+ NAGRANIA MP3 | + ĆWICZENIA | + POLSKIE SŁÓWKA | + DODATEK

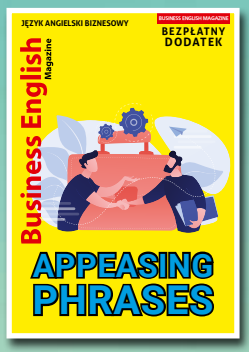
Jakość gwarantuje wydawnictwo Colorful MEDIA

JEDYNY MAGAZYN POŚWIĘCONY BUSINESS ENGLISH

BUSINESS ENGLISH MAGAZINE

Business English Magazine

TWÓJ DODATEK



FINDING YOUR VOICE

16 Iceland Says No To EU

42 Resort Rage in Albania

60 A World Cup Reality Check

DEADLY FLOWERS, LIFE-SAVING MEDICINE



colorfulmedia.pl business-english.com.pl

ISSN 1897-0796

dwumiesięcznik nr 116
listopad-grudzień 2026
cena: 34,90 zł (w tym 8% VAT)

eprasa.pl 0e0bc7d201

+ NAGRANIA MP3 | + ĆWICZENIA | + POLSKIE SŁÓWKA

Jakość gwarantuje wydawnictwo **Colorful MEDIA**

REEDYCJA

JEDNEGO Z NAJLEPSZYCH
WYDAŃ SPECJALNYCH
BUSINESS ENGLISH MAGAZINE



kiosk.colorfulmedia.pl

Językowo najlepsi!

KUP TERAZ

eprasa.pl 0e0bc7d201

BE16

IN BRIEF

4 Is Britain's Love of Tea Over?

MOMENTS IN HISTORY

6 When Women Stood Between Fashion and Extinction

ENVIRONMENT

10 Could Degrowth Save the Planet?

INTERNATIONAL

16 Iceland Says No To EU

20 Pulling a Sickie – How Europe Is Tackling Employee Sick Leave



26 Deadly Flowers, Life-Saving Medicine

FUTURE

30 Can Tech Stand the Heat?

COVER STORY

36 Finding Your Voice

TRAVEL

42 Resort Rage in Albania

48 Greece: The Best Place to Retire in 2026

TECHNOLOGY

54 Japan's Car Industry Stalls

MONEY

60 A World Cup Reality Check

MANAGING PEOPLE

64 The Rhetoric and the Reality: Why Skills-Based Hiring Remains More Promise than Practice

72 Sorry, Could You Run That Past Me Again?

BUSINESS LANGUAGE

74 Business Dialogues: Four Days Back

AT THE END

78 Influential People

79 Book & Film Reviews

DODATEK DO POBRANIA

83 Appeasing Phrases



VIDEO



business-english.com.pl
KOD DOSTĘPU: v2917

eprasa.pl 0e0bc7d201

IS BRITAIN'S LOVE OF TEA OVER?

Everything Stops for Tea is a humorous 1935 song that captured the notion that to the British, tea was not merely a drink but a national institution. It soothed[1] frazzled[2] nerves, punctuated[3] working days and was the go-to[4] solution in any crisis. Lost your job? Had an accident? Husband left you? I'll get the kettle on[5]!

At tea's peak in the late 20th century, Britain was estimated to have been drinking around 165 million cups of tea every day – equivalent to roughly 60 billion cups a year. Fast forward to today, and Britain's beloved cuppa[6] appears to be facing an identity crisis[7].

Recent surveys suggest that younger adults are increasingly swapping traditional tea for lattes[8], flat whites and colourful matcha creations. For many Generation Zs, drinking tea with a digestive biscuit[9] in the afternoon is something they associate with their grandparents and could hardly be considered cool or social-media-post-worthy[10].

Coffee's rise has been impossible to ignore. Over the past two decades, stylish coffee shops have transformed high streets[11], offering endless variations of beans, milk alternatives and flavoured syrups. Ordering a coffee has become an exercise in personal branding[12]. Tea, meanwhile, remains stubbornly[13] straightforward. Few people boast about[14] their artisan[15] breakfast blend with oat milk and a dash of cinnamon[16].

Then there is matcha, the vibrant[17] green powdered[18] tea that has become something of a social media darling[19]. Packed with antioxidants[20] and often served in trendy glasses, it appeals to younger consumers who are as interested in appearance as flavour. A traditional mug of black tea seems rather dull[21] in comparison.

The workplace has changed, too. The classic office tea round[22], where a 'tea lady[23]' once wheeled her trolley[24], or a thoughtful colleague disappeared to the kitchen to return with a tray of tea while asking, 'Two sugars?' has become less common in an era of hybrid working[25]. Many employees now prepare drinks at home, where sophisticated coffee machines often take pride of place[26] on the kitchen counter.

But let's not get things out of proportion[27]. Britain still consumes enormous quantities of tea – in the region of[28] 100 million cups a day – remaining ahead of coffee as the most popular hot beverage[29].

While non-British hosts might need reminding not to forget the milk, the tea industry is adapting to different tastes and ways of drinking the sacred[30] brew[31]. Manufacturers are introducing premium loose-leaf[32] varieties, fruit infusions[33] and wellness blends aimed at health-conscious[34] consumers. Cold-brew[35] teas and sparkling[36] tea drinks are attempting to modernise the category without abandoning[37] its heritage[38]. Tea is learning a few new tricks of its own rather than heading to the old people's beverage retirement home[39].

Coffee has successfully reinvented itself[40] as an experience, while tea has largely

[1] **to soothe sth** tə su:ð 'sʌmθɪŋ **łagodzić, koić coś**
[2] **frazzled** 'fræzld **roztrzęsiony, wyczerpany nerwowo**
[3] **to punctuate sth** tə 'pʌŋktʃueɪt 'sʌmθɪŋ ***tu:*** **przerywać coś, dzielić coś na części**
[4] **go-to** 'gəʊ tu: **sprawdzony, pierwszego wyboru**
[5] **to get the kettle on** tə get ðə 'ketl ɒn **nastawić czajnik (na herbatę)**
[6] **cuppa** 'kʌpə ***pot.*** **filiżanka herbaty**
[7] **identity crisis** aɪ'dentətɪ 'kraɪsɪs **kryzys tożsamości**
[8] **to swap sth for sth** tə swɒp 'sʌmθɪŋ fə 'sʌmθɪŋ **zamieniać coś na coś**
[9] **digestive biscuit** daɪ'dʒestɪv 'bɪskɪt **herbatnik pełnoziarnisty (popularne ciastko w Wielkiej Brytanii)**
[10] **X-worthy** eks 'wɜ:ðɪ **warty X**
[11] **high street** haɪ stri:t **główna ulica handlowa**
[12] **personal branding** 'pɜ:sənl 'brændɪŋ **budowanie wizerunku osobistego**
[13] **stubbornly** 'stʌbənli **uparcie, nieustępliwie**
[14] **to boast about sth** tə bəʊst ə'baʊt 'sʌmθɪŋ **chwalić się czymś**
[15] **artisan** 'ɑ:tɪzæn ***tu:*** **rzemieślniczy, wytwarzany tradycyjnie**
[16] **a dash of sth** ə dæʃ ɒv 'sʌmθɪŋ **odrobina czegoś**
[17] **vibrant** 'vaɪbrənt **żywy, intensywny (o kolorze)**
[18] **powdered** 'paʊdəd **sproszkowany**
[19] **darling** 'dɑ:lɪŋ ***tu:*** **ulubieniec, faworyt**
[20] **packed with sth** pækt wɪð 'sʌmθɪŋ **naładowany czymś, pełen czegoś**
[21] **dull** dʌl **nijaki, nudny**
[22] **tea round** ti: raʊnd **runda herbaty (przygotowywanie herbaty dla wszystkich w biurze)**
[23] **tea lady** ti: 'leɪdi **osoba odpowiedzialna za serwis kawowy**
[24] **trolley** 'trɒli **wózek (do serwowania napojów, przekąsek)**
[25] **hybrid working** 'haɪbrɪd 'wɜ:kɪŋ **praca hybrydowa**
[26] **to take pride of place** tə teɪk praɪd ɒv pleɪs **zajmować honorowe miejsce**
[27] **to get things out of proportion** tə get θɪŋz aʊt ɒv prə'pɔ:ʃn **wyolbrzymiać sprawy, tracić poczucie proporcji**
[28] **in the region of** ɪn ðə 'ri:dʒən ɒv **w granicach, około**
[29] **hot beverage** hɒt 'bevərɪdʒ **gorący napój**
[30] **sacred** 'seɪkrɪd **święty**
[31] **brew** bru: ***tu:*** **napar, napój (zwłaszcza herbata lub kawa)**
[32] **loose-leaf** lu:s li:f **liściasta (o herbacie)**
[33] **infusion** ɪn'fju:ʒn **napar, herbatka ziołowa**
[34] **health-conscious** helθ 'kɒnʃəs **dbający o zdrowie, świadomy zdrowotnie**
[35] **cold-brew** kəʊld bru: **parzony na zimno (o herbacie lub kawie)**
[36] **sparkling** 'spɑ:klɪŋ **gazowany, musujący**
[37] **to abandon sth** tʊ ə'bændən 'sʌmθɪŋ **porzucać coś**
[38] **heritage** 'herɪtɪdʒ **dziedzictwo, tradycja**
[39] **retirement home** rɪ'taɪəmənt həʊm **dom spokojnej starości**
[40] **to reinvent oneself** tə ˌri:ɪn'vent wʌn'self **zbudować, zdefiniować siebie na nowo**

eprasa.pl 0e0bc7d201



relied on[41] nostalgia. Yet trends have a habit of coming full circle[42]. Vinyl records[43] have returned. Film cameras are fashionable again. Even knitted jumpers[44] have enjoyed unexpected moments in the spotlight[45]. There is every chance that the humble[46] teapot[47] will have its own revival[48]. Although most tea now comes in teabags[49], perhaps even loose-leaf tea may once again have its moment as a trendy product.

So, is Britain's love affair[50] with tea really over? Probably not. It may simply be taking a short coffee break before returning to what it really loves best. Shall I get the kettle on? I could murder a cup of tea[51]!

[41] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**

[42] **to come full circle** tə kʌm fʊl 'sɜ:kl **zataczać koło, wracać do punktu wyjścia**

[43] **vinyl record** 'vaɪnl 'rekɔ:d **płyta winylowa**

[44] **knitted jumper** 'nɪtɪd 'dʒʌmpə **dzianinowy sweter**

[45] **to enjoy a moment in the spotlight** tʊ ɪn'dʒɔɪ ə 'məʊmənt ɪn ðə 'spɒtlaɪt **cieszyć się chwilą popularności, być w centrum uwagi**

[46] **humble** 'hʌmbl **skromny, niepozorny**

[47] **teapot** 'ti:pɒt **czajniczek do herbaty, dzbanek do parzenia herbaty**

[48] **revival** rɪ'vaɪvl **odrodzenie, powrót do łask**

[49] **teabag** 'ti:bæg **torebka herbaty**

[50] **love affair** lʌv ə'feə ***tu:*** **romans, głęboka fascynacja**

[51] **I could murder a cup of tea** aɪ kʊd 'mɜ:də ə kʌp ɒv ti: ***pot.*** **bardzo chciałbym/chciałabym napić się herbaty**

A WORD WORTH REMEMBERING

frazzled
/ˈfræzld/
roztrzęsiony, wyczerpany nerwowo

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

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

EDITOR-IN-CHIEF:
Piotr Olejniczak

REDAKTOR PROWADZĄCA:
Hanna Danielczak-Ziadi

ZESPÓŁ:
Michael Gaylord
Jonathan Sidor
Jonathan Moore
Paul Martin

KOREKTA:
Graham Crawford

CZYTELNIK TESTOWY:
Jakub Nowak

STUDIO DTP:
Sławomir Kinal
Michał Sobański

PROJEKT OKŁADKI/ZDJĘCIE:
Sławomir Kinal/Freepik

ILUSTRACJE:
Sławomir Kinal

NAGRANIA MP3:
Graham Crawford

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

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

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

BUSINESS ENGLISH MAGAZINE
dwumiesięcznik

Dołącz do nas na Facebooku:
facebook.com/businessenglishmagazine

eprasa.pl 0e0bc7d201

WHEN WOMEN STOOD BETWEEN FASHION AND EXTINCTION[1]

IN THE DRAWING room[2] of a Manchester house in 1889, Emily Williamson invited her neighbours to tea and asked them to sign a pledge[3] never to wear bird feathers in their hats again.

A Trade Built on Beauty

The context for Williamson's quiet act of defiance[4] was staggering[5] in its violence. Late Victorian fashion demanded exotic plumage[6] – egret[7] feathers, birds of paradise[8], even entire hummingbirds[9] – sewn[10] onto hats as symbols of wealth and taste. London auction houses[11] shifted[12] five million bird skins[13] annually[14]. In the Florida Everglades, egret populations collapsed[15] as hunters shot breeding adults[16] during nesting season[17], when their delicate aigrettes[18] were most spectacular, leaving chicks[19] to starve[20] in their thousands. The millinery[21] trade was, quite literally[22], built on nests of bones.

What made the carnage[23] particularly galling to[24] Williamson and her circle was the deafening[25] institutional silence. The male-dominated British Ornithologists[26] Union, founded in 1858, had spent three decades meticulously[27] cataloguing species[28] while remaining studiously[29] silent on the commercial slaughter[30] driving many of them towards[31] oblivion[32]. Women could observe birds, sketch them, even fund[33] expeditions[34] – but they could not join the BOU, and their concerns about conservation were dismissed[35] as sentimental[36].

So Williamson, a well-connected[37] Manchester woman with a talent for organising, decided to bypass[38] the ornithologists entirely. The Society for the Protection of Birds, launched[39] in her home, was unapologetically[40] populist[41]. Members signed a simple pledge to 'discourage[42] the wanton[43] destruction of birds and refrain from[44] wearing feathers. Within a year, Eliza Phillips founded a parallel group in London; by 1891, they had merged. The membership[45] was exclusively[46] female, and it grew with remarkable speed.



[1] **extinction** ɪksˈtɪŋkʃən **wyginięcie, wymarcie**
[2] **drawing room** ˈdrɔːɪŋ ruːm **salon**
[3] **pledge** pledʒ **uroczyste zobowiązanie, przyrzeczenie**
[4] **act of defiance** ækt ɒv dɪˈfaɪəns **akt sprzeciwu, buntu**
[5] **staggering** ˈstægərɪŋ **oszałamiający, przerażający**
[6] **plumage** ˈpluːmɪdʒ **upierzenie**
[7] **egret** ˈiːgrət **czapla biała**
[8] **bird of paradise** bɜːd ɒv ˈpærədaɪs **rajski ptak**
[9] **hummingbird** ˈhʌmɪŋbɜːd **koliber**
[10] **sewn** səʊn **przyszyty**
[11] **auction house** ˈɔːkʃən haʊs **dom aukcyjny**
[12] **to shift** tə ʃɪft ***tu:*** **sprzedawać, przenosić (duże ilości towaru)**
[13] **skin** skɪn ***tu:*** **skóra z ptasimi piórami**
[14] **annually** ˈænjuəli **rocznie**
[15] **to collapse** tə kəˈlæps **załamać się, spaść dramatycznie**
[16] **breeding adult** ˈbriːdɪŋ ˈædʌlt **dorosły osobnik w okresie lęgowym**
[17] **nesting season** ˈnestɪŋ ˈsiːzən **sezon lęgowy**
[18] **aigrette** eɪˈgret ***tu:*** **długie pióra ozdobne (zwłaszcza czapli)**
[19] **chick** tʃɪk **pisklę**
[20] **to starve** tə stɑːv **umrzeć z głodu**
[21] **millinery** ˈmɪlɪnəri ***tu:*** **kapelusznictwo, moda związana z kapeluszami**
[22] **literally** ˈlɪtərəli **dosłownie**
[23] **carnage** ˈkɑːnɪdʒ **rzeź, masakra**
[24] **galling to sb** ˈgɔːlɪŋ tə ˈsʌmbədɪ **irytujący, szczególnie bolesny dla kogoś**
[25] **deafening** ˈdefənɪŋ ***tu:*** **ogłuszający (milczeniem, brakiem odzewu), przytłaczający**
[26] **ornithologist** ˌɔːnɪˈθɒlədʒɪst **ornitolog**
[27] **meticulously** məˈtɪkjələsli **drobiazgowo, skrupulatnie**
[28] **species** ˈspiːʃiːz **gatunek, gatunki**
[29] **studiously** ˈstjuːdiəsli ***tu:*** **celowo, świadomie**
[30] **slaughter** ˈslɔːtə **rzeź, ubój**
[31] **to drive sth towards sth** tə draɪv ˈsʌmθɪŋ təˈwɔːdz ˈsʌmθɪŋ **doprowadzać do czegoś**
[32] **oblivion** əˈblɪviən **zapomnienie, nicość**
[33] **to fund** tə fʌnd **finansować**
[34] **expedition** ˌekspəˈdɪʃən **wyprawa (naukowa, badawcza)**
[35] **dismissed** dɪsˈmɪst ***tu:*** **odrzucany, lekceważony, nietraktowany poważnie**
[36] **sentimental** ˌsentɪˈmentl **sentymentalny, uczuciowy**
[37] **well-connected** ˌwel kəˈnektɪd **mający dobre układy/kontakty, ustosunkowany**
[38] **to bypass sb** tə ˈbaɪpɑːs ˈsʌmbədɪ **p/ominąć kogoś**
[39] **launched** lɔːntʃt **zapoczątkowany**
[40] **unapologetically** ˌʌnəˌpɒləˈdʒetɪkli **bez przeprosin, otwarcie**
[41] **populist** ˈpɒpjəlɪst **populistyczny, skierowany do ludzi**
[42] **to discourage sth** tə dɪsˈkʌrɪdʒ ˈsʌmθɪŋ **zniechęcić do czegoś**
[43] **wanton** ˈwɒntən **bezsensowny, bezcelowy**
[44] **to refrain from sth** tə rɪˈfreɪn frɒm ˈsʌmθɪŋ **powstrzymywać się od czegoś**
[45] **membership** ˈmembəʃɪp **członkostwo, liczba członków**
[46] **exclusively** ɪkˈskluːsɪvli **wyłącznie**

eprasa.pl 0e0bc7d201

From Drawing Rooms to Parliament

By 1898, the Society had recruited[47] 20,000 members – a movement large enough that politicians could no longer ignore it. The campaign strategy was ingenious: combine moral suasion[48] with hard economics[49]. Activists distributed[50] leaflets[51] outside milliners' shops, published gruesome[52] photographs of plume-hunting[53] operations, and lobbied[54] MPs[55] with detailed evidence of species decline[56]. Etta Lemon, who became the Society's long-serving secretary, proved particularly adept at[57] navigating Westminster's corridors[58], building alliances with sympathetic[59] parliamentarians[60] who introduced bill after bill[61].

The breakthrough[62] came in 1921 with the Importation of Plumage (Prohibition) Act, which banned the import of most exotic feathers into Britain. It was the Society's first legislative victory[63], and it arrived after three decades of patient[64], meticulous campaigning. The Act did not end the global plume trade – American and French markets remained open – but it demonstrated that organised citizen pressure could reshape[65] commercial practice. Fashion, which had seemed an immutable[66] force, proved vulnerable to[67] moral argument[68] backed by political will[69].

By then, the Society had already secured royal patronage[70]. In 1904, King Edward VII granted a Royal Charter[71], transforming the SPB into the Royal Society for the Protection of Birds. The movement had grown so influential[72] that, by 1905, it had transitioned from drawing-room rebellion[73] to national institution. The irony was delicious[74]: an organisation founded because women were excluded from[75] ornithological circles had become more powerful than the body that had shut them out[76].

The Logic of Land

Legislation was one thing; habitat[77] was another. The RSPB came to understand that protecting birds required protecting the landscapes they inhabited, a realisation that led, in 1930, to the purchase of its first nature reserve[78]. This marked a strategic evolution[79]: from campaigning against harm to actively creating

[47] **to recruit sb** tə rɪ'kruːt 'sʌmbədɪ ***tu:*** **pozyskać członków, zrekrutować kogoś**

[48] **moral suasion** 'mɒrəl 'sweɪʒən **perswazja moralna, odwoływanie się do sumienia**

[49] **hard economics** hɑːd ˌekə'nɒmɪks **twarde argumenty ekonomiczne**

[50] **to distribute sth** tə dɪs'trɪbjuːt 'sʌmθɪŋ **dystrybuować, rozprowadzać coś**

[51] **leaflet** 'liːflət **ulotka**

[52] **gruesome** 'gruːsəm **makabryczny, okropny**

[53] **plume-hunting** pluːm 'hʌntɪŋ **polowanie na ptaki dla piór**

[54] **to lobby sb** tə 'lɒbɪ 'sʌmbədɪ **wywierać na kogoś nacisk**

[55] **MP (Member of Parliament)** em piː, 'membə ɒv 'pɑːləmənt **poseł do parlamentu brytyjskiego**

[56] **species decline** 'spiːʃiːz dɪ'klaɪn **spadek liczebności gatunku**

[57] **adept at sth** ə'dept ət 'sʌmθɪŋ **biegły w czymś, sprawny w czymś**

[58] **corridor** 'kɒrɪdɔː ***tu:*** **kuluary (władzy)**

[59] **sympathetic** ˌsɪmpə'θetɪk ***tu:*** **przychylny, życzliwy**

[60] **parliamentarian** ˌpɑːləmən'teəriən **parlamentarzysta**

[61] **bill after bill** bɪl 'ɑːftə bɪl **projekt ustawy za projektem ustawy**

[62] **breakthrough** 'breɪkθruː **przełom**

[63] **legislative victory** 'ledʒɪslətɪv 'vɪktəri **zwycięstwo legislacyjne, sukces w uchwaleniu prawa**

[64] **patient** 'peɪʃənt **cierpliwy, wytrwały**

[65] **to reshape sth** tə ˌriː'ʃeɪp 'sʌmθɪŋ **przekształcić coś**

[66] **immutable** ɪ'mjuːtəbl **niezmienny, nienaruszalny**

[67] **vulnerable to sth** 'vʌlnərəbl tə 'sʌmθɪŋ **podatny na coś, wrażliwy na coś**

[68] **moral argument** 'mɒrəl 'ɑːgjəmənt **argument moralny**

[69] **political will** pə'lɪtɪkəl wɪl **wola polityczna**

[70] **royal patronage** 'rɔɪəl 'pætrənɪdʒ **królewski patronat**

[71] **Royal Charter** 'rɔɪəl 'tʃɑːtə **karta królewska (dokument nadający instytucji status prawny)**

A WORD WORTH REMEMBERING

plumage
/'pluːmɪdʒ/
upierzenie

[72] **influential** ˌɪnflʊ'enʃəl **wpływowy**

[73] **drawing-room rebellion** 'drɔːɪŋ ruːm rɪ'beljən **bunt salonowy**

[74] **delicious** dɪ'lɪʃəs ***tu:*** **rozkoszny, satysfakcjonujący**

[75] **to be excluded from sth** tə biː ɪks'kluːdɪd frɒm 'sʌmθɪŋ **zostać, być z czegoś wykluczonym**

[76] **to shut sb out** tə ʃʌt 'sʌmbədi aʊt **wykluczyć kogoś, nie dopuścić kogoś do czegoś**

[77] **habitat** 'hæbɪtæt **siedlisko, środowisko naturalne**

[78] **nature reserve** 'neɪtʃə rɪ'zɜːv **rezerwat przyrody**

[79] **strategic evolution** strə'tiːdʒɪk ˌiːvə'luːʃən **ewolucja strategiczna**

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

THE RSPB IN NUMBERS (2025-26)

- Revenue: GBP 190.5 million
- Full-time staff[1]: 2,452 average employees
- Active volunteers[2]: 12,500+
- Membership: 1.1 million+
- Nature reserves: 225+ sites

[1] **full-time staff** ˌfʊl taɪm stɑːf **pracownicy pełnoetatowi**

[2] **active volunteer** 'æktɪv ˌvɒlən'tɪə **aktywny wolontariusz**

INFOBOX

eprasa.pl 0e0bc7d201

refuges[80]. Over the following decades, the reserve network[81] expanded[82] steadily, driven by a pragmatic recognition that Britain's accelerating development – urbanisation, intensive agriculture[83], infrastructure[84] – was eliminating the places birds needed to survive.

