre-pandemic levels, with **significant declines**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 ˌekəˈnɒmɪk ˈfriːdəm

wolność gospodarcza

³⁰ latitude ˈlætɪtjuːd swoboda

³¹ to pursue sth tə pəˈsjuː ˈsʌmθɪŋ realizować coś

³² to hire sb tə ˈhaɪə ˈsʌmbədɪ zatrudniać kogoś

³³ to fire sb tə ˈfaɪə ˈsʌmbədɪ zwalniać kogoś

³⁴ state interference steɪt ˌɪntəˈfɪərəns

interwencja państwa

³⁵ to quantify sth tə ˈkwɒntɪfaɪ ˈsʌmθɪŋ określać ilościowo, wyrazić coś w liczbach

³⁶ to assign sth to sth tə əˈsʌɪn ˈsʌmθɪŋ tə ˈsʌmθɪŋ przyznawać, przypisywać coś czemuś (np. punkty)

³⁷ comprehensive ˌkɒmprɪˈhensɪv kompleksowy

³⁸ co-published kəʊ ˈpʌblɪʃt wspólnie publikowany

³⁹ to rely on sth tə rɪˈlaɪ ɒn ˈsʌmθɪŋ opierać się na czymś

⁴⁰ indicator ˈɪndɪkətə wskaźnik

⁴¹ spanning ˈspænɪŋ obejmujący

⁴² rule of law ruːl ɒv lɔː rządy prawa

⁴³ freedom of movement ˈfriːdəm ɒv ˈmuːvmənt swoboda poruszania się

⁴⁴ freedom of assembly ˈfriːdəm ɒv əˈseɪblɪ wolność zgromadzeń

⁴⁵ freedom of expression ˈfriːdəm ɒv ɪksˈpreʃən wolność słowa

⁴⁶ freedom of information ˈfriːdəm ɒv ˌɪnfəˈmeɪʃən swobodny dostęp do informacji

⁴⁷ freedom of religion ˈfriːdəm ɒv rɪˈlɪdʒən wolność wyznania

⁴⁸ property rights ˈprɒpərti raɪts prawo własności

⁴⁹ sound money saʊnd ˈmʌni stabilna waluta

⁵⁰ sub-score sʌb skɔː wynik częściowy

⁵¹ political rights pəˈlɪtɪkəl raɪts prawa polityczne

⁵² partly ˈpɑːtlɪ częściowo

⁵³ landscape ˈlændskeɪp tu: sytuacja

⁵⁴ significant decline sɪɡˈnɪfɪkənt dɪˈklaɪn znaczący spadek

⁵⁵ quartile ˈkwɔːtəl kwartył

⁵⁶ alike əˈlaɪk jednakowo, tak samo, podobnie

Stateless People¹: Freedom Without Citizenship²

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 ˈstertləs ˈpɜːsn

bezpaństwowiec, apatryda

² citizenship ˈsɪtɪznɪp obywatelstwo

³ recognised ˈrekəɡnaɪzd uznawany

⁴ under-reporting ˈʌndə rɪˈpɔːtɪŋ niedoszacowanie

⁵ unable ˈʌnˈeɪbl niezdolny

⁶ healthcare ˈhelθ keə(r) opieka medyczna

⁷ property ˈprɒpərti nieruchomość

⁸ to persist tə pəˈsɪst utrzymywać się

⁹ displacement dɪsˈpleɪsmənt wysiedlanie, przymusowe przemieszczanie

¹⁰ civil registration ˈsɪvl ˌredʒɪsˈtreɪʃən ewidencja ludności

INFOBOX

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, **close** **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 imagine⁷⁴, 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** ,ekə'nomɪk 'əʊpnəs 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** 'li:gəl prə'tekʃən ochrona prawna

⁶¹ **consistently** kən'sɪstəntli stale, konsekwentnie

⁶² **echelon** 'eʃələn szczebel

⁶³ **authoritarian governance** ɔːθərɪ'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** pleɪɡd nękany, dręczony

⁶⁹ **internal conflict** ɪn'tɜːnl 'kɒnfɪkt 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 tə ɪ'mædʒɪn choć trudno to sobie wyobrazić

⁷⁵ **worse off** wɜːs ɒf w gorszej sytuacji

⁷⁶ **to feature** tə 'fi:tʃə pojawić się

⁷⁷ **survey** 'sʊːveɪ badanie

⁷⁸ **slavery** 'sleɪvəri niewolnictwo

⁷⁹ **statelessness** 'steɪtləsənəs bezpaństwowość

⁸⁰ **to be banned from sth** tə biː bænd frəm 'sʌmθɪŋ mieć zakaz czegoś

⁸¹ **schooling** 'skuːlɪŋ edukacja

⁸² **grade** greɪd klasa

⁸³ **to be barred from sth** tə biː bɑːd frəm 'sʌmθɪŋ mieć zakaz czegoś

⁸⁴ **secondary** 'sekəndəri tu: szkoła średnia

⁸⁵ **due to sth** djuː tə 'sʌmθɪŋ ze względu na coś

⁸⁶ **oppressive regime** ə'presɪv reɪ'ʒɪːm 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 du '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

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**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 'ɪnə'bɪləti brak możliwości

³ relationship 'rɪ'leɪʃənʃɪp związek

⁴ estimates 'estɪməts szacunki

⁵ worldwide 'wɜ:ldwaɪd na całym świecie

⁶ forced labour 'fɔ:st 'leɪbə praca przymusowa

⁷ human trafficking 'hju:mən 'træfɪkɪŋ handel ludźmi

⁸ debt bondage 'det 'bɒndɪdʒ niewola dłużnicza

⁹ forced marriage 'fɔ:st 'mæərɪdʒ wymuszone małżeństwo

¹⁰ roughly 'rʌfli: mniej więcej

¹¹ poverty 'pɒvəti bieda, ubóstwo

¹² aftermath of sth 'ɑ:ftəməθ əv 'sʌmθɪŋ

¹³ vulnerability 'vʌlnərə'bɪləti podatność

¹⁴ exploitation 'eksplɔɪ'teɪʃən wyzysk,

wykorzystywanie

¹⁵ prevalence 'prevələns występowanie

¹⁶ labour protection 'leɪbə prə'tekʃən ochrona pracy

¹⁷ legal enforcement 'li:ɡəl ɪn'fɔ:smənt egzekwowanie prawa

¹⁸ variable 'veərɪəbl zmienna

¹⁹ illegal 'ɪli:ɡəl nielegalny

²⁰ hidden 'hɪdn ukryty

²¹ gap ɡæp luka

²² lived reality 'lɪvd ri:'æləti codzienna rzeczywistość

INFOBOX

⁹³ life expectancy laɪf ɪks'pektənsi średnia długość życia

⁹⁴ charitable giving 'tʃærɪtəbl 'gɪvɪŋ działalność charytatywna

⁹⁵ environmental health ɪn'vaɪərən'menti helθ zdrowie środowiskowe

⁹⁶ economic opportunity 'ekə'nɒmɪk ɒpə'tju:nɪti możliwości gospodarcze

⁹⁷ individual dignity 'ɪndɪ'vɪdʒənl 'dɪɡnəti godność osobista

⁹⁸ social structures 'səʊʃəl 'strʌktʃəz struktury społeczne

⁹⁹ meaningful 'mi:nɪŋfʊl pełen sensu, głęboki

¹⁰⁰ lies, damn lies and statistics 'laɪz dəm '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

- Freedom correlates with higher life expectancy⁹³, tolerance, charitable giving⁹⁴ and environmental health⁹⁵.
- It shapes economic opportunity⁹⁶, individual dignity⁹⁷, and the social structures⁹⁸ that enable people to build meaningful⁹⁹ lives.

Lies, Damn Lies and Statistics¹⁰⁰?

Despite¹⁰¹ the value of indices¹⁰², surveys by organisations such as Pew Research show differences between formal protections¹⁰³ and everyday experiences¹⁰⁴. In short¹⁰⁵, some countries may be free in principle¹⁰⁶ (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 rights¹⁰⁷, free elections¹⁰⁸, independent courts¹⁰⁹ and economic openness. On paper, these protections are strong. However, high incarceration rates¹¹⁰, racial disparities¹¹¹, aggressive policing¹¹² and gun violence¹¹³ sharply¹¹⁴ 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 severe¹¹⁵ constraints on their daily freedom.

¹⁰⁴ everyday experiences 'evrɪdeɪ ɪks'piəriənsɪz 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 'kɒnstɪ'tju:ʃənl raɪts prawa konstytucyjne

¹⁰⁸ free elections frɪ: rɪ'leɪʃənz wolne wybory

¹⁰⁹ independent courts 'ɪndɪ'pendənt kɔ:ts niezależne sądy

¹¹⁰ incarceration rate ɪn'kɑ: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 ɡʌn 'vaɪələns przemoc z użyciem broni

¹¹⁴ sharply 'ʃɑ:pli bardzo

¹¹⁵ severe sɪ'vɪə poważny

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 Elusive¹²¹ 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:rɪəntɪd
ukierunkowany na rynek

¹¹⁸ **to underweight sth** tu ʌndə'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** i'lu:sɪv ulotny, nieuchwytny

¹²² **notion** 'nəʊʃən pojęcie

¹²³ **foundational** faʊn'deɪʃənəl fundamentalny,
podstawowy

¹²⁴ **to question sth** tə 'kwɛstʃən 'sʌmθɪŋ

kwestionować coś

¹²⁵ **impartiality** 'ɪm.pɑ:ʃi'ælɪti obiektywność

¹²⁶ **frictions** 'frɪkʃənz tarcia, napięcia

¹²⁷ **citizen** 'sɪtɪzn obywatel

¹²⁸ **commonly** 'kɒmənli powszechnie

¹²⁹ **attributed to sb** 'ætrɪbjʊ:tɪd tə 'sʌmbədi

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

by Janet Sandford

K-Beauty: The Changing Face of Skincare¹

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'seɪʃəbəl nienasycony

³ demand for sth dɪ'mɑːnd fə 'sʌmθɪŋ popyt na coś

⁴ winning formula 'wɪnɪŋ 'fɔːmjʊlə przepis na sukces

⁵ monetised 'mɒnɪtaɪzd zmonetyzowany

⁶ influential ɪnflu'ɛnʃəl wpływowy

⁷ to surge in popularity tə sɜːdʒ ɪn ˌpɒpjʊ'lærəti zyskać na popularności

⁸ global industry 'glɒbələɪ 'ɪndəstri globalna branża

⁹ at its core æt ɪts kɔː 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 ruː'tiːn rutyna, tu: rytuał

¹⁵ to reflect sth tə rɪ'flekt 'sʌmθɪŋ

odzwierciedlać coś

¹⁶ deep belief dɪːp bɪ'liːf 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 'revɛnjuː przychód

² portfolio ˌpɔːt'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 'bɑːθrʊm '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 'æmpuːl ampułka

³⁰ sheet mask ʃiːt mɑːsk maseczka w płachcie

³¹ sunscreen 'sʌnskriːn filtr przeciwsłoneczny

³² backbone 'bækboʊn tu: najważniejsza część, istota, podstawa

³³ to set sth apart tə set 'sʌmθɪŋ ə'pɑːt odróżniać coś

³⁴ exceptionally ɪk'sepʃənəli wyjątkowo

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

POBIERZ NAGRANIA
MP3



KOD DOSTĘPU:
s4e

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

A WORD WORTH REMEMBERING

mindset
/ˈmaɪndset/
nastawienie, sposób
myślenia

development cycles³⁵, responding quickly to³⁶ trends, new ingredients³⁷ and consumer feedback³⁸.

- **Accessibility**³⁹: High-quality formula-tions⁴⁰ are often sold at mid-range or budget prices⁴¹, making experimentation less risky for consumers and within the reach of cash-strapped⁴² teenagers⁴³.
- **Aesthetics**⁴⁴: playful⁴⁵ packaging, pastel colours and clear ingredient storytelling⁴⁶ have made K-Beauty especially appealing⁴⁷ to younger buyers.

But the market is by no means⁴⁸ limited to girls. In South Korea, skincare is not gendered⁴⁹ or age-restricted to the same degree⁵⁰ as in many Western markets. Men's skincare is normalised, and preventive⁵¹ routines start early. This broad domestic⁵² demand has created a highly competitive⁵³ home market⁵⁴, where brands have needed to innovate to stand out from the crowd⁵⁵ and grab their piece of the market share⁵⁶.

Exotic Ingredients

Part of K-Beauty's allure⁵⁷ lies in its ingredients. Hyaluronic acid⁵⁸, centella asiatica (often called cica), green tea and niacinamide⁵⁹ are staples⁶⁰ that Korean brands have helped to popularise globally.

Then, there are the more unusual⁶¹ elements that grab headlines⁶² and spark curiosity⁶³. Snail mucin⁶⁴ – often jokingly⁶⁵ referred to as “snail slime⁶⁶” – is perhaps the most famous. Derived⁶⁷ from snail secretion filtrate⁶⁸, it is prized for its hydrating⁶⁹, reparative⁷⁰ and anti-inflammatory⁷¹ properties⁷². Initially met with scepticism (See Overcoming⁷³ the ‘Yuck’ Factor⁷⁴), it has since become mainstream, with some studies⁷⁵ supporting its benefits for skin regeneration.

Other eye-catching⁷⁶ ingredients include bee venom⁷⁷, believed to stimulate collagen production; fermented rice and soybean⁷⁸ extracts⁷⁹, which enhance⁸⁰ absorption and efficacy⁸¹; and ginseng⁸², long valued in traditional Korean medicine for its revitalising⁸³ properties. Even donkey milk, volcanic ash⁸⁴ from Jeju Island,

and mugwort⁸⁵ have found their way into formulations.

However, it is not just about novelty⁸⁶. Korean brands are skilled at combining traditional herbal knowledge⁸⁷ with modern dermatological research, presenting ingredients in ways that feel both ancient⁸⁸ and cutting-edge⁸⁹.

³⁵ development cycle *dɪ'veləpmənt 'saɪkl* cykl produkcyjny

³⁶ to respond to sth *tə rɪs'pɒnd tə 'sʌmθɪŋ* reagować na coś

³⁷ ingredient *ɪn'ɡri:djənt* składnik

³⁸ consumer feedback *kən'sju:mə 'fi:dbæk* opinie konsumentów

³⁹ accessibility *ək'sesɪ'bɪləti* dostępność

⁴⁰ formulation *ˌfɔ:mjuˈleɪʃən* *tu:* preparat

⁴¹ budget price *'bʌdʒɪt praɪs* niska cena

⁴² cash-strapped *'kæʃ stræpt* mający za mało pieniędzy, splukany

⁴³ teenager *'ti:n,eɪdʒə* nastolatek

⁴⁴ aesthetics *i:s'θetiks* estetyka

⁴⁵ playful *'pleɪfʊl* *tu:* fantazyjny, emanujący radością

⁴⁶ ingredient storytelling *ɪn'ɡri:djənt 'stɔ:ritelɪŋ* narracja o składnikach

⁴⁷ appealing *ə'pi:lɪŋ* pociągający, kuszący

⁴⁸ by no means *bai nəʊ mi:nz* w żadnym wypadku

⁴⁹ gendered *'dʒendəd* *tu:* podzielony według płci

⁵⁰ to the same degree *tə ðə seɪm dɪ'ɡri:* w takim samym stopniu

⁵¹ preventive *pri'ventɪv* ochronny, profilaktyczny

⁵² domestic *də'mestɪk* krajowy, rodzimy

⁵³ competitive *kəm'petətɪv* konkurencyjny

⁵⁴ home market *həʊm 'mɑ:kt* rynek krajowy

⁵⁵ to stand out from the crowd *tə stænd aʊt frəm ðə kraʊd* wyróżniać się z tłumu

⁵⁶ market share *'mɑ:kt ʃeə* udział w rynku

⁵⁷ allure *ə'ljʊə* powab, urok

⁵⁸ hyaluronic acid *ˌhaɪələˈrɒnɪk 'æsɪd* kwas hialuronowy

⁵⁹ niacinamide *ˌnaɪə'sɪnəmaɪd* niacynamid

⁶⁰ staple *'steɪpl* podstawowy produkt

⁶¹ unusual *ʌn'ju:ʒəl* niezwykły

⁶² to grab headlines *tə græb 'hedlaɪnz* trafiać na nagłówki

⁶³ to spark curiosity *tə spɑ:k ˌkjʊərɪ'ɒsɪti* 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:sn* mucyna ślimaka (śluz bogaty w glikoproteiny)

⁶⁵ jokingly *'dʒɔ:ʃkɪŋli* żartobliwie

⁶⁶ snail slime *sneɪl slɑɪm* 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'pæərətɪv* regeneracyjny

⁷¹ anti-inflammatory *æntɪ ɪn'flæmətri* przeciwzapalny

⁷² properties *'prɒpətɪz* właściwości

⁷³ to overcome sth *tə ˌəʊvə'kʌm 'sʌmθɪŋ* przezwycięzać, pokonywać coś

⁷⁴ factor *'fæktə* czynnik

⁷⁵ studies *'stʌdɪz* badania

⁷⁶ eye-catching *'aɪ kætʃɪŋ* przyciągający uwagę

⁷⁷ bee venom *bi: 'venəm* jad pszczoły

⁷⁸ soybean *'sɔɪbi:n* soja

⁷⁹ extract *'ekstrækt* wyciąg, ekstrakt

⁸⁰ to enhance sth *tə ɪn'hɑ:ns 'sʌmθɪŋ* wzmacniać coś

⁸¹ efficacy *'efɪkəsi* efektywność, skuteczność

⁸² ginseng *'dʒɪnsen* żeń-szeń

⁸³ revitalising *ˌri:vɪ'tæləɪzɪŋ* rewitalizacyjny

⁸⁴ volcanic ash *vɒl'kænɪk æʃ* popiół wulkaniczny

⁸⁵ mugwort *'mʌgwɜ:t* bylica pospolita

⁸⁶ novelty *'nɒvəlti* nowość

⁸⁷ herbal knowledge *'hɜ:bəl 'nɒlɪdʒ* wiedza zielarska

⁸⁸ ancient *'eɪnʃənt* starodawny

⁸⁹ cutting-edge *'kʌtɪŋ 'edʒ* nowoczesny



Overcoming the 'Yuck' Factor – and Other Concerns¹

Perhaps not surprisingly, many consumers thought, “Snail slime? That’s gross²! Initial consumer pushback³ included:

- The “yuck factor” of animal-derived⁴ ingredients
- Unfamiliar textures⁵ and application methods
- Ethical and vegan concerns
- Perceptions⁶ that multi-step routines were excessive⁷, indulgent⁸ and too time-consuming.

How Korean brands overcame it:

- Reframing⁹ language: “snail slime” became snail secretion filtrate or mucin complex
- Leading with science: clinical testing, dermatologist endorsements¹⁰ and visible results
- Influencer validation¹¹: 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, multifunctional¹² products to achieve healthy skin through simplicity) has challenged lengthy routines
- Brands responded with vegan formulas and streamlined¹³ product lines.

¹ concern kən'sɜːnz obawa

² gross grəʊs obrzydliwy

³ pushback 'pʊʃbæk negatywna reakcja

⁴ animal-derived 'æniməl 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 ,ri:'freɪmɪŋ przeformułowanie

¹⁰ endorsement ɪn'dɔːsmənt rekomendacja

¹¹ validation ,vælɪ'deɪʃən weryfikacja

¹² multifunctional ,mʌlti'fʌŋkʃənəl wielofunkcyjny

¹³ streamlined 'striːmlaɪnd uproszczony, zoptymalizowany

INFOBOX

A good example is the sheet mask – a thin, pre-cut fabric⁹⁰ 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 applied⁹¹ and washed off⁹². Korean brands reinvented the concept by making masks single-use⁹³, mess-free⁹⁴, and designed for regular application rather than occasional treatments⁹⁵. As a result, sheet masks became affordable⁹⁶ daily skincare tools⁹⁷ and have since spread worldwide⁹⁸, with countless⁹⁹ variations inspired by the Korean model.

Marketing, Influencers and the Power of Pop Culture

K-Beauty’s rise is closely tied¹⁰⁰ to South Korea’s wider cultural influence. K-pop idols, film stars and TV actors frequently act as brand ambassadors¹⁰¹, linking skincare routines to highly aspirational¹⁰² lifestyles. Social media platforms such as Instagram, TikTok and YouTube have magnified¹⁰³ this effect, with tutorials¹⁰⁴, reviews¹⁰⁵ and dramatic “glass skin” transformations (ultra-smooth, poreless¹⁰⁶, intensely hydrated complexion¹⁰⁷ with a

⁹⁰ fabric 'fæbrɪk materiał, tkanina

⁹¹ applied ə'plaɪd nakładany

⁹² washed off wɒʃt əf zmywany

⁹³ single-use ,sɪŋɡl 'juːs jednorazowy

⁹⁴ mess-free mes friː niebrudzący

⁹⁵ treatment 'trɪːtmənt tuː zabieg

⁹⁶ affordable ə'fɔːdəbl przystępny cenowo

⁹⁷ tools tuːlz narzędzia, produkty

⁹⁸ worldwide 'wɜːldwaɪd na całym świecie

⁹⁹ countless 'kaʊntləs niezliczony

¹⁰⁰ closely tied 'klaʊslɪ 'taɪd ściśle powiązany

¹⁰¹ brand ambassador brænd æm'bæsədɔː ambasador marki

¹⁰² aspirational ,æspə'reɪʃənəl ambitny

¹⁰³ to magnify sth tə 'mæɡnɪfaɪ 'sʌmθɪŋ wzmacniać coś

¹⁰⁴ tutorial tjuː'tɜːriəl tutorial, poradnik, samouczek

¹⁰⁵ review rɪ'vjuː recenzja

¹⁰⁶ poreless 'pɔːrəs gładki, pozbawiony porów

¹⁰⁷ complexion kəm'plekʃən cera

luminous¹⁰⁸, glass-like finish¹⁰⁹) reaching millions worldwide.