That logic now underpins[85] an estate[86] of more than 220 sites covering an area larger than Greater London. The latest acquisition[87], completed in 2025, brought the final parcel of land[88] at Geltsdale in Cumbria into RSPB ownership, making it the largest reserve in England. Described by the organisation as 'one of the most significant land purchases in our history', Geltsdale represents the full realisation of the founders' vision: a permanent, protected space where birds can breed[89], feed[90] and migrate without human interference. It is conservation not as protest, but as possession[91].

Yet ownership brings its own challenges. Managing such an extensive[92] network requires substantial[93] resources – staff, volunteers, equipment, expertise[94]. The RSPB's 2022 revenue[95] exceeded[96] GBP 157 million, funding the work of 2,231 employees and 10,500 volunteers. That scale brings bureaucratic complexity[97] and financial vulnerability[98]. Recent increases in employer National Insurance contributions[99] have added roughly GBP 2 million to the annual wage bill[100], prompting[101] an operational review[102] in 2024. Global financial pressures, it turns out, constrain even organisations founded on moral principle.

Citizen Science[103] at Scale

If land ownership represents one strand[104] of the RSPB's modern identity, mass participation[105] represents another. The Big Garden Birdwatch, now in its 47th year, epitomises[106] this approach. In 2026, more than 650,000 participants spent an hour counting birds in their gardens, recording 9.4 million individual sightings[107]. The data gathered – species, location, numbers – feeds into[108] long-term trend analysis[109], helping scientists track population shifts[110] with a granularity[111] no professional survey[112] could match.



80 **refuge** 'refju:dʒ **schronienie, azyl**
81 **the reserve network** ðə rɪ'zɜ:v 'netwɜ:k **sieć obszarów chronionych, sieć rezerwatów**
82 **to expand** tʊ ɪks'pænd **poszerzać się, powiększać się**
83 **intensive agriculture** ɪn'tensɪv 'ægrɪkʌltʃə **intensywne rolnictwo**
84 **infrastructure** 'ɪnfrəstrʌktʃə **infrastruktura**
85 **to underpin** tʊ ˌʌndə'pɪn **stanowić podstawę, wspierać**
86 **estate** ɪ'steɪt ***tu:*** **majątek ziemski, sieć posiadłości**
87 **acquisition** ˌækwɪ'zɪʃən **nabycie, przejęcie**
88 **parcel of land** 'pɑ:səl ɒv lænd **działka, parcela ziemi**
89 **to breed** tə bri:d **rozmnażać się, lęgnąć się**
90 **to feed** tə fi:d **żywić się, żerować**
91 **possession** pə'zeʃən ***tu:*** **posiadanie (jako forma kontroli)**
92 **extensive** ɪk'stensɪv **rozległy, obszerny**
93 **substantial** səb'stænʃəl **pokaźny, spory**
94 **expertise** ˌekspɜ:'ti:z **ekspertyza, fachowa wiedza**
95 **revenue** 'revənju: **przychody**
96 **to exceed** tʊ ɪk'si:d **przekroczyć**
97 **complexity** kəm'pleksəti **złożoność**
98 **financial vulnerability** faɪ'nænʃəl ˌvʌlnərə'bɪləti **wrażliwość finansowa, podatność na problemy finansowe**
99 **employer National Insurance contributions** ɪm'plɔɪə 'næʃənəl ɪn'ʃɔ:rəns ˌkɒntrɪ'bju:ʃənz **składki pracodawcy na ubezpieczenie społeczne**
100 **wage bill** weɪdʒ bɪl **koszty płac**
101 **to prompt sth** tə prɒmpt 'sʌmθɪŋ **skłonić do czegoś**
102 **operational review** ˌɒpə'reɪʃənəl rɪ'vju: **przegląd działalności operacyjnej**
103 **citizen science** 'sɪtɪzən 'saɪəns **nauka obywatelska (badania naukowe z udziałem amatorów)**
104 **strand** strænd ***tu:*** **nurt, wątek**
105 **mass participation** mæs pɑ:ˌtɪsɪ'peɪʃən **masowy udział**
106 **to epitomise sth** tʊ ɪ'pɪtəmaɪz 'sʌmθɪŋ **uosabiać, być kwintesencją czegoś**
107 **sighting** 'saɪtɪŋ **obserwacja (ptaka, zwierzęcia)**
108 **to feed into sth** tə fi:d 'ɪntə 'sʌmθɪŋ **wpływać na coś, dostarczać danych do czegoś**
109 **long-term trend analysis** lɒŋ tɜ:m trend ə'næləsɪs **długoterminowa analiza trendów**
110 **population shift** ˌpɒpjə'leɪʃən ʃɪft **zmiana w populacji**
111 **granularity** ˌgrænjə'lærəti **szczegółowość, dokładność**
112 **survey** 'sɜ:veɪ ***tu:*** **badanie terenowe, obserwacja**

MILESTONES THAT MATTERED

- 1889: Emily Williamson founds the Society for the Protection of Birds in Manchester
- 1898: Membership reaches 20,000
- 1904: Royal Charter granted; organisation becomes the RSPB
- 1921: Importation of Plumage (Prohibition) Act passed – first legislative victory
- 1930: Purchase of first nature reserve
- 2025: Geltsdale completion creates largest English RSPB reserve

INFOBOX

eprasa.pl 0e0bc7d201

LEADERSHIP THROUGH THE AGES

The RSPB's current leadership includes Dr Amir Khan as President, Sir Andrew Cahn as Chairman[1], and Beccy Speight as Chief Executive[2]. The Society's transformation from an all-female[3] pressure group[4] into a nationally recognised institution capable of influencing[5] legislation[6] and shaping[7] conservation policy across Britain was symbolised by its securing of royal patronage and the steady growth of its membership and influence in the early 20th century.

[1] **Chairman** 'tʃeəmən **przewodniczący (zarządu)**
[2] **Chief Executive** tʃi:f ɪg'zekjətɪv **dyrektor generalny**
[3] **all-female** ɔ:l 'fi:meɪl **wyłącznie kobiecy**
[4] **pressure group** 'preʃə gru:p **grupa nacisku**
[5] **to influence sth** tʊ 'ɪnflʊəns 'sʌmθɪŋ **wpływać na coś**
[6] **legislation** ˌledʒɪs'leɪʃən **prawodawstwo**
[7] **to shape sth** tə ʃeɪp 'sʌmθɪŋ **kształtować coś**

INFOBOX

This is citizen science on an extraordinary scale, and it reflects a fundamental belief that conservation cannot be the preserve[113] of experts. The RSPB's membership, now exceeding 1.2 million, represents roughly one in fifty UK households[114]. That reach[115] gives the organisation political heft[116] – MPs listen when a million voters care about an issue – but it also creates a vast, distributed network of observers[117]. When a species declines, RSPB members notice. When a development threatens habitat, they mobilise[118]. The model pioneered in Emily Williamson's drawing room – ordinary people acting collectively – remains the organisation's engine[119].

It is tempting to view the RSPB's history as a triumph[120], and in many respects[121] it is. Species that teetered[122] on the brink[123] – the avocet[124], the bittern[125], the red kite[126] – have been pulled back[127]. Legislation that once seemed impossible is now embedded in statute[128]. Yet British bird populations continue to decline overall[129], driven by forces the RSPB cannot fully control: climate change[130], industrial agriculture, habitat fragmentation[131]. The work that began in 1889 is not finished. Perhaps it never will be.

The Unfinished Campaign

What endures[132] from the RSPB's founding moment is not just the specific victories – the banned plumes, the protected reserves – but the underlying principle[133]: that citizens, organised and determined, can hold economic and political power to account[134]. Williamson and her colleagues did not wait for permission. They did not defer to[135] expertise. They identified an injustice[136], built a movement, and refused to accept that fashion's demand for beauty justified ecological destruction[137].
That clarity of purpose[138] remains the RSPB's greatest asset[139]. In an era when environmental challenges feel overwhelming[140] and systemic[141], the organisation offers something rare: a model of effective, sustained action[142]. The woman who invited her neighbours to tea in 1889 could not have imagined nature reserves the size of cities or citizen science projects involving hundreds of thousands. But she would recognise the essential work: people choosing to care, and acting on that care with patience, rigour[143] and an unfashionable[144] belief that the world can be made better.

[113] **preserve** prɪ'zɜ:v ***tu:*** **domena, wyłączność**
[114] **household** 'haʊshəʊld **gospodarstwo domowe**
[115] **reach** ri:tʃ ***tu:*** **zasięg, siła oddziaływania**
[116] **political heft** pə'lɪtɪkəl heft **ciężar polityczny, wpływy**
[117] **observer** əb'zɜ:və **obserwator**


"BIRD NOTES AND NEWS."
For all interested in Wild Birds and their Preservation.
ROYAL SOCIETY FOR THE PROTECTION OF BIRDS
ROYAL SOCIETY FOR THE PROTECTION OF BIRDS,
82 VICTORIA STREET, LONDON, S.W.1.

[118] **to mobilise** tə 'məʊbəlaɪz **zmobilizować się, zadziałać**
[119] **engine** 'endʒɪn ***tu:*** **motor, siła napędowa**
[120] **triumph** 'traɪəmf **triumf**
[121] **in many respects** ɪn 'meni rɪ'spekts **pod wieloma względami**
[122] **to teeter** tə 'ti:tə **balansować, chwiać się**
[123] **on the brink (of extinction)** ɒn ðə brɪŋk ɒv ɪks'tɪŋkʃən **na skraju (zagłady, wyginięcia)**
[124] **avocet** 'ævəset **szablodziób (ptak brodzący)**
[125] **bittern** 'bɪtən **bąk (ptak z rodziny czaplowatych)**
[126] **red kite** red kaɪt **kania ruda**
[127] **pulled back** pʊld bæk ***tu:*** **uratowany przed wyginięciem**
[128] **embedded in statute** ɪm'bedɪd ɪn 'stætʃu:t **utrwalony w prawie, zapisany w ustawach**
[129] **overall** ˌəʊvə'ɔ:l **ogólnie, całościowo**
[130] **climate change** 'klaɪmət tʃeɪndʒ **zmiana klimatu**
[131] **habitat fragmentation** 'hæbɪtæt ˌfrægmən'teɪʃən **fragmentacja siedlisk**
[132] **to endure** tʊ ɪn'djʊə **przetrwać, pozostać**
[133] **underlying principle** ˌʌndə'laɪɪŋ 'prɪnsəpl **podstawowa zasada**
[134] **to hold sb to account** tə həʊld 'sʌmbədi tʊ ə'kaʊnt **rozliczyć kogoś, pociągnąć kogoś do odpowiedzialności**
[135] **to defer to sb** tə dɪ'fɜ: tə 'sʌmbədi **ulegać komuś, poddawać się czyjejś opinii**
[136] **injustice** ɪn'dʒʌstɪs **niesprawiedliwość**
[137] **ecological destruction** ˌi:kə'lɒdʒɪkəl dɪ'strʌkʃən **niszczenie przyrody, tu *też:* zabijanie ptaków**
[138] **clarity of purpose** 'klærəti ɒv 'pɜ:pəs **jasność celu**
[139] **asset** 'æset ***tu:*** **atut, wartość**
[140] **overwhelming** ˌəʊvə'welmɪŋ **przytłaczający**
[141] **systemic** sɪ'stemɪk **systemowy**
[142] **sustained action** sə'steɪnd 'ækʃən **działanie długofalowe, konsekwentne**
[143] **rigour** 'rɪgə **rygor, dyscyplina**
[144] **unfashionable** ʌn'fæʃnəbl **niemodny, niesztampowy**

eprasa.pl 0e0bc7d201



POBIERZ NAGRANIA MP3

KOD DOSTĘPU: 4my

LUB ODSŁUCHAJ NA STRONIE business-english.com.pl

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

Industrial Revolutions

- First Revolution (~1760-1840): Centred on[1] steam power, coal and mechanised textiles[2] in Great Britain.
- Second Revolution (~1870-1914): Fuelled by[3] electricity, internal combustion engines[4], steel and mass production lines[5].
- Third Revolution (~1947-2000s): Driven by[6] digital technology, computers, semiconductors[7] and the rise of the internet.

[1] **to centre on sth** tə 'sentə ɒn 'sʌmθɪŋ **koncentrować się na czymś**
[2] **textile** 'tekstaɪl **tkanina, włókiennictwo**
[3] **to be fuelled by sth** tʊ bi 'fju:əld baɪ 'sʌmθɪŋ **być napędzanym przez coś**
[4] **internal combustion engine** ɪn,tɜ:nəl kəm'bʌstʃən 'endʒɪn **silnik spalinowy**
[5] **mass production line** mæs prə'dʌkʃən laɪn **linia produkcji masowej**
[6] **to be driven by sth** tʊ bi 'drɪvən baɪ 'sʌmθɪŋ **być napędzanym przez coś**
[7] **semiconductor** ,semikən'dʌktə **półprzewodnik**

INFOBOX



A WORD WORTH REMEMBERING

habitat
/'hæbɪtæt/
siedlisko

Could Degrowth[1] Save the Planet?

For more than two centuries, economic success has been measured by a remarkably simple idea: produce more than last year. Now, some people are questioning whether that is best in the long run[2] – the BEM Team investigates why.

The First Industrial Revolution (*see Industrial Revolutions Fact Box*) fundamentally changed the relationship between economies and growth. Before the late 18th century, economies expanded slowly and were largely constrained by[3] agriculture, manual labour[4] and limited transport. The invention of steam power[5], mechanised[6] factories and later, electricity, transformed productivity.

For the first time, output[7] could rise dramatically without requiring proportional[8] increases in labour. Railways, steel production and eventually cars, aviation and digital technology created wave after wave[9] of economic expansion[10].

GDP[11] Becomes the Gold Standard[12]

Developed during the 1930s (*see GDP Fact Box*), GDP measures the total value of goods and services[13] produced within an economy. Throughout the 20th century, governments increasingly viewed growth as the key indicator of national economic progress. Higher GDP meant more employment[14], larger tax revenues[15], rising wages and better public services[16]. Following World War II, sustained

[1] **degrowth** diː'grəʊθ **postwzrost (koncepcja świadomego ograniczania wzrostu gospodarczego)**
[2] **in the long run** ɪn ðə lɒŋ rʌn **na dłuższą metę, w dłuższej perspektywie**
[3] **to be constrained by sth** tʊ bi kən'streɪnd baɪ 'sʌmθɪŋ **być ograniczonym przez coś**
[4] **manual labour** 'mænjuəl 'leɪbə **praca fizyczna, praca ręczna**
[5] **steam power** stiːm 'paʊə **energia parowa**
[6] **mechanised** 'mekənaɪzd **zmechanizowany**
[7] **output** 'aʊtpʊt ***tu:*** **produkcja, wydajność**
[8] **proportional** prə'pɔːʃənəl **proporcjonalny**
[9] **wave after wave** weɪv 'ɑːftə weɪv **fala za falą**
[10] **expansion** ɪk'spænʃən **wzrost, ekspansja**
[11] **GDP (Gross Domestic Product)** dʒiː diː piː, grəʊs də'mestɪk 'prɒdʌkt **produkt krajowy brutto (PKB)**
[12] **gold standard** gəʊld 'stændəd ***tu:*** **wzorzec, punkt odniesienia**
[13] **goods and services** gʊdz ənd 'sɜːvɪsɪz **dobra i usługi**
[14] **employment** ɪm'plɔɪmənt **zatrudnienie**
[15] **tax revenues** tæks 'revənjuːz **wpływy z podatków, dochody podatkowe**
[16] **public services** 'pʌblɪk 'sɜːvɪsɪz **usługi publiczne**

eprasa.pl 0e0bc7d201

economic expansion became the cornerstone[17] of policy across capitalist[18] economies.

Businesses embraced the same philosophy. Shareholders[19] demanded[20] rising profits, executives[21] were rewarded for increasing revenues, and consumers were encouraged to replace[22] products long before they wore out[23]. Advertising became a sophisticated industry dedicated to stimulating demand[24] rather than simply informing customers.

By Many Metrics, the Era of Growth Has Been a Resounding Success[25]:

Since 1950, the global economy has expanded around 15-fold[26], while the world population has increased from roughly 2.5 billion to more than 8 billion.

The OECD[27] still expects the world economy to grow by around 3 percent annually, illustrating how deeply growth is embedded[28] in economic thinking.

According to the OECD, global GDP grew by around 170 percent between 1990 and 2022, while greenhouse-gas emissions[29] increased by about 60 percent, showing that economies have become less carbon-intensive[30] but have not eliminated[31] environmental impacts[32].

A government announcing annual GDP growth of four percent is generally viewed as successful. Falling GDP, by contrast, usually signals recession[33] and political trouble.

Financial markets also respond[34] closely to GDP forecasts. Central banks[35] adjust interest rates[36] partly to encourage or restrain[37] economic expansion, while businesses base[38] investment[39] decisions on expectations of future growth.

The Downsides[40] of Growth

However, GDP measures economic activity rather than quality of life[41]. As Robert F. Kennedy put it in 1968:

"GDP measures everything… except that which makes life worthwhile[42]."

According to the Organisation for Economic Co-operation and Development (OECD), GDP should not be confused with broader measures of social welfare[43].

The central argument behind degrowth begins with a simple observation: growth depends upon using more natural resources.

Factories consume raw materials[44] and energy. Transport networks burn fuel[45]. Agriculture requires land and water. Construction uses huge quantities of sand, concrete, steel and timber. Digital services may appear weightless, yet enormous data centres[46] consume vast quantities of electricity and water.

As economies grow, overall consumption usually increases commensurately[47]. Although renewable energy[48], recycling and greater efficiency have reduced[49] the environmental impact of many industries, global demand continues to rise. According to the United Nations and the International Energy Agency, worldwide resource consumption[50] and energy use[51] have expanded dramatically[52] over

ECONOMIST HERMAN DALY ARGUED THAT ECONOMIES SHOULD AIM FOR A "STEADY-STATE" RATHER THAN PERPETUAL EXPANSION.

[17] **cornerstone** 'kɔ:nəstəʊn **fundament, kamień węgielny**
[18] **capitalist** 'kæpɪtəlɪst **kapitalistyczny**
[19] **shareholder** 'ʃeəhəʊldə **akcjonariusz, udziałowiec**
[20] **to demand sth** tə dɪ'mɑ:nd 'sʌmθɪŋ **domagać się czegoś, żądać czegoś**
[21] **executive** ɪg'zekjʊtɪv **dyrektor, wysoki rangą menedżer**
[22] **to replace sth** tə rɪ'pleɪs 'sʌmθɪŋ **wymieniać coś, zastępować coś**
[23] **to wear out** tə weə aʊt **zużyć się**
[24] **to stimulate demand** tə 'stɪmjʊleɪt dɪ'mɑ:nd **pobudzać popyt**
[25] **resounding success** rɪ'zaʊndɪŋ sək'ses **ogromny sukces, niekwestionowany sukces**
[26] **15-fold** 'fɪfti:n fəʊld **piętnastokrotnie**
[27] **OECD (Organisation for Economic Co-operation and Development)** əʊ i: si: di:, ˌɔ:gənaɪ'zeɪʃən fə ˌekə'nɒmɪk kəʊˌɒpə'reɪʃən ənd dɪ'veləpmənt **Organizacja Współpracy Gospodarczej i Rozwoju**
[28] **embedded** ɪm'bedɪd ***tu:*** **zakorzeniony, osadzony**
[29] **greenhouse-gas emissions** 'gri:nhaʊs gæs ɪ'mɪʃənz **emisje gazów cieplarnianych**
[30] **carbon-intensive** 'kɑ:bən ɪn'tensɪv **emisyjny, wymagający dużych emisji dwutlenku węgla**
[31] **to eliminate sth** tʊ ɪ'lɪmɪneɪt 'sʌmθɪŋ **wyeliminować, usunąć coś**
[32] **environmental impact** ɪnˌvaɪrən'mentəl 'ɪmpækt **wpływ na środowisko**
[33] **recession** rɪ'seʃən **recesja**
[34] **to respond to sth** tə rɪ'spɒnd tə 'sʌmθɪŋ **reagować na coś**
[35] **central bank** 'sentrəl bæŋk **bank centralny**
[36] **interest rate** 'ɪntrəst reɪt **stopa procentowa**
[37] **to restrain sth** tə rɪ'streɪn 'sʌmθɪŋ **ograniczać, powstrzymywać coś**
[38] **to base sth on sth** tə beɪs 'sʌmθɪŋ ɒn 'sʌmθɪŋ **opierać coś na czymś**
[39] **investment** ɪn'vestmənt **inwestycja**
[40] **downsides** 'daʊnsaɪdz **wady, negatywne strony**
[41] **quality of life** 'kwɒləti ɒv laɪf **jakość życia**
[42] **worthwhile** wɜ:θ'waɪl **wartościowy, mający sens**
[43] **social welfare** 'səʊʃəl 'welfeə **dobrobyt społeczny**
[44] **raw materials** rɔ: mə'tɪərɪəlz **surowce**
[45] **to burn fuel** tə bɜ:n 'fju:əl **spalać paliwo**
[46] **data centre** 'deɪtə 'sentə **centrum danych**
[47] **commensurately** kə'menʃərətli **proporcjonalnie, odpowiednio**
[48] **renewable energy** rɪ'nju:əbəl 'enədʒi **energia odnawialna**
[49] **to reduce sth** tə rɪ'dju:s 'sʌmθɪŋ **zmniejszyć, zredukować coś**
[50] **resource consumption** rɪ'sɔ:s kən'sʌmpʃən **zużycie zasobów**
[51] **energy use** 'enədʒi ju:s **zużycie energii**
[52] **to expand dramatically** tʊ ɪk'spænd drə'mætɪkəli **gwałtownie wzrosnąć**

eprasa.pl 0e0bc7d201

recent decades despite major technological improvements[53].

Supporters of degrowth argue that efficiency alone cannot solve the problem. This is partly because of what economists call the "rebound effect," most notable in consumer electronics[54] and fashion.

Falling production costs have made smartphones, televisions and clothing progressively more affordable[55], but rather than reducing resource consumption, cheaper prices have encouraged consumers to replace perfectly functional products more frequently:

The United Nations estimates that the world generated more than 60 million tonnes of electronic waste[56] in 2022, with less than a quarter formally recycled[57].

Likewise, global clothing production has approximately doubled since 2000, while garments[58] are typically worn for only half as long as they were two decades ago.

Greater manufacturing efficiency has therefore reduced the cost of individual products but increased total consumption – the paradox[59] at the heart of the degrowth debate.

Climate change has intensified these concerns. The Intergovernmental Panel on Climate Change (IPCC) has repeatedly warned[60] that limiting[61] global warming[62] requires substantial[63] reductions in greenhouse gas emissions, while biodiversity loss[64], plastic pollution[65] and declining natural habitats[66] have added urgency to calls for systemic[67] economic change.

Degrowth or Selective Growth?

Despite its name, degrowth should not be considered synonymous with[68] stagnation[69]. Instead, it proposes deliberately reducing unnecessary production and consumption while improving quality of life. Supporters argue that societies should shift away from[70] measuring success solely through GDP and instead focus on health, education, environmental quality, leisure time and equality.

Rather than encouraging consumers to buy more goods, degrowth advocates[71] promote business models[72] that maximise[73] the useful life of existing products. The rapid growth of second-hand marketplaces[74] such as Vinted and OLX demonstrates that resale[75] can become a profitable industry. Companies including Patagonia have built customer loyalty[76] through repair programmes[77], Back Market has created a global business around refurbished[78] smartphones and laptops, and IKEA now operates furniture buy-back schemes[79]. In fact, anybody can get involved by upcycling old products into something new.

Degrowth isn't anti-capitalist[80]; rather, it encourages businesses to make money differently. Instead of maximising the number of new products sold, firms generate revenue[81] by repairing, refurbishing[82], renting, sharing or extending the life of existing assets[83]. Many analysts see this as the foundation of the emerging circular economy[84], which seeks to

[53] **technological improvements** ˌteknəˈlɒdʒɪkəl ɪmˈpruːvmənts **postęp technologiczny, usprawnienia technologiczne**
[54] **consumer electronics** kənˈsjuːmə elɪkˈtrɒnɪks **elektronika użytkowa**
[55] **affordable** əˈfɔːdəbl **przystępny cenowo**
[56] **electronic waste** elɪkˈtrɒnɪk weɪst **odpady elektroniczne, e-odpady**
[57] **to recycle sth** tə ˌriːˈsaɪkl ˈsʌmθɪŋ **przetwarzać coś, poddawać coś recyklingowi**
[58] **garment** ˈgɑːmənt **ubranie, część garderoby**
[59] **paradox** ˈpærədɒks **paradoks**
[60] **to warn that** tə wɔːn ðæt **ostrzegać, że**
[61] **to limit sth** tə ˈlɪmɪt ˈsʌmθɪŋ **ograniczać coś**
[62] **global warming** ˈgləʊbl ˈwɔːmɪŋ **globalne ocieplenie**
[63] **substantial** səbˈstænʃəl **znaczny, istotny**
[64] **biodiversity loss** ˌbaɪəʊdaɪˈvɜːsəti lɒs **utrata różnorodności biologicznej**
[65] **plastic pollution** ˈplæstɪk pəˈluːʃən **zanieczyszczenie plastikiem**
[66] **habitat** ˈhæbɪtæt **siedlisko**
[67] **systemic** sɪˈstemɪk **systemowy**
[68] **to be synonymous with sth** tʊ bi sɪˈnɒnɪməs wɪð ˈsʌmθɪŋ **być równoznacznym z czymś, być synonimem czegoś**
[69] **stagnation** stægˈneɪʃən **stagnacja**
[70] **to shift away from sth** tə ʃɪft əˈweɪ frɒm ˈsʌmθɪŋ **odchodzić od czegoś**
[71] **advocate** ˈædvəkət **zwolennik, rzecznik**
[72] **business model** ˈbɪznɪs ˈmɒdəl **model biznesowy**
[73] **to maximise sth** tə ˈmæksɪmaɪz ˈsʌmθɪŋ **maksymalizować coś**
[74] **second-hand marketplace** ˈsekənd hænd ˈmɑːkɪtpleɪs **rynek towarów używanych**
[75] **resale** ˈriːseɪl **odsprzedaż, handel używanymi rzeczami**
[76] **customer loyalty** ˈkʌstəmə ˈlɔɪəlti **lojalność klientów**
[77] **repair programme** rɪˈpeə ˈprəʊgræm **program napraw**
[78] **refurbished** riːˈfɜːbɪʃt **odnowiony, po renowacji**
[79] **buy-back scheme** baɪ bæk skiːm **program odkupu**
[80] **anti-capitalist** ˌænti ˈkæpɪtəlɪst **antykapitalistyczny**
[81] **to generate revenue** tə ˈdʒenəreɪt ˈrevənjuː **generować przychody**
[82] **to refurbish sth** tə riːˈfɜːbɪʃ ˈsʌmθɪŋ **odnawiać, remontować coś**
[83] **asset** ˈæset ***tu:*** **zasób, aktywo**
[84] **circular economy** ˈsɜːkjʊlə ɪˈkɒnəmi **gospodarka cyrkularna, gospodarka o obiegu zamkniętym**

GDP Fact Box

- Creator: Simon Kuznets, an American economist
- Developed in 1934 for a US Congress report.
- The report was commissioned[1] during the Great Depression[2] to measure the full US economy.
- Standardised globally at the Bretton Woods Conference in 1944.
- Kuznets warned that it measured production, not welfare. He subsequently criticised its misuse[3].

[1] **to commission sth** tə kəˈmɪʃən ˈsʌmθɪŋ ***tu:*** **zlecać coś**
[2] **the Great Depression** ðə greɪt dɪˈpreʃən **Wielki Kryzys**
[3] **misuse** ˌmɪsˈjuːs **nadużycie, niewłaściwe użycie**

INFOBOX

eprasa.pl 0e0bc7d201

decouple[85] commercial success[86] from the relentless[87] extraction[88] of new resources.

The Leading Voices

Degrowth is not just some wacky[89], impractical utopian pipe dream[90] imagined by anti-capitalist hippies[91], but a serious business and social argument developed by respected economists. Its roots stretch back several decades.

Economist Herman Daly argued that economies should aim for a "steady-state[92]" rather than perpetual[93] expansion. French philosopher André Gorz questioned consumerism[94] during the 1970s, while economist Serge Latouche became one of the movement's most influential modern advocates.

More recently, economist Jason Hickel has done more than anyone to bring the concept of degrowth into the mainstream[95]. His 2020 book, Less Is More: How Degrowth Will Save the World, has become the movement's best-known work. It was selected as a Financial Times Book of the Year and a New Scientist Book of the Year.

The World Economic Forum[96] has also examined whether future prosperity[97] should place greater emphasis on resilience[98], sustainability and wellbeing[99] rather than simply maximising GDP growth.



Critics Remain Unconvinced[100]

The idea of deliberately shrinking[101] economic activity alarms[102] many economists and business leaders.

Their biggest concern is employment. If businesses produce fewer goods and services, they may need fewer workers. Lower profits could reduce investment, while weaker tax revenues would make it harder to fund[103] healthcare, education and pensions[104], particularly in ageing societies[105] already facing rising public costs.

[85] **to decouple sth from sth** tə diːˈkʌpl ˈsʌmθɪŋ frɒm ˈsʌmθɪŋ **oddzielić coś od czegoś**

[86] **commercial success** kəˈmɜːʃəl səkˈses **sukces komercyjny**

[87] **relentless** rɪˈlentləs **nieustanny, bezlitosny**

[88] **extraction** ɪkˈstrækʃən **wydobycie, eksploatacja**

[89] **wacky** ˈwæki **zwariowany, absurdalny**

[90] **pipe dream** paɪp driːm **mrzonka, nierealistyczne marzenie**

[91] **hippie** ˈhɪpi **hipis**

[92] **steady-state** ˌstedi ˈsteɪt **stan równowagi, stan stacjonarny**

[93] **perpetual** pəˈpetʃuəl **wieczny, nieustający**

[94] **consumerism** kənˈsjuːmərɪzm **konsumpcjonizm**

[95] **to bring sth into the mainstream** tə brɪŋ ˈsʌmθɪŋ ˈɪntə ðə ˈmeɪnstriːm **wprowadzić coś do głównego nurtu**

[96] **World Economic Forum** wɜːld ˌekəˈnɒmɪk ˈfɔːrəm **Światowe Forum Ekonomiczne**

[97] **prosperity** prɒˈsperəti **dobrobyt, pomyślność**

[98] **resilience** rɪˈzɪliəns **odporność, zdolność do adaptacji**

[99] **wellbeing** ˌwelˈbiːɪŋ **dobrostan**

[100] **to remain unconvinced** tə rɪˈmeɪn ˌʌnkənˈvɪnst **pozostawać nieprzekonanym**

[101] **to shrink** tə ʃrɪŋk **kurczyć (się), zmniejszać (się)**

[102] **to alarm sb** tʊ əˈlɑːm ˈsʌmbədi **niepokoić kogoś, alarmować kogoś**

[103] **to fund sth** tə fʌnd ˈsʌmθɪŋ **finansować coś**

[104] **pension** ˈpenʃən **emerytura**

[105] **ageing society** ˈeɪdʒɪŋ səˈsaɪəti **starzejące się społeczeństwo**

eprasa.pl 0e0bc7d201



Critics also argue that slower growth could reduce spending on research, delaying breakthroughs[106] in medicine, clean energy and artificial intelligence. Supporters of green growth[107] contend[108] that economies can continue expanding while cutting emissions[109] through renewable energy, electrification[110], circular manufacturing and cleaner industrial processes[111].

Modern financial systems also rely on expectations of future growth. Pension funds[112], stock markets[113] and government borrowing[114] are built around expanding economies, meaning degrowth could require a fundamental redesign[115] of the global economic system.

Could Governments Ever Embrace[116] Degrowth?

Despite growing academic[117] interest, degrowth remains politically unpopular[118]. Voters generally associate[119] economic growth with jobs, rising incomes and better public services, making it difficult for politicians to advocate producing less.

Developing countries[120] are even less likely to embrace the concept. Many are still focused on reducing poverty[121] and improving living standards[122], arguing that wealthier nations should not deny[123] them the prosperity they themselves have enjoyed.

Instead, governments are more likely to adopt[124] individual degrowth ideas without using the label. Policies encouraging product repair, reducing waste, improving public transport[125], boosting[126] energy efficiency[127] and measuring wellbeing alongside[128] GDP are already becoming more common.

Degrowth is unlikely to become official policy in Washington, London or Brussels any time soon. Yet its influence is already evident. The debate has shifted from pursuing growth at any cost[129] towards asking what kind of growth best serves people and the planet.

[106] **breakthrough** 'breɪkθru: **przełom**
[107] **green growth** gri:n grəʊθ **zielony wzrost (wzrost przy jednoczesnym zmniejszaniu szkód dla środowiska)**
[108] **to contend that** tə kən'tend ðæt **twierdzić, że**
[109] **to cut emissions** tə kʌt ɪ'mɪʃənz **ograniczać emisje**
[110] **electrification** ɪˌlektrɪfɪ'keɪʃən **elektryfikacja**
[111] **industrial process** ɪn'dʌstriəl 'prəʊses **proces przemysłowy**
[112] **pension fund** 'penʃən fʌnd **fundusz emerytalny**
[113] **stock market** stɒk 'mɑ:kɪt **giełda papierów wartościowych**
[114] **government borrowing** 'gʌvənmənt 'bɒrəʊɪŋ **zadłużenie rządowe, pożyczki rządowe**
[115] **redesign** ˌri:dɪ'zaɪn **przeprojektowanie**
[116] **to embrace sth** tʊ ɪm'breɪs 'sʌmθɪŋ ***tu:*** **przyjąć coś**
[117] **academic** ˌækə'demɪk ***tu:*** **naukowy, akademicki**
[118] **politically unpopular** pə'lɪtɪkəli ʌn'pɒpjʊlə **niepopularny politycznie**
[119] **to associate sth with sth** tʊ ə'səʊʃieɪt 'sʌmθɪŋ wɪð 'sʌmθɪŋ **kojarzyć coś z czymś**
[120] **developing country** dɪ'veləpɪŋ 'kʌntri **kraj rozwijający się**
[121] **to reduce poverty** tə rɪ'dju:s 'pɒvəti **zmniejszać ubóstwo**
[122] **living standards** 'lɪvɪŋ 'stændədz **poziom życia**
[123] **to deny sb sth** tə dɪ'naɪ 'sʌmbədi 'sʌmθɪŋ **odmówić komuś czegoś**
[124] **to adopt sth** tʊ ə'dɒpt 'sʌmθɪŋ ***tu:*** **przyjąć, wprowadzić coś**
[125] **public transport** 'pʌblɪk 'trænspɔ:t **transport publiczny**
[126] **to boost sth** tə bu:st 'sʌmθɪŋ **zwiększać, napędzać, wspierać coś**
[127] **energy efficiency** 'enədʒi ɪ'fɪʃənsi **efektywność energetyczna**
[128] **alongside X** əˌlɒŋ'saɪd eks ***tu:*** **obok**
[129] **at any cost** ət 'eni kɒst **za wszelką cenę**

eprasa.pl 0e0bc7d201

Iceland Says No To EU

The idea of Iceland joining the European Union has been a topic of discussion for several years. Nonetheless[1], in a recent referendum, almost 53 percent of those who voted rejected the resumption[2] of EU accession talks[3] with Brussels. **Jonathan Moore** examines the reasoning behind this decision.

The History

Back in 1994, Iceland joined the newly formed European Economic Area (EEA), along with Norway. With that, these countries gained full access to the single European market despite[4] not being fully fledged[5] EU member states. The financial crisis of 2008 – which lasted up until 2011 – may have been instrumental[6] in Iceland feeling the need to enter the EU.

Talks Begin in Earnest[7]

In July 2009, the then Icelandic government – a coalition between the Social Democratic Alliance (Samfylkingin) and the Left-Green Movement – applied for[8] EU membership. In June 2010, the EU Council decided to open negotiations on accession.

Talks Come to a Halt[9]

However, May 2013 saw the election of a new government formed by a coalition of the Progressive Party and the Independence Party (Framsóknarflokkurinn and Sjálfstæðisflokkurinn), which led to the suspension[10] of negotiations. In March 2015, the Reykjavik administration[11] made it clear that it did not want the EU to consider Iceland as a potential candidate for membership.

The Case in Favour[12]

However, the unstable global geopolitical climate caused by the conflict in Ukraine as well as America's aspirations in the Arctic – with the Trump administration openly declaring its desire to either invade or[13] acquire[14] Iceland's big neighbour

[1] **nonetheless** ˌnʌnðəˈles **jednakże**
[2] **resumption** rɪˈzʌmpʃən **wznowienie**
[3] **accession talks** ækˈseʃn tɔːks **rozmowy o przystąpieniu (do organizacji)**
[4] **despite** dɪsˈpaɪt **pomimo**
[5] **fully fledged** ˌfʊli ˈfledʒd ***tu:*** **pełnoprawny**
[6] **to be instrumental in sth** tʊ bi ˌɪnstrəˈmentl ɪn ˈsʌmθɪŋ **odegrać kluczową rolę w czymś**
[7] **in earnest** ɪn ˈɜːnɪst **na poważnie, z pełnym zaangażowaniem**
[8] **to apply for sth** tʊ əˈplaɪ fə ˈsʌmθɪŋ **wnioskować o coś**
[9] **to come to a halt** tə kʌm tʊ ə hɔːlt **zatrzymać się, stanąć**
[10] **suspension** səˈspenʃn ***tu:*** **zawieszenie**
[11] **administration** ədˌmɪnɪˈstreɪʃn ***tu:*** **rząd, administracja**
[12] **in sb's favour** ɪn ˈsʌmbədɪz ˈfeɪvə **na czyjąś korzyść**
[13] **either... or...** ˈaɪðər... ɔː... **albo... albo...**
[14] **to acquire sth** tʊ əˈkwaɪə ˈsʌmθɪŋ **przejąć, nabyć coś**

Info Box

Greenland extends considerably further north and west than Iceland, further towards the east and even towards the south. The southern tip[1] of mainland Iceland, the Kötlutangi spit[2], lies at approx. 63° 23' N, while the southernmost point in Greenland, Cape Farewell, lies at approx. 59°46′ N, putting it on the same latitude[3] as Scotland's Shetland Islands.

[1] **tip** tɪp ***tu:*** **kraniec, czubek**
[2] **spit** spɪt ***tu:*** **mierzeja**
[3] **latitude** ˈlætɪtjuːd **szerokość geograficzna**

INFOBOX

eprasa.pl 0e0bc7d201



OGLĄDAJ VIDEO
business-english.com.pl

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

Greenland – reignited[15] the debate over Reykjavik's EU membership. Despite the fact that Iceland is already a member of NATO, the country has no standing army, so Icelandic Europhiles[16] believe that solidarity[17] with Europe would provide increased[18] protection against the US administration if it were to threaten[19] to do the same thing to Iceland. This prompted[20] the Icelandic government to call a referendum on resuming EU membership negotiations in 2026.

Moreover, according to[21] the CEPS, a prominent Brussels-based think tank[22] for debate on EU-related issues, the Union is already Iceland's main trading partner[23], with approx. 66.5 percent of its exports going to EU customers. According to the WTEX (World's Top Exports) website, most of its top ten export destinations between 2024 and 2025 were EU member states. The biggest importer of Icelandic goods was the Netherlands on 34.3 percent. Additionally, by entering the Union, Iceland would automatically become a member of the European Customs Union[24], and by entering the Eurozone[25], Reykjavik would possibly solve a perennial[26] economic problem: the volatility[27] of its currency. Both of these developments would boost[28] trade and investment.

There are also legal issues to consider: according to the present EEA agreement, Iceland has no seat at the EU decision-making table[29], so it must adopt a number of EU laws submissively[30]. EU membership would enable Iceland to[31] defend its interests within Europe by voting in EU policy negotiations. It would even have the power to veto[32] unfavourable[33] decisions affecting its economy, especially those connected with the Common Foreign and Security Policy. In simple terms, Iceland would be a lawmaker[34] instead of[35] a law taker[36].

The Case Against

As an island nation that only gained independence from Denmark as recently as 17 June 1944, many Icelanders view EU membership as a potential prelude[37] to the loss of their sovereignty[38], and this issue was central to the anti-EU campaign.

Another pivotal[39] issue was fisheries[40], the backbone[41] of Iceland's economy. According to the OEC, fish fillets[42], non-filleted[43] fresh fish and non-filleted frozen fish were the country's second, third and fourth biggest exports respectively during 2025 (its top export being raw aluminium[44]). The idea of Brussels imposing[45] potentially devastating new fishing quotas[46] on Iceland and opening up its waters to foreign fishing companies put[47] Icelandic voters off voting for EU membership. Even the EU's apparent willingness to compromise with Reykjavik on fisheries failed to convince enough Icelanders, some of whom feared that their country would be unable to stand its ground[48] at the EU negotiating table.

The End Result: Iceland Says No

In the end, 82.5 percent of eligible voters participated in the referendum on reopening accession talks with the EU, with 52.8 percent of them voting against and 47.2 percent voting in favour. Following the result of the referendum, Prime Minister Kristrún Mjöll Frostadóttir stated that her government would not proceed with the negotiations. Instead, it would focus on strengthening[49] its ties with the EEA.

Only the Capital Said Yes

Iceland is divided into six electoral constituencies[50]: Reykjavik North, Reykjavik South, North West, North East, South and South West Constituencies (in Icelandic: Reykjavíkurkjördæmi norður, Reykjavíkurkjördæmi suður, Norðvesturkjördæmi, Norðausturkjördæmi, Suðvesturkjördæmi and Suðurkjördæmi).