One of the most prominent¹¹⁰ K-Beauty-focused TikTok creators is @luadoll (Lua), a Korean influencer known for skincare tips¹¹¹, makeup¹¹² looks¹¹³ 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 heavily¹¹⁴ on¹¹⁵ education. Brands explain routines, ingredients and application methods in detail¹¹⁶, encouraging consumers to¹¹⁷ understand their skin, rather than blindly¹¹⁸ follow trends. This approach¹¹⁹ has helped to build trust and loyalty, particularly among younger, research-oriented¹²⁰ buyers.

E-commerce¹²¹ has also played a crucial role¹²². Direct-to-consumer platforms, global shipping¹²³ and multilingual¹²⁴ websites have enabled even small Korean brands to reach international audiences¹²⁵ without relying on¹²⁶ traditional distributors. Early growth¹²⁷ was driven by specialist beauty sites such as YesStyle and StyleKorean, while global marketplaces¹²⁸ like Amazon extended K-Beauty's reach into mainstream retail¹²⁹. More recently¹³⁰, social-commerce¹³¹ platforms including TikTok Shop and low-cost¹³² marketplaces such as Temu have accelerated¹³³ exposure through viral videos, influencer recommendations and aggressive pricing¹³⁴.

China, meanwhile, has been both a major growth engine¹³⁵ and a demanding¹³⁶ test market. Korean brands are widely sold on platforms such as Tmall, JD.com and Xiaohongshu, where livestreaming and peer reviews¹³⁷ shape purchasing decisions¹³⁸. Despite rising competition from domestic Chinese beauty brands, K-Beauty retains¹³⁹ a strong reputation in China for innovation, ingredient science and skin-first formulations.

¹⁰⁸ luminous 'lu:mi:nəs lśniący

¹⁰⁹ finish 'fi:nɪʃ tu: wykończenie

¹¹⁰ prominent 'promɪnənt czołowy

¹¹¹ tip tɪp rada, wskazówka

¹¹² makeup 'meɪkʌp makijaż

¹¹³ look lʊk wygląd, styl

¹¹⁴ heavily 'hevɪli w dużym stopniu, mocno



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 “skiminalism”.

BEM TEST

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

¹¹⁵ to lean on sth tə li:n ɒn 'sʌmθɪŋ polegać na czymś

¹¹⁶ in detail ɪn 'di:teɪl szczegółowo

¹¹⁷ to encourage sb to do sth tə ɪn'kʌrɪdʒ 'sʌmbədɪ tə du: 'sʌmθɪŋ zachęcać kogoś do zrobienia czegoś

¹¹⁸ blindly 'blaɪndli ślepo

¹¹⁹ approach ə'prəʊtʃ podejście

¹²⁰ research-oriented rɪ'sɜ:tʃ 'ɔ:riəntɪd świadomy, ukierunkowany na badania

¹²¹ e-commerce 'i: kɒmɜ:s handel elektroniczny

¹²² to play a crucial role tə pleɪ ə 'kru:ʃəl rəʊl odegrać decydującą rolę

¹²³ shipping 'ʃɪpɪŋ wysyłka

¹²⁴ multilingual ,mʌlti'liŋgwəl wielojęzyczny

¹²⁵ audience 'ɔ:djəns grupa odbiorców

¹²⁶ to rely on sth tə ri'laɪ ɒn 'sʌmθɪŋ polegać na czymś

¹²⁷ early growth 'ɜ:li grəʊθ wczesna faza rozwoju

¹²⁸ marketplace 'mɑ:kətpleɪs tu: platforma sprzedażowa

¹²⁹ retail 'ri:teɪl sprzedaż detaliczna, handel detaliczny

¹³⁰ more recently mɔ: 'ri:sntli ostatnio, niedawno

¹³¹ social-commerce 'səʊʃəl 'kɒmɜ:s sprzedaż, handel za pośrednictwem platform społecznościowych

¹³² low-cost ,ləʊ 'kɒst tani

¹³³ to accelerate tə ək'seləreɪt przyspieszać, tu: zwiększać

¹³⁴ pricing 'praɪsɪŋ ustalenie cen

¹³⁵ growth engine grəʊθ 'endʒɪn motor wzrostu

¹³⁶ demanding dɪ'mɑ:ndɪŋ wymagający

¹³⁷ peer review piə ri'vju: opinia innego użytkownika lub osoby o podobnym statusie

¹³⁸ purchasing decisions 'pɜ:tʃəsɪŋ dɪ'sɪʒənz decyzje zakupowe

¹³⁹ to retain tə ri'teɪn utrzymywać

A Large Slice¹⁴⁰ 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 **slajs** kawałek

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



Fad¹⁵³ or Fundamental Shift¹⁵⁴?

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 **cash in**¹⁶⁵ **accordingly**¹⁶⁶. As **generic products**¹⁶⁷ are developed and marketed by other global players, the market will become much more competitive.

Nonetheless¹⁶⁸, 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 **'rʌfli** mniej więcej

¹⁴³ per capita **pɜː 'kæpɪtə** na jednego mieszkańca, na głowę

¹⁴⁴ striking **'strʌkɪŋ** uderzający

¹⁴⁵ consistently **kən'sɪstəntli** stale

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

¹⁴⁷ estimated **'estɪmɪtɪd** szacowany

¹⁴⁸ to exceed **sth tʊ ɪk'siːd** **'sʌmθɪŋ** **przekroczyć coś**

¹⁴⁹ annually **'ænjʊəli** **rocznie**

¹⁵⁰ pace **peɪs** **tempo**

¹⁵¹ solution **sə'ljuːʃən** **rozwiązanie**

¹⁵² affordable **ə'fɔːdəbl** **przystępny**

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

¹⁵⁴ fundamental shift **'fʌndə'mentl ʃɪft** **fundamentalna zmiana**

¹⁵⁵ inevitably **ɪn'evɪtəbli** **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'sjuːmɪŋ** **czasochłonny**

¹⁶⁰ to absorb **sth tʊ əb'sɔːb** **'sʌmθɪŋ** **wchłaniać coś**

¹⁶¹ to blur **sth tʊ blɜː** **'sʌmθɪŋ** **zacierać, zamazywać coś**

¹⁶² distinction **dɪ'stɪŋkʃən** **różnica, rozróżnienie**

¹⁶³ manufacturer **'mænjʊ'fæktʃərə** **producent**

¹⁶⁴ honeymoon **'hʌnɪmuːn** **miesiąc miodowy**

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

¹⁶⁶ accordingly **ə'kɔːdɪŋli** **odpowiednio, stosownie**

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

¹⁶⁸ nonetheless **'nʌnðə'les** **niemniej jednak**

¹⁶⁹ R&D = research and development **'aːr ən 'diː = rɪ'sɜːtʃ ənd dɪ'veləpmənt** **dział badań i rozwoju**

¹⁷⁰ innovative advantage **'ɪnəvətɪv əd'vɑːntɪdʒ** **przewaga w innowacjach**

¹⁷¹ credibility **'krɛdɪ'bɪləti** **wiarygodność**

¹⁷² legacy **'legəsi** **dziedzictwo**

POBIERZ NAGRAŃIA
MP3



KOD DOSTĘPU:
s4e

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

OGŁĄDAJ VIDEO



business-english.com.pl



A WORD WORTH REMEMBERING

to go bonkers for sth
/tə ɡəʊ 'bɒŋkəz fə
'slɪmθɪŋ/
zwariować na punkcie
czegoś

Loyalty Rewards Programmes¹

Are All the Rage²

– Are You In?

In recent years³, shoppers looking to earn reward points which they can cash in for⁴ free merchandise⁵ have gone absolutely bonkers for⁶ loyalty programmes. But is there a catch⁷? BEM's Michael Gaylord went shopping to check out⁸ 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 out⁹ your loyalty points to help pay for accommodation¹⁰ or flights. Reward programmes can mean some pretty sweet deals¹¹ for those who know how to play the game¹². But for some of us, those cards aren't doing much more than cluttering¹³ our wallets¹⁴, and for others, they are proving¹⁵ to be frustratingly unrewarding¹⁶. What have been some of their failings¹⁷, and how can we make the best use¹⁸ of loyalty reward programmes?

¹ loyalty rewards programme 'lɔɪəltɪ rɪ'wɔːdʒ
'prəʊgræm program lojalnościowy

The Basics¹⁹

If you haven't been a participant²⁰ in a loyalty programme, here's how it works: a shopper fills in²¹ their basic personal

² all the rage ɔːl ðə reɪdʒ ostatni krzyk mody

³ in recent years ɪn 'riːsnt jɪəz w ostatnich latach

⁴ to cash in for sth tə kæʃ ɪn fə 'sʌmθɪŋ
wymienić na coś

⁵ merchandise 'mɜːtʃəndaɪz towar

⁶ to go bonkers for sth tə ɡəʊ '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 əˌkɒməˈdeɪʃən
zakwaterowanie

¹¹ sweet deal swi:t di:l złoty interes

¹² to play the game tə pleɪ ðə ɡeɪm grać w tę grę, znać się na tym

¹³ to clutter sth tə ˈklʌtə 'sʌmθɪŋ zaśmiecać coś

¹⁴ wallet ˈwɒlɪt portfel

¹⁵ to prove tə pru:v okazywać się

¹⁶ unrewarding ˌʌnrɪˈwɔːdɪŋ nieprzynoszący korzyści

¹⁷ failing ˈfeɪlɪŋ wada

¹⁸ to make the best use tə meɪk ðə best ju:s
zrobić najlepszy użytek

¹⁹ the basics ðə ˈbeɪsɪks podstawy

²⁰ participant pɑːˈtɪsɪpənt uczestnik

²¹ to fill in sth tə fɪl ɪn 'sʌmθɪŋ tu: wypełniać,
wpisywać coś



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.

Concerns⁴⁴

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'menʃəɪt 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 powiązany 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** tə 'ɒfset 'sʌmθɪŋ zrównoważyć coś

³⁸ **straight up** streɪt ʌp ot tak, po prostu

³⁹ **to earn sth** tə 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 ɪnfə'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:ɡɪt 'sʌmbədi 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 ɪn'stəns na przykład

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 'diskaʊnt zniżka, rabat² petrol station 'petrəl 'steɪʃən stacja benzynowa³ currency 'kʌrənsɪ waluta (tu w znaczeniu punktów)⁴ perk pɜ:k dodatkowa korzyść⁵ free shipping fri: 'fɪpɪŋ darmowa wysyłka⁶ tier-based tɪə beɪst wielopoziomowy⁷ early access 'ɜ:lɪ 'ækses wcześniejszy dostęp⁸ churn rate tʃɜ:n reɪt wskaźnik migracji klientów (określający procent użytkowników, którzy zrezygnowali z określonej usługi)⁹ relationship rɪ'leɪʃənʃɪp związek¹⁰ to indicate sth tə 'ɪndɪkeɪt 'sʌmθɪŋ wskazywać coś¹¹ to retain sb tə rɪ'teɪn 'sʌmbədɪ zatrzymywać kogoś¹² to decrease tə 'dɪ'kri:s zmniejszać¹³ to cut it tə kʌt ɪt sprowadzić wymaganiom, radzić sobie¹⁴ to outweigh tə aʊt'weɪ przeważać¹⁵ cash register kæʃ 'redʒɪstə kasa (urządzenie w sklepie)

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value and one can only collect the points for one retailer – for instance, imagine spending hundreds on cosmetics and **toilettry**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**¹⁰⁰ a friend or **family member's**¹⁰⁰ **day**¹⁰¹.

⁶¹ **toilettry** 'tɒɪlətri kosmetyk do higieny osobistej, artykuł higieniczny

⁶² **long-haul** 'lɒŋ hɔ:l długodystansowy

⁶³ **literally** 'lɪtərəli dosłownie

⁶⁴ **wasting money** 'weɪstɪŋ 'mʌni marnowanie pieniędzy

⁶⁵ **to be inclined to sth** tə bi: ɪn'klaɪnd tə 'sʌmθɪŋ mieć tendencję do czegoś

⁶⁶ **beware** bi'weə uważaj, strzeż się

⁶⁷ **interest charges** 'ɪntrɪst 'tʃɑ:dʒɪz odsetki

⁶⁸ **flexibility** 'fleksə'bɪləti elastyczność

⁶⁹ **in other words** ɪn 'ʌðə wɜ:dz innymi słowy

⁷⁰ **to allow** tə ə'laʊ pozwalać

⁷¹ **bonded** 'bɒndɪd powiązany

⁷² **multiple** 'mʌltɪpl wiele

⁷³ **contribution to sth** ,kɒntri'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** 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** ,æltru:'ɪstɪkəli 'maɪndɪd altruistycznie nastawiony

⁷⁹ **means** mi:nz sposoby

⁸⁰ **generous** 'dʒenərəs hojny

⁸¹ **to donate sth** tə dɒn'eɪt 'sʌmθɪŋ przekazywać, podarować coś

⁸² **charity** 'tʃærɪti organizacja charytatywna

⁸³ **associated with sth** ə'səʊʃɪeɪtəd wɪð 'sʌmθɪŋ powiązany z czymś

⁸⁴ **particular** pə'tɪkjʊlə konkretny

⁸⁵ **to blow sb away** tə bləʊ 'sʌmbədi ə'weɪ zrobić na kims 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** tə 'əʊvə'spend wydawać za dużo

⁸⁹ **agonisingly** 'ægənaɪzɪŋli boleśnie

⁹⁰ **to obtain sth** tə 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 ri'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

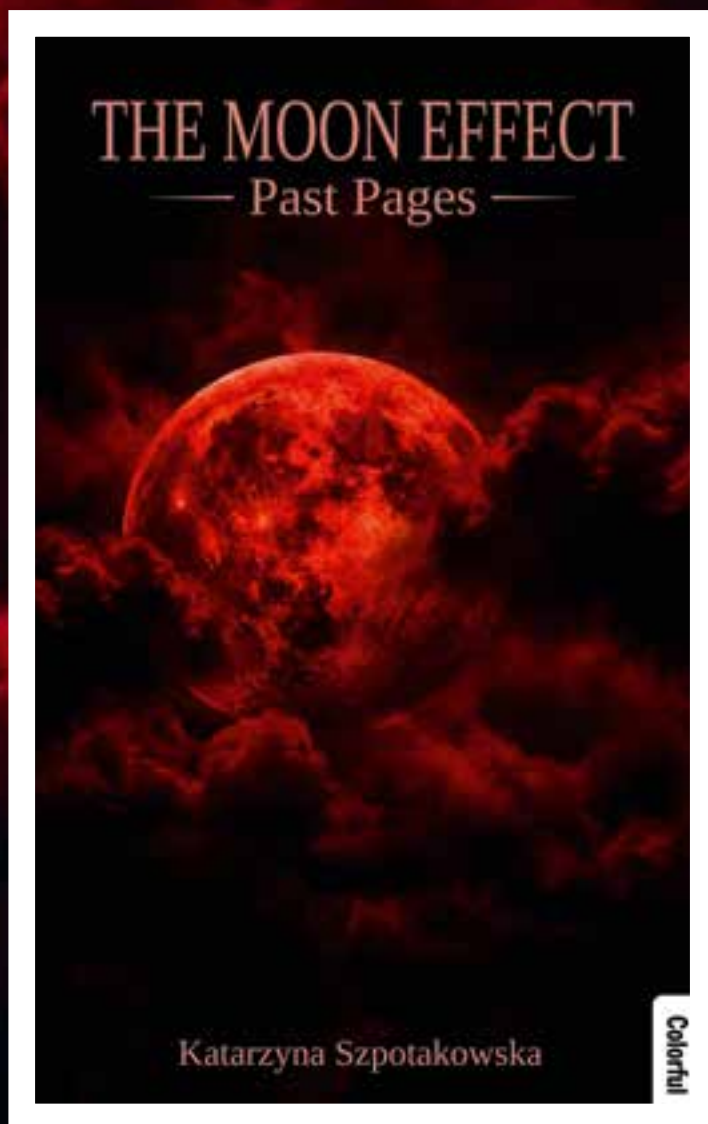
⁹⁸ **aim** eɪm cel

⁹⁹ **well-being** 'wel'bi:ŋ dobrobyt, pomyślność

¹⁰⁰ **family member** 'fæmɪli 'membə członek rodziny

¹⁰¹ **to make sb's day** tə meɪk 'sʌmbədz deɪ poprawić komuś humor, uszczęśliwić kogoś





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- Percy Prince – charming, confident, and dangerously easy to fall for.
- Drakhe – a ruthless vampire devoid of mercy... or perhaps even a soul.

- Cornelius Andersen – a German singer with a voice so powerful it could tempt the devil himself.
- Ariel – the one whose existence must remain a secret at all costs.
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Don't hesitate.
Surrender to the pull of *The Moon Effect*...
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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.

Tokyo Falls to Third Place

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

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

estimated⁷ 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 tə 'əʊvə'teɪk 'sʌmθɪŋ wyprzedzić coś

⁴ to investigate sth tə ɪn'vestɪgeɪt 'sʌmθɪŋ badać coś

⁵ staggering 'stæɡərɪŋ zdumiewający, nadzwyczajny

⁶ inhabitant ɪn'hæbɪtənt mieszkaniec

⁷ estimated 'estɪmeɪtɪd szacowany, przybliżony

⁸ to reside tə rɪ'zɪd mieszkać

⁹ to leapfrog sth tə 'li:pfrɒɡ 'sʌmθɪŋ przeskoczyć coś, wyprzedzić coś

¹⁰ capital 'kæpɪtl stolica

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A WORD WORTH REMEMBERING

to leapfrog sth
/tə 'li:pfrɒg
'sʌmθɪŋ/
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 Power¹³

Indonesia is the largest economy in South East Asia, with Jakarta **accounting for**¹⁴ almost 17 percent of the country's GDP¹⁵. 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 tɒ 'ɪndɪkeɪt 'sʌmθɪŋ wskazywać coś

¹² approximately ə'prɒksɪmətli około, w przybliżeniu

¹³ pulling power 'pʊlɪŋ 'paʊə tu: siła przyciągania, atrakcyjność

¹⁴ to account for sth tʊ ə'kaʊnt fə 'sʌmθɪŋ odpowiadać za coś

¹⁵ GDP = Gross Domestic Product ,dʒɪ: di: 'pi: grəʊs dəs'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

¹⁶ to found sth tə faʊnd 'sʌmθɪŋ zakładać coś

¹⁷ thriving 'θraɪvɪŋ rozwijający się

¹⁸ manufacturing ,mænjʊ'fæktʃərɪŋ produkcja przemysłowa

¹⁹ hub hʌb ośrodek, centrum

²⁰ not to mention sth nɒt tə 'menʃən 'sʌmθɪŋ nie wspominając o czymś

²¹ logistics network ləʊ'dʒɪstɪks 'netwɜ:k sieć logistyczna

²² to cover sth tə 'kʌvə 'sʌmθɪŋ obejmować coś

²³ to bring in sb tə brɪŋ ɪn 'sʌmbədɪ przyciągać kogoś

A Superior²⁴ Fertility Rate²⁵

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.

Growth⁴⁰ Spiralling Out of Control⁴¹

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. Moreover⁴⁹, **air pollution**⁵⁰ is a real problem. To some extent⁵¹, 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 Flooding⁵⁴ and Districts⁵⁵ Sinking⁵⁶

To add to its woes⁵⁷, 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.

²⁴ superior su:'piəriə ponadprzeciętny

²⁵ fertility rate fə:'tɪlətɪ reɪt współczynnik
dzietności

²⁶ shot into ʃɒt 'ɪntə wyrzelić

²⁷ to expand tə 'ɪkspænd powiększać się,
rosnąć

²⁸ to contract tə 'kɒntrækt kurczyć się

²⁹ median age 'mi:djən eɪdʒ mediana wieku

³⁰ replacement level rɪ'pleɪsmənt 'levl poziom
zastępowalności pokoleń

³¹ working-age 'wɜ:kɪŋ eɪdʒ wiek produkcyjny

³² driving force 'draɪvɪŋ fɔ:s siła napędowa

³³ to exceed sth tə 'ɪk'si:d 'sʌmθɪŋ przekraczać
coś

³⁴ to surpass sth tə sɜ:'pɑ:s 'sʌmθɪŋ
przewyższać coś

³⁵ fast-growing fɑ:st 'grəʊɪŋ szybko rozwijający
się

³⁶ citizen 'sɪtɪzn obywatel

³⁷ to move away tə mu:v ə'weɪ wyprowadzić się

³⁸ significantly sɪŋ'nɪfɪkəntli znacząco

³⁹ per annum pər 'ænəm łac. rocznie

⁴⁰ growth grəʊθ wzrost

⁴¹ spiralling out of control 'spaɪərlɪŋ aʊt ɒv
kən'trəʊl wymykający się spod kontroli

⁴² downside 'daʊnsaɪd minus, negatywna
strona

⁴³ to sprawl tə sprɔ:l rozrastać się

⁴⁴ authorities ɔ:'θɒrətɪz władze

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 'sɜ:fɪs 'eəriə powierzchnia

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⁴⁵ sufficient sə'fɪʃənt wystarczający

⁴⁶ utilities ju:'tɪlətɪz usługi komunalne; media

⁴⁷ to cater for sth tə 'keɪtə fə 'sʌmθɪŋ
zaspokajać coś (np. potrzeby), sprostać
czemuś

⁴⁸ upsurge ʌp'sɜ:dʒ nagły wzrost

⁴⁹ moreover mɔ:'rəʊvə co więcej, ponadto

⁵⁰ air pollution əə pə'lu:ʃən zanieczyszczenie
powietrza

⁵¹ to some extent tə sʌm 'ɪks'tent do pewnego
stopnia

⁵² development dɪ'veləpmənt rozwój

⁵³ commuting kə'mju:tɪŋ dojeżdżanie

⁵⁴ flooding 'flʌdɪŋ powódź

⁵⁵ district 'dɪstrɪkt dzielnica

⁵⁶ sinking 'sɪŋkɪŋ tu: osiadanie, obniżanie się,
opadanie

⁵⁷ to add to its woes tə æd tə ɪts wəʊz jakby
mało było nieszczęść

⁵⁸ heavy rainfall 'hevi 'reɪnfɔ:l intensywne
opady

⁵⁹ painful 'peɪnful bolesny

⁶⁰ to struggle with sth tə 'strʌgl wɪð 'sʌmθɪŋ
borykać się z czymś

⁶¹ environmental challenge ɪn,vəɪrən'mentl
'tʃælɪndʒ wyzwanie środowiskowe

⁶² groundwater extraction 'graʊnd,wɔ:tər
ɪks'trækʃən wypłukiwanie wód gruntowych

Housing⁶⁴: Demand⁶⁵ Outstrips⁶⁶ Supply⁶⁷

Consequently, when it comes to housing, demand is outstripping supply. There are waiting lists⁶⁸ for middle-income apartments⁶⁹ in South Jakarta, and land prices in accessible transport corridors⁷⁰ have trebled⁷¹ over the past decade. Since 2022, the monthly rent for a two-bedroom flat⁷² in a reasonably⁷³ 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 government⁷⁴ of Indonesia unveiled⁷⁵ plans to relocate the country's capital to the new city of Nusantara in northeastern Indonesia, with a view to alleviating⁷⁶ Jakarta's demographic and ecological challenges. The new capital was originally earmarked⁷⁷ for inauguration in 2024. However, the target date has now been postponed⁷⁸ 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 respectively⁷⁹); Manila in the Philippines (24.7 mln); Kolkata in India (22.5 mln); and Seoul in South Korea (22.5 mln).