Only the two Reykjavik constituencies voted in favour of EU accession: 57.5 percent of Reykjavik North and 54.5 percent of Reykjavik South. The remaining rural

[15] **to reignite sth** tʊ ˌriːɪgˈnaɪt ˈsʌmθɪŋ **na nowo rozpalić, wznowić**
[16] **Europhile** ˈjʊərəʊfaɪl **zwolennik integracji europejskiej**
[17] **solidarity** ˌsɒlɪˈdærətɪ **solidarność**
[18] **increased** ˈɪnkriːst **zwiększony**
[19] **to threaten** tə ˈθretn **za/grozić**
[20] **to prompt sb to do sth** tə prɒmpt ˈsʌmbədi tə duː ˈsʌmθɪŋ **skłonić kogoś do zrobienia czegoś**
[21] **according to X** əˈkɔːdɪŋ tə eks **według X**
[22] **think tank** θɪŋk tæŋk **ośrodek analityczny, think tank**
[23] **trading partner** ˈtreɪdɪŋ ˈpɑːtnə **partner handlowy**
[24] **customs union** ˈkʌstəmz ˈjuːniən **unia celna**
[25] **Eurozone** ˈjʊərəʊzəʊn **strefa euro**
[26] **perennial** pəˈreniəl **odwieczny, nieustanny**
[27] **volatility** ˌvɒləˈtɪlətɪ **niestabilność, zmienność**
[28] **to boost sth** tə buːst ˈsʌmθɪŋ **pobudzić, zwiększyć coś**
[29] **decision-making table** dɪˈsɪʒn ˌmeɪkɪŋ ˈteɪbl **stół negocjacyjny, organ decyzyjny**
[30] **submissively** səbˈmɪsɪvlɪ **biernie, ulegle**
[31] **to enable sb to do sth** tʊ ɪˈneɪbl ˈsʌmbədɪ tə duː ˈsʌmθɪŋ **umożliwiać komuś zrobienie czegoś**
[32] **to veto sth** tə ˈviːtəʊ ˈsʌmθɪŋ **zawetować coś**
[33] **unfavourable** ˌʌnˈfeɪvərəbl **niekorzystny**
[34] **lawmaker** ˈlɔːmeɪkə **prawodawca**
[35] **instead of sth** ɪnˈsted ɒv ˈsʌmθɪŋ **zamiast czegoś**
[36] **law taker** lɔː ˈteɪkə ***tu:*** **państwo przyjmujące przepisy, na których tworzenie nie ma wpływu**
[37] **prelude** ˈprelјuːd **wstęp, preludium**
[38] **sovereignty** ˈsɒvrənti **suwerenność**
[39] **pivotal** ˈpɪvətl **kluczowy, najważniejszy**
[40] **fishery** ˈfɪʃərɪ **rybołówstwo**
[41] **backbone** ˈbækbəʊn ***tu:*** **rdzeń, filar**
[42] **fillet** ˈfɪlɪt **filet**
[43] **non-filleted** nɒn ˈfɪlɪtɪd **niefiletowany**
[44] **raw aluminium** rɔː ˌæljəˈmɪniəm **surowe aluminium**
[45] **to impose sth on sb** tʊ ɪmˈpəʊz ˈsʌmθɪŋ ɒn ˈsʌmbədi **narzucić coś komuś**
[46] **fishing quota** ˈfɪʃɪŋ ˈkwəʊtə **kwota połowowa**
[47] **to put sb off sth** tə pʊt ˈsʌmbədi ɒf ˈsʌmθɪŋ **zniechęcić kogoś do czegoś**
[48] **to stand one's ground** tə stænd wʌnz graʊnd **obstawać przy swoim, nie ustępować**
[49] **to strengthen sth** tə ˈstreŋθən ˈsʌmθɪŋ **wzmacniać coś**
[50] **electoral constituency** ɪˌlektərəl kənˈstɪtjʊənsi **okręg wyborczy**

eprasa.pl 0e0bc7d201

A WORD WORTH REMEMBERING

to stand one's ground
/tə stænd wʌnz graʊnd/
obstawać przy swoim, nie ustępować

constituencies were opposed to joining the EU. Indeed[51], in the North West constituency – a key fishing and agricultural region – as much as 62.9 percent of the electorate said no, as did 61.2 percent of voters in the North East, 60.2 percent of voters in the South and 53 percent of voters in the South West. In short, the Eurosceptic[52] rural vote basically outweighed[53] the pro-European urban vote.

Right or Wrong?

The high turnout[54] in the Icelandic EU referendum clearly indicates[55] how much the issue mattered to most Icelanders. Ultimately[56], it was the Eurosceptics that emerged victorious[57], effectively ending the debate. However, in view of[58] the country's economic ties with Europe and America's ambitions for the Arctic Region, it remains to be seen whether Iceland has made the right or wrong decision by opting out[59] of negotiations with Brussels.

[51] **indeed** ɪn'di:d **w rzeczy samej**
[52] **Eurosceptic** ˌjʊərəʊ'skeptɪk **eurosceptyczny**
[53] **to outweigh sth** tʊ ˌaʊt'weɪ 'sʌmθɪŋ **przeważyć nad czymś**
[54] **turnout** 'tɜ:naʊt **frekwencja (wyborcza)**
[55] **to indicate** tʊ 'ɪndɪkeɪt **wskazywać**
[56] **ultimately** 'ʌltɪmɪtlɪ **w końcu, ostatecznie**
[57] **to emerge victorious** tʊ ɪ'mɜ:dʒ vɪk'tɔ:rɪəs **wygrać, odnieść zwycięstwo**
[58] **in view of X** ɪn vju: ɒv eks **w świetle X, biorąc pod uwagę X**
[59] **to opt out of sth** tʊ ɒpt aʊt ɒv 'sʌmθɪŋ **zrezygnować z czegoś, wycofać się z czegoś**



eprasa.pl 0e0bc7d201

Pulling a Sickie[1] – How Europe Is Tackling[2] Employee Sick Leave[3]

Be honest – have you ever phoned in sick[4] with a hangover[5] or phantom "bad back[6]?" Some employees think that a few days' sick leave each year is a standard perk[7], but employers[8] are clamping down[9]. The **BEM Team** checks the latest absence policy.

For generations, "pulling a sickie" has been part of workplace culture. The challenge for employers is how to protect the rights of honest employees while discouraging[10] those who abuse the system[11]. How does Europe deal with the issue?

Some countries place considerable trust in employees, allowing[12] several days of self-certified[13] sickness before medical evidence is required. Others expect workers to visit a doctor almost immediately.

German Reform

Germany has traditionally provided some of Europe's most generous sickness benefits. Employees receive full pay from their employer for up to six weeks of illness before statutory health insurance[14] takes over[15] with reduced payments for longer-term absences.

[1] **to pull a sickie** tə pʊl ə 'sɪki **zasymulować chorobę, żeby nie przyjść do pracy, udawać chorego**
[2] **to tackle sth** tə 'tækl 'sʌmθɪŋ **radzić sobie z czymś**
[3] **employee sick leave** ˌemplɔɪ'i: sɪk li:v **L4 pracownika**
[4] **to phone in sick** tə fəʊn ɪn sɪk **zadzwonić do pracy i powiedzieć, że się jest chorym**
[5] **hangover** 'hæŋəʊvə **kac**
[6] **bad back** bæd bæk **ból pleców**
[7] **perk** pɜ:k **przywilej, benefit pracowniczy**
[8] **employer** ɪm'plɔɪə **pracodawca**
[9] **to clamp down** tə klæmp daʊn *tu:* **zaostrzyć kontrolę**
[10] **to discourage sb** tə dɪs'kʌrɪdʒ 'sʌmbədɪ **zniechęcać kogoś**
[11] **to abuse the system** tʊ ə'bju:z ðə 'sɪstəm **nadużywać systemu, wykorzystywać system**
[12] **to allow sth** tʊ ə'laʊ 'sʌmθɪŋ **pozwalać na coś**
[13] **self-certified** ˌself'sɜ:tɪfaɪd **poświadczony samodzielnie przez pracownika, bez zaświadczenia lekarskiego**
[14] **statutory health insurance** 'stætʃətri helθ ɪn'ʃɔ:rəns **ustawowe ubezpieczenie zdrowotne**
[15] **to take over** tə teɪk 'əʊvə *tu:* **przejmować odpowiedzialność**

A WORD WORTH REMEMBERING

sick leave
/ˈ sɪk liːv/
L4, zwolnienie chorobowe



eprasa.pl 0e0bc7d201



ON THE FACE OF IT, FRENCH AND GERMAN EMPLOYEES ARE CLEARLY THE WORST OFFENDERS, WHILE BRITISH AND POLISH WORKERS TAKE FEWER DAYS OFF SICK.

OGLĄDAJ VIDEO
business-english.com.pl

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

Until now, employees were expected to provide a medical certificate[16] after three calendar days of sickness, although employers already had the legal right to insist on it from the first day. The German government is now seeking to make day-one certification the standard requirement, ending the pandemic-era practice of obtaining sick notes[17] by telephone.

The reforms follow concerns over rising sickness absence. Germany has recorded comparatively high levels of employee sick leave in recent years, prompting business groups to argue that generous arrangements may unintentionally encourage unnecessary absences. Supporters believe earlier medical verification[18] will reduce abuse and improve productivity.

Critics disagree. Medical associations warn that forcing people with minor illnesses to[19] visit surgeries[20] immediately could increase pressure on[21] healthcare systems and expose vulnerable[22] patients to unnecessary infection risks. Some employment experts also argue that most workers are honest, meaning stricter rules may punish everyone because of a small minority.

The United Kingdom: Trust with Limits

Moving along the trust spectrum[23], Britain remains one of Europe's more trust-based systems. Employees can normally self-certify sickness for up to seven calendar days before obtaining a note from a healthcare professional. During this period, employers generally cannot insist upon medical evidence, although businesses often require employees to complete self-certification forms upon returning to work.

This approach seeks to achieve a pragmatic happy medium[24]. Visiting a GP[25] just to confirm a short-lived[26] virus would place additional strain on the already-overstretched[27] National Health Service (NHS[28]) while generating little practical benefit. Instead, employers rely on return-to-work interviews[29] (See fact Box), attendance monitoring[30] and established disciplinary procedures[31] to identify and manage repeated patterns of absence.

Many HR specialists argue that these measures often reveal far more than a doctor's certificate. Frequent Monday or Friday absences, repeated illnesses before bank holidays[32] or recurring short-term sickness[33] may indicate underlying issues ranging from genuine health problems to substance abuse[34], poor morale or disengagement[35].

Scandinavia's Culture of Trust

The Nordic countries generally place considerable faith in employees, combining generous welfare systems with active management. For example, Sweden allows employees to remain off work for more than a week before requiring a medical certificate. Workers receive around 80 percent of their pay during the employer-funded period before the national insurance system assumes responsibility[36] for longer absences.

Norway and Denmark also operate relatively flexible systems, although certification requirements[37] differ between employers and sectors. Rather than relying solely on medical evidence, many Nordic employers place greater emphasis on rehabilitation[38], early intervention[39] and helping staff return to work safely.

This reflects wider cultural attitudes. High levels of social trust, strong occupational health services[40] and cooperative labour relations[41] mean employers often view sickness management as a shared responsibility rather than an exercise in policing[42] attendance.

France, Spain and Beyond

Elsewhere in Europe, the picture becomes even more varied.

France requires medical justification[43] quickly, with certificates generally expected within 48 hours of the start of illness. Social security payments[44] begin after an

[16] **medical certificate** ˈmedɪkl səˈtɪfɪkət **zaświadczenie lekarskie**

[17] **sick note** sɪk nəʊt **zwolnienie lekarskie**

[18] **medical verification** ˈmedɪkl ˌverɪfɪˈkeɪʃn **weryfikacja lekarska**

[19] **to force sb to do sth** tə fɔːs ˈsʌmbədɪ tə duː ˈsʌmθɪŋ **zmuszać kogoś do zrobienia czegoś**

[20] **surgery** ˈsɜːdʒəri ***tu:*** **przychodnia lekarska, gabinet lekarski**

[21] **to increase pressure on sth** tʊ ˈɪnkriːs ˈpreʃə(r) ɒn ˈsʌmθɪŋ **zwiększyć presję/nacisk na coś**

[22] **vulnerable** ˈvʌlnərəbl **podatny**

[23] **trust spectrum** trʌst ˈspektrəm **skala zaufania**

[24] **pragmatic happy medium** prægˈmætɪk ˌhæpi ˈmiːdiəm **rozsądny kompromis, złoty środek**

[25] **GP (general practitioner)** dʒiː piːˈdʒenərəl prækˈtɪʃnə **lekarz rodzinny**

[26] **short-lived** ˌʃɔːt ˈlɪvd **krótkotrwały**

[27] **overstretched** ˌəʊvəˈstretʃt **przeciążony, przepracowany**

[28] **NHS (National Health Service)** en eɪtʃ es, ˈnæʃnəl helθ ˈsɜːvɪs **brytyjska publiczna służba zdrowia**

[29] **return-to-work interview** rɪˈtɜːn tə wɜːk ˈɪntəvjuː **rozmowa z pracownikiem po powrocie do pracy po chorobie**

[30] **attendance monitoring** əˈtendəns ˈmɒnɪtərɪŋ **monitorowanie obecności**

[31] **disciplinary procedure** ˌdɪsɪˈplɪnəri prəˈsiːdʒə **procedura dyscyplinarna**

[32] **bank holiday** bæŋk ˈhɒlədeɪ **dzień ustawowo wolny od pracy**

[33] **short-term sickness** ˌʃɔːt tɜːm ˈsɪknəs **krótkotrwała choroba**

[34] **substance abuse** ˈsʌbstəns əˈbjuːs **nadużywanie substancji psychoaktywnych**

[35] **disengagement** ˌdɪsɪnˈgeɪdʒmənt **brak zaangażowania**

[36] **to assume responsibility** tʊ əˈsjuːm rɪˌspɒnsəˈbɪləti **przejąć odpowiedzialność**

[37] **certification requirement** ˌsɜːtɪfɪˈkeɪʃn rɪˈkwaɪəmənt **wymóg zaświadczenia**

[38] **rehabilitation** ˌriːhəˌbɪlɪˈteɪʃn **rehabilitacja, powrót do zdrowia**

[39] **early intervention** ˈɜːli ˌɪntəˈvenʃn **wczesna interwencja**

[40] **occupational health service** ˌɒkjəˈpeɪʃənl helθ ˈsɜːvɪs **usługi medycyny pracy**

[41] **labour relations** ˈleɪbə rɪˈleɪʃnz **stosunki pracy**

[42] **to police** tə pəˈliːs ***tu:*** **kontrolować, egzekwować**

[43] **medical justification** ˈmedɪkl ˌdʒʌstɪfɪˈkeɪʃn **uzasadnienie medyczne**

[44] **social security payment** ˈsəʊʃl sɪˈkjʊərəti ˈpeɪmənt **świadczenie z ubezpieczenia społecznego**

eprasa.pl 0e0bc7d201

initial waiting period[45], although many employers top up[46] salaries in line with union agreements[47].

Spain is one of the stricter countries. The first three days of sickness are unpaid[48]. Despite this, Spanish workers still record relatively high levels of sickness absence, suggesting that financial penalties alone do not determine attendance behaviour.

In the Netherlands, employers bear much of the responsibility[49] for supporting sick employees, often paying wages for prolonged[50] periods while actively investing in rehabilitation and workplace adjustments[51]. The emphasis is less on proving illness than on helping employees recover and return to productive work.

Does Stricter Certification Reduce Absence?

Common-sense logic would say that making the rules tougher would discourage casual or fake illness and reduce absence, but the evidence is surprisingly mixed.

Labour Turnover

Labour turnover (as a percentage) is calculated by dividing the number of employees who left during a given period by the average number of employees in the organisation. For example, if a company employed an average of 200 people during the year and 20 left, its labour turnover rate would be 10 percent. Rates below 10 percent could suggest employee satisfaction, but also stagnation[1]. Once rates move above 20 percent, alarm bells should start to ring[2].

[1] **stagnation** stæg'neɪʃn **stagnacja**
[2] **alarm bells should ring** ə'lɑ:m belz ʃəd rɪŋ **powinny zapalić się czerwone lampki, powinno to zaniepokoić**

INFOBOX

Employee Absence in Selected European Countries

On the face of it, French and German employees are clearly the worst offenders, while British and Polish workers take fewer days off sick. However, the moment where certification is required varies, making not only comparisons difficult, but also determining the relationship between early certification and lower absence.

Certification Requirements

COUNTRY	AVERAGE SICK DAYS PER EMPLOYEE (2024 OR LATEST AVAILABLE)	DOCTOR'S NOTE REQUIRED
France	~16	Usually within 48 hours
Germany	14.8	Day 1 (new rules)
Sweden	~10	After 7 days
Netherlands	~9	Employer determines
Spain	~7	From the first day of absence
Poland	~6	From the first day of absence
United Kingdom	4.4	After 7 days

Sources: Destatis (Germany), ONS (UK), OECD sickness absence database, WHO European Health Information Gateway and national statistical offices.

INFOBOX

International comparisons are far from straightforward. While on the face of it[52], some countries, such as Germany, clearly have higher absence rates than some of their neighbours, it is often a case of "apples and oranges[53]." Different criteria mean the metrics do not give direct, like-for-like comparisons[54] (*see the tables*).

The data shows that countries with generous sick pay do not necessarily experience the highest absence rates, while countries imposing tighter rules do not always achieve lower absenteeism[55]. National culture may play a role, so what works well in one country may not automatically be successful elsewhere.

[45] **waiting period** 'weɪtɪŋ 'pɪərɪəd **okres oczekiwania**
[46] **to top up** tə tɒp ʌp **dopłacić**
[47] **union agreement** 'ju:nɪən ə'gri:mənt **układ zbiorowy pracy, porozumienie związkowe**
[48] **unpaid** ˌʌn'peɪd ***tu:*** **bezpłatny, nieodpłatny**
[49] **to bear responsibility** tə beə rɪˌspɒnsə'bɪlətɪ **ponosić odpowiedzialność**
[50] **prolonged** prə'lɒŋd **przedłużony, długotrwały**
[51] **workplace adjustment** 'wɜ:kpleɪs ə'dʒʌstmənt **dostosowanie miejsca pracy**
[52] **on the face of it** ɒn ðə feɪs ɒv ɪt **na pierwszy rzut oka, pozornie**
[53] **apples and oranges** 'æplz ənd 'ɒrɪndʒɪz **nieporównywalne rzeczy**
[54] **like-for-like comparison** 'laɪk fə laɪk kəm'pærɪsn **porównanie jeden do jednego**
[55] **absenteeism** ˌæbsən'ti:ɪzm **absencja**

eprasa.pl 0e0bc7d201

SICKY STATISTICS

Complete each sentence with one option from the table. Use each option once. Check the article for the facts before choosing your answers; grammar alone will not tell you which comparison is correct.

A. fewer B. most C. longer D. less E. higher F. a few G. lower H. more

1. Some employees think taking _____ days of sick leave each year is just a standard job perk.
2. Germany has recorded _____ levels of employee sick leave than some of its European neighbours.
3. Repeated short-term absences can reveal _____ about workplace problems than a doctor's certificate.
4. Swedish employees can generally remain off work for a _____ period than French employees before a medical certificate is required.
5. Countries with stricter certification rules do not always have _____ absence rates.
6. Figures suggest that British employees take _____ sick days on average than French employees.
7. Allowing self-certification for a short illness can put _____ pressure on GP services.
8. The _____ successful organisations combine certification with interviews and analysis of absence patterns.

BEM TEST

Answers: 1. F, 2. E, 3. H, 4. C, 5. G, 6. A, 7. D, 8. B

THE MOST SUCCESSFUL ORGANISATIONS RECOGNISE THAT EFFECTIVE ABSENCE MANAGEMENT REQUIRES A PACKAGE OF MEASURES.

Researchers increasingly argue that sickness absence reflects a complex mix of workplace culture, job satisfaction, stress, physical health, demographics[56] and occupational risk[57] rather than certification rules alone. For example, construction workers naturally experience more genuine injuries than office workers. Healthcare staff face higher exposure to infectious diseases[58]. Employees suffering from burnout[59] or poor mental health may require justifiable periods away from work.

[56] **demographics** ˌdeməˈgræfɪks **demografia**
[57] **occupational risk** ˌɒkjəˈpeɪʃənl rɪsk **ryzyko zawodowe**
[58] **infectious disease** ɪnˈfekʃəs dɪˈziːz **choroba zakaźna**

Technology Changes the Equation

Digitalisation is also reshaping[60] sickness management. Germany's electronic sick note system already enables doctors to submit certificates digitally to insurers and employers, reducing paperwork while making verification faster and more efficient.

Across Europe, HR software[61] increasingly identifies attendance patterns[62] automatically, allowing managers to spot repeated short-term absences, seasonal trends[63] or potential wellbeing issues[64] much earlier than traditional manual records.

Rather than focusing solely on catching dishonest employees, many organisations now proactively use attendance data to identify departments experiencing excessive workloads[65], poor management or rising stress levels. This can be particularly telling[66] when high sickness levels coincide with[67] a higher-than-company-average labour turnover[68] (*see Fact Box*) within a department.

Inconclusive Evidence

It can be perplexing[69] for HR departments that neither a laissez-faire[70] nor

[59] **burnout** ˈbɜːnaʊt **wypalenie zawodowe**
[60] **to reshape sth** təˈriːˈʃeɪp ˈsʌmθɪŋ **przekształcać coś**
[61] **HR software** eɪtʃ ɑː ˈsɒftweə **oprogramowanie HR, system do zarządzania kadrami**
[62] **attendance pattern** əˈtendəns ˈpætən **wzorzec obecności**
[63] **seasonal trend** ˈsiːzənl trend **trend sezonowy**
[64] **wellbeing issue** ˈwelbiːɪŋ ˈɪʃuː **problem ze stanem zdrowia, problem z samopoczuciem**
[65] **workload** ˈwɜːkləʊd **obciążenie pracą**
[66] **telling** ˈtelɪŋ ***tu:*** **wymowny, znamienny**
[67] **to coincide with sth** təˌkəʊɪnˈsaɪd wɪð ˈsʌmθɪŋ **być zbieżnym z czymś, zbiegać się z czymś**
[68] **labour turnover** ˈleɪbə ˈtɜːnəʊvə **rotacja pracowników**
[69] **perplexing** pəˈpleksɪŋ **zdumiewający, kłopotliwy**
[70] **laissez-faire** ˌleseɪ ˈfeə **podejście oparte na nieinterweniowaniu**

eprasa.pl 0e0bc7d201

draconian[71] approach guarantees success. A highly suspicious culture can be counterproductive[72], damaging employee morale or encouraging "presenteeism[73]" (See Fact Box). Conversely, unconditional trust[74] may encourage a small minority to exploit[75] generous policies.

The most successful organisations recognise that effective absence management[76] requires a package of measures[77] including certification, return-to-work interviews and data analysis[78] to identify absence patterns and root causes[79]. That way, they are not just preventing workers from "pulling a sickie" but designing it out[80] of the system.

Return-to-work Interviews

Held on an employee's first day back after sickness, these brief, informal meetings confirm fitness to return[1], discuss any ongoing health concerns[2] and identify workplace support[3]. They also discourage unnecessary absence. The UK's Chartered Institute of Personnel and Development (CIPD[4]) describes them as one of the most effective absence-management tools[5], particularly for tackling repeated short-term sickness.

[1] **fitness to return** 'fɪtnəs tə rɪ'tɜ:n **gotowość do powrotu do pracy**
[2] **ongoing health concern** 'ɒngəʊɪŋ helθ kən'sɜ:n **trwające problemy zdrowotne**
[3] **workplace support** 'wɜ:kpleɪs sə'pɔ:t **wsparcie w miejscu pracy**
[4] **CIPD (Chartered Institute of Personnel and Development)** si: aɪ pi: di:, 'tʃɑ:təd 'ɪnstɪtju:t ɒv ˌpɜ:sə'nel ənd dɪ'veləpmənt **międzynarodowa organizacja certyfikująca specjalistów od HR**
[5] **absence-management tool** 'æbsəns 'mænɪdʒmənt tu:l **narzędzie do zarządzania absencją**

INFOBOX



Presenteeism

Presenteeism occurs when employees come to work despite being ill and are unable to perform at their best. While it may reduce recorded absence, it can lower productivity, prolong[1] recovery[2] and spread[3] infectious illnesses[4] to colleagues. According to the CIPD's Health and Wellbeing at Work survey, presenteeism is reported by most UK employers and considered a greater hidden cost[5] than sickness absence itself.

[1] **to prolong sth** tə prə'lɒŋ 'sʌmθɪŋ **przedłużyć coś**
[2] **recovery** rɪ'kʌvəri **powrót do zdrowia**
[3] **to spread sth to sb** tə spred 'sʌmθɪŋ tə 'sʌmbədɪ ***tu:*** **przekazywać coś komuś, zarażać kogoś**
[4] **infectious illness** ɪn'fekʃəs 'ɪlnəs **choroba zakaźna**
[5] **hidden cost** 'hɪdn kɒst **ukryty koszt**

INFOBOX

[71] **draconian** drə'kəʊniən **drakoński**
[72] **counterproductive** ˌkaʊntəprə'dʌktɪv **przynoszący skutek odwrotny do zamierzonego**
[73] **presenteeism** ˌprezən'ti:ɪzm **prezenteizm, przychodzenie do pracy mimo choroby**
[74] **unconditional trust** ˌʌnkən'dɪʃənl trʌst **bezwarunkowe zaufanie**
[75] **to exploit** tʊ ɪk'splɔɪt **wykorzystywać, nadużywać**
[76] **absence management** 'æbsəns 'mænɪdʒmənt **zarządzanie absencją**
[77] **package of measures** 'pækɪdʒ ɒv 'meʒəz **pakiet środków**
[78] **data analysis** 'deɪtə ə'næləsɪs **analiza danych**
[79] **root cause** ru:t kɔ:z **główna przyczyna**
[80] **to design sth out** tə dɪ'zaɪn 'sʌmθɪŋ aʊt **wyeliminować coś poprzez odpowiednie zaprojektowanie systemu**

eprasa.pl 0e0bc7d201



A WORD WORTH REMEMBERING

to shed light on sth
/tə ʃed laɪt ɒn ˈsʌmθɪŋ/
rzucać światło na coś, wyjaśniać coś

POBIERZ NAGRANIA MP3

KOD DOSTĘPU: 4my

LUB ODSŁUCHAJ NA STRONIE business-english.com.pl

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

OGLĄDAJ VIDEO

business-english.com.pl

Deadly[1] Flowers, Life-Saving Medicine

They've earned a fearsome reputation, but two of the world's most toxic plants may hold the key to more efficacious[2] medical treatments. Step into the lab with BEM's Jonathan Sidor to see how scientists are unlocking these flowers' remarkable chemistry.

Plants have always been a double-edged sword[3] for us humans. The same chemicals that defend them against insects and hungry animals – and make them toxic – have repeatedly become some of humanity's most valuable medicines. Aspirin traces its origins to[4] willow bark, morphine comes from poppies, and quinine was discovered in cinchona trees. Now, researchers believe two notorious[5] poisonous plants could join that list.

If Looks Could Kill

At first glance, neither larkspur[6] nor wolfsbane[7] looks particularly threatening. The former produces elegant spikes[8] of vivid[9] blue and purple flowers that brighten gardens across Europe and North America. Wolfsbane, also called monkshood[10] because its flowers resemble[11] the hood of a medieval monk, is equally striking. Beneath that beauty, however, lies a formidable[12] chemical arsenal.

These plants manufacture[13] a family of substances known as diterpenoid alkaloids[14], compounds so potent[15] that even tiny amounts can interfere with[16] the nervous system, causing paralysis[17], irregular heart rhythms[18], or even death. For centuries, wolfsbane was used to poison[19] the tips of arrows and spears[20], while wild larkspur continues to plague[21] and poison grazing cattle[22] in parts of North America. The very etymology[23] of wolfsbane, which literally means "wolf killer," is based on the ancient practice of mixing the plant's toxic juices with meat to kill off pest wolves.

Yet toxicity[24] is only half the story. Scientists have known for years that some members of this chemical family also possess[25] extraordinary medicinal properties. Different compounds show promise in pain management[26], malaria treatment, cancer research and environmentally friendly pest control[27]. That said, researchers' latest breakthrough[28] doesn't involve

[1] **deadly** 'dedli **śmiertelny**
[2] **efficacious** ˌefɪ'keɪʃəs **skuteczny, efektywny (o lekach i terapiach)**
[3] **double-edged sword** ˌdʌbl edʒd 'sɔ:d **obosieczny miecz, coś mającego dobre i złe strony**
[4] **to trace one's origins to sth** tə treɪs wʌnz 'ɒrɪdʒɪnz tə 'sʌmθɪŋ **wywodzić się z czegoś, mieć swoje źródła w czymś**
[5] **notorious** nə'tɔ:riəs **okryty złą sławą**
[6] **larkspur** 'lɑ:kspɜ: **ostróżka (roślina trująca)**
[7] **wolfsbane** 'wʊlfzbeɪn **tojad (roślina trująca, nazywana też monkshood)**
[8] **spike** spaɪk ***tu:*** **kłos, kwiatostan**
[9] **vivid** 'vɪvɪd **żywy, intensywny (o kolorach)**
[10] **monkshood** 'mʌŋkshʊd **tojad (nazwa rośliny związana z kształtem kwiatu przypominającym kaptur mnicha)**
[11] **to resemble sth** tə rɪ'zembl 'sʌmθɪŋ **przypominać coś**
[12] **formidable** 'fɔ:mɪdəbl **potężny, budzący grozę**
[13] **to manufacture sth** tə ˌmænjʊ'fæktʃə 'sʌmθɪŋ ***tu:*** **wytwarzać coś**
[14] **diterpenoid alkaloids** daɪ'tɜ:pənɔɪd 'ælkəlɔɪdz **alkaloidy diterpenoidowe (grupa związków chemicznych)**
[15] **potent** 'pəʊtnt **silnie działający, potężny**
[16] **to interfere with sth** tʊ ˌɪntə'fɪə wɪð 'sʌmθɪŋ **zakłócać coś, ingerować w coś**
[17] **paralysis** pə'ræləsɪs **paraliż**
[18] **irregular heart rhythms** ɪ'regjʊlə hɑ:t 'rɪðmz **zaburzenia rytmu serca**
[19] **to poison sth** tə 'pɔɪzn 'sʌmθɪŋ **zatruwać, zatruć coś**
[20] **spear** spɪə **włócznia**
[21] **to plague sb/sth** tə pleɪg 'sʌmbədɪ 'sʌmθɪŋ **nękać, dręczyć kogoś/coś**
[22] **grazing cattle** 'greɪzɪŋ 'kætl **pasące się bydło**
[23] **etymology** ˌetɪ'mɒlədʒi **etymologia**
[24] **toxicity** tɒk'sɪsəti **toksyczność**
[25] **to possess sth** tə pə'zes 'sʌmθɪŋ **posiadać coś**
[26] **pain management** peɪn 'mænɪdʒmənt **leczenie bólu, zwalczanie bólu**
[27] **pest control** pest kən'trəʊl **zwalczanie szkodników**
[28] **breakthrough** 'breɪkθru: **przełom, punkt zwrotny**

eprasa.pl 0e0bc7d201

discovering a new drug. Instead, it sheds light on[29] how these plants manufacture these convoluted[30] chemicals, opening the door to producing them in laboratories rather than harvesting[31] minute amounts[32] from nature.

Nature's Master Chemists

One reason wolfsbane's and larkspur's hazardous[33] compounds have remained so mysterious is their staggering[34] complexity. Take aconitine[35], one of the best-known toxins found in wolfsbane. Chemists first isolated it nearly two centuries ago, yet they still can't reliably build it from scratch[36]. Its molecular structure[37] contains an intricate[38] arrangement of interconnected[39] rings and precisely positioned atoms that make laboratory synthesis[40] exceptionally difficult.

In contrast, the plants assemble[41] these molecules with astonishing ease. Over millions of years, they have evolved enzymes[42] that function like[43] microscopic factory workers. Each enzyme performs one specific task before passing the growing molecule to the next station along an invisible production line. Scientists often describe this process as a biochemical[44] assembly line[45], and understanding this process has become one of modern plant science's biggest conundrums[46].

Following Nature's Recipe[47]

Researchers from Michigan State University and the Czech Academy of Sciences decided to tackle[48] the problem from an atypical[49] angle. Instead of attempting to recreate these molecules through conventional chemistry, they asked a simpler question: how do the plants make them in the first place?

To find the answer, the team examined thousands of genes[50] in both wolfsbane and larkspur. They specifically searched for those that became active while the plants produced their toxic compounds. After narrowing[51] the list, they transferred[52] promising genes into tobacco plants[53], which acted as living labs.

In a nutshell[54], the experiment worked. The modified[55] tobacco plants successfully reproduced[56] the first six stages of the chemical pathway[57], producing a compound called atisinium. Along the way, scientists identified half a dozen key enzymes that guide[58] the whole process, including one unlike anything previously described. They also discovered an unexpected source of nitrogen[59], an essential ingredient in these powerful molecules.

While this doesn't mean researchers can suddenly manufacture the plants' healing compounds just yet, they've uncovered[60] the opening chapters of a recipe that has puzzled[61] the scientific community for decades.

Medical Momentum[62]

Finding the recipe may ultimately prove more valuable than finding the finished product[63]. Plants produce these compounds slowly and in infinitesimal[64] quantities, making them tricky[65] and pricey[66] to extract[67]. A single batch[68] may generate only tiny amounts over an entire growing season[69], severely[70] limiting medical research.

Now, scientists can imagine moving the plants' genetic instructions[71] into

[29] **to shed light on sth** tə ʃed laɪt ɒn 'sʌmθɪŋ **rzucać światło na coś, wyjaśniać coś**
[30] **convoluted** 'kɒnvəlu:tɪd **zawiły, skomplikowany**
[31] **to harvest sth** tə 'hɑ:vɪst 'sʌmθɪŋ ***tu:*** **zbierać coś, pozyskiwać coś (*tu:* substancje z roślin)**
[32] **minute amounts** maɪ'nju:t ə'maʊnts **minimalne ilości**
[33] **hazardous** 'hæzədəs **niebezpieczny**
[34] **staggering** 'stægərɪŋ **zdumiewający, oszałamiający**
[35] **aconitine** ə'kɒnɪti:n **akonityna (toksyczna substancja zawarta w tojadzie)**
[36] **from scratch** frɒm skrætʃ **od podstaw, od zera**
[37] **molecular structure** mə'lekjʊlə 'strʌktʃə **struktura cząsteczkowa, budowa cząsteczki**
[38] **intricate** 'ɪntrɪkət **skomplikowany, zawiły**
[39] **interconnected** ˌɪntəkə'nektɪd **wzajemnie połączony, powiązany**
[40] **synthesis** 'sɪnθəsɪs **synteza (*tu:* chemiczna)**
[41] **to assemble sth** tʊ ə'sembl 'sʌmθɪŋ **montować, składać coś, *tu:* tworzyć cząsteczki**
[42] **enzyme** 'enzaɪm **enzym**
[43] **to function like sth** tə 'fʌnŋkʃən laɪk 'sʌmθɪŋ **funkcjonować jako coś, pełnić rolę czegoś**
[44] **biochemical** ˌbaɪəʊ'kemɪkl **biochemiczny**
[45] **assembly line** ə'sembli laɪn **linia montażowa**
[46] **conundrum** kə'nʌndrəm **zagadka, problem trudny do rozwiązania**
[47] **recipe** 'resəpi **przepis, receptura, *tu:* sposób wytwarzania substancji**
[48] **to tackle sth** tə 'tækl 'sʌmθɪŋ **zająć się czymś, zmierzyć się z czymś**
[49] **atypical** ˌeɪ'tɪpɪkl **nietypowy**
[50] **gene** dʒi:n **gen**
[51] **to narrow sth** tə 'nærəʊ 'sʌmθɪŋ ***tu:*** **zawężać coś (np. listę)**
[52] **to transfer sth** tə træns'fɜ: 'sʌmθɪŋ ***tu:*** **przenieść, przeszczepić coś (np. geny)**
[53] **tobacco plant** tə'bækəʊ plɑ:nts **tytoń (roślina)**
[54] **in a nutshell** ɪn ə 'nʌtʃel **krótko mówiąc, w skrócie**
[55] **modified** 'mɒdɪfaɪd **zmodyfikowany**
[56] **to reproduce sth** tə ˌri:prə'dju:s 'sʌmθɪŋ ***tu:*** **odtwarzać, reprodukować coś (np. proces chemiczny)**
[57] **pathway** 'pɑ:θweɪ ***tu:*** **szlak (np. metaboliczny, biochemiczny)**
[58] **to guide sth** tə gaɪd 'sʌmθɪŋ ***tu:*** **kierować, sterować czymś**
[59] **nitrogen** 'naɪtrədʒən **azot**
[60] **to uncover sth** tʊ ʌn'kʌvə 'sʌmθɪŋ **odkryć, ujawnić coś**
[61] **to puzzle sb** tə 'pʌzl 'sʌmbədi **stanowić zagadkę dla kogoś, nurtować kogoś**
[62] **momentum** mə'mentəm ***tu:*** **impet, rozpęd (np. postęp w badaniach medycznych)**
[63] **finished product** 'fɪnɪʃt 'prɒdʌkt **produkt końcowy, gotowy produkt**
[64] **infinitesimal** ˌɪnfɪnɪ'tesɪml **nieskończenie mały, znikomy**
[65] **tricky** 'trɪki **trudny, kłopotliwy**
[66] **pricey** 'praɪsi **drogi, kosztowny**
[67] **to extract sth** tʊ ɪk'strækt 'sʌmθɪŋ **wydobywać, ekstrahować coś**
[68] **batch** bætʃ **partia, seria**
[69] **growing season** 'grəʊɪŋ 'si:zn **sezon wegetacyjny**
[70] **severely** sɪ'vɪəli **poważnie, dotkliwie**
[71] **genetic instructions** dʒə'netɪk ɪn'strʌkʃnz **instrukcje genetyczne, informacja genetyczna**

eprasa.pl 0e0bc7d201

PLANTS PRODUCE THESE COMPOUNDS SLOWLY AND IN INFINITESIMAL QUANTITIES, MAKING THEM TRICKY AND PRICEY TO EXTRACT.

organisms that are much easier to cultivate[72], such as yeast[73]. Rather than relying on fields of poisonous flowers, researchers could transform[74] cells in more common crops into biological factories[75] capable of yielding[76] much larger amounts under carefully controlled conditions.

Such a shift would dramatically accelerate[77] research. Scientists could investigate how these compounds attack malaria parasites, alleviate[78] pain, or interfere with cancer cells[79] without repeatedly returning to scarce[80] plant material. Just as importantly, they could begin modifying[81] the molecules themselves, preserving[82] the features that make them medically useful while reducing those responsible for their dangerous side effects[83].

Poison Or Cure?

The discovery also highlights one of medicine's oldest paradoxes[84]: the difference between a poison and a treatment often comes down to dose[85]. Many familiar medicines originated as[86] toxic substances. Foxglove[87], for instance, produces compounds that became vital[88] heart medications[89]. Botulinum toxin[90], one of the most lethal[91] substances known, is used in cosmetic procedures[92] and to treat conditions like chronic migraines[93], muscle spasms[94], and certain eye disorders[95]. Even chemotherapy drugs[96] frequently work because they're poisonous enough to kill rapidly dividing[97] cancer cells before harming healthy tissue.

Wolfsbane and larkspur belong to that same complicated tradition. The chemistry of both plants evolved as a defence against predators[98], but evolution has no reason to distinguish[99] harmful molecules from potentially beneficial ones. Both emerged together, hidden within the same chemical toolkit[100]. Researchers hope that by comprehending[101] how these compounds are assembled, they can eventually isolate their therapeutic potential[102] while leaving much of the danger behind.

A Breakthrough, Not A Miracle

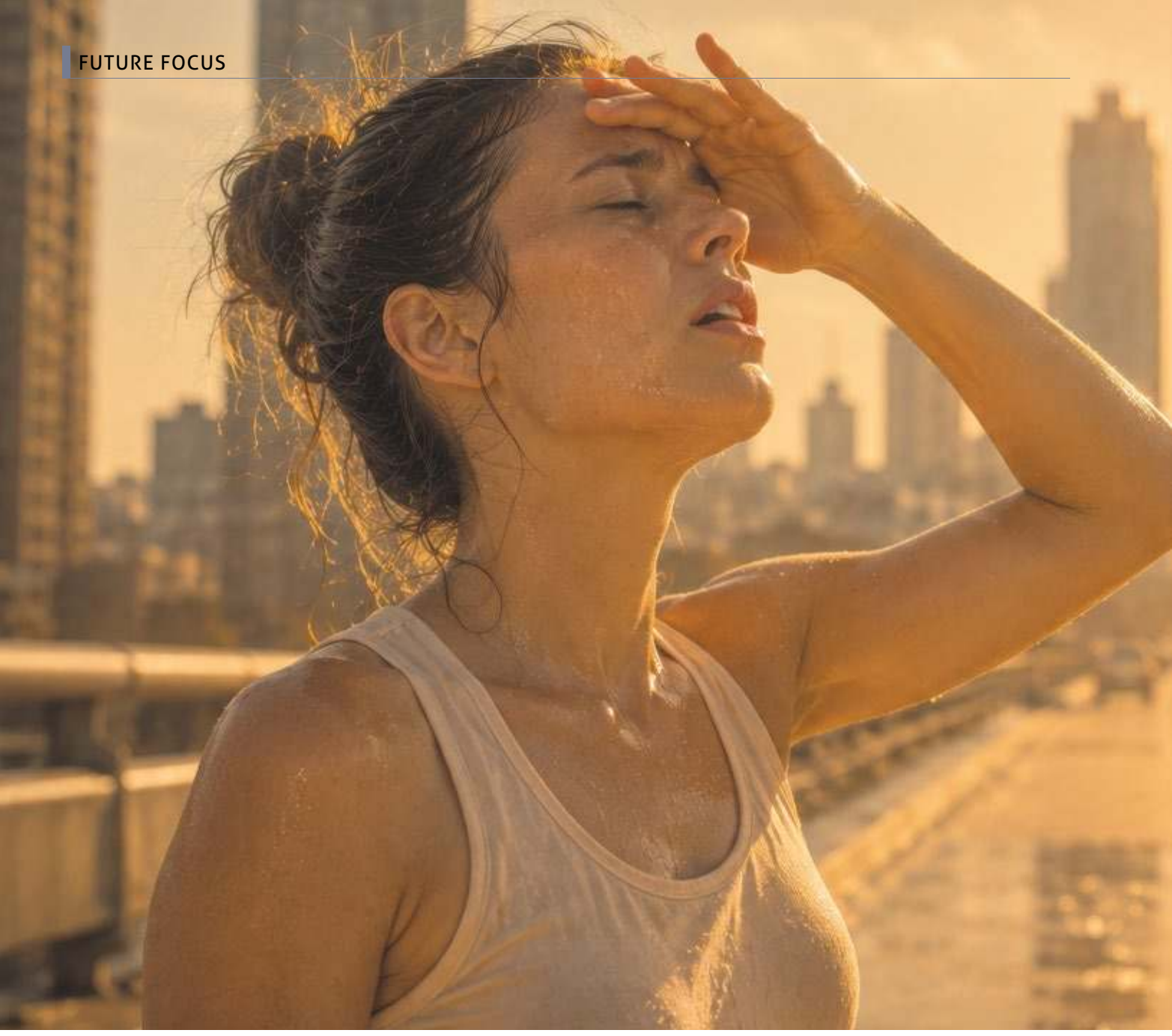
Despite the buzz[103], this research represents the start of a much longer journey. Scientists still need much more knowledge before they can recreate the most medically valuable compounds from A to Z[104]. Any future medicines would also require years of laboratory testing, clinical trials[105] and regulatory approval[106] before reaching patients.

Still, researchers see the breakthrough as a crucial milestone[107]. The flowers themselves may never lose their deadly reputation, but hidden beneath their vivid petals[108] lies something equally spectacular: a collection of molecular blueprints[109] that could one day inspire an entirely new generation of treatments.

[72] **to cultivate sth** tə 'kʌltɪveɪt 'sʌmθɪŋ **uprawiać, hodować coś**
[73] **yeast** ji:st **drożdże**
[74] **to transform sth into sth** tə træns'fɔ:m 'sʌmθɪŋ 'ɪntə 'sʌmθɪŋ **przekształcać coś w coś**
[75] **biological factory** ˌbaɪə'lɒdʒɪkl 'fæktəri **fabryka biologiczna (komórka lub organizm wytwarzający pożądane substancje)**
[76] **to yield sth** tə ji:ld 'sʌmθɪŋ ***tu:*** **dawać, produkować coś (np. związki chemiczne)**
[77] **to accelerate sth** tʊ ək'seləreɪt 'sʌmθɪŋ **przyspieszyć coś**
[78] **to alleviate sth** tʊ ə'li:vieɪt 'sʌmθɪŋ **łagodzić, zmniejszać coś (np. ból)**
[79] **cancer cells** 'kænsə selz **komórki nowotworowe**
[80] **scarce** skeəs **rzadki, trudno dostępny**
[81] **to modify sth** tə 'mɒdɪfaɪ 'sʌmθɪŋ **modyfikować coś**
[82] **to preserve sth** tə prɪ'zɜ:v 'sʌmθɪŋ **zachować, utrzymać coś**
[83] **side effects** saɪd ɪ'fekts **skutki uboczne, działania niepożądane**
[84] **paradox** 'pærədɒks **paradoks**
[85] **dose** dəʊs **dawka**
[86] **to originate as sth** tʊ ə'rɪdʒɪneɪt əz 'sʌmθɪŋ **powstawać jako coś, zaczynać funkcjonować jako coś**
[87] **foxglove** 'fɒksglʌv **naparstnica (roślina lecznicza)**
[88] **vital** 'vaɪtl **niezbędny, kluczowy**
[89] **heart medication** hɑ:t ˌmedɪ'keɪʃn **leki kardiologiczne, leki na serce**
[90] **botulinum toxin** ˌbɒtjʊ'laɪnəm 'tɒksɪn **toksyna botulinowa**
[91] **lethal** 'li:θl **śmiertelny**
[92] **cosmetic procedures** kɒz'metɪk prə'si:dʒəz **zabiegi kosmetyczne**
[93] **chronic migraine** 'krɒnɪk 'maɪgreɪn **przewlekła migrena**
[94] **muscle spasms** 'mʌsl 'spæzəmz **skurcze mięśni**
[95] **eye disorders** aɪ dɪs'ɔ:dəz **schorzenia oczu**
[96] **chemotherapy drugs** ˌki:məʊ'θerəpi drʌgz **leki chemioterapeutyczne**
[97] **rapidly dividing** 'ræpɪdli dɪ'vaɪdɪŋ **szybko dzielące się (np. o komórkach)**
[98] **predator** 'predətə **drapieżnik**
[99] **to distinguish sth from sth** tə dɪ'stɪŋgwɪʃ 'sʌmθɪŋ frɒm 'sʌmθɪŋ **odróżniać coś od czegoś**
[100] **toolkit** 'tu:lkɪt **zestaw narzędzi, *tu:* zestaw środków chemicznych**
[101] **to comprehend sth** tə ˌkɒmprɪ'hend 'sʌmθɪŋ **rozumieć, pojmować coś**
[102] **therapeutic potential** ˌθerə'pju:tɪk pə'tenʃl **potencjał terapeutyczny**
[103] **buzz** bʌz ***tu:*** **szum, zamieszanie medialne**
[104] **from A to Z** frɒm eɪ tə zed **od A do Z, w całości**
[105] **clinical trial** 'klɪnɪkl 'traɪəl **badanie kliniczne**
[106] **regulatory approval** 'regjʊlətəri ə'pru:vl **zgoda organów regulacyjnych, akceptacja regulacyjna**
[107] **milestone** 'maɪlstəʊn **kamień milowy, ważny etap**
[108] **petal** 'petl **płatek (kwiatu)**
[109] **molecular blueprint** mə'lekjʊlə 'blu:prɪnt **plan molekularny, wzorzec cząsteczkowy**



eprasa.pl 0e0bc7d201



Can Tech Stand[1] the Heat?