A Dubious Honour⁸⁰

In some respects⁸¹, being the world's most populous city may be a dubious honour. If this statistic is a success, then Jakarta may become a victim⁸² of its own success. While a healthy⁸³ fertility rate is generally viewed as a positive development,

Jakarta's spiralling population – with the resulting high levels of air pollution and poor⁸⁴ sanitation⁸⁵ – as well as environmental challenges like flooding and sinking are placing enormous⁸⁶ pressure on its

infrastructure. This may explain why the Indonesians are building a new capital. Time will tell⁸⁷ whether this helps alleviate Jakarta's population problem.



⁶³ elevated 'elivertɪd wyżej położony

⁶⁴ housing 'haʊzɪŋ gospodarka mieszkaniowa

⁶⁵ demand dɪ'mɑːnd 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 'ɪŋkʌm ə'pɑːtmənt mieszkanie dla osób o średnich dochodach

⁷⁰ transport corridor 'træns'pɔːt 'kɒrɪdɔː korytarz transportowy

⁷¹ to treble tə 'trebl potroić się

⁷² flat flæt mieszkanie

⁷³ reasonably 'riːznəblɪ w miarę

⁷⁴ government 'gʌvnmənt rząd

⁷⁵ to unveil sth tʊ ʌn'veɪl 'sʌmθɪŋ ujawniać coś

⁷⁶ to alleviate sth tʊ ə'liːviət 'sʌmθɪŋ złagodzić coś

⁷⁷ earmarked 'ɛəməːkt przeznaczony

⁷⁸ to postpone sth tə pəʊst'pəʊn 'sʌmθɪŋ przełożyć coś

⁷⁹ respectively rɪs'pektɪvli odpowiednio

⁸⁰ dubious honour 'djuːbjəs 'ɒnə wątpliwy zaszczyt

⁸¹ in some respects ɪn sʌm rɪs'pekts pod pewnymi względami

⁸² victim 'vɪktɪm ofiara

⁸³ healthy 'helθi tu: wysoki

⁸⁴ poor pʊə zły

⁸⁵ sanitation ,sænɪ'teɪʃən warunki sanitarne

⁸⁶ enormous ɪ'noːməs ogromny

⁸⁷ time will tell taɪm wɪl tel czas pokaże

by Janet Sandford

The Audio AI¹ 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.

processes¹⁴ 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.

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

Applications

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

¹ AI = artificial intelligence ,eɪ 'aɪ = ,ɑ:tɪ'fɪʃəl
in'telɪdʒəns sztuczna inteligencja

² the next big thing ðə nekst bɪg θɪŋ kolejna rewolucja

³ headline 'hedlaɪn nagłówek

⁴ potential applications pəʊ'tenʃəl
,æplɪ'keɪʃənz potencjalne zastosowania

⁵ to span sth tə spæn 'sʌmθɪŋ obejmować coś

⁶ industry 'ɪndəstri branża

⁷ fast developing fɑːst dɪ'veləpɪŋ szybko rozwijający się

⁸ to build on sth tə bɪld ɒn 'sʌmθɪŋ opierać się na czymś

⁹ advance əd'vɑːns postęp

¹⁰ machine learning mə'ʃiːn 'lɜːnɪŋ uczenie maszynowe

¹¹ deep-learning ,diːp 'lɜːnɪŋ uczenie głębokie

¹² neural network 'njʊərəl 'netwɜːk sieć neuronowa

¹³ to mimic sth tə 'mɪmɪk 'sʌmθɪŋ naśladować coś

¹⁴ to process sth tə 'prəʊses 'sʌmθɪŋ przetwarzać coś

¹⁵ pattern 'pætən wzorzec

¹⁶ entirely ɪn'taɪəli zupełnie

¹⁷ astonishing əs'tɒnɪʃɪŋ zdumiewający, nadzwyczajny

¹⁸ editing 'edɪtɪŋ edytowanie, obróbka

¹⁹ software 'sɒftweə(r) oprogramowanie

²⁰ heavily 'hevəli tu: w dużym stopniu

²¹ to rely on sth tə rɪ'laɪ ɒn 'sʌmθɪŋ polegać na czymś

²² human input 'hjuːmən 'ɪnpʊt udział, wkład człowieka

²³ dataset 'deɪtaset zbiór danych



OGŁADAJ

VIDEO



business-english.com.pl

POBIERZ

NAGRANIA

MP3



KOD DOSTĘPU:
s4e

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

A WORD WORTH REMEMBERING

legal redress
/'li:ɡəl rɪ'dres/
dochodzenie roszczeń

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** 'sta:tɪŋli zadziwiająco, zdumiewająco

²⁵ **to convey sth** tə kən'vei '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 przesuwąć granice

²⁹ **customer service** 'kʌstəmə 'sɜ:vɪs obsługa klienta

³⁰ **accessibility** ək'sesɪ'bɪləti przystępność, dostępność

³¹ **visually impaired** 'vɪʒʊəli ɪm'peəd niewidomy

³² **speech recognition** spi:tʃ ,rekəg'nɪʃən rozpoznawanie mowy

³³ **device** dɪ'vaɪs urządzenie

³⁴ **environment** ɪn'vaɪənmənt 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** tə ə'tend 'sʌmθɪŋ brać udział w czymś

⁴⁰ **instantly** 'ɪnstəntli 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:nr 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** tə ɪ'neɪbl 'sʌmbədi tə du: 'sʌmθɪŋ umożliwiać komuś zrobienie czegoś

⁴⁹ **to adjust sth** tə ə'dʒʌst 'sʌmθɪŋ regulować, dostosować coś

⁵⁰ **volume** 'vɒljəm głośność

⁵¹ **to alter sth** tə 'ɔ:lɪə '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:kəs'treɪʃən aranżacja

⁶⁰ **forecast** 'fɔ:kə:st prognoza

⁶¹ **roughly** 'rʌfli 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 = æmiə'trɒfɪk 'læʔərəl sklə'rəʊsɪs stwardnienie zanikowe boczne

⁶⁵ **stroke** strəʊk udar

⁶⁶ **captions** 'kæpfənz napisy

⁶⁷ **sound highlights** saʊnd 'haɪlaɪts wyróżnienia dźwiękowe

⁶⁸ **hearing impaired** 'hiəriŋ ɪm'peəd osoby niedosłyszące

emphasise⁶⁹ key sounds. For example, apps⁷⁰ like SonoCraftAR help deaf⁷¹ users follow conversations and environmental sounds.

Tailored⁷² spoken lessons in education: Platforms such as Noiz AI generate adaptive spoken lessons and pronunciation⁷³ coaching, making learning accessible for students with disabilities⁷⁴ or age-related cognitive challenges⁷⁵.

Voice-guided daily aids⁷⁶ for the elderly⁷⁷: AI systems like SpeechGen.io provide spoken reminders⁷⁸, instructions and storytelling⁷⁹ to support⁸⁰ memory, routines⁸¹ and engagement⁸².

Augmentative and alternative communication⁸³ (AAC): Apps like Spoken (Tap to Talk AAC) help users with communication impairments express themselves⁸⁴ quickly using AI-powered text prediction⁸⁵ and speech output⁸⁶.

Why Invest?

OpenAI, Microsoft, Google and Meta are investing heavily in Audio AI because they see voice as a transformative interface⁸⁷ for computing. OpenAI has stated it believes the next wave of AI interaction will be “audible⁸⁸,” with natural voice gradually replacing⁸⁹ keyboards⁹⁰ and screens in many applications. Meta’s CEO Mark Zuckerberg has highlighted AI, including voice, as central to a “generational paradigm shift⁹¹” that could create entirely new opportunities for products and services⁹².

Market data⁹³ backs⁹⁴ these bullish⁹⁵ 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 pɒt. aplikacja

⁷¹ deaf def głuchy

⁷² tailored 'teɪləd dopasowany, szyty na miarę

⁷³ pronunciation prəˌnʌnsɪ'eɪʃən wymowa

⁷⁴ disability ˌdɪsəˈbɪləti niepełnosprawność

⁷⁵ cognitive challenges 'kɒɡnɪtv 'tʃælɪndʒɪz
zaburzenia poznawcze

⁷⁶ aid eɪd pomoc

⁷⁷ the elderly ði: 'eldəli osoby starsze

⁷⁸ reminder rɪ'maɪndə przypomnienie

⁷⁹ storytelling 'stɔ:rtelɪŋ tu: narracja

⁸⁰ to support sth tə sə'pɔ:t 'sʌmθɪŋ wspierać coś

⁸¹ routines ru:'ti:nz codzienne czynności

⁸² engagement ɪn'ɡeɪdʒmənt tu: aktywność,
aktywizacja

⁸³ augmentative and alternative
communication ɔ:g'mentətɪv ænd
ɔ:l'tɜ:nətv kə'mju:nɪ'keɪʃən alternatywne
i wspomagające metody komunikacji

⁸⁴ to express yourself tə ɪks'pres jɔ:'self wyrażać się

⁸⁵ text prediction tekst prɪ'dɪkʃən

podpowiadanie tekstu

⁸⁶ speech output spi:tʃ 'aʊtpʊt zamiana tekstu

na głos, komunikaty głosowe

⁸⁷ interface 'ɪntəfeɪs interfejs

⁸⁸ audible 'ɔ:dəbl słyszalny

⁸⁹ to replace sth tə rɪ'pleɪs 'sʌmθɪŋ zastępować coś

⁹⁰ keyboard 'ki:bɔ:d klawiatura

⁹¹ paradigm shift 'pærədɑɪm ʃɪft zmiana
paradygmatu

⁹² services 'sɜ:vɪsɪz usługi

⁹³ market data 'mɑ:kɪt 'deɪtə dane rynkowe

⁹⁴ to back sth tə bæk 'sʌmθɪŋ wspierać coś, tu:
potwierdzać coś

⁹⁵ bullish 'bʊlɪʃ pewny siebie; zwyżkujący;
optymistyczny

estimates⁹⁶ 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 rate⁹⁷ (CAGR) of around 30.7 percent.

Drawbacks⁹⁸

In practical terms⁹⁹, Audio AI could transform daily life:

- Virtual assistants may sound indistinguishable¹⁰⁰ from humans.
- Audiobooks and courses could be fully personalised.
- Video conferences may feature instant translation and natural tone.
- AI-generated content¹⁰¹ will blend¹⁰² seamlessly¹⁰³ with human creations.

But that may not be to everyone's taste¹⁰⁴ or benefit.

Audio AI raises serious ethical, legal and societal¹⁰⁵ questions that are only just coming into focus¹⁰⁶. Copyright¹⁰⁷ is particularly contentious¹⁰⁸. AI systems can generate music in the style of existing¹⁰⁹ artists, or closely mimic specific compositions, blurring the line¹¹⁰ between inspiration and infringement¹¹¹. If a machine produces a track that sounds unmistakably¹¹² like a well-known artist, ownership¹¹³ becomes unclear¹¹⁴. Musicians risk losing royalties¹¹⁵, as their creative work is replicated without consent¹¹⁶, deepening the financial strain¹¹⁷ on an industry already weakened by streaming.

There are also artistic concerns¹¹⁸. AI-generated music may lack the emotional depth of human creativity, while an oversupply¹¹⁹ of cheap, algorithmic tracks could lead to homogenisation. Popular formulas may be endlessly¹²⁰ recycled, reducing diversity¹²¹ and innovation – especially if streaming platforms' recommendation systems amplify¹²² more of the same.

Voice cloning presents an even more immediate risk¹²³. AI can now replicate voices with startling¹²⁴ accuracy¹²⁵, allowing them to be used in adverts¹²⁶, endorsements¹²⁷

WILL WE START TO BELIEVE THAT NOTHING IS REAL?

or political messages without permission¹²⁸ or payment. This opens the door to

⁹⁶ to estimate *tə 'estimeɪt* szacować

⁹⁷ compound annual growth rate *'kɒmpaʊnd 'ænjʊəl grəʊθ reɪt* skumulowany roczny wskaźnik wzrostu

⁹⁸ drawback *'drɔːbæk* wada

⁹⁹ in practical terms *ɪn 'præktɪkəl tɜːmz* z praktycznego punktu widzenia

¹⁰⁰ indistinguishable *ˌɪndɪs'tɪŋɡwɪʃəbl* nieodróżnialny, nie do odróżnienia

¹⁰¹ content *'kɒntent* treść

¹⁰² to blend with sth *tə blænd wɪð 'sʌmθɪŋ* łączyć, mieszać się z czymś

¹⁰³ seamlessly *'siːmləsli* idealnie, płynnie

¹⁰⁴ may not be to everyone's taste *meɪ nɒt biː tə 'evriwʌnz teɪst* może nie każdemu przypaść do gustu

¹⁰⁵ societal *sə'saɪətl* społeczny

¹⁰⁶ to come into focus *tə kʌm 'ɪntə 'fəʊkəs* pojawić się w centrum uwagi

¹⁰⁷ copyright *'kɒpraɪt* prawa

autorskie

¹⁰⁸ contentious *kən'tenʃəs* kontrowersyjny

¹⁰⁹ existing *ɪg'zɪstɪŋ* prawdziwy, żyjący

¹¹⁰ to blur the line *tə blɜː ðə laɪn* zacierać granice

¹¹¹ infringement *ɪn'frɪndʒmənt* naruszenie

¹¹² unmistakably *ˌʌnmɪ'steɪkəbli* niewątpliwie

¹¹³ ownership *'əʊnəʃɪp* własność, autorstwo

¹¹⁴ unclear *ˌʌn'kleə(r)* niejasny

¹¹⁵ royalties *ˌrɔɪəltɪz* tantiemy

¹¹⁶ consent *kən'sent* zgoda, pozwolenie

¹¹⁷ financial strain *fai'nænʃəl streɪn* trudności finansowe

¹¹⁸ concern *kən'sɜːn* obawa

¹¹⁹ oversupply *ˌəʊvə'sə'plai* nadmiar

¹²⁰ endlessly *'endləsli* bez końca

¹²¹ diversity *dai'vɜːsəti* różnorodność

¹²² to amplify sth *tə 'æmplɪfaɪ 'sʌmθɪŋ* zwiększać coś

¹²³ immediate risk *ɪ'miːdɪət rɪsk* bezpośrednie ryzyko

¹²⁴ startling *'stɑːtlɪŋ* zdumiewający

¹²⁵ accuracy *'ækjʊərəsi* precyzyność, dokładność

¹²⁶ advert *əd'vɜːt* reklama

¹²⁷ endorsement *ɪn'dɔːsmənt* publiczne poparcie produktu lub marki przez znaną osobę (np. celebrytę), rekomendacja

¹²⁸ permission *pə'mɪʃən* pozwolenie



Regulation¹⁴⁹ has failed to keep pace with¹⁵⁰ these advances¹⁵¹. Copyright law often offers little clarity¹⁵² on ownership of AI-generated content, and few countries have robust rules¹⁵³ governing¹⁵⁴ voice cloning or impersonation¹⁵⁵. Enforcement¹⁵⁶ is further complicated by the global nature of AI development, leaving victims¹⁵⁷ of misuse¹⁵⁸ with limited legal redress¹⁵⁹.

Perhaps most troubling¹⁶⁰ is the erosion of trust in sound itself. As realistic audio fabrication becomes commonplace¹⁶¹, people may begin to doubt¹⁶² the authenticity of what they hear – as is already the case with images. When voices can be cloned and music instantly reproduced, the boundary¹⁶³ between reality and fabrication blurs. Will we start to believe that nothing is real?

reputational damage, public deception and manipulation. A fabricated statement¹²⁹ in a politician's voice, or an actor appearing to endorse something they oppose¹³⁰, is no longer science fiction¹³¹.

Security risks¹³² compound the problem. As voice authentication¹³³ becomes common¹³⁴ in banking and smart devices, AI-generated voices can be used to bypass¹³⁵ safeguards¹³⁶, enabling fraud¹³⁷ and identity theft¹³⁸. More broadly, audio deepfakes can fuel misinformation¹³⁹, harassment¹⁴⁰ 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 deception¹⁴¹ in the AI era.

The economic impact of Audio AI is another concern. As synthetic voices and music become more convincing¹⁴², industries built on human performance¹⁴³ – music, acting, audiobooks and voiceover¹⁴⁴ work – face potential job losses. While some professionals may benefit from AI as a tool, many risk being undercut¹⁴⁵ as low-cost automation replaces roles that are formulaic¹⁴⁶ or easily replicated. This raises difficult questions about labour, fair compensation¹⁴⁷ and how society values human endeavour¹⁴⁸.

Coda¹⁶⁴

Like most forms of technological advancement¹⁶⁵, Audio AI is a double-edged sword¹⁶⁶, offering myriad¹⁶⁷ possibilities but commensurate¹⁶⁸ risks. The challenge will be, in the words of the 1940s swing classic, covered¹⁶⁹ by Bing Crosby, Nat King Cole, Ella Fitzgerald and Frank Sinatra, to “accentuate¹⁷⁰ the positive, eliminate the negative.” Just make sure you are listening to an original, and not an authentic-sounding AI-generated copy.

¹²⁹ statement 'stetmənt oświadczenie

¹³⁰ to oppose tə ə'pəʊz sprzeciwiać się

¹³¹ science fiction 'saɪəns 'fɪkʃən fantastyka naukowa

¹³² security risk sɪ'kjʊərətɪ rɪsk zagrożenie bezpieczeństwa

¹³³ voice authentication ˈvɔɪs ɔːθentɪ'keɪʃən uwierzytelnianie głosowe

¹³⁴ common 'kɒmən powszechny

¹³⁵ to bypass sth tə ˈbaɪpɑːs 'sʌmθɪŋ omijać coś

¹³⁶ safeguard 'seɪfɡɑːd zabezpieczenie

¹³⁷ fraud frɔːd oszustwo

¹³⁸ identity theft aɪ'dentətɪ θeft kradzież tożsamości

¹³⁹ misinformation 'mɪs,ɪnfə'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 'ʌndəkət tu: zwolniony

¹⁴⁶ formulaic ˌfɔːmjʊ'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 ˌgʌvənɪŋ regulujący

¹⁵⁵ impersonation ɪm,pɜːsə'neɪʃən tu: podszywanie się pod kogoś

¹⁵⁶ enforcement ɪn'fɔːsmənt egzekwowanie (prawne)

¹⁵⁷ victim 'vɪktɪm ofiara

¹⁵⁸ misuse 'mɪs'juːs nadużycie

¹⁵⁹ legal redress 'liːɡəl rɪ'dres dochodzenie roszczeń

¹⁶⁰ troubling 'trʌblɪŋ niepokojący

¹⁶¹ commonplace 'kɒmənpleɪs powszechny

¹⁶² to doubt sth tə daʊt 'sʌmθɪŋ wątpić w coś

¹⁶³ boundary 'baʊndəri granica

¹⁶⁴ coda 'kɒdə 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'menʃəret proporcjonalny

¹⁶⁹ to cover tə ˈkʌvə nagrać swoją wersję, nagrać cover

¹⁷⁰ to accentuate sth tə æk'sentʃueɪt 'sʌmθɪŋ akcentować, uwypuklać coś

Pagoda in Inthanon National Park

A WORD WORTH REMEMBERING

to reinforce sth
/tə ,ri:in'fɔ:s
'sʌmθɪŋ/
wzmocnić coś

Thailand's Economic Upgrade¹



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 'ʌp'greɪd tu: modernizacja

² global supply chain 'gləʊbəl sə'plaɪ tʃeɪn
globalny łańcuch dostaw

³ manufacturing 'mænʃə'fæktʃərɪŋ produkcja,
wytwarzanie

⁴ appeal ə'pi: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**⁶ 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.