It's been another scorching[2] summer with record highs, but it's not just people who have been feeling the heat. Many essential technologies have struggled to[3] cope[4]. Can tech futureproof itself against[5] a hotter world?

[1] **to stand sth** tə stænd ˈsʌmθɪŋ ***tu:*** **wytrzymać coś**
[2] **scorching** ˈskɔːtʃɪŋ **upalny, skwarny**
[3] **to struggle to do sth** tə ˈstrʌgl tə duː ˈsʌmθɪŋ **zmagać się, żeby coś zrobić**
[4] **to cope** tə kəʊp ***tu:*** **dać radę**
[5] **to futureproof oneself against sth** tə ˈfjuːtʃəpruːf wʌnˈself əˈgenst ˈsʌmθɪŋ **uodpornić się na przyszłe zmiany; zagwarantować, że coś długo nie wyjdzie z użycia (np. nawet gdy powstaną kolejne nowe technologie)**

eprasa.pl 0e0bc7d201



POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

A WORD WORTH REMEMBERING

parched
/pɑːtʃt/
wypalony, wyschnięty

When people think about extreme heat, they tend to picture crowded beaches, parched[6] gardens and overworked air conditioners. Yet behind the scenes, another challenge is rapidly emerging. The digital systems that power modern economies are also feeling the strain[7].

The summer of 2026 offered a glimpse of what the future may hold. Temperatures climbed above 40°C across large parts of the UK and mainland Europe, pushing infrastructure far beyond the conditions it was originally[8] designed to handle. For example:

East Surrey Hospital, UK, declared a critical incident[9] and restricted treatment to life-threatening[10] emergencies because the heat drove a surge in[11] patients.

Doctors across England reported MRI scanners[12], radiotherapy machines, cooling units and hospital IT systems failing or slowing because of the extreme temperatures.

The Golfech Nuclear Power Station in France temporarily shut down[13] one reactor[14] because river water used for cooling had become too warm.

Britain's electricity operator (NESO) issued[15] emergency warnings that the grid[16] was under exceptional[17] pressure and called for extra generation[18] to avoid shortages[19] as demand for[20] cooling surged[21].

More than 1,000 UK schools closed fully or partially because buildings became too hot to use safely.

Most meteorologists agree that recent extremely high temperatures are not freak[22] weather events but part of a climate-change pattern, in which it will only get hotter.

Heat: The Hidden Enemy of Technology

Like humans, computers need to regulate their temperature to function reliably. Every processor, memory chip[23] and power component generates heat, and removing that heat requires energy.

We assume digital technology is immune to[24] the weather because so much of

[6] **parched** pɑːtʃt **wypalony, wyschnięty**
[7] **to feel the strain** tə fiːl ðə streɪn **odczuwać skutki, cierpieć z powodu przeciążenia**
[8] **originally** əˈrɪdʒɪnəlɪ **początkowo, pierwotnie**
[9] **to declare a critical incident** tə dɪˈkleə ə ˈkrɪtɪkəl ˈɪnsɪdənt **ogłosić stan krytyczny**
[10] **life-threatening** ˈlaɪf ˌθretnɪŋ **zagrażający życiu**
[11] **to drive a surge in X** tə draɪv ə sɜːdʒ ɪn eks **spowodować gwałtowny wzrost X**
[12] **MRI scanner** em ɑː(r) aɪ ˈskænə **skaner rezonansu magnetycznego**
[13] **to shut down** tə ʃʌt daʊn **wyłączyć, zamknąć**
[14] **reactor** riˈæktə **reaktor**
[15] **to issue sth** tʊ ˈɪʃuː ˈsʌmθɪŋ **wydać, wystosować coś (np. komunikat)**
[16] **grid** grɪd ***tu:*** **sieć energetyczna**
[17] **exceptional** ɪkˈsepʃənl **wyjątkowy, nadzwyczajny**
[18] **generation** ˌdʒenəˈreɪʃən ***tu:*** **wytwarzanie, produkcja energii**
[19] **shortage** ˈʃɔːtɪdʒ **niedobór, brak**
[20] **demand for sth** dɪˈmɑːnd fə ˈsʌmθɪŋ **popyt, zapotrzebowanie na coś**
[21] **to surge** tə sɜːdʒ **gwałtownie wzrosnąć**
[22] **freak** friːk ***tu:*** **nietypowy, anomalny**
[23] **memory chip** ˈmeməri tʃɪp **układ pamięci, czip pamięci**
[24] **immune to sth** ɪˈmjuːn tə ˈsʌmθɪŋ **odporny na coś**

eprasa.pl 0e0bc7d201

it is invisible. We stream films, hold online meetings and ask AI-assistants complex questions without considering the warehouses[25] of servers that make those services possible. In fact, those data centres[26] are among the world's most temperature-sensitive[27] facilities.

Servers performing billions of calculations[28] every second produce significant heat. Sophisticated cooling systems constantly circulate chilled[29] air or liquid around the equipment. Even a modest rise in ambient temperature[30] forces those systems to work considerably harder. This results in higher electricity consumption and a greater risk of equipment failure[31].

When the Grid Gets Too Hot

Ironically, one of the first casualties[32] of extreme temperatures can be the very electricity networks that digital technology depends upon. Power stations[33], substations[34] and transmission equipment[35] all have thermal[36] operating limits[37]. Transformers[38] become less efficient as temperatures rise, while electricity cables[39] lose some of their carrying capacity[40] because resistance[41] increases with heat.

Cooling systems at generating stations[42] also face difficulties. Many rely on rivers or reservoirs[43] to remove excess heat. During prolonged[44] hot spells[45], water levels[46] can fall significantly while water temperatures rise, reducing cooling efficiency just as electricity demand surges. The timing could hardly be worse.

Heatwaves[47] trigger huge demand for air conditioning[48], refrigeration[49] and cooling equipment. Electricity consumption goes through the roof[50] just when generation and transmission become more difficult. The consequences can be rolling blackouts[51] or temporary restrictions to prevent wider network failures[52]. For businesses operating around the clock[53], even brief interruptions can have expensive consequences.

WE ASSUME DIGITAL TECHNOLOGY IS IMMUNE TO THE WEATHER BECAUSE SO MUCH OF IT IS INVISIBLE.

AI Needs More Than Intelligence

Artificial intelligence is often viewed as the solution to all of these problems. It can optimise logistics, predict equipment failures, assist medical diagnosis and balance[54] electricity demand across national grids.

Yet, as AI adoption expands across finance, manufacturing, healthcare and public services, demand for computing capacity[55] continues to grow. Traditional air conditioning may be inadequate for the new temperature norms.

Some operators are investing in more advanced cooling technologies. Liquid cooling[56] systems transfer[57] heat away



[25] **warehouse** 'weəhaʊs **magazyn, hala**
[26] **data centre** 'deɪtə ˌsentə **centrum przetwarzania danych**
[27] **temperature-sensitive** 'temprətʃə 'sensətɪv **wrażliwy na temperaturę**
[28] **calculation** ˌkælkjʊ'leɪʃən **obliczenie**
[29] **chilled** tʃɪld **schłodzony**
[30] **ambient temperature** 'æmbiənt 'temprətʃə **temperatura otoczenia**
[31] **equipment failure** ɪ'kwɪpmənt 'feɪljə **awaria sprzętu**
[32] **casualty** 'kæʒuəlti **ofiara**
[33] **power station** 'paʊə ˌsteɪʃən **elektrownia**
[34] **substation** 'sʌbsteɪʃən **podstacja, stacja transformatorowa**
[35] **transmission equipment** trænz'mɪʃən ɪ'kwɪpmənt **urządzenia przesyłowe**
[36] **thermal** 'θɜ:məl **cieplny, termiczny**
[37] **operating limit** 'ɒpəreɪtɪŋ 'lɪmɪt **limit pracy, próg eksploatacyjny**
[38] **transformer** træns'fɔ:mə **transformator**
[39] **cable** 'keɪbl **kabel**
[40] **carrying capacity** 'kærɪŋ kə'pæsəti ***tu:*** **zdolność przesyłowa**
[41] **resistance** rɪ'zɪstəns ***tu:*** **opór, rezystancja**
[42] **generating station** 'dʒenəreɪtɪŋ ˌsteɪʃən **elektrownia**
[43] **reservoir** 'rezəvwɑ: **zbiornik wodny**
[44] **prolonged** prə'lɒŋd **przedłużający się**
[45] **hot spell** hɒt spel **fala upałów**
[46] **water level** 'wɔ:tə ˌlevəl **poziom wody**
[47] **heatwave** 'hi:tweɪv **fala upałów**
[48] **air conditioning** 'eə kənˌdɪʃənɪŋ **klimatyzacja**
[49] **refrigeration** rɪˌfrɪdʒə'reɪʃən **chłodzenie, chłodnictwo**
[50] **to go through the roof** tə gəʊ θru: ðə ru:f **gwałtownie wzrosnąć, skoczyć w górę**
[51] **rolling blackout** 'rəʊlɪŋ 'blækaʊt **rotacyjne przerwy w dostawie prądu**
[52] **network failure** 'netwɜ:k 'feɪljə **awaria sieci**
[53] **around the clock** əˌraʊnd ðə 'klɒk **przez całą dobę, non stop**
[54] **to balance** tə 'bæləns ***tu:*** **równoważyć**
[55] **computing capacity** kəm'pju:tɪŋ kə'pæsəti **moc obliczeniowa**
[56] **liquid cooling** 'lɪkwɪd 'ku:lɪŋ **chłodzenie cieczą**
[57] **to transfer** tə træns'fɜ: ***tu:*** **przenosić, przekazywać**

eprasa.pl 0e0bc7d201



far more efficiently than air alone, while some facilities immerse[58] computer components[59] directly in specially engineered[60] cooling fluids[61].

Others are experimenting with underground[62] construction, seawater cooling[63] or locating facilities in naturally cooler climates. The race is no longer simply about more processing power[64]; it is increasingly about thermal management[65].

[58] **to immerse** tʊ ɪ'mɜːs **zanurzyć**
[59] **component** kəm'pəʊnənt **komponent, element**
[60] **engineered** ˌendʒɪ'nɪəd **specjalnie zaprojektowany**
[61] **cooling fluid** 'kuːlɪŋ 'fluːɪd **płyn chłodzący**
[62] **underground** ˌʌndə'graʊnd **pod ziemią, podziemny**
[63] **seawater cooling** 'siːwɔːtə 'kuːlɪŋ **chłodzenie wodą morską**

Hospitals Cannot Simply Reboot[66]

Healthcare increasingly depends on digital infrastructure. Patient records[67], diagnostic imaging[68], laboratory equipment, medicine dispensing systems[69] and communication networks all rely on uninterrupted[70] computing.

[64] **processing power** 'prəʊsesɪŋ 'paʊə **moc obliczeniowa**
[65] **thermal management** 'θɜːməl 'mænɪdʒmənt **zarządzanie ciepłem**
[66] **to reboot** tə ˌriː'buːt **zrestartować (się)**
[67] **patient record** 'peɪʃənt 'rekɔːd **dokumentacja medyczna pacjenta**
[68] **diagnostic imaging** ˌdaɪəg'nɒstɪk 'ɪmɪdʒɪŋ **obrazowanie diagnostyczne**
[69] **dispensing system** dɪ'spensɪŋ 'sɪstəm **system wydawania, system dozowania**

Hospitals already maintain emergency generators for power failures, but prolonged heat presents additional risks. Backup equipment[71] also requires cooling, while medical imaging devices[72] such as MRI scanners generate substantial heat during normal operation. If cooling systems fail, hospitals may have to postpone[73] procedures, relocate[74] patients or reduce non-essential services.

Similar challenges affect almost every critical service:

- Airports – check-in systems[75], baggage handling[76], flight information displays, security screening[77], passport control[78], air traffic management[79] and aircraft refuelling[80] systems.
- Rail networks – signalling systems[81], electronic points[82], ticketing machines[83], passenger information displays, control centres[84] and communications between trains and operators.
- Emergency services – emergency call handling, computer-aided dispatch[85],

[70] **uninterrupted** ˌʌnɪntə'rʌptɪd **nieprzerwany**
[71] **backup equipment** 'bækʌp ɪ'kwɪpmənt **urządzenia zapasowe**
[72] **medical imaging device** 'medɪkəl 'ɪmɪdʒɪŋ dɪ'vaɪs **urządzenie do obrazowania medycznego**
[73] **to postpone** tə pəʊst'pəʊn **odłożyć, przełożyć**
[74] **to relocate** tə ˌriːləʊ'keɪt **przenieść**
[75] **check-in system** 'tʃek ɪn 'sɪstəm **system odprawy**
[76] **baggage handling** 'bægɪdʒ ˌhændlɪŋ **obsługa bagażu**
[77] **security screening** sɪ'kjʊərətɪ 'skriːnɪŋ **kontrola bezpieczeństwa**
[78] **passport control** 'pɑːspɔːt kən'trəʊl **kontrola paszportowa**
[79] **air traffic management** eə 'træfɪk 'mænɪdʒmənt **zarządzanie ruchem lotniczym**
[80] **refuelling** ˌriː'fjuːəlɪŋ **tankowanie**
[81] **signalling system** 'sɪgnəlɪŋ 'sɪstəm **system sygnalizacyjny**
[82] **points** pɔɪnts ***tu:*** **zwrotnice**
[83] **ticketing machine** 'tɪkɪtɪŋ mə'ʃiːn **automat biletowy**
[84] **control centre** kən'trəʊl ˌsentə **centrum kontroli**
[85] **computer-aided dispatch** kəmˌpjuːtər 'eɪdɪd dɪ'spætʃ **komputerowy system wysyłania (np. karetek)**

eprasa.pl 0e0bc7d201

vehicle tracking[86], radio communications, digital mapping and access to incident databases[87].

- Financial institutions – payment processing[88], cash machines[89] (ATMs[90]), online banking, stock trading platforms[91], fraud detection[92] systems and interbank settlement[93] networks.
- Telecommunications providers – mobile phone masts[94], broadband exchanges[95], internet routing equipment[96], cloud services, emergency communications and network management centres.
- Power utilities – grid control rooms[97], smart grid systems[98], substation monitoring[99], electricity demand forecasting[100] and renewable energy[101] management.

We have created numerous vulnerabilities[102] through our dependence on digital systems. The potential consequences of an essential system overheating and shutting down could be catastrophic[103].

Building Smarter Infrastructure

Naturally, many experts are working feverishly[104] to resolve these risks. Manufacturers are designing processors that deliver greater performance while consuming less energy. New chip architectures[105] reduce heat production, extending[106] both efficiency and reliability.

AI can help technology manage its own environment through smart monitoring systems[107] that track[108] current temperature and energy use in real time[109]. Rather than waiting for components to fail, predictive maintenance[110] software identifies warning signs before breakdowns[111] occur.

Buildings are becoming more thermally efficient[112]. Modern data centres increasingly feature reflective roofing[113], improved insulation[114] and carefully designed airflow[115] systems. Some recover[116] waste heat[117] to warm nearby offices or residential developments[118], improving overall[119] energy efficiency[120].

Renewable energy also has an important role. Solar generation[121] aligns naturally with[122] periods of greatest cooling demand, while battery storage[123] can help smooth[124] electricity supplies during periods of extreme pressure. Put together, these innovations improve[125] resilience[126].

Data Centres Move North

On the other hand[127], the answer might be not to fight heat but avoid it altogether. Historically, data centres were built close to major cities where demand was greatest. Increasingly, operators are moving data centres north, underground and underwater[128].

Meta runs a giant data centre in Luleå, Sweden. Verne operates a site at a former[129] NATO base near Keflavík Airport, Iceland. OpenAI is planning a large facility in Narvik, Norway, while Google uses seawater for cooling in Hamina, Finland. There are other centres in Svalbard and along the Arctic Circle[130].

In Greenland, the Gigawatt Proposal is a multi-billion-dollar project that aims to[131]

[86] **vehicle tracking** ˈviːɪkəl ˈtrækɪŋ **śledzenie pojazdów**
[87] **incident database** ˈɪnsɪdənt ˈdeɪtəbeɪs **baza danych zdarzeń**
[88] **payment processing** ˈpeɪmənt ˈprəʊsesɪŋ **przetwarzanie płatności**
[89] **cash machine** kæʃ məˈʃiːn **bankomat**
[90] **ATM (automated teller machine)** eɪ tiː em ˈɔːtəmətɪd ˈtelə məˈʃiːn **bankomat**
[91] **stock trading platform** stɒk ˈtreɪdɪŋ ˈplætfɔːm **platforma handlu akcjami**
[92] **fraud detection** frɔːd dɪˈtekʃən **wykrywanie oszustw**
[93] **interbank settlement** ˌɪntəˈbæŋk ˈsetlmənt **rozliczenia międzybankowe**
[94] **mobile phone mast** ˈməʊbaɪl fəʊn mɑːst **maszt telefonii komórkowej**
[95] **broadband exchange** ˈbrɔːdbænd ɪksˈtʃeɪndʒ **centrala szerokopasmowa**
[96] **internet routing equipment** ˈɪntənet ˈruːtɪŋ ɪˈkwɪpmənt **urządzenia routingowe internetu**
[97] **grid control room** grɪd kənˈtrəʊl ruːm **centrum kontroli sieci**
[98] **smart grid** smɑːt grɪd **inteligentna sieć energetyczna**
[99] **substation monitoring** ˈsʌbsteɪʃən ˈmɒnɪtərɪŋ **monitorowanie podstacji**
[100] **demand forecasting** dɪˈmɑːnd ˈfɔːkɑːstɪŋ **prognozowanie zapotrzebowania**
[101] **renewable energy** rɪˌnjuːəbəl ˈenədʒi **energia odnawialna**
[102] **vulnerability** ˌvʌlnərəˈbɪlətɪ **podatność, słaby punkt**
[103] **catastrophic** ˌkætəˈstrɒfɪk **katastrofalny**
[104] **feverishly** ˈfiːvərɪʃlɪ **gorączkowo, intensywnie**
[105] **chip architecture** tʃɪp ˈɑːkɪtektʃə **architektura układu scalonego**
[106] **to extend sth** tʊ ɪkˈstend ˈsʌmθɪŋ ***tu:*** **zwiększyć coś**
[107] **smart monitoring system** smɑːt ˈmɒnɪtərɪŋ ˈsɪstəm **inteligentny system monitorowania**
[108] **to track sth** tə træk ˈsʌmθɪŋ **śledzić, monitorować coś**
[109] **in real time** ɪn ˌrɪəl ˈtaɪm **w czasie rzeczywistym**
[110] **predictive maintenance** prɪˌdɪktɪv ˈmeɪntənəns **konserwacja predykcyjna**
[111] **breakdown** ˈbreɪkdaʊn ***tu:*** **awaria**
[112] **thermally efficient** ˈθɜːməli ɪˈfɪʃənt **efektywny cieplnie**
[113] **reflective roofing** rɪˈflektɪv ˈruːfɪŋ **pokrycie dachowe odblaskowe**
[114] **insulation** ˌɪnsjuˈleɪʃən **izolacja**
[115] **airflow** ˈeəfləʊ **przepływ powietrza**
[116] **to recover sth** tə rɪˈkʌvə ˈsʌmθɪŋ ***tu:*** **odzyskiwać coś**
[117] **waste heat** weɪst hiːt **ciepło odpadowe**
[118] **residential development** ˌrezɪˈdenʃəl dɪˈveləpmənt **osiedle mieszkaniowe, zabudowa mieszkaniowa**
[119] **overall** ˌəʊvərˈɔːl **ogólny, całkowity**
[120] **energy efficiency** ˈenədʒi ɪˈfɪʃənsi **efektywność energetyczna**
[121] **solar generation** ˈsəʊlə ˌdʒenəˈreɪʃən **wytwarzanie energii elektrycznej ze słońca**
[122] **to align with sth** tʊ əˈlaɪn wɪð ˈsʌmθɪŋ **pokrywać się, zgadzać się z czymś**
[123] **battery storage** ˈbætəri ˈstɔːrɪdʒ **magazynowanie energii w bateriach**
[124] **to smooth sth** tə smuːð ˈsʌmθɪŋ ***tu:*** **wyrównać coś**
[125] **to improve sth** tʊ ɪmˈpruːv ˈsʌmθɪŋ **polepszać coś**
[126] **resilience** rɪˈzɪlɪəns **odporność**
[127] **on the other hand** ɒn ðiː ˈʌðə hænd **z drugiej strony**
[128] **underwater** ˌʌndəˈwɔːtə **pod wodą**
[129] **former** ˈfɔːmə **były**
[130] **Arctic Circle** ˌɑːktɪk ˈsɜːkl **koło podbiegunowe północne**
[131] **to aim to do sth** tʊ eɪm tə duː ˈsʌmθɪŋ **mieć na celu zrobienie czegoś**

eprasa.pl 0e0bc7d201

build a massive AI data centre campus[132] in the remote Kangerlussuaq region. The key driver[133] is critical minerals extraction[134] firm GreenMet, headed by Drew Horn, a former adviser to US Vice President Mike Pence during Trump's first term in office. This shows that the locating of important data centres is no longer just a logistics issue, but a geopolitical gambit[135].

It is also a business risk. Climate resilience[136] now sits alongside cybersecurity[137] and financial planning[138] in corporate risk assessments[139]. Companies must ask whether critical systems, suppliers and backup facilities[140] can withstand[141] prolonged heatwaves, while rising insurance costs add further pressure.

Designing for a Hotter World

Digital infrastructure was built for a more predictable climate. As temperatures rise, systems must cope with both growing demand for computing power and more frequent extreme heat.

This requires a new approach to design. Rather than preparing for occasional heatwaves, engineers may need to assume today's record temperatures will become tomorrow's norm. The future depends not only on faster processors and more powerful AI, but also on resilient infrastructure, smarter energy management and better cooling. Large data centres are already migrating north to icy[142] environments. For the rest of us roasting[143] in 40°C, we are left hoping that the AC won't break down under pressure.

[132] **campus** 'kæmpəs **kampus**
[133] **key driver** ki: 'draɪvə **główny czynnik napędowy**
[134] **critical minerals extraction** 'krɪtɪkəl 'mɪnərəlz ɪk'strækʃən **wydobycie kluczowych minerałów**
[135] **geopolitical gambit** ˌdʒi:əʊpə'lɪtɪkəl 'gæmbɪt **geopolityczny manewr, posunięcie geopolityczne**
[136] **climate resilience** 'klaɪmət rɪ'zɪliəns **odporność klimatyczna**
[137] **cybersecurity** ˌsaɪbəsɪ'kjʊərəti **cyberbezpieczeństwo**
[138] **financial planning** faɪˌnænʃəl 'plænɪŋ **planowanie finansowe**
[139] **risk assessment** rɪsk ə'sesmənt **ocena ryzyka**
[140] **backup facility** 'bækʌp fə'sɪləti **obiekt zapasowy**
[141] **to withstand sth** tə wɪð'stænd 'sʌmθɪŋ **wytrzymać, znieść coś**
[142] **icy** 'aɪsi **lodowaty**
[143] **to roast** tə rəʊst ***tu:*** **piec się**



CONDITIONALS UNDER PRESSURE

Choose the correct option from the table to complete each conditional sentence. Use each option once.

A. fail B. will increase C. moved D. rise
E. would reduce F. would absorb G. will struggle H. adopt

1. If ambient temperatures _____ further, data centre cooling systems will have to work much harder.
2. Hospital IT systems and scanners may _____ if cooling units break down during a heatwave.
3. If energy grid operators _____ predictive maintenance AI, they will spot system failures before blackouts occur.
4. If companies _____ more data facilities to northern regions, they would lower their reliance on air conditioning.
5. Operating costs _____ sharply if electricity consumption goes through the roof during summer.
6. If engineers designed chips that generated less heat, it _____ overall power demand.
7. If critical infrastructure fails during extreme weather, essential public services _____ to function safely.
8. If data centres installed reflective roofing, their buildings _____ less heat from the sun.

BEM TEST

Answers: 1. D, 2. A, 3. H, 4. C, 5. B, 6. E, 7. G, 8. F

eprasa.pl 0e0bc7d201

Finding Your Voice

by Paul Martin from
www.go-native.pl

A WORD WORTH REMEMBERING

let me put that another way /let miː pʊt ðæt əˈnʌðə weɪ/ inaczej mówiąc, pozwolę sobie to ująć inaczej

Speaking confidently in English does not require a perfect accent, an impressive vocabulary or complete freedom from nerves. From presentations and conferences to everyday meetings, **Paul Martin** explores how preparation, clarity and purposeful practice can help multilingual professionals find their voice[1] – and make sure[2] that others hear it.



The Fear

Your name is called. You walk towards the front of the room and suddenly become conscious of[3] everything: your hands, your breathing and the opening sentence that sounded perfectly natural at home. If English isn't your first language, another question joins the crowd[4]: is my English good enough?

Public speaking combines several sources[5] of anxiety[6]. You're being observed, you can't predict every response and you have limited opportunities to correct mistakes. Using an additional language raises the mental demand further: ideas must be organised while vocabulary is retrieved[7], sentences are formed and reactions are interpreted.

But confident speakers are not necessarily free from these pressures. More often, they have reduced the decisions they must make in the moment[8] and know how to continue when something goes wrong.

[1] **to find one's voice** tə faɪnd wʌnz vɔɪs **odważyć się mówić pewnie, *dosł.* znaleźć swój głos**

Put the Nerves to Work

Matt Abrahams, who teaches strategic communication at Stanford University, describes anxiety as "a helpful fuel[9]". Pressure increases alertness[10] and releases physical energy, both of which can support a speaker. The problem begins when these sensations[11] are interpreted as panic.

Research by Harvard psychologist Alison Wood Brooks suggests that

[2] **to make sure** tə meɪk ʃɔː **upewnić się**
[3] **to become conscious of sth** tə bɪˈkʌm ˈkɒnʃəs ɒv ˈsʌmθɪŋ **uświadomić sobie coś**
[4] **to join the crowd** tə dʒɔɪn ðə kraʊd ***tu:*** **wyłaniać się, *dosł.* przyłączyć się do tłumu**
[5] **source** sɔːs **źródło**
[6] **anxiety** æŋˈzaɪətɪ **niepokój**
[7] **retrieved** rɪˈtriːvd ***tu:*** **przywołany, odszukiwany w pamięci**
[8] **in the moment** ɪn ðə ˈməʊmənt **w danej chwili, na miejscu**
[9] **fuel** ˈfjuːəl **paliwo**
[10] **alertness** əˈlɜːtnəs **czujność, gotowość**
[11] **sensation** senˈseɪʃn ***tu:*** **odczucie, wrażenie fizyczne**

eprasa.pl 0e0bc7d201



attempting to become completely calm may be the wrong objective. In experiments involving stressful activities, including public speaking, participants who reframed[12] anxiety as excitement performed better than those who told themselves to remain calm. Anxiety and excitement are both states of high arousal[13], so changing the meaning of that arousal may be more useful than trying to suppress[14] it.

Before speaking, slow your exhalation[15] and release tension from your shoulders, but do not wait to feel perfectly relaxed. Treat the faster heartbeat[16] as preparation for action, then direct that energy into voice projection[17], emphasis[18] and engagement[19]. Your hands may still shake, but that doesn't need to prevent anyone from understanding your argument.

Direct Your Attention

An anxious speaker often attempts two tasks simultaneously[20]. One part of the mind delivers[21] the message; another monitors[22] the performance: Was that tense[23] correct? Is my accent too strong? Why is that person looking at their watch?

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK
OGLĄDAJ VIDEO
business-english.com.pl

[12] **to reframe sth** tə ˌriːˈfreɪm ˈsʌmθɪŋ **przeformułować coś, spojrzeć na coś inaczej**
[13] **high arousal** haɪ əˈraʊzl **wysoki poziom pobudzenia**
[14] **to suppress sth** tə səˈpres ˈsʌmθɪŋ **stłumić, zdusić coś**
[15] **exhalation** ˌeksəˈleɪʃn **wydech**
[16] **heartbeat** ˈhɑːtbiːt **bicie serca**
[17] **voice projection** vɔɪs prəˈdʒekʃn **nośność głosu, donośność**
[18] **emphasis** ˈemfəsɪs **nacisk, emfaza**
[19] **engagement** ɪnˈgeɪdʒmənt ***tu:*** **zaangażowanie, kontakt z widzami**
[20] **simultaneously** ˌsɪməlˈteɪniəsli **jednocześnie**
[21] **to deliver sth** tə dɪˈlɪvə ˈsʌmθɪŋ ***tu:*** **przekazywać coś**
[22] **to monitor sth** tə ˈmɒnɪtə ˈsʌmθɪŋ ***tu:*** **kontrolować, nadzorować coś**
[23] **tense** tens **czas gramatyczny**

eprasa.pl 0e0bc7d201

Signposting Phrases

Signposting phrases tell listeners where you are in your presentation and how one idea connects to the next. They make complex information easier to follow and help you regain your place without sounding uncertain. Basic versions are clear and dependable; the levelled-up[1] alternatives add greater precision[2] or a more professional tone[3].

PURPOSE	BASIC VERSION	SLIGHT LEVEL-UP
Introducing the subject	"Today, I'm going to talk about…"	"I'd like to focus on…"
Explaining the structure	"There are three main points."	"I'll approach this from three angles."
Highlighting a key idea	"The main point is…"	"What matters most here is…"
Moving to a new point	"Let's move on to…"	"That brings us to…"
Giving an example	"For example…"	"A useful example of this is…"
Referring backwards	"As I said earlier…"	"This takes us back to the earlier point about…"
Clarifying an idea	"Let me explain that."	"To put that more precisely…"
Showing practical relevance	"What does this mean?"	"So, what does this mean in practice?"
Summarising	"To sum up…"	"The key takeaway is…"
Introducing action	"The next step is…"	"What I'm proposing, therefore, is…"

[1] **levelled-up** 'levld ʌp **ulepszony**
[2] **precision** prɪ'sɪʒn **precyzja**
[3] **professional tone** prə'feʃənl təʊn **profesjonalny ton**

INFOBOX

Psychologists David Clark and Adrian Wells identified this self-focused attention[24] as one process that can maintain[25] social anxiety. Speakers may treat their physical sensations and negative thoughts as evidence of how the audience sees them. Attention that could be used to explain an idea or read the room[26] is instead spent on internal inspection[27].

Give that attention an external target. TED curator[28] Chris Anderson describes a speaker's central task as constructing[29] an idea inside the minds of the audience. Presentation expert Nancy Duarte makes a similar point: "The audience is the hero[30]." The speaker is the guide who helps listeners understand a problem, recognise a possibility or reach a decision[31].

Focus on what the audience needs to understand, believe or do after listening. This does not mean ignoring your delivery[32]; it means judging it by whether it serves[33] the listener and your message.

Aim for Intelligibility[34]

For someone speaking an additional language, an audience-centred[35] goal is more useful than the vague[36] demand to "demonstrate excellent English". Decide what your listeners should understand. This will help you choose what to include, remove or explain further, and provides a more meaningful measure of success.

The same principle should shape how you speak. Many multilingual speakers worry about sounding sufficiently British or American, yet researchers Murray Munro and Tracey Derwing distinguish between[37] accentedness[38], comprehensibility[39] and intelligibility: how different speech sounds, how much effort it takes to follow and how much is understood.

[24] **self-focused attention** self 'fəʊkəst ə'tenʃn **uwaga skierowana na siebie**
[25] **to maintain sth** tə meɪn'teɪn 'sʌmθɪŋ ***tu:*** **podtrzymywać coś**
[26] **to read the room** tə ri:d ðə ru:m **wyczuć atmosferę, odczytać nastrój słuchaczy**
[27] **internal inspection** ɪn'tɜ:nl ɪn'spekʃn **wewnętrzna autoobserwacja**
[28] **curator** kjʊə'reɪtə **kurator (osoba odpowiedzialna za dobór treści)**
[29] **to construct sth** tə kən'strʌkt 'sʌmθɪŋ **zbudować, stworzyć coś**
[30] **the audience is the hero** ði 'ɔ:diəns ɪz ðə 'hɪərəʊ **publiczność jest bohaterem**
[31] **to reach a decision** tə ri:tʃ ə dɪ'sɪʒn **podjąć decyzję**
[32] **delivery** dɪ'lɪvəri ***tu:*** **sposób prezentacji, wykonanie**
[33] **to serve sb** tə sɜ:v 'sʌmbədɪ **służyć komuś**
[34] **intelligibility** ɪn,telɪdʒə'bɪləti **zrozumiałość**
[35] **audience-centred** 'ɔ:diəns 'sentəd **skoncentrowany na słuchaczu**
[36] **vague** veɪg **niejasny, mglisty**
[37] **to distinguish between X and Y** tə dɪ'stɪŋgwɪʃ bɪ'twi:n eks ænd waɪ **rozróżniać między X i Y**
[38] **accentedness** 'æksəntɪdnəs **różnica pomiędzy akcentem osoby mówiącej w danym, wyuczonym języku a akcentem używanym przez rdzennych mieszkańców danego regionu, sposób akcentowania**
[39] **comprehensibility** ˌkɒmprɪˌhensə'bɪləti **zrozumiałość, przejrzystość**

eprasa.pl 0e0bc7d201

Remember that a person may retain[40] a strong accent while remaining highly intelligible[41] – and vice versa[42].

The priority is not to erase[43] your accent but to help listeners understand you without unnecessary effort. Research highlights the importance of prosody[44]: the rhythm, stress and intonation of speech. Emphasising key words, pausing[45] between ideas and dividing longer sentences into[46] meaningful groups can contribute more to understanding than perfecting every sound.

Slow down for names, figures and technical expressions, as listeners cannot always reconstruct[47] them from context. A missing article[48] (a, an or the) will rarely change the meaning; an unclear percentage might.



Rehearse the Task

Reading a presentation is not rehearsing[49] it. Familiarity[50] on the page can feel like mastery[51], but speaking requires you to produce ideas aloud while managing[52] time, slides, faces and interruptions[53].

Begin without the slides. Explain the subject until you can reach the central point in more than one form of words[54]. Then add brief notes[55] and visual material[56]. Record one version before presenting another to a supportive[57] listener.

Review recordings selectively[58]. "I look awkward" is a judgement[59], not a useful diagnosis[60]. Instead, examine[61] the argument. Was my main claim[62] clear? Did my



[40] **to retain sth** tə rɪ'teɪn 'sʌmθɪŋ **zachować coś**
[41] **highly intelligible** 'haɪlɪ ɪn'telɪdʒəbl **bardzo zrozumiały**
[42] **vice versa** ˌvaɪs 'vɜːsə **na odwrót, odwrotnie**
[43] **to erase sth** tʊ ɪ'reɪz 'sʌmθɪŋ **wymazać, usunąć coś**
[44] **prosody** 'prɒsədi **prozodia (rytm, akcent i intonacja mowy)**
[45] **to pause** tə pɔːz **robić pauzę, przerwać**
[46] **to divide sth into sth** tə dɪ'vaɪd 'sʌmθɪŋ 'ɪntə 'sʌmθɪŋ **podzielić coś na coś**
[47] **to reconstruct sth** tə ˌriːkən'strʌkt 'sʌmθɪŋ **odtworzyć, zrekonstruować coś**
[48] **article** 'ɑːtɪkl ***tu:*** **rodzajnik**
[49] **to rehearse sth** tə rɪ'hɜːs 'sʌmθɪŋ **ćwiczyć coś, robić próbę**
[50] **familiarity** fəˌmɪlɪ'ærəti ***tu:*** **znajomość**
[51] **mastery** 'mɑːstəri **opanowanie, biegłość; mistrzostwo**
[52] **to manage sth** tə 'mænɪdʒ 'sʌmθɪŋ **panować nad czymś, radzić sobie z czymś**
[53] **interruption** ˌɪntə'rʌpʃn **przerwanie, wtrącenie**
[54] **form of words** fɔːm ɒv wɜːdz **sposób sformułowania**
[55] **brief notes** briːf nəʊts **zwięzłe notatki**
[56] **visual material** 'vɪʒuəl mə'tɪəriəl **materiał wizualny**
[57] **supportive** sə'pɔːtɪv **wspierający, życzliwy**
[58] **selectively** sɪ'lektɪvli **selektywnie, wybiórczo**
[59] **judgement** 'dʒʌdʒmənt ***tu:*** **opinia, osąd**
[60] **diagnosis** ˌdaɪəg'nəʊsɪs **diagnoza**
[61] **to examine sth** tʊ ɪg'zæmɪn 'sʌmθɪŋ **przeanalizować, zbadać coś**
[62] **claim** kleɪm ***tu:*** **teza, twierdzenie**

eprasa.pl 0e0bc7d201

examples support it? Could a listener understand why each section was included? On another viewing, consider your pacing[63], stress and pauses. Try to make one specific adjustment[64] after each review.

Gradually increase the pressure. Stand up, use equipment, run a timer[65]. If possible, ask someone to interrupt or question you. Practise deliberately[66] losing your place[67] and returning to your rhythm.

This resembles the principle behind exposure-based treatments[68] for anxiety. Repeated, manageable[69] contact with a feared situation can weaken[70] the expectation that it will be intolerable[71]. The lesson is not that nothing will go wrong, but that a pause, interruption or forgotten phrase need not make speech collapse[72].

Manage the Language

Speaking becomes difficult when you try to organise your thoughts, find the right vocabulary and build each sentence simultaneously. Give yourself a simple route[73] through the idea. Imagine that you want to recommend[74] delaying[75] a product launch[76]. Under pressure, you might say, "We still have some tests, and the technical team found two problems, and we need more time…"

The listener hears several details but must wait for your main point[77]. State the recommendation first: "We should delay the launch because several important tests are still incomplete[78]." This uses a dependable[79] structure: main point + reason. You can then develop it in short, connected stages:

"We should delay the launch. The main reason is that several important tests are still incomplete. For example, the payment system has not been fully checked and we haven't verified[80] user logins[81]. As a result[82], launching now could create problems for customers."

Phrases such as 'the main reason is', 'for example' and 'as a result' are called signposts[83]. They show listeners where your explanation is going. Learn them as complete phrases, making them easier to recall[84] under pressure.

You do not need the perfect word. If you cannot remember 'postpone[85]', say

FINDING YOUR PREPOSITIONS

Fill in the gaps with the correct preposition:
of, to, as, from, on, after.
More than one answer may be correct.

1. Public speaking combines several distinct sources _____ anxiety for multilingual professionals.
2. Confident speakers learn to put their nervous energy _____ work rather than trying to suppress it.
3. Reframing anxiety _____ excitement can significantly improve your performance on stage.
4. Self-focused attention prevents a speaker _____ reading the room or engaging the audience.
5. Instead of worrying about your accent, focus _____ what the listeners need to understand.
6. Pausing between key ideas contributes greatly _____ overall speech clarity and intelligibility.
7. Practice deliberately losing your place and returning _____ your natural rhythm.
8. True confidence usually develops _____ action, not before taking the stage.

BEM TEST

Answers: 1. of, 2. to, 3. as, 4. from, 5. on, 6. to, 7. to, 8. after/from

[63] **pacing** 'peɪsɪŋ **tempo wypowiedzi**
[64] **adjustment** ə'dʒʌstmənt **dostosowanie, poprawka**
[65] **to run a timer** tə rʌn ə 'taɪmə **włączyć stoper**
[66] **deliberately** dɪ'lɪbərətli ***tu:*** **celowo, świadomie**
[67] **to lose one's place** tə lu:z wʌnz pleɪs ***tu:*** **zgubić wątek**
[68] **exposure-based treatment** ɪk'spəʊʒə beɪst 'tri:tmənt **terapia ekspozycyjna**
[69] **manageable** 'mænɪdʒəbl **możliwy do opanowania, znośny**
[70] **to weaken sth** tə 'wi:kən 'sʌmθɪŋ **osłabić coś**
[71] **intolerable** ɪn'tɒlərəbl **nie do zniesienia**
[72] **to collapse** tə kə'læps ***tu:*** **załamać się, rozpaść się**
[73] **route** ru:t ***tu:*** **schemat, sposób**
[74] **to recommend** tə ˌrekə'mend **zalecić, rekomendować**
[75] **to delay sth** tə dɪ'leɪ 'sʌmθɪŋ **opóźnić coś**
[76] **product launch** 'prɒdʌkt lɔ:ntʃ **wprowadzenie produktu na rynek**
[77] **main point** meɪn pɔɪnt **główny punkt, główna myśl**
[78] **incomplete** ˌɪnkəm'pli:t **niekompletny, niedokończony**
[79] **dependable** dɪ'pendəbl ***tu:*** **pewny, niezawodny**
[80] **to verify sth** tə 'verɪfaɪ 'sʌmθɪŋ **zweryfikować, sprawdzić coś**
[81] **user login** 'ju:zə 'lɒgɪn ***tu:*** **logowanie użytkownika**
[82] **as a result** æz ə rɪ'zʌlt **w rezultacie**
[83] **signpost** 'saɪnpəʊst ***tu:*** **znacznik, wskaźnik (w wypowiedzi)**
[84] **to recall sth** tə rɪ'kɔ:l 'sʌmθɪŋ **przypomnieć sobie coś**
[85] **to postpone sth** tə pəʊst'pəʊn 'sʌmθɪŋ **przełożyć, odroczyć coś**

eprasa.pl 0e0bc7d201

move it to a later date. If the listener looks confused, try let me put that another way[86]. This is known as communication repair[87]: noticing that something has not worked and finding another way to express it. It is a normal and useful part of communication, especially in meetings.

Let Confidence Catch Up

After your speech, resist[88] the urge[89] to replay[90] every mistake. A missing article or imperfect sentence matters far less than whether people understood your point. Look at what happened. Did the meeting reach a decision? Could listeners identify[91] your main message? Did their questions show interest or genuine[92] confusion?

Confidence often develops after action, not before it. Each time you explain an idea clearly, handle[93] a question or recover from[94] a lost word, you gain evidence that you can manage the situation. You may still feel nervous, pause occasionally and speak with a strong accent. None of that prevents you from commanding the room[95]. Begin with something worth saying, make it clear – and allow confidence to follow.

[86] **let me put that another way** let mi: pʊt ðæt əˈnʌðə weɪ **inaczej mówiąc, pozwolę sobie to ująć inaczej**

[87] **communication repair** kəˌmju:nɪˈkeɪʃn rɪˈpeə ***tu:*** **uściślenie niejasnej wypowiedzi**

[88] **to resist sth** tə rɪˈzɪst ˈsʌmθɪŋ **oprzeć się czemuś**

[89] **urge** ɜ:dʒ **pragnienie, pokusa**

[90] **to replay sth** tə ˈri:pleɪ ˈsʌmθɪŋ ***tu:*** **odtwarzać, wracać do czegoś w myślach**

[91] **to identify sth** tʊ aɪˈdentɪfaɪ ˈsʌmθɪŋ **rozpoznać, zidentyfikować coś**

[92] **genuine** ˈdʒenjuɪn **rzeczywisty, prawdziwy**

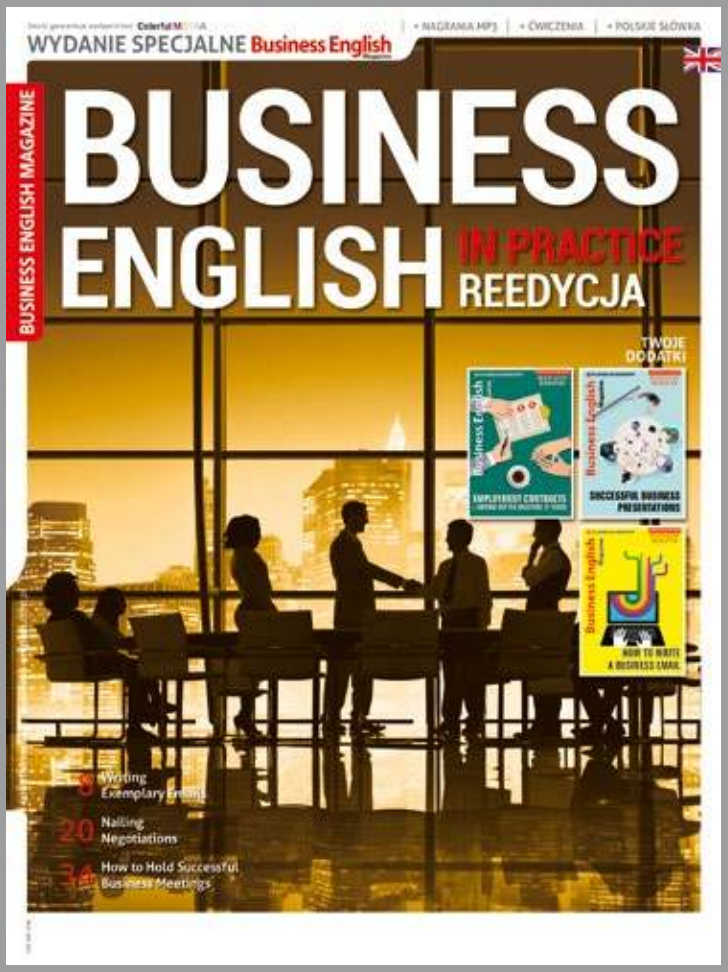
[93] **to handle sth** tə ˈhændl ˈsʌmθɪŋ **poradzić sobie z czymś,** ***tu też:*** **odpowiedzieć na pytanie**

[94] **to recover from sth** tə rɪˈkʌvə frɒm ˈsʌmθɪŋ ***tu:*** **wyjść z czegoś, poradzić sobie z czymś**

[95] **to command the room** tə kəˈmɑ:nd ðə ru:m **panować nad salą, przejąć kontrolę nad audytorium**

Językowo najlepsi!