⁶ **elevated** 'eləvətɪd podniesiony, wyniesiony

⁶ **condominium developments** 'kɒndə'mɪniəm dɪ'veləpmənts budownictwo apartamentowe

⁷ **construction crane** kən'strækʃən kreɪn żuraw budowlany

⁸ **eventually** ɪ'ventʃəli ostatecznie, w końcu

⁹ **to expand sth** tʊ ɪks'pænd 'sʌmθɪŋ rozszerzać coś

¹⁰ **to reveal sth** tə rɪ'vi:l 'sʌmθɪŋ ujawnić coś

¹¹ **increasing** 'ɪnkri:sɪŋ 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** 'ænjʊəli rocznie

¹⁵ **capacity** kə'pæsəti wydajność, pojemność, przepustowość

¹⁶ **to reinforce sth** tə rɪ:'ɪn'fɔ:s 'sʌmθɪŋ wzmacniać coś

¹⁷ **4G coverage** fɔ: dʒi 'kʌvərɪdʒ zasięg 4G

¹⁸ **ride-share services** raɪd ʃeə 'sɜ:vɪsɪz usługi wspólnych przejazdów

¹⁹ **to work remotely** tə wɜ:k rɪ'məʊtli pracować zdalnie

²⁰ **to host sth** tə həʊst 'sʌmθɪŋ gościć coś, być gospodarzem czegoś

²¹ **retail space** 'ri:teɪl speɪs powierzchnia handlu detalicznego

²² **reclining** rɪ'klaɪnɪŋ odchylany, tu: leżący

²³ **distinctive** dɪ'stɪŋktɪv charakterystyczny

²⁴ **craft** kra:ft rzemiosło

²⁵ **food vendor** fu:d 'vɛndə: sprzedawca żywności

²⁶ **to attract sb** tʊ ə'trækt 'sʌmbədɪ przyciągać kogoś



Bangkok

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.

Affordability³ 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.

Connectivity¹³ 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 *lɔŋ ɥɔ:l* długodystansowy, tu: daleki

² increase *ˈɪnkri:s* wzrost

³ affordability *əˈfɔːdəˈbɪləti* przystępność cenowa

⁴ draw *drɔː* tu: atrakcja

⁵ to vary *tə ˈveəri* różnić się, zmieniać się

⁶ sit-down restaurant *sɪt daʊn ˈrestərɔːŋ* tradycyjna restauracja (z obsługą kelnerską)

⁷ expenses *ɪksˈpensɪz* wydatki

⁸ accommodation *əˌkɒməˈdeɪʃən* zakwaterowanie

⁹ to exclude sth *tə ɪksˈkluːd* ˈsʌmθɪŋ wykluczać coś

¹⁰ high-end *haɪ end* luksusowy, z wyższej półki

¹¹ entry rules *ˈentri ru:lz* zasady wjazdu

¹² extendable *ɪkˈstendəbəl* z możliwością przedłużenia

¹³ connectivity *ˌkɒnekˈtɪvəti* łączność

¹⁴ to improve *tə ɪmˈpruːv* poprawiać się, polepszać się

¹⁵ package tour *ˈpækɪdʒ tʊə* wycieczka zorganizowana

¹⁶ to head to X *tə hed tə eks* udawać się do X

¹⁷ although *ɔːlˈðəʊ* chociaż

¹⁸ itinerary *aɪˈtɪnərəri* 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 ˈkʌvə* ˈsʌmθɪŋ obejmować coś, pokrywać coś

²⁸ to border sth *tə ˈbɔːdə* ˈsʌmθɪŋ graniczyć z czymś

²⁹ maritime trade route *ˈmærɪtaɪm treɪd ru:t* morski szlak handlowy

³⁰ onwards *ˈɒnwədz* dalej, od tego momentu

³¹ silk weaving *sɪlk ˈwiːvɪŋ* tkactwo jedwabiu

³² wood carving *wʊd ˈkɑːvɪŋ* rzeźbienie w drewnie, snycerstwo

³³ silverwork *ˈsɪlvə wɜːk* wyroby ze srebra

³⁴ released *rɪˈliːst* tu: wypuszczany

³⁵ limestone *ˈlaɪmstəʊn* wapień



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

Cuisine³⁶ 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

³⁶ cuisine *kwi'zi:n* kuchnia (jako styl gotowania)

³⁷ noodles *'nu:dlz* makaron

³⁸ to range from sth to sth *tə reɪndʒ frəm*
'sʌmθɪŋ tə 'sʌmθɪŋ obejmować zakres od
czegoś do czegoś

³⁹ fine-dining *fajn 'daɪnɪŋ* wykwintna kuchnia,

culinary diversity **strengthens**⁴¹ Thailand's cultural influence abroad and **contributes** significantly **to**⁴² the country's tourism appeal.

jedzenie w luksusowych restauracjach

⁴⁰ establishment *ɪs'tæblɪʃmənt* placówka, obiekt

⁴¹ to strengthen sth *tə 'streŋθən* 'sʌmθɪŋ
wzmocnić coś

⁴² to contribute to sth *tə kən'trɪbjʊ:t* tə 'sʌmθɪŋ
przyczyniać się do czegoś



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.

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 **prɔ:n** krewetka

² simmered with sth **'sɪməd wɪð 'sʌmθɪŋ**
duszony, gotowany na wolnym ogniu
z czymś

³ galangal **'gæləŋgæl** galangal (przyprawa
korzenna podobna do imbiru)

⁴ kaffir lime leaves **'kæfə laɪm li:vz** liście
limonki kaffir

⁵ shallots **ʃə'lɒts** szalotki

⁶ layered **'leɪəd** warstwowy, ułożony
warstwami

⁷ savoury **'seɪvəri** wytrawny

⁸ either... or... **'aɪðə ɔ: albo... albo...**

⁹ evaporated milk **t'væpəreɪtɪd mɪlk** mleko

skondensowane (niesłodzone)

¹⁰ makrut lime zest **mə,kru:t laɪm zest** skórka
z limonki makrut

¹¹ shrimp paste **ʃrɪmp peɪst** pasta
krewetkowa

¹² fragrant **'freɪgrənt** aromatyczny

¹³ herbs **hɜ:bz** zioła

¹⁴ stir-fried **stɜ: 'fraɪd** smażony krótko na
dużym ogniu

¹⁵ tamarind **'tæməɪrɪnd** tamaryndowiec

¹⁶ garlic **'gɑ:lɪk** czosnek

¹⁷ preserved **pri:'zɜ:v** marynowany

¹⁸ radish **'rædɪʃ** rzodkiew

INFOBOX

⁴³ to place emphasis on sth **tə pleɪs 'emfəsɪs ɒn 'sʌmθɪŋ** kłaść nacisk na coś

⁴⁴ greeting **'gri:tɪŋ** powitanie, pozdrowienie

⁴⁵ bow **bəʊ** ukłon

⁴⁶ awareness of sth (awareness) **ɒv 'sʌmθɪŋ**
świadomość czegoś

⁴⁷ appreciated **ə'pri:ʃɪeɪtɪd** doceniony

⁴⁸ to evolve **tə ɪ'vɒl** ewoluować, rozwijać się

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.

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 **upgrade**⁸ 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

montaż elektroniki

³ **GDP = Gross Domestic Product** ,dʒi:di:'pi: græs dæ'smestɪk 'prɒdʌkt PKB, produkt krajowy brutto

⁴ **roughly** 'rʌfli około, w przybliżeniu

⁵ **lower-cost** 'ləʊə kɒst o niższych kosztach, tańszy

⁶ **to attract sth** tʊ ə'trækt 'sʌmθɪŋ przyciągać coś

⁷ **increasing** 'ɪnkri:ɪŋ rosnący, zwiększający się

⁸ **to face pressure to do sth** tə feɪs 'prefə tə du: 'sʌmθɪŋ znajdować się pod presją, by coś zrobić

Grand Palace



⁹ **to upgrade sth** tʊ 'ʌp'greɪd 'sʌmθɪŋ unowocześniać, modernizować, podnosić standard czegoś

¹⁰ **to compete** tə kəm'pi:t konkurować, rywalizować

¹¹ **to include sth** tʊ ɪn'klud 'sʌmθɪŋ zawierać, obejmować coś

¹² **to be set to do sth** tə bi: set tə du: 'sʌmθɪŋ mieć zaplanowane zrobienie czegoś, być gotowym do zrobienia czegoś

¹³ **industrial estates** ɪn'dʌstriəl ɪs'teɪts tereny, strefy przemysłowe

¹⁴ **logistics facilities** lə'dʒɪstɪks fə'sɪlətɪz obiekty logistyczne, zaplecze logistyczne

¹⁵ **automotive plant** ˌɔ:tə'məʊtɪv plɑ:nt zakład motoryzacyjny, fabryka samochodów

¹ **automotive manufacturing** ˌɔ:tə'məʊtɪv ,mænjə'fæktʃərɪŋ przemysł samochodowy

² **electronics assembly** ɪlek'trɒnɪks ə'sembli

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A WORD WORTH REMEMBERING

electronics assembly
/ɪlek'trɒnɪks
ə'sembli/
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.

Increasingly¹⁷, 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 'stɔːrɪdʒ 'sɪstəm **globalny system**
przechowywania danych

¹⁷ **increasingly** ɪn'kriːsɪŋli **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** 'ɪmpɔːt 'djuːti **cło, opłata importowa**

²² **simplified** 'sɪmplɪfaɪd **uproszczony**

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

²⁴ **to employ sb** tə ɪm'plɔɪ 'sʌmbədi **zatrudniać kogoś**

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 ˈrɪ,təɪəˈriː 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 Economy⁴⁰

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

²⁵ to contribute sth ˈtə kənˈtrɪbjʊːt 'sʌmθɪŋ wnosić coś

²⁶ annually 'ænjʊəlɪ rocznie

²⁷ to reshape sth ˈtə ˈriːʃeɪp 'sʌmθɪŋ

przekształcać coś, nadawać czemuś nowy kształt

²⁸ global automotive supply chains 'glɔːbəʊəl ˌɔːtə'məʊtɪv səˈplaɪ tʃeɪnz globalne motoryzacyjne łańcuchy dostaw

²⁹ to announce sth tə əˈnaʊns 'sʌmθɪŋ ogłosić coś

³⁰ government subsidy 'ɡʌvnmənt 'sʌbsɪdɪ dotacja rządowa, subwencja państwowa

³¹ THB ˈtiː eɪtʃ biː bʌt tajlandzki, waluta Tajlandii

³² air-conditioning technology 'eə kənˌdɪʃənɪŋ tek'nɒlədʒɪ technologia klimatyzacyjna

³³ to reflect sth tə rɪˈflekt 'sʌmθɪŋ odzwierciedlać coś

³⁴ to expand tə ɪksˈpænd rozwijać się

³⁵ venture capital firm 'ventʃə ˌkæpɪtəl fɜːm firma kapitału podwyższonego ryzyka

³⁶ 5G coverage ˈfaɪv dʒi ˌkʌvərɪdʒ zasięg sieci 5G

³⁷ widespread 'wɜːdspreɪd szeroko rozpowszechniony

³⁸ to allow tə əˈləʊ pozwalać, umożliwiać

³⁹ technology hub tek'nɒlədʒɪ hʌb centrum technologiczne

⁴⁰ remote economy rɪˈməʊt iˈkɒnəmi gospodarka zdalna



Investment Challenges

Despite⁶¹ strong industrial capabilities, Thailand still **faces**⁶² several structural **obstacles**⁶³.

Regulatory procedures can be slow, particularly when foreign investors attempt to **establish**⁶⁴ new companies. Recent rules introduced by the Department of Business Development **require**⁶⁵ Thai **shareholders**⁶⁶ associated with **foreign-linked**⁶⁷ firms to provide financial records proving **genuine**⁶⁸ **capital ownership**⁶⁹. 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.

czegoś, wspierać coś

⁴⁴ **higher-skilled industries** 'ha:ə skɪld 'ɪndəstri:z
sektory gospodarki wymagające wyższych kwalifikacji

⁴⁵ **to accelerate** tə ək'seləreɪt przyspieszać

⁴⁶ **to attempt to do sth** tə ə'tempt tə du: 'sʌmθɪŋ
próbować, podejmować próbę zrobienia czegoś

⁴⁷ **visa policies** 'vi:zə 'pɒlɪsɪz polityka wizowa

⁴⁸ **work permit** wɜ:k 'pɜ:mit pozwolenie na pracę

⁴⁹ **favourable** 'feɪvərəbəl korzystny

⁵⁰ **entrepreneur** ,ɒntrəprə'nɜ: przedsiębiorca

⁶¹ **despite sth** dɪs'paɪt 'sʌmθɪŋ pomimo czegoś

⁶² **to face sth** tə feɪs 'sʌmθɪŋ stawiać czoła czemuś,
mierzyć się z czymś

⁶³ **obstacle** 'ɒbstəkl przeszkoda

⁶⁴ **to establish sth** tə ɪ'stæblɪʃ 'sʌmθɪŋ ustanowić,
założyć coś

⁶⁵ **to require sth** tə rɪ'kwaɪə 'sʌmθɪŋ wymagać czegoś

⁶⁶ **shareholder** 'ʃeə,həʊldə akcjonariusz, udziałowiec

⁶⁷ **foreign-linked** 'fɔ:rn lɪŋkt powiązany z kapitałem zagranicznym

⁶⁸ **genuine** 'dʒenjuɪn prawdziwy, autentyczny

⁶⁹ **capital ownership** 'kæpɪtl 'əʊnəʃɪp własność kapitału

⁶⁰ **nominee** ,nɒmɪ'ni: **tu:** figurant (w kontekście prawnym/biznesowym)

⁶¹ **to extend sth** tə ɪks'tend 'sʌmθɪŋ **tu:** wydłużać coś

⁶² **delay** dɪ'leɪ opóźnienie

⁶³ **to adjust to sth** tə 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

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** tə ɪn'kʌrɪdʒ 'sʌmθɪŋ zachęcać do

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

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A WORD WORTH REMEMBERING

to outperform sth
/tʊ ˈaʊtpəˈfɔ:m
ˈsʌmθɪŋ/
przewyższać coś

Candy Valentino

by Janet Sandford

Candy Valentino: Slow and Steady Wins the Race¹

From an early age, the odds were stacked against² 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 park³ (See Fact Box), in an environment⁴ where money was scarce⁵ 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 on⁶ dragging herself out of⁷ poverty⁸ and building a sustainable income⁹.

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 basics¹⁰ of business. Over the next two decades, she built, operated and sold a series of privately held¹¹, cash-generating businesses, primarily in services¹², and later in real estate¹³ and advisory work¹⁴.

This narrative, as presented by Candy, has rather more romance than qualified¹⁵ examples. We can be sure, however, that they were relatively low-key¹⁶ projects and that she rejected¹⁷ the venture capital¹⁸ growth model¹⁹ that prevails²⁰ in modern business funding. Instead, she prioritised businesses capable of generating reliable cash flow²¹ early, enabling her to remain independent of external investors²². This reduced risk, preserved²³ control and created a stable base for long-term wealth accumulation²⁴. 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 wɜː stækt ə'genst wszystko było przeciwko

³ trailer park 'treɪlə pɑːk osiedle dla przyczep, osiedle mobilnych domów

⁴ environment ɪn'vaɪənmənt 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 'pɒvəti bieda

⁹ sustainable income sə'steɪnəbl ɪn'kʌm stałe źródło dochodu

¹⁰ the basics ðə 'beɪsɪks podstawy

¹¹ privately held 'praɪvətli held prywatny

¹² services 'sɜːvɪsɪz usługi

¹³ real estate rɪəl ɪs'teɪt nieruchomości

¹⁴ advisory work əd'vaɪzəri wɜːk doradztwo, działalność konsultingowa

¹⁵ qualified 'kwɒlɪfaɪd tu: konkretny

¹⁶ low-key ,ləʊ 'ki: niewyróżniający się, nieduży

¹⁷ to reject tə 'rɪːdʒekt odrzucać

¹⁸ venture capital 'ventʃə 'kæpɪtł 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 ɛks'tɜːnl ɪn'vestə inwestor zewnętrzny

²³ to preserve tə prɪ'zɜːv zachowywać

²⁴ wealth accumulation welθ ə,kjuːmjuːleɪʃən akumulacja kapitału

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** ,rezi'denʃəl kə'mju:nəti **wspólnota mieszkaniowa, osiedle**

² **mobile home** 'məʊbaɪl həʊm **przyczepa kempingowa**

³ **manufactured housing** ,mænjʊ'fæktʃəd 'həʊzɪŋ **domy z prefabrykatów, budownictwo modułowe**

⁴ **rented** 'rentɪd **wynajęty**

⁵ **lot** lɒt **działka**

⁶ **leisure** 'leɪzə **rekreacja, wypoczynek**

⁷ **affordable** ə'fɔ:dəbl **przystępny cenowo**

⁸ **social status** 'səʊʃəl 'staetəs **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 tomorrow²⁷ (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 Habits⁵⁰

Wider recognition⁵¹ 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** 'legəsi **pozostałość, spuścizna**

²⁶ **childhood** 'tʃaɪldhʊd **dzieciństwo**

²⁷ **money in the pot today is more important than the promise of jam tomorrow** 'mʌni ɪn ðə pɒt tə'deɪ ɪz mɔ: ɪm'pɔ:tənt 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** 'pʌblɪkli 'steɪtɪd **publicznie deklarowany**

³⁰ **profitability** ,prɒfɪtə'bɪləti **rentowność**

³¹ **downside** 'daʊnsaɪd **minus, negatywna strona**

³² **openly** 'əʊpnli **otwarcie, jawne**

³³ **entrepreneurship** ,ɒntrəprə'nɜ:ʃɪp **przedsiębiorczość**

³⁴ **hype-driven** haɪp 'drɪvn **napędzany modą, szumem medialnym, falą popularności**

³⁵ **to expose sb to sth** tə eks'pəʊz 'sʌmbədi tə 'sʌmθɪŋ **narażać kogoś na coś**

³⁶ **founder** 'faʊndə **założyciel**

³⁷ **unnecessary** ʌn'nɛsəsəri **niepotrzebny, zbędny**

³⁸ **to place sb more in line with X than Y** tə pleɪs 'sʌmbədi mɔ: ɪn laɪn wɪð eks ðən waɪ bi: **komuś bliżej do X niż do Y**

³⁹ **high-octane** 'haɪ'ɒkteɪn **wysokooktanowy, tu: intensywny, też: efekciarski**

⁴⁰ **particularly** pə'tɪkjələli **szczególnie**

⁴¹ **growth forecast** grəʊθ'fɔ:kə:st **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'pi:təbl **powtarzalny**

⁴⁶ **decision frameworks** dɪ'sɪʒən 'freɪmwɜ:kz **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 ,rekəg'nɪʃən **szersze uznanie**

⁵² **released** rɪ'li:st **wydany**

⁵³ **demand for sth** dɪ'mə:nd 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** kwɛst tə 'sʌmθɪŋ **pogoń za czymś, poszukiwanie czegoś**

⁵⁹ **breakthrough moment** 'breɪk'θru: 'mɒmənt **przełomowy moment**

⁶⁰ **to draw on sth** tə drɔ: ɒn 'sʌmθɪŋ **opierać się na czymś**

⁶¹ **independence** ɪn'dɪ'pendəns **niezależność**

⁶² **to outperform sth** tə ʌʊtpə'fɔ:m 'sʌmθɪŋ **przewyższać coś**

⁶³ **absent** 'æbsənt **nieobecny, brakujący**

⁶⁴ **financial failure** faɪ'nænʃəl 'feɪljə **porażka finansowa**

⁶⁵ **behavioural** bɪ'hɛvjərəl **behawioralny, wynikający z naszych decyzji**

⁶⁶ **resilience** rɪ'zɪljəns **elastyczność, odporność**

⁶⁷ **deliberate** dɪ'lɪbəreɪt **świadomy, celowy, zamierzony**

⁶⁸ **earnings** 'ɜ:nɪŋz **zyski**

Key ideas and advice from the book include:

- “Wealth is built in the margins⁶⁹ of everyday decisions, not in rare⁷⁰ financial wins.”
- Prioritising savings and investment as non-negotiable⁷¹, fixed⁷² outgoings⁷³ rather than optional leftovers⁷⁴.
- Designing spending systems that limit decision-making and reduce reliance on⁷⁵ willpower⁷⁶.
- Separating lifestyle growth from income growth to prevent silent erosion⁷⁷ of wealth.
- Viewing financial independence as a process of risk reduction, not risk maximisation.

The book's clarity⁷⁸ and practical framing⁷⁹ helped establish⁸⁰ Ms Valentino as a serious voice in financial education, moving her into mainstream business thinking and an in-demand⁸¹ motivational speaker⁸².

Nine Percent

In 2025, she followed up with⁸³ *The 9% Edge*, in which she extends⁸⁴ her systems-based thinking from personal finance into performance⁸⁵ and leadership⁸⁶.

The book takes its title from the nine percent of startups that survive⁸⁷ 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 luck⁸⁸.

Candy Valentino emphasises⁸⁹ incremental⁹⁰ advantages that compound⁹¹ over time, showing how disciplined habits and strategic decisions separate the few who endure⁹² from the many who falter⁹³.

Key ideas and advice from the book include:

- “The 9% succeed because they do what others overlook⁹⁴ – every single day.”
- Focus on a narrow⁹⁵ strategic vision instead of chasing constant expansion.
- Treat energy, attention and focus as finite resources⁹⁶ to be managed deliberately⁹⁷.
- Build decision-making systems that reduce reactive⁹⁸ behaviour and errors.

- Measure⁹⁹ progress over long horizons to allow small advantages to compound.

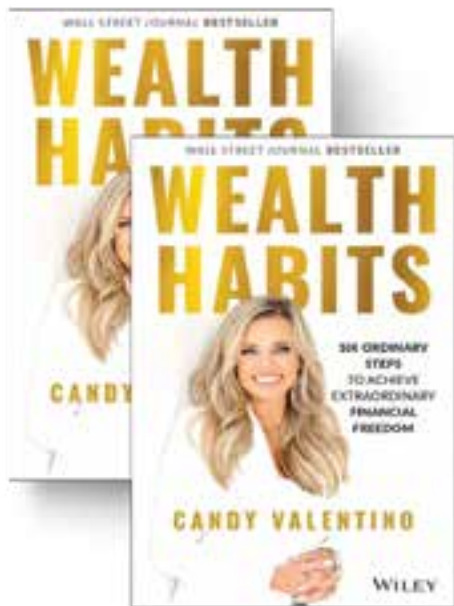
She shows that survival and growth are consequences of deliberate, repeatable choices rather than dramatic breakthroughs or exceptional¹⁰⁰ talent. That goes against the grain¹⁰¹ of the current zeitgeist¹⁰², in which many companies see the employment market¹⁰³ as a battlefield¹⁰⁴ to attract¹⁰⁵ ‘top talent,’ and have star players¹⁰⁶ score spectacular goals. Ms Valentino's approach is more akin to¹⁰⁷ building a solid defence.

Wider Reach

Alongside¹⁰⁸ writing, Valentino remains active as a speaker and educator. She regularly addresses¹⁰⁹ business audiences¹¹⁰ on entrepreneurship, wealth-building and leadership, with a particular emphasis on financial behaviour. One recurring theme¹¹¹ in her work is the psychological impact of growing up¹¹² without money, and how early experiences can influence¹¹³ risk tolerance, spending habits and decision-making later in life.

Philanthropy¹¹⁴ forms a structured¹¹⁵ part of Valentino's activities. Rather than donating¹¹⁶ money, she supports initiatives by providing financial education and entrepreneurial skills¹¹⁷. Her approach reflects her broader philosophy: addressing root causes¹¹⁸ rather than symptoms. Having

- ⁸³ to follow up with sth *tə ˈfɒləʊ əp wɪð ˈsʌmθɪŋ* kontynuować czymś
- ⁸⁴ to extend sth *tə ɪksˈtend ˈsʌmθɪŋ* rozszerzać coś
- ⁸⁵ performance *pəˈfɔːməns* **tu:** wyniki, osiągi
- ⁸⁶ leadership *ˈliːdəʃɪp* przywództwo, kierownictwo
- ⁸⁷ to survive *tə səˈvaɪv* przetrwać
- ⁸⁸ luck *lʌk* szczęście
- ⁸⁹ to emphasise sth *tə ˈemfəsaɪz ˈsʌmθɪŋ* kłaść nacisk na coś
- ⁹⁰ incremental *ˌɪŋkrəˈmentl* narastający
- ⁹¹ to compound *tə ˈkɒmpaʊnd* **tu:** procentować
- ⁹² to endure *tə ɪnˈdjʊə* przetrwać
- ⁹³ to falter *tə ˈfɔːltə* **tu:** ponosić klęskę
- ⁹⁴ to overlook sth *tə ˌəʊvəˈlʊk ˈsʌmθɪŋ* przeoczyć coś
- ⁹⁵ narrow *ˈnæəʊ* ograniczony, wąski
- ⁹⁶ finite resources *ˈfaɪnaɪt rɪˈsɔːsɪz* ograniczone zasoby
- ⁹⁷ deliberately *dɪˈlɪbəreɪtli* z rozmysłem, celowo
- ⁹⁸ reactive *rɪˈæktɪv* reaktywny
- ⁹⁹ to measure *tə ˈmeʒə* mierzyć, oceniać
- ¹⁰⁰ exceptional *ɪkˈsepʃənəl* wyjątkowy
- ¹⁰¹ to go against the grain *tə ɡəʊ əˈɡenst ðə ɡreɪn* robić coś wbrew swojej woli, robić coś przeciwko swoim przekonaniom; być wbrew czyjejś naturze
- ¹⁰² zeitgeist *ˈzaɪtɡaɪst* duch czasu, zeitgeist
- ¹⁰³ employment market *ɪmˈplɔɪmənt ˈmɑːkɪt* rynek pracy
- ¹⁰⁴ battlefield *ˈbætlfiːld* pole walki
- ¹⁰⁵ to attract sb *tə əˈtrækt ˈsʌmbədɪ* przyciągać kogoś
- ¹⁰⁶ star player *stɑː ˈpleɪə* gwiazda
- ¹⁰⁷ akin to sth *əˈkɪn tə ˈsʌmθɪŋ* zbliżony do czegoś
- ¹⁰⁸ alongside X *əˈlɒŋˈsaɪd* eks obok X
- ¹⁰⁹ to address sb *tə əˈdres ˈsʌmbədɪ* przemawiać do kogoś
- ¹¹⁰ audience *ˈɔːdjəns* audytorium
- ¹¹¹ recurring theme *rɪˈkɜːrɪŋ θiːm* powracający motyw
- ¹¹² growing up *ˈɡrəʊɪŋ əp* dorastanie
- ¹¹³ to influence sth *tə ˈɪnfluəns ˈsʌmθɪŋ* wpływać na coś
- ¹¹⁴ philanthropy *fɪˈlænθrəpi* filantropia, dobroczynność
- ¹¹⁵ structured *ˈstrʌktʃəd* **tu:** systematyczny
- ¹¹⁶ to donate sth *tə dəʊˈneɪt ˈsʌmθɪŋ* przekazywać coś
- ¹¹⁷ skill *skɪl* umiejętność
- ¹¹⁸ root cause *ruːt kɔːz* pierwotna przyczyna



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 ˈlɪtərəsi **wiedza finansowa**
- ¹²¹ **tools** tuːlz **narzędzia**
- ¹²² **temporary relief** ˈtempərəri 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** ˈɜːli 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



Travel Trends in 2026: Beyond Destinations¹ to Meaningful² 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
/'wʌn'ʌpmənʃɪp/
wywyższanie się

¹ destination 'destɪneɪʃən cel podróży

² meaningful 'mi:nɪŋfʊl pełen sensu

³ fashion 'fæʃən moda

⁴ to tick off tə tɪk ɒf odhaczać

⁵ bucket list 'bʌkɪt 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 to¹¹ 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 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 seatbelts²⁹ 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 ru:ts korzenie

⁷ preserve pr'i:z:v domena

⁸ wealthy 'welθi bogaty, zamożny

⁹ ocean liner 'əʊʃən 'laɪnə transatlantycki

¹⁰ cruise kru:z rejs wycieczkowcem

¹¹ to cater to sb tə 'keɪtə tə 'sʌmbədi adresować swoją ofertę do kogoś, zaspokajać czyjeś potrzeby

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

¹² income 'ɪnkʌm dochód

¹³ paid holidays peɪd 'həʊlədeɪz płatny urlop

¹⁴ to trigger tə 'trɪɡə wywołać

¹⁵ resort rɪ'zɔ:t kurort

¹⁶ affordable ə'fɔ:dəbl przystępny cenowo

¹⁷ package holidays 'pækɪdʒ 'həʊlədeɪz wyjazdy zorganizowane

¹⁸ predictable prɪ'dɪktəbl przewidywalny

¹⁹ crowded 'kraʊdɪd zatłoczony

²⁰ to the extent that tə ði: ɪks'tent ɔæt do tego stopnia, że

²¹ seasoned 'si:znd tu: doświadczony, wytrawny

²² familiar fə'mɪljə znajomy

²³ to drive sth tə draɪv 'sʌmθɪŋ napędzać coś

²⁴ demand for sth dɪ'mɑ:nd fə 'sʌmθɪŋ popyt na coś

²⁵ long-haul 'lɒŋ hɔ:l tu: odległy

²⁶ to boast about sth tə 'bəʊst ə'baut 'sʌmθɪŋ chwalić się czymś

²⁷ to accumulate sth tə ə'kju:mjəleɪt 'sʌmθɪŋ zgromadzić coś

²⁸ one-upmanship 'wʌn'ʌpmənʃɪp wywyższanie się

²⁹ fasten your seatbelts 'fɑ:sn jə si:t belts zapnijcie pasy

³⁰ to take off tə teɪk ɒf startować

³¹ round-the-world tour raʊnd ðə wɜ:lld təʊ podróż dookoła świata

³² striking 'straɪkɪŋ uderzający

³³ generic dʒə'nerɪk pospolity, zwykły

³⁴ sightseeing 'saɪt,si:ɪŋ zwiedzanie

³⁵ rested 'restɪd wypoczęty

³⁶ industry 'ɪndəstri branża

³⁷ survey 'sʊ:veɪ badanie, ankieta, sondaż

³⁸ worldwide 'wɜ:lldwaɪd na świecie

³⁹ headline 'hedlaɪn nagłówek

⁴⁰ skill skɪl umiejętność

⁴¹ souvenir 'su:vənɪə pamiątka

⁴² suntan 'sʌntæn opalenizna

⁴³ gourmet cooking 'ɡʊəmeɪ 'kʊkɪŋ wykwinna kuchnia, gotowanie dla smakoszy



The village of Hobbiton
Matamata, New Zealand

foraging for⁴⁵ wild herbs⁴⁶ and even falconry⁴⁷. Hotels, resorts and retreats⁴⁸ are partnering with local experts to offer complete immersive⁴⁹ packages.

2. Set-jetting⁵⁰

So-called⁵¹ 'set-jetting' holidays are in vogue⁵², in which people visit places featured⁵³ in books, films or television shows. Examples are tours built around locations used in Downton Abbey, various Jane Austin novels, and further afield⁵⁴ 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 rejecting⁵⁵ packed⁵⁶ itineraries⁵⁷ that cram in⁵⁸ as many landmarks⁵⁹ as possible in favour of⁶⁰ deep engagement with local culture and environment⁶¹.

Road trips, camping and self-driven adventures fit this mindset⁶² perfectly. They blend freedom with discovery, enabling exploration⁶³ at one's own pace⁶⁴, connecting with nature and locals. This type of experience remains particularly appealing⁶⁵ in America and Canada, where long highways, cheap fuel and numerous⁶⁶ national parks offer endless⁶⁷ variety⁶⁸. Parts of Northern Europe also fit the bill⁶⁹.

Another trend tied to slow travel is the working farm holiday⁷⁰, or farm charm experience⁷¹. Travellers are increasingly attracted to rural stays⁷² where they can engage with⁷³ cultivation⁷⁴, animal care⁷⁵, gardening and countryside living, often alongside⁷⁶ local families.

This style blends education, authenticity and sustainability⁷⁷, drawing especially younger travellers who want experiential tourism⁷⁸ with roots in community⁷⁹ and place.

⁵⁶ packed pækt wypełniony po brzegi

⁵⁷ itinerary aɪˈtɪnəri 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 ɪnˈvaɪənmənt środowisko, otoczenie

⁶² mindset 'maɪndset nastawienie, sposób myślenia

⁶³ exploration ˌeksplɔː'reɪʃən zwiedzanie, odkrywanie nowych miejsc

⁶⁴ at one's own pace æt wʌnz əʊn peɪs we własnym tempie

⁶⁵ appealing əˈpiːlɪŋ pociągający

⁶⁶ numerous 'nju:mərəs liczny

⁶⁷ endless 'endləs nieograniczony

⁶⁸ variety vəˈraɪəti 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 ɪksˈpiəriəns doświadczenie wiejskiego uroku

⁷² rural stay 'rʊərəl steɪ pobyt na wsi

⁷³ to engage with sth tə ɪnˈgeɪdʒ wɪð 'sʌmθɪŋ zaangażować się w coś

⁷⁴ cultivation ˌkʌltɪˈveɪʃən uprawa

⁷⁵ animal care ˈæniməl keə opieka nad zwierzętami

⁷⁶ alongside ɔːˈlɒŋˈsaɪd eks wraz z X

⁷⁷ sustainability səˌstɜːnəˈbɪləti zrównoważony rozwój

⁷⁸ experiential tourism ɪksˌpiəriˈenʃəl ˈtʊərɪzəm "turystyka doświadczeń" (wyjazdy, podczas których ważniejsze od odhaczania zabytków jest głębokie zaangażowanie emocjonalne i poznawanie lokalnej kultury "od środka")

⁷⁹ community kəˈmjʊːnəti społeczność, środowisko

⁴⁴ craft kra:ft rzemiosło

⁴⁵ foraging for sth ˈfɒrɪdʒɪŋ fə 'sʌmθɪŋ zbieranie czegoś

⁴⁶ herbs hɜ:bz zioła

⁴⁷ falconry ˈfɔ:lknəri sokolnictwo

⁴⁸ retreat riˈtri:t ośrodek wypoczynkowy, też: enklawa spokoju

⁴⁹ immersive ɪˈmɜ:sɪv wciągający, immersyjny

⁵⁰ set-jetting set ˈdʒetɪŋ turystyka filmowa, podróżowanie do miejsc pojawiających się w filmach

⁵¹ so-called ˈsəʊˈkɔːld tak zwany

⁵² in vogue ɪn vʊɡ modny

⁵³ featured ˈfi:tʃəd pojawiający się, przedstawiony

⁵⁴ further afield ˈfɜ:ðər əˈfi:l dalej

⁵⁵ to reject sth tə ˈri:dʒekt ˈsʌmθɪŋ odrzucać coś

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 weaving¹

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 glamping²
- 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 skin-care-focused wellness resorts

Sustainable and Community-Based Travel

- Bali, Indonesia – Regenerative farm stays and eco-villages
- Patagonia, Chile/Argentina – Eco-trekking and wildlife projects
- Tuscany, Italy – Agritourism supporting local communities

¹ weaving ˈwi:vɪŋ tkactwo

² glamping ˈglæmpɪŋ luksusowy kemping

INFOBOX



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. Wellness⁸⁰, Regeneration and Detox

We are used to the idea of a holiday being a chance to ‘recharge your batteries⁸¹,’ but now that reboot⁸² has extended to⁸³ physical, emotional and spiritual restoration⁸⁴. Here is how it is being manifested⁸⁵:

• Quietcations and Silent Retreats

The demand for peace and digital detox is growing rapidly. Concepts like quietcations and silent retreats, holidays designed around stillness⁸⁶, mindfulness⁸⁷ and immersive nature experiences are becoming mainstream responses⁸⁸ to digital burnout⁸⁹.

Whether in a forest cabin⁹⁰ or a mountainside lodge⁹¹, these trips prioritise mental clarity⁹² and emotional replenishment⁹³ over traditional sightseeing. They reflect a broader cultural shift⁹⁴: travel as wellness, not just relaxation.

• Glowcations

Emerging⁹⁵ strongly in 2026 are glowcations – trips designed around health, beauty and wellness. These combine spa treatments⁹⁶, specialised skincare⁹⁷ programmes, sleep therapies and personalised health plans. We can add to this yoga retreats, mindfulness workshops⁹⁸, forest bathing, and even “sound therapy” holidays.

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

5. Sustainable and Conscious⁹⁹ Exploration

Eco-conscious choices now influence destinations, transport, hotels and activities. Some travellers are looking for ways to give back¹⁰⁰ to the environment by engaging in wildlife conservation¹⁰¹, regenerative agriculture stays and supporting¹⁰²

⁸⁰ wellness 'welnəs tu: dobrostan

⁸¹ to recharge one's batteries tə ,ri:'tʃɑ:dʒ wanz
'bætəri:z naładować akumulatory

⁸² reboot 'ri:bʊ:t reset

⁸³ to extend to sth tə ɪks'tend tə 'sʌmθɪŋ
rozwinąć się, rozszerzyć się do czegoś

⁸⁴ restoration ,restə'reɪʃən odnowa, regeneracja

⁸⁵ to manifest tə 'mænɪfest objawiać się

⁸⁶ stillness 'stɪlnəs spokój

⁸⁷ mindfulness 'maɪndfɪnəs uważność

⁸⁸ response rɪs'pɒns odpowiedź

⁸⁹ burnout 'bɜ:n'aʊt wypalenie

⁹⁰ forest cabin 'forɪst 'kæbɪn leśna chatka

⁹¹ mountainside lodge 'maʊntənsaɪd lɒdʒ domek
w górach

⁹² mental clarity 'mentl 'klærəti jasność umysłu

⁹³ emotional replenishment i'məʊʃənl
rɪ'plenɪʃmənt emocjonalna regeneracja

⁹⁴ cultural shift 'kʌltʃərəl ʃɪft zmiana kulturowa

⁹⁵ to emerge tə 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 bæɪk oddawać

¹⁰¹ wildlife conservation 'waɪldlaɪf ,kɒnsə:'veɪʃən
ochrona przyrody

¹⁰² to support sth tə sə'pɔ:t 'sʌmθɪŋ wspierać coś

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.

AI¹¹³ and Bespoke¹¹⁴ 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



Woman having Ayurvedic spa treatment

move on¹³³. In 2026, more travellers are asking themselves, how does this **enrich**¹³⁴ me?

* 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'pəʊəmənt **wzmocnienie**

¹⁰⁶ **to hire** tə 'haɪə 'sʌmbədi **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** ,əʊvə'tʊərɪzəm **nadmierna turystyka**

¹¹¹ **beyond recognition** bɪ'jɒnd ,rekəg'nɪʃən **nie do poznania**

¹¹² **beyond the reach** bɪ'jɒnd ðə ri:tʃ **poza zasięgiem**

¹¹³ **AI** = artificial intelligence ,eɪ 'aɪ = ,ɑ:tɪ'fɪʃəl
ɪn'telɪdʒəns **sztuczna inteligencja**

¹¹⁴ **bespoke** bɪ'spəʊk **dopasowany**

¹¹⁵ **to mature into sth** tə mə'tʃʊə 'ɪntə '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** 'hɒtspt **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** ə,kəmə'deɪʃən

zakwaterowanie, nocleg

¹²⁴ **solely** 'səʊlɪ **wyłącznie**

¹²⁵ **to rely on sth** tə ri'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**

¹²⁶ **one-size-fits-all** ,wʌn saɪz fɪts 'ɔ:l **uniwersalny**

¹²⁷ **to constitute sth** tə 'kɒnstɪtju:t 'sʌmθɪŋ
stanowić coś

¹²⁸ **rethink** ,ri:'θɪŋk **zrewidowanie**

¹²⁹ **fridge magnet** frɪdʒ 'mæɡnət **magnes na lodówkę**

¹³⁰ **to snap** tə snæp **pstrykać, robić zdjęcie**

¹³¹ **to cross sth off** tə kros 'sʌmθɪŋ ɒf **skreślić coś**

¹³² **swiftly** 'swɪftli **szybko**

¹³³ **to move on** tə mu:v ɒn **przejsć dalej**

¹³⁴ **to enrich sb** tə ɪn'ri:tʃ 'sʌmbədi **wzbogacać kogoś**

by Janet Sandford

Ruby Wax: The Mindful¹ 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'saːd fasada

⁶ multifaceted ,mʌlti'fæstɪd 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'kjuːmjəleɪtɪd '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 'sɔːsɪdʒ kielbasa

¹⁴ manufacturer ,mænjʊ'fæktʃərə producent, wytwórca

¹⁵ accountant ə'kaʊntənt księgowy

¹⁶ to attend sth tə ə'tend 'sʌmθɪŋ uczęszczać na coś, do czegoś

¹⁷ to complete a degree tə kəm'pliːt ə dɪ'ɡriː ukończyć studia

¹⁸ performance pə'fɔːməns występy sceniczne

¹⁹ academia ,æka'diːmiə akademicki świat

²⁰ to enrol at sth tə ɪn'rɒl æt 'sʌmθɪŋ zapisać się na coś

²¹ to pursue acting tə pə'sjuː 'æktɪŋ zająć się aktorstwem

²² graduating 'ɡrædʒə'eɪtɪŋ ukończenie studiów

²³ straight street tuː dramatyczny

²⁴ venue 'venjuː obiekt, miejsce

Ruby Wax

OGŁADAJ

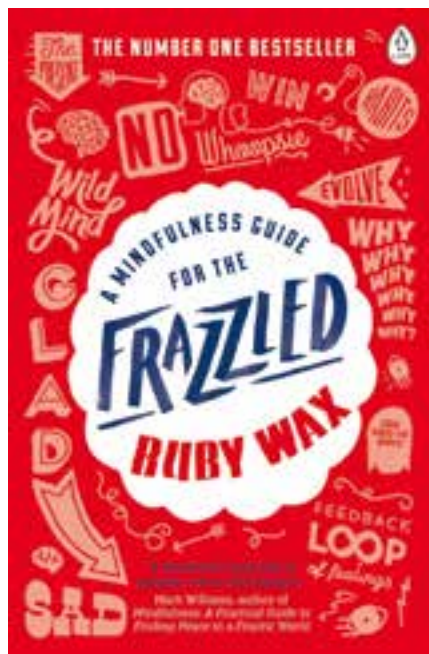
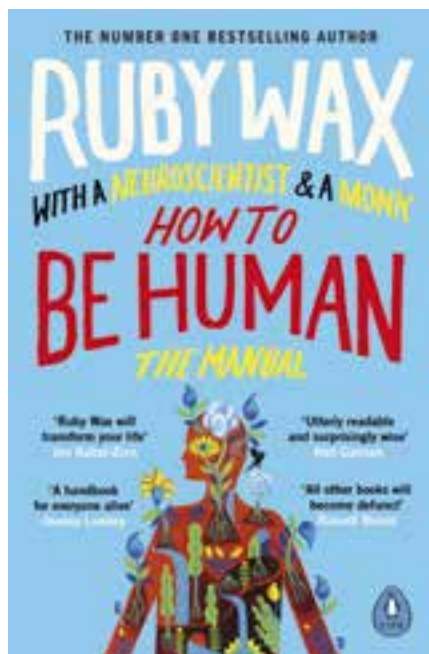
VIDEO



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A WORD WORTH REMEMBERING

in-your-face
 /,ɪn jə 'feɪs/
 bezceremonialny,
 prowokacyjny, bez-
 pośredni, 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 **suit**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 Wax⁶⁴

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 ˈɪksˌpɪəriəns doświadczenie

²⁶ thespian ˈθespɪən aktor

²⁷ unimpressed ˌʌnɪmˈprest niebędący pod wrażeniem

²⁸ vocation ˌveɪˈkeɪʃən powołanie

²⁹ harsh advice ˈhɑːʃ ədˈvaɪs brutalna prawda,

dosł. brutalna rada

³⁰ fellow ˈfeləʊ pot. kolega, kumpel

³¹ crap kræp pot. beznadziejny, gówniany

³² tough love taʊf 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 ˈɡʌvnmənt rząd

³⁷ turbulent ˈtɜːbjələnt niespokojny

³⁸ environment ɪnˈvaɪənmənt środowisko

³⁹ fertile soil ˈfɜːtaɪl sɔɪl żyzna gleba

⁴⁰ burgeoning ˈbɜːdʒənɪŋ rosnący

⁴¹ movement ˈmuːvmənt ruch, trend

⁴² to reject sth tə ˈrɪdʒekt ˈsʌmθɪŋ odrzucać coś

⁴³ bold bæld 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 ɪn jə ˈfeɪs bezceremonialny, prowokacyjny, bezpośredni, dążący do konfrontacji

⁴⁹ to a tee tə ə ti: idealnie

⁵⁰ to make a name for yourself tə meɪk ə neɪm fə ʒɜːˈself 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 tə ˈeksplɔɪt 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 ˈsʌmbədi maglować kogoś

⁶² to draw sb tə drɔː ˈsʌmbədi przyciągać kogoś

⁶³ critical attention ˈkrɪtɪkəl əˈtenʃən uwaga krytyków

⁶⁴ hot wax hɒt wæks gorący wosk

⁶⁵ to straddle the line tə ˈstrædl ɒl laɪn balansować na linii

⁶⁶ to fall off tə fɔːl ɒf spadać

⁶⁷ embarrassingly ɪmˈbærəsɪŋli żenująco

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.

Undeterred⁷⁴, in 2000, she conducted a **one-off**⁷⁵ interview with Donald Trump. Given her previous **track record**⁷⁶ of **cringe-worthy**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."

Nonetheless⁸⁵, 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 powers⁹⁵, and an established figure⁹⁶ both in front of and behind the camera⁹⁷, you might **assume**⁹⁸ she would have **capitalised on**⁹⁹ her success by **devising**¹⁰⁰ a new series and **naming**

her price¹⁰¹. However, as her **interviewees**¹⁰² found, she has a way of **blindsiding**¹⁰³ people.

Mindfulness¹⁰⁴ and Mental Health¹⁰⁵: A Transformative Turning Point¹⁰⁶

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** ʈru:'aʊt od początku do końca

⁶⁹ **stunt** stant numer, występ

⁷⁰ **underwear** 'ʌndəweə bielizna

⁷¹ **to lighten the mood** tə 'laɪn ðə mu:d

rozluźnić atmosferę

⁷² **awkward** 'ɔ:kwəd niezręczny

⁷³ **car crash** kɑ: kræʃ pot. kłapa, fiasko

⁷⁴ **undeterred** ,ʌndɪ'tɜ:d niezrażony

⁷⁵ **one-off** ,wʌn 'ɒf pojedynczy, wyjątkowy, nie wchodzący w skład serii

⁷⁶ **track record** træk 'rekɔ:d dorobek, lista dokonań

⁷⁷ **cringeworthy** 'krɪndʒwɜ:ði żenujący

⁷⁸ **to reach new heights** tə ri:tʃ nju: haɪts osiągnąć niespotykany dotychczas poziom

⁷⁹ **awkwardness** 'ɔ:kwədnis niezręczność

⁸⁰ **demeanour** drɪ'mi:nə zachowanie

⁸¹ **bafflement** 'bæflɪmənt konsternacja

⁸² **irritation** ,ɪrɪ'teɪʃən irytacja, rozdrażnienie

⁸³ **to take a nosedive** tə teɪk ə 'nəʊzdaɪv **idiom**: zaliczyć upadek

⁸⁴ **ire** 'aɪə gniew

⁸⁵ **nonetheless** ,nʌnðə'les niemniej jednak

⁸⁶ **willingness** 'wɪlɪŋnəs ochota

⁸⁷ **mischievous** 'mɪʃtɪvəs psotliwy, figlarny, szelmowski

⁸⁸ **behind the scenes** brɪ'haɪnd ðə si:nz za kulisami

⁸⁹ **script editor** skript '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 'sʌmbədi połączyć z kimś siły, sprzymierzyć się z kimś

⁹¹ **satirical edge** sə'tɪrɪkəl edʒ ostrze satyry

⁹² **one-liner** ,wʌn '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** ,ɒn 'skri:n ə'piərəns pojawienie się na ekranie

⁹⁵ **at the peak of her powers** æt ðə pi:k ɒv hɜ: 'paʊəz u szczytu jej sił

⁹⁶ **established figure** ɪs'tæblɪʃt 'fɪɡə uznana postać

⁹⁷ **in front of and behind the camera** ɪn frʌnt ɒv ənd brɪ'haɪnd ðə 'kæməɹə przed i za kamerą

⁹⁸ **to assume** tə ə'sju:m zakładać

⁹⁹ **to capitalise on sth** tə 'kæpɪtəlaɪz ɒn 'sʌmθɪŋ zbijać kapitał na czymś

¹⁰⁰ **to devise** tə drɪ'vaɪz opracować, wymyślić

¹⁰¹ **to name one's price** tə neɪm wʌnz praɪs podać swoją cenę

¹⁰² **interviewee** ,ɪntəvju:'i: rozmówca

¹⁰³ **blindsiding** 'blaɪndsaɪdɪŋ zaskakiwanie

¹⁰⁴ **mindfulness** 'maɪndfʊlnəs uważność

¹⁰⁵ **mental health** 'mentl helθ zdrowie psychiczne

¹⁰⁶ **turning point** 'tɜ:nɪŋ pɔɪnt punkt zwrotny

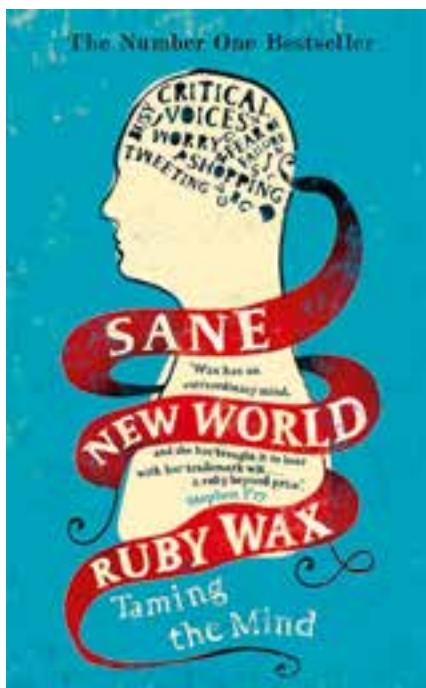
¹⁰⁷ **bipolar disorder** 'baɪ'pəʊlə dɪs'ɔ:də choroba afektywna dwubiegunowa

¹⁰⁸ **struggles** 'strʌɡlɪz zmagania

¹⁰⁹ **to keep private** tə ki:p 'praɪvɪt utrzymywać w tajemnicy

¹¹⁰ **advocacy** 'ædvəkəsi rzecznictwo





candidly¹¹¹ tackled¹¹² her mental health, including the time she had spent in a psychiatric clinic. This paved the way for¹¹³ a more profound shift¹¹⁴ in her career.

In 2013, she drilled down deeply into¹¹⁵ psychology by earning a Master's degree¹¹⁶ 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 bed¹¹⁷; it signalled a significant¹¹⁸ change of direction and emphasis as a mental health educator and campaigner.

In 2013, she released¹¹⁹ the book *Sane New World: Taming the Mind*, which became a Sunday Times number-one best-seller, blending personal narrative with insights¹²⁰ into the mind. In it, she:

- explores why the modern mind is overwhelmed¹²¹, arguing that anxiety¹²² and stress are often the by-products¹²³ of how the brain evolved rather than personal weakness¹²⁴.
- uses her own experiences with depression to demystify¹²⁵ how thoughts spiral¹²⁶ and why we mistake them for reality.
- positions mental health as a skill to be learned, not a condition¹²⁷ to be hidden¹²⁸.

Ruby followed up the success of *Sane*

New World with two subsequent¹²⁹ titles:

A Mindfulness Guide for the Frazzled (2016)

- Focuses on everyday stress rather than clinical illness¹³⁰, aimed at people who feel constantly overloaded¹³¹ but functional.
- Breaks mindfulness down¹³² into manageable¹³³, realistic practices that fit around¹³⁴ work and family life.
- Challenges common myths about meditation, presenting it as a mental habit¹³⁵ rather than a spiritual lifestyle¹³⁶.
- Encourages readers to notice¹³⁷ their mental autopilot and interrupt¹³⁸ it before burnout¹³⁹ sets in¹⁴⁰.

How to Be Human: The Manual (2018)

- Broadens the discussion¹⁴¹ beyond stress to examine how humans think, feel, connect and self-sabotage¹⁴².
- Combines humour with neuroscience and philosophy to explain why our brains often work against us.
- Looks at themes such as compassion¹⁴³, addiction¹⁴⁴, relationships and identity¹⁴⁵ through a mindful lens¹⁴⁶.
- Treats self-understanding¹⁴⁷ as a life-long practice rather than a quick fix¹⁴⁸.

While initially, it might seem that neuroscience¹⁴⁹ is something of a departure¹⁵⁰ from comedy, Ruby Wax embodies¹⁵¹ the adage¹⁵² that tragedy is just underdeveloped comedy¹⁵³. They often go hand in hand¹⁵⁴, and she reveals¹⁵⁵ and often pokes fun at¹⁵⁶ 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 'ɪntə 'sʌmθɪŋ wgryźć się, zagłębić się w coś

¹¹⁶ master's degree 'ma:stəz dɪ'ɡri: tytuł magistra

¹¹⁷ to put sth to bed tə pʊt 'sʌmθɪŋ tə bed doprowadzić coś do końca

¹¹⁸ significant sɪɡ'nɪfɪkənt znaczący

¹¹⁹ to release sth tə rɪ'li:s 'sʌmθɪŋ wydać, opublikować coś

¹²⁰ insight 'ɪnsaɪt wgląd

¹²¹ overwhelmed ˌəʊvə'welmd przeciążony, przebudżcowany

¹²² anxiety æŋ'zaɪəti niepokój, lęk

¹²³ by-product 'baɪ,prɒdʌkt skutek uboczny

¹²⁴ weakness 'wi:knəs słabość

¹²⁵ to demystify sth tə di:'mɪstɪfaɪ 'sʌmθɪŋ objaśniać coś, demistyfikować

¹²⁶ to spiral tə 'spɪəɪəl 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 ˌəʊvə'ləʊdɪd 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 'spɪrɪtʃʊəl 'laɪfstɑɪl duchowy styl życia

¹³⁷ to notice sth tə 'nəʊtɪs 'sʌmθɪŋ zauważać coś

¹³⁸ to interrupt tə 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 'sæbətə:ʒ działać autodestrukcyjnie

¹⁴³ compassion kəm'pæʃən współczucie

¹⁴⁴ addiction ə'dɪkʃən uzależnienie

¹⁴⁵ identity aɪ'dentəti tożsamość

¹⁴⁶ lens lenz soczewka

¹⁴⁷ self-understanding self ˌʌndə'stændɪŋ rozumienie samego siebie, samopoznanie

¹⁴⁸ quick fix kwɪk fɪks doraźne rozwiązanie

¹⁴⁹ neuroscience ˌnjʊərəʊsəɪəns neuronauka

¹⁵⁰ departure dɪ'pɑ:tʃə odejście

¹⁵¹ to embody sth tə ɪm'bɒdi 'sʌmθɪŋ uosabiać coś

¹⁵² adage ˈædɪʒ przysłowie

¹⁵³ tragedy is just underdeveloped comedy 'trædʒɪdɪ ɪz dʒʌst ˌʌndə'dɪ'veləpt 'kɒmədi tragedia to po prostu

niedopracowana (nierozwinięta) komedia

¹⁵⁴ to go hand in hand tə ɡəʊ hænd ɪn hænd iść ręka w rękę, iść ramie w ramie

¹⁵⁵ to reveal sth tə rɪ'vi:l 'sʌmθɪŋ wyjawiać, odsłaniać coś

¹⁵⁶ to poke fun at sth tə pɒk fʌn ət 'sʌmθɪŋ żartować z czegoś

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 eat-ing **trial**¹⁷², consuming insects and **animal**

offal¹⁷³, 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** sleiv niewolnik

¹⁵⁹ **quote** kwɒt cytāt

¹⁶⁰ **to buy into sth** tə baɪ 'ɪntu 'sʌmθɪŋ dać się

przekonać do czegoś

¹⁶¹ **disease** di'zi:z choroba

¹⁶² **shame** ʃeɪm wstyd

¹⁶³ **rerun** 'ri:'rʌn powtórka

¹⁶⁴ **stunt double** stʌnt 'dʌbl kaskader

¹⁶⁵ **understudy** 'ʌndə'stʌdi dubler

¹⁶⁶ **appointed** ə'pɔɪntɪd odznaczony

¹⁶⁷ **Honorary Officer of the Order of the British Empire** 'ɒnərəri 'ɒfɪsər ɒv ði: 'bɪ:ʃən ɒf 'ɒfɪsər ɒf dɪ 'brɪtɪʃ 'empeəriə **Officer Orderu Imperium Brytyjskiego**

¹⁶⁸ **visiting professor** 'vɪzɪtɪŋ prə'fesa **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** 'æɪnɪməl 'ɒfəl podroby

¹⁷⁴ **inimitable** ɪ'nɪmɪtəbl niepodrabialny

¹⁷⁵ **stage show** steɪdʒ ʃəʊ widowisko sceniczne

¹⁷⁶ **ongoing** 'ɒŋɡəɪŋ trwający

¹⁷⁷ **to set sb apart** tə set 'sʌmbədi ə'pɑ:t **wyróżniać kogoś**

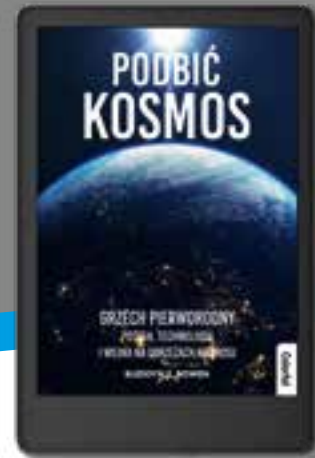
¹⁷⁸ **to expose sth** tə eks'pəʊz 'sʌmθɪŋ odsłaniać coś

¹⁷⁹ **vulnerability** 'vʌlnərə'biləti słaby punkt

¹⁸⁰ **tempered with sth** 'tempəd wɪð 'sʌmθɪŋ **złagodzony czymś**

¹⁸¹ **wisdom** 'wɪzdəm mądrość

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The People Who Wear You Out¹

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 enough²⁹, the study found

that nearly 30 percent of us already have at least one such person in our lives.

The Link³⁰ 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 'sɒmbədi aʊt* wykańczać kogoś

² research *rɪ'sɜːtʃ* badania

³ relationship *rɪ'leɪʃənʃɪp* związek

⁴ to take a chill pill *tə teɪk ə tʃɪl pɪl* wrzucić na luz

⁵ so-called *'səʊ'kɔːld* tak zwany

⁶ hassler *'hæslə* dręczyciel

⁷ family member *'fæmɪli 'membə* członek rodziny

⁸ to have someone's back *tə hæv 'sɒmwʌnz bæk* wspierać kogoś

⁹ to manage *tə 'mænɪdʒ* radzić sobie

¹⁰ draining *'dreɪnɪŋ* wyczerpujący

¹¹ lifespan *'laɪfspæn* długość życia

¹² in a nutshell *ɪn ə 'nʌtʃəl* krótko mówiąc

¹³ recent study *'riːnt 'stʌdi* ostatnie badania

¹⁴ pernicious *pə'niʃəs* szkodliwy

¹⁵ referred to as X *rɪ'fɜːd tə æz* nazywany X

¹⁶ to suck out *tɪ'fʊd tə æz* wyssać

¹⁷ measurable *'meʒərəbl* wyraźny

¹⁸ mark *mɑːk* ślad

¹⁹ social circle *'səʊʃəl 'sɜːkl* krąg towarzyski

²⁰ instead of sth *ɪn'stɪd əv 'sʌmθɪŋ* zamiast

czegoś

²¹ to nag *tə næg* dręczyć

²² to stir up sth *tə stɜːr ʌp 'sʌmθɪŋ* wywoływać coś

²³ drama *'dræmə* dramat

²⁴ co-worker *'kəʊ wɜːkə(r)* współpracownik

²⁵ important distinction *ɪm'pɔːtnt dɪ'stɪŋkʃən* ważne rozróżnienie

²⁶ occasional *ə'keɪʒənəl* okazjonalny, sporadyczny

²⁷ to make waves *tə meɪk weɪvz* wywoływać zamieszanie

²⁸ to demand sth *tə dɪ'mənd 'sʌmθɪŋ* żądać czegoś, domagać się czegoś

²⁹ interestingly enough *'ɪntərəstɪŋli 'ɪnəl* co ciekawe

³⁰ link *lɪŋk* związek

³¹ in most cases *ɪn mʌst 'keɪsɪz* w większości przypadków

³² concern *kən'sɜːn* obawa

³³ to solve problems *tə solv 'prɒbləmz* rozwiązywać problemy

³⁴ associated with sb *ə'səʊʃɪjətɪd wɪð 'sʌmbədi* związany z kimś

³⁵ chronic *'krɒnɪk* chroniczny, przewlekły

³⁶ to trigger sth *tə 'trɪɡə 'sʌmθɪŋ* wywoływać coś

³⁷ inflammation *ɪn'flə'meɪʃən* stan zapalny

³⁸ heart disease *hɑːt dɪ'ziːz* choroba serca

³⁹ immune system *'ɪmjʊn 'sɪstəm* układ odpornościowy

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 Matters⁴⁷

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 **biolo'dżikal sidsz wiek**
biologiczny

⁴¹ cellular level **'seljols 'levi** poziom komórkowy

⁴² striking **'straŋŋ** uderzający

⁴³ additional **s'dʃŋl** dodatkowy

⁴⁴ roughly **'rafl** w przybliżeniu

⁴⁵ in other words **in 'aðs wædz** innymi słowy

⁴⁶ troublesome **'trablsm** uciążliwy, kłopotliwy

⁴⁷ family matters **'famlɪ 'mæts** sprawy rodzinne

⁴⁸ equal **'ki:əl** taki sam

⁴⁹ impact on sth **'ɪmpækt on** **'sæmŋ** wpływ na coś

⁵⁰ social bonds **'soʃjəl** **bɒndz** więzi społeczne

⁵¹ to pester sb **tə 'pestə** **'sæmbədi** dręczyć kogoś, dawać się komuś we znaki

⁵² eventually **'eventʃəl** **w końcu, ostatecznie**

⁵³ to get sb off your back **tə get 'sæmbədi of jə** **back** **pozbyć się kogoś**

⁵⁴ sibling **'sɪblɪŋ** **rodzeństwo**

⁵⁵ deeply embedded in sth **'di:pli ɪm'bedɪd ɪn** **'sæmbɪn** głęboko w czymś zakorzeniony

⁵⁶ majority **mæ'dʒɔ:rti** 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 twist⁶⁴ – 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.

Why Hasslers Hurt⁷⁶ So Much

Peeling back the curtain⁷⁷ to investigate⁷⁸ the science behind stress and aging reveals fascinating results. **For instance**⁷⁹, the problem with hasslers isn't just that they **force** you to⁸⁰ 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 time⁸⁵, 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 *'dʒenjuɪn* autentyczny, prawdziwy

⁶² value *'væljuː* 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'djuːsɪŋ* wywołujący stres

⁶⁸ spouse *spaʊz* małżonek

⁶⁹ to boil down to sth *tə bɔɪl daʊn tə* 'sʌmθɪŋ sprowadzać się do czegoś

⁷⁰ union *'juːnjən* związek

⁷¹ to include sth *tə ɪn'kluːd* 'sʌmθɪŋ zawierać, obejmować coś

⁷² shared routines *ʃeəd ruː'tiːnz* dzielone obowiązki

⁷³ the love of sb's life *ðə lʌv ɒv* 'sʌmbədɪz laɪf miłość czyjś życia

⁷⁴ to recall *tə rɪ'kɔːl* przypominać sobie



⁷⁵ to get on sb's nerves *tə get ɒn* 'sʌmbədɪz

nɜːvz działać komuś na nerwy

⁷⁶ to hurt sb *tə hɜːt* 'sʌmbədɪ szkodzić komuś, krzywdzić kogoś

⁷⁷ to peel back the curtain *tə piːl bæk ðə* 'kɜːtn uchylać kurtynę

⁷⁸ to investigate *tə ɪn'vestɪgeɪt* badać

⁷⁹ for instance *fər* 'ɪnstəns na przykład

⁸⁰ to force sb to sth *tə fɔːs* 'sʌmbədɪ tə 'sʌmθɪŋ zmuszać kogoś do czegoś

⁸¹ unpleasant situation *ʌn'pleznt*, 'sɪtjə'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 *i'senʃəli* zasadniczo

⁸⁷ to go awry *tə ɡəʊ ə'raɪ* pójść nie tak

⁸⁸ anticipation *æn'tɪsɪ'peɪʃən* przewidywanie, antycypacja

⁸⁹ worst-case scenario *'wɜːst keɪs sɪ'nɑːrɪəʊ* najgorszy możliwy scenariusz

⁹⁰ to come to fruition *tə kʌm tə fruːɪʃən* urzeczywistniać się

⁹¹ anxious *'æŋkʃəs* zaniepokojony

⁹² calming *'kɑːmɪŋ* uspokajający

⁹³ outlook *'aʊtlʊk* perspektywy

⁹⁴ to brace for impact *tə breɪs fər* 'ɪmpækt przygotować się na zderzenie

⁹⁵ clean slate *kliːn sleɪt* czysta karta

⁹⁶ to rid oneself of sth *tə rɪd wʌn'self ɒv* 'sʌmθɪŋ pozbyć się czegoś

⁹⁷ ongoing *'ɒŋɡəʊɪŋ* ciągły

⁹⁸ to handle sb *tə 'hændl* 'sʌmbədɪ radzić sobie z kimś

⁹⁹ wear and tear *wear* ænd *teə* zużycie

¹⁰⁰ tangible *'tændʒəbl* zauważalny

¹⁰¹ toll *təʊl* *tuː* koszt

⁵⁷ folks *fəʊks* pot. ludzie

⁵⁸ that said *ðæt sed* pomimo tego, jednak (przy wyrażeniu pozornie sprzecznej opinii)

⁵⁹ to gain *tə ɡeɪn* zyskiwać

argument¹⁰² or blow-up¹⁰³ that harms¹⁰⁴ 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 powerless¹⁰⁵ when it comes to hasslers. Of course, completely severing ties with¹⁰⁶ every difficult person in your life isn't exactly feasible¹⁰⁷. The real solution¹⁰⁸ lies in changing how you deal with them in everyday situations.

For instance, researchers¹⁰⁹ recommend setting boundaries¹¹⁰. Give yourself some respite¹¹¹ and limit how often you interact with stressful people. Moreover, restrict how deep these meetings¹¹² are. Instead of trapping oneself at¹¹³ an hours-long dinner for two, agree to sporadic¹¹⁴ group get-togethers¹¹⁵ where you have an easier out¹¹⁶.

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 responses¹¹⁷ to them. Don't let any badgering¹¹⁸ get to you, and don't take critiques too seriously. If all else fails, step back¹¹⁹ and create some much-needed distance between you and problem individuals who've just become too much.

Other remedial¹²⁰ options centre on prioritising your health. Reduce your stress actively by exercising¹²¹, meditating and practicing deep breathing to protect your body from long-term damage. Furthermore, focus on the positive relationships in your life that actually support¹²² and energise you. Reinforcing¹²³ these fruitful¹²⁴ ties can help take your mind off¹²⁵ your hasslers and enable you to appreciate¹²⁶ the more precious¹²⁷ people around you.

Understanding Your Social Health

We usually think of health in terms of¹²⁸ diet and exercise, but this new research

highlights how vital your social environment¹²⁹ is to staying fit. Your relationships aren't just part of your life – they shape your physical well-being¹³⁰ in ways we're just beginning to comprehend¹³¹.

It's worth remembering that conflict is a normal part of life, and not every trying¹³² relationship needs to end. But when push comes to shove¹³³, chronic stress may come at a real cost.

Reflect on who wears you down¹³⁴ and who brings you joy, and you'll get a better grasp of¹³⁵ 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 'pʌʊəls bezradny

¹⁰⁶ to sever ties with sb tə sɪ'viə 'taɪz wɪð
'sambədi zrywać z kimś kontakty

¹⁰⁷ feasible 'fi:zəbl możliwy

¹⁰⁸ solution sə'lʊ:ʃən rozwiązanie

¹⁰⁹ researcher rɪ'sɜ:tʃə badacz

¹¹⁰ to set boundaries tə set 'bəʊndərɪz ustalać granice

¹¹¹ respite 'respait wytchnienie

¹¹² meeting 'mi:tɪŋ spotkanie

¹¹³ to trap oneself at sth tə træp wʌn'self æt
'sambədi uwieźć 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:ziə ʌʊt z których łatwiej ci się wymknąć

¹¹⁷ response rɪs'pɒns reakcja, odpowiedź

¹¹⁸ badgering 'bædʒərɪŋ zasypywanie pytaniami, tu: męczenie, zamęczenie

¹¹⁹ to step back tə step bæk wycofać się

¹²⁰ remedial rɪ'mi:djəl zaradczy

¹²¹ to exercise tə 'eksəsaɪz ćwiczyć

¹²² to support sb tə sə'pɔ:t 'sambədi wspierać kogoś

¹²³ to reinforce sth tə ,ri:n'fɔ:s'sambədi wzmacniać coś

¹²⁴ fruitful 'fru:tfl cenny

¹²⁵ to take sb's mind off sth tə teɪk z maɪnd ɒf
'sambədi odciągnąć czyjeś myśli od czegoś

¹²⁶ to appreciate sb tə ə'pri:ʃet 'sambədi doceniać kogoś

¹²⁷ precious 'preʃəs wartościowy

¹²⁸ in terms of sth ɪn tɜ:mz ɒv 'sambədi pod względem czegoś

¹²⁹ social environment 'səʊʃəl ɪn'vaɪərənment środowisko społeczne

¹³⁰ well-being 'wel'bi:ŋ dobre samopoczucie

¹³¹ to comprehend sth tə ,kɒmpri'hend 'sambədi rozumieć coś

¹³² trying 'traɪŋ trudny, ciężki

¹³³ when push comes to shove wen pʊʃ kʌmz tə
ʃʌv kiedy przyjdzie co do czegoś

¹³⁴ to wear sb down tə weə 'sambədi daʊn osłabiać kogoś

¹³⁵ better grasp of sth 'betə gra:sp ɒv 'sambədi lepsze zrozumienie czegoś





by Paul Martin from
www.go-native.pl

Stephen Miller: Donald Trump's Architect of Obstruction¹

Stephen Miller is a **senior²** American **political advisor³** best known for **shaping⁴** **strict⁵** immigration policies⁶ under Donald Trump and beyond. Though rarely **in the spotlight until recently⁷**, his **influence⁸** **runs deep⁹**: he has helped turn a clear ideological agenda into law, raising fundamental questions about how far **political power¹⁰** can reach. **Paul Martin** explains who he is and why he **matters¹¹**.

Un-Californian Californian

Stephen Miller was born in 1985 in Santa Monica, a **coastal¹²** California city much more closely **associated¹³** with liberal-Democratic politics than with the kind of America First conservatism he is now known for.

And in the US context, where **political identity¹⁴** is often shaped as much by local culture as by family or education, it is **striking¹⁵** that Miller's **views¹⁶** did not **grow out of¹⁷** his **surroundings¹⁸** so much as place him in **sustained¹⁹** opposition to them.

The **pattern²⁰** was visible early. As a **secondary school²¹** student, he publicly criticised **bilingual²²** education programmes and what he saw as the **excessive²³** **accommodation²⁴** of **cultural difference²⁵**, writing letters to local **newspapers²⁶** and **appearing²⁷** on

radio programmes with a tone unusually **forthright²⁸** 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 “**battleground²⁹**” for the **American soul³⁰**. He **graduated³¹** in 2007 with a **degree³²** in **political science³³**, writing numerous **columns³⁴** for The Duke Chronicle. In them, he criticised immigration policies and multicultural ideas, arguing that Duke's support for **undocumented³⁵** students **undermined³⁶** respect for the law. These themes would remain central to his later career.

polityczny

⁴ to shape *təˈʃeɪp* kształtować

⁵ strict *strikt* surowy

⁶ immigration policy *ˌɪmɪˈɡreɪʃən ˈpɒləsi* polityka imigracyjna

A major **turning point³⁷** came in 2006 with the Duke **lacrosse³⁸** **case³⁹**. Members of the university's lacrosse team were accused of **kidnapping⁴⁰** and **raping⁴¹** a black woman **hired⁴²** to perform as a stripper at a team party. The **allegation⁴³** **triggered⁴⁴** a national scandal, exposing **tensions⁴⁵** around

⁷ in the spotlight *ɪn ðə ˈspɒtlaɪt* w centrum uwagi

⁸ influence *ˈɪnfluəns* wpływ

⁹ to run deep *tə ˈrʌn diːp* sięgać głęboko

¹⁰ political power *pəˈlɪtɪkəl ˈpaʊə* władza polityczna

¹¹ to matter *tə ˈmætə* liczyć się, mieć znaczenie

¹² coastal *ˈkəʊstəl* nadbrzeżny

¹³ associated *əˈsəʊʃeɪtəd* kojarzony

¹⁴ political identity *pəˈlɪtɪkəl aɪˈdɛntəti* tożsamość polityczna

¹⁵ striking *ˈstraɪkɪŋ* uderzający

¹⁶ views *vjuːz* poglądy

¹⁷ to grow out of sth *tə ɡrəʊ aʊt ɒv ˈsʌmθɪŋ* wyrosnąć z czegoś

¹⁸ surroundings *səˈraʊndɪŋz* otoczenie

¹⁹ sustained *səsˈteɪnd* długotrwały, nieprzerwany

²⁰ pattern *ˈpætn* wzorec

²¹ secondary school *ˈsekəndəri sku:l* szkoła średnia

²² bilingual *baiˈlɪŋɡwəl* dwujęzyczny

²³ excessive *ɪkˈsesɪv* nadmierny

²⁴ accommodation *əˌkɒməˈdeɪʃən* przyjmowanie

²⁵ cultural difference *ˈkʌltʃərəl ˈdɪfrəns* różnice kulturowe

²⁶ newspaper *ˈnjuːspetpə* gazeta

²⁷ to appear *tə əˈpiə* pojawiać się

²⁸ forthright *ˈfɔːθraɪt* bezpośredni, szczery

²⁹ battleground *ˈbætləgraʊnd* pole bitwy

³⁰ American soul *əˈmerɪkən səʊl* amerykańska dusza

³¹ to graduate *tə ˈɡrædʒʊeɪt* ukończyć studia

³² degree *diːɡriː* **tu:** tytuł licencjata

³³ political science *pəˈlɪtɪkəl ˈsaɪəns* nauki polityczne

³⁴ column *ˈkɒləm* **tu:** artykuł

³⁵ undocumented *ˌʌnˈdɒkjʊmɛntɪd* nieposiadający dokumentów, przebywający nielegalnie w USA

³⁶ to undermine *tə ˈʌndaɪn* podkopywać

³⁷ turning point *ˈtɜːnɪŋ pɔɪnt* punkt zwrotny

³⁸ lacrosse *ləˈkros* kanadyjska gra podobna do hokeja na trawie z użyciem rakiet zamiast kijów

³⁹ case *keɪs* sprawa

⁴⁰ kidnapping *ˈkɪdnæpɪŋ* porwanie

⁴¹ raping *ˈreɪpɪŋ* zgwałcenie

⁴² hired *ˈhaɪəd* wynajęty

⁴³ allegation *ˌæləˈɡeɪʃən* oskarżenie

⁴⁴ to trigger *tə ˈtrɪɡə* wywołać

⁴⁵ tensions *ˈtenʃənz* napięcia

¹ obstruction *əbˈstrʌkʃən* **tu:** blokowanie

² senior *ˈsiːniə* wyższy rangą

³ political advisor *pəˈlɪtɪkəl ədˈvaɪzə(r)* doradca

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 evidence⁵⁰; all charges were dropped⁵¹, 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

⁴⁶ **privilege** 'prɪvəlɪdʒ przywilej

⁴⁷ **to collapse** tə kə'læps upaść

⁴⁸ **prosecutor** 'prɒsɪkjʊ:tə prokurator

⁴⁹ **to withhold** tə wɪð'həʊld zatajać

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Stephen Miller

such as Breitbart, helping **spread**⁷⁴ these ideas beyond the mainstream.

This **approach**⁷⁵ became visible during the 2013 immigration reform debate. A **bi-partisan**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.

⁵⁰ **evidence** 'eɪdɪns dowody

⁵¹ **to drop the charges** tə drɒp ðə 'tʃɑːdʒɪz wycofać zarzuty

⁵² **innocent** 'ɪnəsənt niewinny

⁵³ **disbarred** dɪs'baːd pozbawiony prawa do wykonywania zawodu

⁵⁴ **to be sacrificed on the altar of sth** tə biː 'sækrɪfaɪst ɒn ðiː 'ɔːltər ɒv 'sʌmθɪŋ zostać złożonym na ołtarzu czegoś, zostać poświęconym w imię czegoś

⁵⁵ **political correctness** pə'lɪtɪkəl kə'rektnəs poprawność polityczna

⁵⁶ **to accuse** tə ə'kjuːz oskarżać

⁵⁷ **national platform** 'næʃənəl 'plætfɔːm tuː dostęp do

szerokiego audytorium (krajowego)

⁵⁸ **to trust** tə trʌst ufać

⁵⁹ **in his framing** ɪn hɪz 'freɪmɪŋ w jego retoryce

⁶⁰ **proof** pruːf dowód

⁶¹ **sharp** ʃɑːp ostry

⁶² **tools** tuːlz narzędzia

⁶³ **to advance** tə əd'vɑːns wprowadzać

⁶⁴ **to delay** tə dɪ'leɪ opóźniać

⁶⁵ **hardline** 'hɑːd 'laɪn twardeogłowy, radykalny

⁶⁶ **messaging** 'mesɪdʒɪŋ komunikacja

⁶⁷ **partnership** 'pɑːtnəʃɪp 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** 'raɪtɪŋ 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,pɑː'tɪ'zæn ponadpartyjny, dwupartyjny

⁷⁷ **bill** bɪl projekt ustawy

⁷⁸ **path** pɑːθ ścieżka

⁷⁹ **citizenship** 'sɪtɪznʃɪp obywatelstwo

⁸⁰ **to circulate** tə 'sɜːkjəleɪt rozpowszechniać

⁸¹ **national sovereignty** 'næʃənəl 'sovrənɪ 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'grɪːmənt porozumienie

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 State¹¹⁰

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 Advisor¹³⁹, 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 ,prezi'denʃəl kæm'peɪn

kampania prezydencka

⁸⁸ speechwriter 'spi:tʃ raɪtə(r) autor przemówień

⁸⁹ election 'rɪlekʃən wybór

⁹⁰ consensus kən'sensəs porozumienie

⁹¹ instead ɪn'sted w zamian, zamiast (tego)

⁹² unilateral 'ju:nɪ'lætərəl jednostronny

⁹³ officials ə'fɪʃəlz urzędnicy administracji

⁹⁴ drafting 'draʃtɪŋ sporządzanie, przygotowywanie szkicu

⁹⁵ executive order ɪg'zekjətɪv 'ɔ:də rozporządzenie wykonawcze

⁹⁶ to bypass tə 'baɪpɑ:s ominąć

⁹⁷ review process 'ri:vju: 'prəʊses proces kontrolny

⁹⁸ to ensure tə ɪnʃʊə zapewniać

⁹⁹ court kɔ:t sąd

¹⁰⁰ to respond tə rɪs'pɒnd zareagować

¹⁰¹ the clearest example ðə 'kliərest ɪg'zɑ:mpəl
najlepszy przykład

¹⁰² specific spɪ'sɪfɪk konkretny

¹⁰³ Muslim-majority 'mʊslɪm mə'dʒɔrəti większość
muzułmańska, tu: muzułmański, z przewagą
muzułmanów

¹⁰⁴ grounded 'graʊndɪd uziemiony

¹⁰⁵ immediate ɪ'mɪdɪət natychmiastowy

¹⁰⁶ administrative state əd'mɪnɪstrətɪv steɪt państwo
administracyjne

¹⁰⁷ separation ,sepə'reɪʃən rozdzielanie

¹⁰⁸ removal rɪ'mu:vəl wysiedlenie, tu: rozdzielanie

¹⁰⁹ assertion ə'sɜ:ʃən zapewnienie

¹¹⁰ shadow state 'ʃædəʊ steɪt państwo cienia,
budowanie struktur i wpływów poza oficjalną
administracją rządową, aby nadal kontrolować
kierunek polityki państwa

¹¹¹ election defeat ɪ'lekʃən dɪ'fi:t porażka wyborcza

¹¹² former 'fɔ:mə były

¹¹³ to set up sth tə set ʌp 'sʌmθɪŋ zakładać coś

¹¹⁴ counterpart 'kaʊntəpa:t odpowiednik

¹¹⁵ long-established lɒŋ ɪ'stæblɪʃt o ugruntowanej
pozycji, z długą tradycją

¹¹⁶ civil rights 'sɪvəl raɪts prawa obywatelskie

¹¹⁷ government 'gʌvnmənt rząd

¹¹⁸ to challenge tə 'tʃæləndʒ podważać

¹¹⁹ lawsuit 'ləʊsɪt pozew

¹²⁰ familiar fə'mɪljə znajomy, znany

¹²¹ diversity daɪ'vɜ:səti różnorodność

¹²² supporter sə'pɔ:tə zwolennik

¹²³ ongoing 'ɒŋgəʊɪŋ trwający

¹²⁴ constitutional limits ,kɒnstɪ'tju:ʃənəl 'lɪmɪts
ograniczenia konstytucyjne

¹²⁵ effort 'efət próba

¹²⁶ legal system 'li:ɡəl 'sɪstəm system prawny

¹²⁷ tool of influence tu:l ɒv 'ɪnfluəns narzędzie wpływu

¹²⁸ wide-ranging ,waɪd 'reɪndʒɪŋ 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 pɑ:t częściowo, po części

¹³¹ to avoid ə'vɔɪd unikać, zapobiegać

¹³² internal ɪn'tɜ:nl wewnętrzny

¹³³ government-in-waiting 'gʌvnmənt ɪn 'weɪtɪŋ
gabinet cieni

¹³⁴ tight taɪt ścisły

¹³⁵ outset 'aʊtset początek

¹³⁶ network 'netwɜ:k grupa

¹³⁷ alongside X ə'lɒŋ'saɪd eks wraz z X

¹³⁸ Deputy Chief of Staff 'deɪpti:t tʃi:f ɒv sta:f zastępca
szefa personelu Białego Domu

¹³⁹ Homeland Security Advisor 'həʊmlænd sɪ'kjʊərəti
əd'vaɪzə(r) doradca ds. bezpieczeństwa krajowego

¹⁴⁰ barely 'beəli ledwo

¹⁴¹ to capture tə 'kæptʃə oddawać

¹⁴² widely considered 'waɪdli kən'sɪdəd powszechnie
uważany

¹⁴³ consequential ,kɒnsɪ'kwɛnʃəl posiadający realną
władzę

¹⁴⁴ unelected ,ʌn'ɪlektɪd niewybrany w wyborach
powszechnych

¹⁴⁵ modern 'mɒdən współczesny

That influence now operates daily through what is known colloquially¹⁴⁶ as the “Stephen Miller call,” a 10:00 AM interagency¹⁴⁷ meeting where officials are pressed¹⁴⁸ on detailed¹⁴⁹ visa data. Critics describe this as turning the State Department into an “anti-immigration machine,” with visa delays reportedly rising as Miller pushes¹⁵⁰ for revocations¹⁵¹.

His approach extends beyond immigration. At the “Shield of the Americas” Summit¹⁵² in March 2026, he urged¹⁵³ Latin American military leaders to treat¹⁵⁴ drug cartels¹⁵⁵ as a wartime¹⁵⁶ threat, comparing¹⁵⁷ them to ISIS and warning against legal restraint¹⁵⁸. For critics, this signals a shift away from legal norms¹⁵⁹; for supporters, a long-awaited¹⁶⁰ hard response¹⁶¹ to organised crime¹⁶².

Broadly, at the centre of Stephen Miller’s agenda¹⁶³ is the affirmation¹⁶⁴ of unilateral presidential power. By advancing policies such as attempts to end birthright citizenship¹⁶⁵ 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 legacy¹⁶⁶ within it.

¹⁴⁶ colloquially kə'lɒkwɪəlɪ potocznie, kolokwialnie

¹⁴⁷ interagency ˌɪntərˈeɪdʒən.si międzyagencyjny

¹⁴⁸ pressed prest naciskany

¹⁴⁹ detailed ˈdiːteɪld szczegółowy

¹⁵⁰ to push tə ˈpʊʃ naciskać

¹⁵¹ revocation ˌrevəˈkeɪʃən cofnięcie, unieważnienie

¹⁵² summit ˈsʌmɪt szczyt

¹⁵³ to urge tə ˈɜːdʒ nawoływać

¹⁵⁴ to treat tə ˈtriːt traktować

¹⁵⁵ drug cartel drʌɡ kɑːˈtel kartel narkotykowy

¹⁵⁶ wartime ˈwɔːtʌɪm wojenny

¹⁵⁷ to compare tə kəmˈpeə porównywać

¹⁵⁸ legal restraint ˈliːɡəl rɪsˈtreɪnt ograniczenia ustawowe

¹⁵⁹ legal norms ˈliːɡəl nɔːmz normy prawne

¹⁶⁰ long-awaited ˌlɒŋ əˈweɪtɪd długo oczekiwany

¹⁶¹ hard response hɑːd rɪsˈpɒns twarda odpowiedź

¹⁶² organised crime ˌɔːɡənəɪzd ˈkraɪm przestępczość zorganizowana

¹⁶³ agenda əˈdʒendə agenda, program

¹⁶⁴ affirmation ˌæfɜːˈmeɪʃən afirmacja

¹⁶⁵ birthright citizenship ˈbɜːθraɪt ˈsɪtɪznʃɪp prawo ziemi

¹⁶⁶ legacy ˈlegəsi dziedzictwo

Range of Criticism¹

A number of organisations, politicians and international bodies have strongly criticised Stephen Miller’s ideas and actions. Their concerns² 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 groups³ and extremism. In 2020, it described Miller as an “extremist.” This judgement⁴ was based on leaked emails in which he shared or promoted texts linked to white nationalist⁵ 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 theories⁶ about cultural or demographic “replacement⁷.”

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 expanding⁸ government surveillance⁹ powers under a law known as FISA Section 702, which allows intelligence agencies¹⁰ to collect data without a standard warrant¹¹ in

some cases. Critics say this could be used to monitor¹² protesters or political opponents¹³. They have described his approach as showing an “authoritarian¹⁴” attitude toward¹⁵ 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 failures¹⁶ 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 law¹⁷ and represent serious human rights¹⁸ violations. Later operations linked to stricter enforcement¹⁹ have also been described as examples of state-backed²⁰ violence²¹.

¹ range of criticism reɪndʒ ov ˈkrɪtɪsɪzəm 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 kənˈspɪrəsi ˈθɪəri teoria spiskowa

⁷ replacement rɪˈpleɪsmənt wymiana, zastąpienie

⁸ to expand tə 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 ɔːθərɪˈteərɪən autorytarny

¹⁵ attitude toward sth ˈætɪtjuːd təˈwɔːd ˈsʌmθɪŋ nastawienie, podejście do czegoś

¹⁶ failure ˈfeɪljə porażka

¹⁷ international law ˌɪntəˈnæʃənəl 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

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.

Moya



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

¹ to assemble sth *tə ə'sembəl 'sʌmθɪŋ* montować, składać coś

² to lift sth *tə lift 'sʌmθɪŋ* podnosić coś

³ efficient *ɪ'fɪjənt* wydajny, sprawny, efektywny

⁴ unveiled *ʌn'veɪld tu:* zaprezentowany

⁵ to perform tasks *tə pə'fɔ:m tɑ:sk* wykonywać zadania

⁶ industrial settings *ɪn'dʌstriəl 'setɪŋz* warunki, otoczenie przemysłowe

⁷ approachable *ə'prəʊtʃəbl* przystępny, przyjazny

⁸ instead of sth *ɪn'sted əv 'sʌmθɪŋ* zamiast czegoś

⁹ to focus on sth *tə 'fəʊkəs ɒn 'sʌmθɪŋ* skupiać się na czymś

¹⁰ emotional proximity *ɪ'məʊʃənəl prək'sɪmətɪ* emocjonalna bliskość

¹¹ average *'ævərɪdʒ* przeciętny

¹² to improve sth *tə ɪm'pru:v 'sʌmθɪŋ* ulepszać, poprawiać coś

¹³ to bump into sb *tə bʌmp 'ɪntə 'sʌmbədɪ* wpaść na kogoś, zderzyć się z kimś

¹⁴ risk of injury *rɪsk əv 'ɪndʒəri* ryzyko urazu, kontuzji

¹⁵ outer *'aʊtə* zewnętrzny



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

A WORD WORTH REMEMBERING
uncanny valley
 /ʌn'kæni 'væli/
 dolina niesamowitości
 (zjawisko dyskomfortu
 na widok robotów zbyt
 podobnych do ludzi)

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 on²² 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** ʌn'setlɪŋ **niepokojący**

¹⁷ **uncanny valley** ʌn'kæni 'væli **dolina niesamowitości (zjawisko dyskomfortu)**

na widok robotów zbyt podobnych do ludzi)

¹⁸ **fully convincing** 'fʊli kən'vɪnsɪŋ **w pełni przekonujący**

¹⁹ **tension** 'tenʃən **napięcie**

²⁰ **bipedal walking platform** baɪ'pi:dəl 'wɔ:kɪŋ 'plætfɔ:m **dwunożna platforma krocząca**

²¹ **entirely** ɪn'taɪəli **całkowicie**

²² **to rely on sth** tə ri'laɪ ɒn 'sʌmθɪŋ **polegać, opierać się na czymś**

²³ **gear joints** ɡɪə dʒɔɪnts **tu: stawy przekładniowe**

²⁴ **tendon-driven** 'tendən 'drɪvn **napędzany ścięgnami**

²⁵ **torso** 'tɔ:səʊ **tułów**

²⁶ **to allow sth** tə ə'laʊ 'sʌmθɪŋ **pozwalać na coś, umożliwiać coś**

²⁷ **gait accuracy** ɡeɪt 'ækjʊərəsi **precyzja chodu**

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** 'əʊnli ʌp tə ə pɔɪnt **tylko do pewnego stopnia**

² **unease** ʌni:z **niepokój**

³ **to trigger sth** tə 'trɪɡə 'sʌmθɪŋ **wywoływać, powodować coś**

⁴ **to face sth** tə feɪs 'sʌmθɪŋ **mierzyć się z czymś, stawiać czoła czemuś**

⁵ **to avoid sth** tə ə'vɔɪd 'sʌmθɪŋ **unikać czegoś**

⁶ **to push towards sth** tə pʊʃ tə'wɔ:dz 'sʌmθɪŋ **przeć ku czemuś, dążyć w kierunku czegoś**

⁷ **to cross sth** tə kros 'sʌmθɪŋ **przekraczać coś (np. granicę)**

INFOBOX

contains²⁸ over 25 small motors that control expressions such as smiling, nodding²⁹ 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 replicate³⁰ human feelings perfectly, but to make conversations feel more natural.

Next Phase

Early coverage³¹ suggests a reported starting price of around RMB 1.2 million (roughly PLN 615,000–650,000 depending on exchange rates³²), meaning the robot is unlikely to³³ be aimed at private homes. Instead, DroidUp plans to deploy³⁴ the first units in institutional settings where the technology can be tested and refined³⁵. One likely area is elder care, where robots could provide companionship and assist human caregivers³⁶ as populations age³⁷. 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 navigate³⁸ large buildings.

Moya is entering a rapidly expanding³⁹ 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 matter⁴⁰ as much as mechanical capability.

That ambition also raises important questions⁴¹. Highly realistic robots can sometimes feel unsettling, and their cameras and sensors inevitably⁴² raise concerns about⁴³ privacy. There is also debate about whether machines should play a role in caregiving⁴⁴, an area traditionally built on human relationships.

Despite⁴⁵ these concerns, interest in humanoid robotics is growing rapidly. China is investing heavily in⁴⁶ the sector as companies compete to build

machines capable of operating in everyday environments.

DroidUp has indicated that⁴⁷ early deployments⁴⁸ 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'tein 'sʌmθɪŋ* zawierać coś, mieścić w sobie coś

²⁹ nodding *'nɒdɪŋ* przytakiwanie, potakiwanie (ruchem głowy)

³⁰ to replicate sth *tə 'replɪkət '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 zrobić/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 *tə eɪdʒ* starzeć się

³⁸ to navigate *tə 'nævɪɡeɪt* *tu:* poruszać się (w przestrzeni)

³⁹ rapidly expanding *'ræpɪdli ɪks'pændɪŋ* gwałtownie rozwijający się

⁴⁰ to matter *tə 'mætə* mieć znaczenie

⁴¹ to raise questions *tə reɪz 'kwɛstʃənz* budzić pytania, stawiać pytania

⁴² inevitably *i'nevɪtəbli* nieuchronnie

⁴³ to raise concerns about sth *tə reɪz kən'sɜ:nz ʌb'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 *tə ɪn'vest 'hevɪli ɪn 'sʌmθɪŋ* inwestować w coś w dużym stopniu

⁴⁷ to indicate that *tə ɪndɪkeɪt ðæt* wskazywać, że

⁴⁸ deployment *dɪ'plɔɪmənt* wdrożenie, zastosowanie



by Paul Martin from
www.go-native.pl

Business Dialogues: Red Zone¹

Aetheris Global Logistics built its Middle East operation² around Dubai, where more than two hundred international staff³ now live and work. But a sudden⁴ regional conflict and drone strikes⁵ near logistics corridors⁶ have pushed evacuation insurance premiums⁷ up by 400 percent while commercial flight options rapidly disappear⁸.

Security Director⁹ Elias Thorne wants immediate extraction¹⁰. Operations VP Sarah Chen fears abandoning¹¹ the hub¹² will destroy a decade of market-building, while Chief Legal Counsel¹³ Marcus Vane must ensure¹⁴ any decision protects staff without exposing¹⁵ the company to massive legal liability¹⁶.

ACT 1: The Disruption¹⁷

Location: Secure Video Call – 04:15

Elias: (Rubbing his eyes¹⁸) Look, I'll be blunt¹⁹. 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 'prɪ:mjəm* składka ubezpieczeniowa

⁸ to disappear *tə dɪsə'pɪə* zniknąć

⁹ Security Director *sɪ'kjʊərəɪtɪ dɪ'rektə* szef ochrony

¹⁰ immediate extraction *ɪ'mɪdɪət ɪks'trækʃən* natychmiastowa ewakuacja

¹¹ to abandon *tə ə'bændən* porzucić, opuszczać

¹² hub *hʌb* centrum, ośrodek

¹³ Chief Legal Counsel *tʃi:f 'li:ɡəl 'kaʊnsəl* główny radca prawny

¹⁴ to ensure *tə ɪn'ʃʊə* zapewniać

¹⁵ to expose *tə ɪks'pəʊz* narażać

¹⁶ legal liability *'li:ɡəl ˌlɪə'ləbɪləti* odpowiedzialność prawna

¹⁷ disruption *dɪs'rʌpʃən* zamęt, chaos

¹⁸ to rub one's eyes *tə rʌb wʌnz 'aɪz* przecierać oczy

¹⁹ blunt *blʌnt* szczery

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 shelter-in-place**³². 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: (Sighs⁴⁶) 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.

ACT 2: The Deep Dive⁵¹

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

⁴⁷ supply chain sə'plai tʃeɪn łańcuch dostaw

⁴⁸ to snap tə snæp pękać

⁴⁹ court kɔ:t sąd

⁵⁰ blackout zone 'blækəʊt zəʊn strefa całkowitego braku łączności i prądu

⁵¹ deep dive di:p daɪv dogłębna analiza

⁵² snag snæɡ przeszkoda

⁵³ to be honest tə bi: 'ɒnɪst prawdę mówiąc

⁵⁴ pushback 'pʊʃbæk negatywna reakcja

⁵⁵ handover to sb 'hændəʊvə tə 'sambədi przekazanie komuś

⁵⁶ state steɪt tu: władze

⁵⁷ bonded 'bɒndɪd tu: taki, który wjechał do kraju, ale formalnie nie przeszedł jeszcze odprawy celnej (cło i podatek nie zostały zapłacone)

⁵⁸ equipment ɪ'kwɪpmənt sprzęt

⁵⁹ assets 'æsɪts aktywa, majątek

⁶⁰ under tax suspension 'ʌndə tæks səs'penʃən w ramach zawieszenia poboru cła i podatków

⁶¹ to sign sth over tə saɪn 'sʌmθɪŋ 'əʊvə tu: formalnie coś przekazać

⁶² customs 'kʌstəmz urząd celny

⁶³ cargo 'kɑ:gəʊ towar

⁶⁴ to come after sb tə kʌm 'ɑ:fə 'sambədi ścigać kogoś

⁶⁵ duty 'dju:ti cło

⁶⁶ penalty 'penəlti kara

⁶⁷ middle ground 'mɪdl graʊnd kompromis, złoty środek, płaszczyzna porozumienia

⁶⁸ skeleton crew 'skelətn kru: niezbędny personel

⁶⁹ the bare minimum ðə beə 'mɪnɪməŋ absolutne minimum

⁷⁰ to keep the lights on tə ki:p ðə laɪts ɒn utrzymywać działalność

⁷¹ let's be frank lets bi: fræŋk bądźmy szczerzy

⁷² polite way pə'laɪt weɪ tu: eufemizm

⁷³ in good conscience ɪn gʊd 'kɒnʃəns z czystym sumieniem

⁷⁴ to sign off on sth tə saɪn ɒf ɒn 'sʌmθɪŋ podpisać się pod czymś

⁷⁵ power grid 'paʊə grɪd sieć energetyczna

²⁰ ground team graʊnd ti:m obsługa naziemna

²¹ civil aviation authority 'sɪvl,eɪv'eɪʃən ɔ:'θɒrɪtɪ urząd lotnictwa cywilnego

²² to issue sth tə 'ɪʃu: 'sʌmθɪŋ ogłaszać

²³ grounding for sth 'graʊndɪŋ fə 'sʌmθɪŋ uziemienie dla czegoś

²⁴ tech lead tek li:d pɒt. lider techniczny

²⁵ go-bag gəʊ bæɡ plecak ewakuacyjny

²⁶ assumption ə'sʌmpʃən założenie

²⁷ intel 'ɪntel informacje, dane wywiadowcze

²⁸ things have shifted θɪŋz hæv 'ʃɪftɪd sytuacja się zmieniła

²⁹ airspace 'eəspeɪs przestrzeń powietrzna

³⁰ to pull the trigger tə pʊl ðə 'trɪɡə zacząć działać

³¹ private charter 'praɪvət 'tʃɑ:tə prywatny czarter

³² long-term 'lɒŋtɜ:m długoterminowy

³³ shelter-in-place 'ʃeltər ɪn ples szukanie schronienia dostępnego na miejscu

³⁴ backup 'bæk'ʌp zapasowy

³⁵ siege si:dʒ oblężenie

³⁶ to struggle with sth tə 'strʌɡl wɪð 'sʌmθɪŋ mieć z czymś problem, zmagać się z czymś

³⁷ from a compliance standpoint frəm ə kəm'plajəns 'staɪndpɔɪnt z prawnego punktu widzenia

³⁸ non-scheduled nɒn 'fɛdʒu:ld pozaplanowy

³⁹ contested kən'testɪd tu: sporny, atakowany

⁴⁰ covered 'kʌvəd tu: objęty ubezpieczeniem

⁴¹ concern kən'sɜ:n obawa

⁴² from the frying pan into the fire frəm ðə 'fraɪɪŋ pæn 'ɪntə ðə 'faɪə z deszczu pod rynnę

⁴³ private bird 'praɪvət bɜ:d tu: prywatny lot, prywatna maszyna

⁴⁴ Duty of Care 'dju:ti ɒv keə obowiązek sprawowania opieki

⁴⁵ off the charts ɒf ðə tʃɑ:ts poza skalą

⁴⁶ to sigh tə saɪ wzdychać

A WORD WORTH REMEMBERING

to turn south/to go south
/tə tɜ:n saʊθ/tə gəʊ saʊθ/
idiom: przybierać zły obrót

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 Transition¹⁰⁶

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 it¹²⁸. 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 patrzeć na sprawę szerzej

⁷⁹ dark-site wipe dɑːk saɪt waɪp wyczyszczenie wszystkiego do zera

⁸⁰ to vanish tə 'vænɪʃ zniknąć

⁸¹ breach brɪːtʃ naruszenie umowy

⁸² tied up in sth 'taɪd ʌp ɪn 'sʌmθɪŋ uwiązany w czymś, pogrążony w czymś

⁸³ litigation 'lɪtɪ'geɪʃən proces, spór sądowy

⁸⁴ security contractor sɪ'kjʊərəntɪ kən'træktə firma ochroniarska

⁸⁵ to stay behind tə steɪ br'haɪnd pozostać na miejscu

⁸⁶ grey area greɪ 'eəne szara strefa

⁸⁷ asset protection 'æset prə'tekʃən ochrona mienia

⁸⁸ significant lift sɪ'ɪnfɪkənt 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 'fɪfti keɪ pot. pięćdziesiąt kafi

⁹² lobby 'lɒbi recepcja

⁹³ seized siːzd zajęty

⁹⁴ rounding error 'raʊndɪŋ 'erə błąd zaokrąglenia, ogonek

⁹⁵ diverted by sb daɪ'vɜːtɪd baɪ 'sʌmbədi

przekierowywany przez kogoś

⁹⁶ it's a gamble ɪts ə 'gæmbəl to ryzyko

⁹⁷ to square the circle tə skweə ðə 'sɜːkl próbować dokonać rzeczy niemożliwej

⁹⁸ airfield 'eəfɪld lotnisko

⁹⁹ to hand tə hænd przekazać

¹⁰⁰ armoured 'ɑːməd opancerzony

¹⁰¹ lawyer 'bɜːjə prawnik

¹⁰² gear geə sprzęt

¹⁰³ to stay behind tə steɪ br'haɪnd pozostać na miejscu

¹⁰⁴ volunteer 'vɒləntə ohotnik

¹⁰⁵ top-down mandate tɒp daʊn 'mændənt odgórny nakaz

¹⁰⁶ transition træ'nɪʒən 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 'steɪk'həʊldə(r) interesariusz, partner w biznesie

¹¹⁵ temporary 'tempərərɪ tymczasowy

¹¹⁶ final 'faɪnl ostateczny

¹¹⁷ wording 'wɜːdɪŋ sformułowanie, brzmienie

¹¹⁸ Force Majeure 'fɔːs mə'eɪ'ʒɜː(r) siła wyższa

¹¹⁹ clause klaʊzə klauzula

¹²⁰ prematurely 'premə'tjuəli przedwcześnie

¹²¹ to get sth into the perimeter tə get 'sʌmθɪŋ 'ɪntə ðə pə'rɪmɪtə wprowadzić coś za kordon

¹²² secondary 'sekəndərɪ drugorzędny

¹²³ manifest 'mænɪfɪst tu: lista pasażerów

¹²⁴ to send a ping tə send ə pɪŋ wysłać sygnał, krótka wiadomość

¹²⁵ encrypted folder ɪn'kɪptɪd 'fəʊldə zaszyfrowany folder

¹²⁶ embassy 'embəsi ambasada

¹²⁷ to turn south/to go south tə tɜːn saʊθ/tə ɡəʊ saʊθ idiom: przybierać zły obrót

¹²⁸ I'm on it. aɪm ɒn ɪt Zajmę się tym.

¹²⁹ to circle back tə 'sɜːkl bæɪk wrócić, odezwać się do kogoś ponownie

¹³⁰ to brief sb tə brɪf 'sʌmbədi zdać komuś relację

¹³¹ board bɔːd zarząd

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 reassess¹³³ the fallout¹³⁴ 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 ˈriːsəs ˈsʌmθɪŋ ponownie coś ocenić

¹³⁴ fallout ˈfɔːləʊt 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.



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 'pɒlɪsi 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 'rɪ:dʒekt 'sʌmθɪŋ odrzucać coś

⁷ **approach** ə'prəʊtʃ podejście

⁸ **proxy conflict** 'prɒksi 'kɒnflikt wojna zastępcza

⁹ **disinformation campaign** ,dɪs,ɪnfə'meɪʃn kæm'peɪn kampania dezinformacyjna

¹⁰ **collapse** kə'læps rozpad

¹¹ **framework** 'freɪmwɜ:k tu: koncepcja, model

¹² **reinforced by sb** ,ri: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** ,ɒntrəprə'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** 'ɪnfluəns 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 Woydytło

(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. Woydytło combines psychological **knowledge**³³ with a clear, direct approach, emphasizing 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 rɪs,pɒnsə'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** 'pʊəli ,ʌndə'stəd słabo poznany

³³ **knowledge** 'nɒlɪdʒ wiedza

³⁴ **self-awareness** ,self ə'weənəs samoświadomość

³⁵ **emotional maturity** ɪ'məʊʃənl mə'tjʊəritɪ dojrzałość emocjonalna

³⁶ **uncomfortable truth** ʌn'kʌmfətebl tru:θ niewygodna prawda



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 vehicles¹, with the latter involving more swearing? The series is anchored around² 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 contrived³. However, as the episodes unfold, we eavesdrop⁴ 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 commitments⁵. Gordon Ramsay is not afraid to expose his moments of self-doubt⁶, but like any superhero worth his salt⁷, 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-wall⁸ 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 fare⁹. You will have to decide for yourself – as they say, “the proof of the pudding is in the eating¹⁰.”

Starring: Gordon Ramsay and family, senior executives, chefs, designers, contractors¹¹



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 ‚self

prəˈmɔʃn ˈvɪːkl tu: film
autopromocyjny

² to be anchored around sth tə bi:
ˈæŋkəd əˈraʊnd ˈsʌmθɪŋ tu: kręcić się
wokół czegoś, dotyczyć czegoś

³ contrived kənˈtraɪvd tu: naciągany

⁴ to eavesdrop ˈtə ˈiːvzdrɒp
podsluchiwać

⁵ family commitments ˈfæmli
kəˈmɪtmənts zobowiązania rodzinne

⁶ self-doubt ˈself ˈdaʊt brak wiary

w siebie

⁷ worth one's salt wɜːθ wʌnz sɔːlt
z prawdziwego zdarzenia

⁸ fly-on-the-wall flai ɒn ðə wɔːl
kręcony na żywo

⁹ bill of fare bil əv feə karta dań

¹⁰ the proof of the pudding is in the
eating ðə pruːf əv ðə ˈpʊdɪŋ ɪz ɪn ði:
ˈiːtɪŋ okaże się w praktyce

¹¹ contractor kənˈtræktə wykonawca



Unhinged¹ Habits – Jonathan Goodman

Unhinged Habits is a manifesto² for greater productivity through imbalance. Currently available only as an audio-book, Jonathan Goodman's book argues that many people are organised, disciplined and busy, yet stuck because they never deliberately³ break rhythm. We try too hard to keep all the balls in the air⁴, 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 downshifting⁵. These “seasons” don't have to follow the calendar; they can align with⁶ 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 frameworks⁷ 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 distinguish⁸ between genuine⁹ connection and social inertia¹⁰ (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 pedal¹¹. True as that may be, Goodman provides a wake-up call¹² to distribute our energy in strong bursts rather than operate at half-power throughout the year – effectively, just treading water¹³.



Author and narrator: Jonathan Goodman

Publisher: HarperCollins Leadership

Audible release date: January 27, 2026

Price: USD 33.46

¹ unhinged ʌnˈhɪndʒd pot. stuknięty, ⁷ framework ˈfreɪmwɜːk model
wyprowadzony z równowagi

² manifesto ˌmæniˈfɛstəʊ manifest,
tu: apel

³ deliberately dɪˈlɪbəreɪtli celowo,
specjalnie

⁴ to keep all the balls in the air tə
kiːp ɔːl ðə bɔːlz ɪn ðiː ə ɹɔːbić kilka
rzeczy jednocześnie

⁵ downshifting ˈdaʊnʃɪftɪŋ zwalnianie
tempa

⁶ to align with sth tə əˈlaɪn wɪð
ˈsʌmθɪŋ zestrzajać się z czymś

⁸ to distinguish tə dɪˈstɪŋɡwɪʃ
rozróżniać

⁹ genuine ˈdʒenjuɪn autentyczny

¹⁰ social inertia ˈsəʊʃəl ɪˈnɜːʃjə
społeczna inercja, polubienie
z przyzwyczajenia

¹¹ to take one's foot off the pedal tə
teɪk wʌnz fʊt əv 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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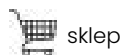
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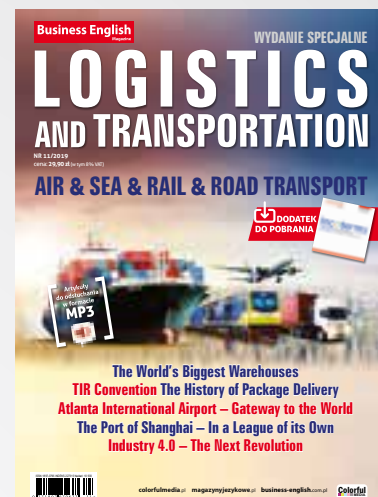
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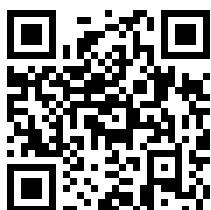
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