NAJNOWSZE **WYDANIE SPECJALNE**



kiosk.colorfulmedia.pl

KUP TERAZ

eprasa.pl 0e0bc7d201



OGLĄDAJ VIDEO
business-english.com.pl

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

eprasa.pl 0e0bc7d201

Resort Rage[1] in Albania

In Albania, one ambitious development has ignited[2] weeks of mass protests and reopened long-standing[3] debates about corruption, conservation and who has the final say[4] in the country's future. Pack your bags with BEM's **Jonathan Sidor** and see why a billionaire-backed resort is causing so much uproar[5].

[1] **resort rage** rɪ'zɔ:t reɪdʒ oburzenie wokół kurortów
[2] **to ignite sth** tʊ ɪg'naɪt 'sʌmθɪŋ *tu:* **wywołać, rozpętać coś**
[3] **long-standing** ˌlɒŋ 'stændɪŋ **od dawna istniejący, wieloletni**
[4] **to have the final say** tə hæv ðə 'faɪnl seɪ **mieć rozstrzygający głos, decydować**
[5] **uproar** 'ʌprɔ: **wzburzenie, poruszenie**

eprasa.pl 0e0bc7d201

A WORD WORTH REMEMBERING

to be embroiled in sth
/tə bi ɪm'brɔɪld ɪn 'sʌmθɪŋ/
być uwikłanym w coś, być zaplątanym w coś

A planned luxury resort aims to transform part of Albania's spectacular coastline into an exclusive destination for the wealthy. Supporters hail[6] it as a once-in-a-generation[7] investment, but opponents see something very different. Backed by Jared Kushner – Donald Trump's son-in-law[8] – the proposed resort is embroiled in[9] controversies involving the privatisation[10] of protected land, political favouritism[11], and ordinary citizens losing out[12] on their chance to reshape their country.

More Than a Resort

The development in question focuses on Sazan Island and nearby coastal areas along the Albanian Riviera, a stretch of coastline celebrated for its turquoise water, rugged[13] cliffs, hidden coves[14] and remarkable biodiversity[15]. For decades, Sazan remained largely inaccessible because it served as a military base during Albania's communist era. Today, it forms part of a protected natural preserve[16], home to rare plants, birds and marine life.

That setting is exactly what makes the project so divisive[17]. Developers are swooping in[18], envisaging[19] luxury hotels, villas, marinas[20] and high-end[21] tourism facilities capable of attracting visitors with deep pockets[22] from around the world. Government officials who support construction argue that investments on this scale could bolster[23] Albania's tourism industry, create employment and raise the country's international profile[24].

Critics, on the other hand, counter[25] that some landscapes possess value precisely because they have escaped intensive development. Once coastlines are transformed into private resorts, they claim, the charming[26] character of any place – and public access to it – can disappear for generations.

Albanians Take to the Streets[27]

For weeks, thousands of people have gathered in Tirana and other parts of the country, demanding greater transparency[28] over how major development projects are approved. Environmental organisations, students, anti-corruption activists, opposition supporters, and concerned local residents have all joined the demonstrations, making them some of the largest Albania has witnessed in decades.

Although international headlines often frame[29] the demonstrations as protests against Jared Kushner, many Albanians insist the movement is about something much broader.

In fact, the protesters' concerns extend well beyond[30] environmental conservation, too. Many question why protected areas were opened to large-scale[31] construction, and whether existing laws were amended[32] specifically to accommodate[33] strategic foreign investors. Others fear that public land is increasingly being transferred into private hands with limited scrutiny[34]. For them, the luxury resort has become a symbol of a pernicious[35] political culture in which major decisions are negotiated behind closed doors[36] rather than debated openly.

Some demonstrations have remained peaceful, while others have turned confrontational[37]. The latter variety tends to feature clashes[38] between protesters, police, and security personnel. Images of damaged fencing[39], vandalised[40] bulldozers[41],

[6] **to hail sth** tə heɪl 'sʌmθɪŋ **okrzyknąć coś bardzo dobrym**
[7] **once-in-a-generation** ˌwʌns ɪn ə ˌdʒenə'reɪʃn **zdarzający się raz na pokolenie**
[8] **son-in-law** 'sʌn ɪn lɔ: **zięć**
[9] **to be embroiled in sth** tə bi ɪm'brɔɪld ɪn 'sʌmθɪŋ **być uwikłanym w coś, być zaplątanym w coś**
[10] **privatisation** ˌpraɪvətaɪ'zeɪʃn **prywatyzacja**
[11] **favouritism** 'feɪvərɪtɪzm **faworyzowanie, kumoterstwo**
[12] **to lose out** tə lu:z aʊt **stracić, przegrać**
[13] **rugged** 'rʌgɪd ***tu:*** **urwisty**
[14] **cove** kəʊv **zatoczka, mała zatoka**
[15] **biodiversity** ˌbaɪəʊdaɪ'vɜ:səti **różnorodność biologiczna**
[16] **preserve** prɪ'zɜ:v ***tu:*** **rezerwat, obszar chroniony**
[17] **divisive** dɪ'vaɪsɪv **dzielący, budzący spory**
[18] **to swoop in** tə swu:p ɪn ***tu:*** **wkraczać na scenę**
[19] **to envisage sth** tʊ ɪn'vɪzɪdʒ 'sʌmθɪŋ **przewidywać, planować coś**
[20] **marina** mə'ri:nə **przystań jachtowa**
[21] **high-end** ˌhaɪ 'end **luksusowy, z najwyższej półki**
[22] **deep pockets** di:p 'pɒkɪts **głęboki portfel, duże zasoby finansowe**
[23] **to bolster sth** tə 'bəʊlstə 'sʌmθɪŋ **wzmocnić, wesprzeć coś**
[24] **to raise sb's profile** tə reɪz 'sʌmbədiz 'prəʊfaɪl **zwiększyć czyjąś widoczność**
[25] **to counter** tə 'kaʊntə ***tu:*** **ripostować, odpowiedzieć**
[26] **charming** 'tʃɑ:mɪŋ **urokliwy, czarujący**
[27] **to take to the streets** tə teɪk tə ðə stri:ts **wyjść na ulice, protestować**
[28] **transparency** træns'pærənsi **przejrzystość**
[29] **to frame sth** tə freɪm 'sʌmθɪŋ ***tu:*** **przedstawiać coś, ujmować coś**
[30] **to extend beyond sth** tʊ ɪk'stend bɪ'jɒnd 'sʌmθɪŋ **wykraczać poza coś**
[31] **large-scale** ˌlɑ:dʒ 'skeɪl **na dużą skalę**
[32] **to amend sth** tʊ ə'mend 'sʌmθɪŋ ***tu:*** **zmienić, poprawić coś**
[33] **to accommodate sb/sth** tʊ ə'kɒmədeɪt 'sʌmbədi 'sʌmθɪŋ ***tu:*** **dostosować się do kogoś/czegoś, uwzględnić kogoś/coś**
[34] **scrutiny** 'skru:tɪni **kontrola, weryfikacja**
[35] **pernicious** pə'nɪʃəs **zgubny, szkodliwy**
[36] **behind closed doors** bɪ'haɪnd kləʊzd dɔ:z **za zamkniętymi drzwiami, potajemnie**
[37] **confrontational** ˌkɒnfrʌn'teɪʃənl **konfrontacyjny, prowadzący do starcia**
[38] **clash** klæʃ ***tu:*** **starcie**
[39] **fencing** 'fensɪŋ ***tu:*** **ogrodzenie**
[40] **to vandalise sth** tə 'vændəlaɪz 'sʌmθɪŋ **zdewastować coś**
[41] **bulldozer** 'bʊldəʊzə **spychacz, buldożer**

eprasa.pl 0e0bc7d201



IMAGES OF DAMAGED FENCING, VANDALISED BULLDOZERS AND CROWDS WAVING FLAMINGO FLAGS HAVE CIRCULATED WIDELY ON SOCIAL MEDIA AND INTERNATIONAL NEWS BROADCASTS.

and crowds waving flamingo[42] flags have circulated[43] widely on social media and international news broadcasts. The flamingo was chosen to represent the threatened[44] wetlands[45], which host[46] about 12 percent of the country's wintering waterbirds[47]. Creatures like otters[48], turtles, dolphins[49], frogs, and, yes, even bright pink flamingos are known to call the region home.

Why the European Union Is Paying Attention[50]

The controversy no longer concerns Albania alone. As a candidate country[51] seeking EU membership, Albania is expected to demonstrate strong standards in areas such as environmental protection, judicial independence[52], transparency and the rule of law[53]. The dispute surrounding the resort has therefore started making waves[54] that ripple[55] far past the Balkans.

European officials and lawmakers[56] have voiced[57] worries that weakening environmental safeguards[58] or fast-tracking[59] projects without sufficient oversight[60] could undermine[61] Albania's accession[62] process. While the resort itself won't determine whether or not the country eventually joins the EU, critics argue that the way the project has been handled raises uncomfortable questions about governance[63] and accountability[64].

Moreover, the debate illustrates an increasingly common dilemma[65] facing countries with booming tourism industries. How can governments attract billions in foreign investment without sacrificing[66] environmental protections or alienating[67] their own citizens? Walking that tightrope[68] is often a convoluted[69] balancing act[70].

[42] **flamingo** fləˈmɪŋgəʊ **flaming**
[43] **to circulate** tə ˈsɜːkjəleɪt ***tu:*** **krążyć, rozprzestrzeniać się**
[44] **threatened** ˈθretnd **zagrożony**
[45] **wetland** ˈwetlənd **tereny podmokłe, mokradła**
[46] **to host sth** tə həʊst ˈsʌmθɪŋ ***tu:*** **gościć coś, być domem dla czegoś**
[47] **waterbird** ˈwɔːtəbɜːd **ptak wodny**
[48] **otter** ˈɒtə **wydra**
[49] **dolphin** ˈdɒlfɪn **delfin**
[50] **to pay attention to sth** tə peɪ əˈtenʃn tə ˈsʌmθɪŋ **zwracać na coś uwagę**
[51] **candidate country** ˈkændɪdət ˈkʌntri **kraj kandydujący (do Unii Europejskiej)**
[52] **judicial independence** dʒuːˈdɪʃl ˌɪndɪˈpendəns **niezależność sądownictwa**
[53] **rule of law** ruːl ɒv lɔː **praworządność**
[54] **to make waves** tə meɪk weɪvz **narobić zamieszania, wywołać poruszenie**
[55] **to ripple** tə ˈrɪpl ***tu:*** **rozchodzić się falami**
[56] **lawmaker** ˈlɔːmeɪkə **prawodawca, ustawodawca**
[57] **to voice sth** tə vɔɪs ˈsʌmθɪŋ ***tu:*** **wyrazić, wypowiedzieć coś**
[58] **safeguard** ˈseɪfgɑːd **zabezpieczenie, ochrona**
[59] **to fast-track sth** tə ˈfɑːst træk ˈsʌmθɪŋ **przyspieszyć coś, uprościć procedurę**
[60] **oversight** ˈəʊvəsaɪt ***tu:*** **nadzór**
[61] **to undermine sth** tʊ ˌʌndəˈmaɪn ˈsʌmθɪŋ **podkopać, osłabić coś**
[62] **accession** əkˈseʃn ***tu:*** **przystąpienie, akcesja**
[63] **governance** ˈgʌvənəns **zarządzanie, rządzenie**
[64] **accountability** əˌkaʊntəˈbɪləti **rozliczalność, odpowiedzialność**
[65] **dilemma** dɪˈlemə **dylemat**
[66] **to sacrifice sth** tə ˈsækrɪfaɪs ˈsʌmθɪŋ **poświęcić coś**
[67] **to alienate sb** tʊ ˈeɪliəneɪt ˈsʌmbədi **zrazić kogoś, zantagonizować kogoś**
[68] **to walk a tightrope** tə wɔːk ə ˈtaɪtrəʊp **lawirować, *dosł.* iść po linie do akrobacji**
[69] **convoluted** ˈkɒnvəluːtɪd **zawiły, skomplikowany**
[70] **balancing act** ˈbælənsɪŋ ækt **balansowanie, lawirowanie**

eprasa.pl 0e0bc7d201

Tourism vs. Preservation

To put this latest drama in context[71], it's important to note Albania's remarkable transformation over the past two decades. Once one of Europe's least-visited destinations, Albania has become one of the continent's fastest-growing tourist hotspots[72]. A record 12 million tourists paid Albania a visit[73] in 2025. These groups are drawn by stunning mountain scenery, ancient archaeological[74] sites, Ottoman-era[75] villages and an enviable[76] Adriatic coastline often compared to neighbouring Croatia or Greece. The thing is, Albania offers far lower prices.

That rapid popularity, however, brings its own challenges. Hotels, roads, airports and restaurants create jobs and stimulate local economies. This is a boon[77] on the surface, but unchecked[78] development can strain[79] infrastructure, inflate[80] housing prices, restrict access to public beaches and permanently alter[81] fragile[82] ecosystems[83].

This tension is hardly unique to Albania. Similar conflagrations[84] have ignited in Spain, Italy, and across the Mediterranean, where overtourism[85] and luxury developments have forced governments to reconsider how much construction coastal regions[86] can absorb[87] before they lose the very qualities that lured[88] visitors in the first place. For many Albanians, the question isn't whether tourism should continue growing. It's what kind of tourism the country wants to encourage.

What Happens Next?

The future of the Sazan resort remains uncertain, but the protests have already shifted[89] the conversation. A project that was initially presented as a major economic opportunity has evolved into[90] a national conflict about environmental stewardship[91], democratic decision-making and Albania's long-term identity. Should spectacular coastlines become exclusive enclaves[92] for luxury tourism, or should they remain shared natural spaces that benefit local communities as well as visitors?

Whatever happens to the resort itself, one thing is clear: the controversy has become about far more than a single island. It has forced Albania to confront[93] difficult questions about growth, conservation and the price a country is willing to pay in pursuit of[94] progress. For a nation juggling[95] economic ambition along with its European aspirations[96], these questions are unlikely to disappear any time soon.

[71] **to put sth in context** tə pʊt ˈsʌmθɪŋ ɪn ˈkɒntekst **umieścić coś w kontekście**
[72] **hotspot** ˈhɒtspɒt ***tu:*** **popularne miejsce**
[73] **to pay sb a visit** tə peɪ ˈsʌmbədi ə ˈvɪzɪt **złożyć komuś wizytę, odwiedzić kogoś**
[74] **archaeological** ˌɑːkiəˈlɒdʒɪkl **archeologiczny**
[75] **Ottoman-era** ˈɒtəmən ˈɪərə **z epoki ottomańskiej**
[76] **enviable** ˈenviəbl **godny pozazdroszczenia**
[77] **boon** buːn **dobrodziejstwo, błogosławieństwo**
[78] **unchecked** ˌʌnˈtʃekt **niekontrolowany, niepohamowany**
[79] **to strain sth** tə streɪn ˈsʌmθɪŋ ***tu:*** **nadwyrężyć, obciążyć coś**
[80] **to inflate sth** tʊ ɪnˈfleɪt ˈsʌmθɪŋ ***tu:*** **zawyżyć, podnieść coś**
[81] **to alter sth** tʊ ˈɔːltə ˈsʌmθɪŋ **zmienić, przekształcić coś**
[82] **fragile** ˈfrædʒaɪl ***tu:*** **kruchy, wrażliwy**
[83] **ecosystem** ˈiːkəʊsɪstəm **ekosystem**
[84] **conflagration** ˌkɒnfləˈgreɪʃn ***tu:*** **konflikt**
[85] **overtourism** ˈəʊvətʊərɪzm **nadmierna turystyka**
[86] **coastal region** ˈkəʊstl ˈriːdʒn **region przybrzeżny**
[87] **to absorb sth** tʊ əbˈzɔːb ˈsʌmθɪŋ ***tu:*** **przyjąć, wchłonąć coś**
[88] **to lure sb** tə lʊə ˈsʌmbədi **wabić, przyciągnąć kogoś**
[89] **to shift sth** tə ʃɪft ˈsʌmθɪŋ ***tu:*** **zmienić, przesunąć coś**
[90] **to evolve into sth** tʊ ɪˈvɒlv ˈɪntə ˈsʌmθɪŋ **przekształcić się w coś, rozwinąć się w coś**
[91] **stewardship** ˈstjuːədʃɪp ***tu:*** **zarządzanie, opieka**
[92] **enclave** ˈenkleɪv **enklawa**
[93] **to confront sth** tə kənˈfrʌnt ˈsʌmθɪŋ **stawić czoła czemuś, zmierzyć się z czymś**
[94] **in pursuit of sth** ɪn pəˈsjuːt ɒv ˈsʌmθɪŋ **w pogoni za czymś**
[95] **to juggle sth** tə ˈdʒʌgl ˈsʌmθɪŋ ***tu:*** **żonglować czymś, łączyć coś**
[96] **aspiration** ˌæspəˈreɪʃn **aspiracja, dążenie**

eprasa.pl 0e0bc7d201



Greece: The Best Place to Retire[1] in 2026

[1] **to retire** tʊ rɪ'taɪə **przejść na emeryturę**
[2] **golden years** 'gəʊldən jɪəz **lata na emeryturze, *dosł.* złote lata**

Dreaming of retiring to somewhere sunny, affordable and full of history? According to one of the world's best-known rankings, Greece has climbed to the top in 2026. Join BEM's **Jonathan Sidor** to see why it's worth spending your golden years[2] there.



eprasa.pl 0e0bc2d201



THE GREEK EXPRESSION SIGA SIGA, WHICH TRANSLATES TO "SLOWLY, SLOWLY," CAPTURES THIS RELAXED APPROACH TO LIFE.

OGLĄDAJ VIDEO
business-english.com.pl

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

A WORD WORTH REMEMBERING

to play second fiddle to sb/sth /tə pleɪ 'se-kənd 'fɪdl tə 'sʌmbədɪ 'sʌmθɪŋ/ być na drugim planie, grać drugie skrzypce względem kogoś/ czegoś

eprasa.pl 0e05c7d201

Greece has been named the world's best place to retire for 2026 by International Living. It's a publication that evaluates countries based on factors like cost of living, healthcare and climate. Even things like housing infrastructure and overall quality of life play a role. After years of playing second fiddle to[3] the likes of[4] Spain and Portugal, Greece has earned its moment in the spotlight.

Why Greece Came Out on Top[5]

What's making Greece more alluring[6] than the call of a Siren[7]? Well, one of Greece's biggest advantages is balance. You can enjoy Mediterranean weather, fresh local food, modern healthcare and beautiful scenery. And you can get all of this without forking over[8] the prices you'd find in many other European destinations.

Greece also has a leg up[9] because life there tends to move at a different rhythm. Long lunches, evening walks on the waterfront[10], neighbourhood cafés, and time spent with family remain dominant parts of everyday culture. The Greek expression siga siga, which translates to "slowly, slowly," captures this relaxed approach to a tee.

The fact the days seem to pass by at a snail's pace[11] doesn't mean boredom. Greece offers vibrant cities, tranquil[12] villages, mountain landscapes and thousands of islands, giving retirees plenty of options to find a lifestyle tailored[13] precisely to their needs. They really are spoiled for choice[14].

Outdoors and Extraordinary

Retirement often means having more free time. In some places, that might mean more time spent resting in bed or lounging around[15] the house. In Greece, that's not the case at all.

Greece makes it easy to spend your leisure time[16] outside. The country enjoys hundreds of sunny days each year, encouraging folk[17] to walk, swim, or hike on virtually a daily basis. Gardening is another popular pastime[18], and eating meals al fresco[19] can be accomplished on a regular basis. Many towns are built around public squares and waterfront promenades[20] where people naturally gather and spend heaps of[21] time throughout the day.

Traversing[22] islands by car is an option, but many residents opt to[23] walk most places. Ambling[24] to local shops, bakeries or markets is easy to do without breaking a sweat[25] – unless it's a particularly sweltering[26] day. All these small daily habits can make staying active at any age feel effortless.

Living in Greece also means history is never far away. You might drink coffee with a view of a centuries-old harbour[27], shop beneath ancient monuments, or spend weekends exploring archaeological sites[28] that people are willing to cross oceans[29] to visit. Rather than feeling like plain tourist attractions, these historic wonders can simply become part of your daily life. And Greece boasts[30] a mix of old and new that few other destinations can match.

More Than Islands

What makes Greece especially attractive is the sheer[31] variety it offers. You can wake up overlooking olive groves[32] and finish the day watching the sun sink into[33] the Aegean[34]. Whether you picture retirement in a bustling[35] seaside city or a sleepy[36] fishing town, Greece gives retirees a remarkable range of places to call home.

The Greek islands certainly feature front and centre[37] in most travel brochures. Crete consistently ranks among the most practical choices thanks to its sizeable[38] population, international airports, and active communities year-round[39]. Corfu combines lush[40] green landscapes with

[3] **to play second fiddle** tə pleɪ 'sekənd 'fɪdl **być na drugim planie, grać drugie skrzypce**
[4] **the likes of X** ðə laɪks ɒv eks **tacy jak X**
[5] **to come out on top** tə kʌm aʊt ɒn tɒp **wyjść zwycięsko, zajść najwyżej**
[6] **alluring** ə'lʊərɪŋ **pociągający, kuszący**
[7] **Siren** 'saɪrən **syrena, mitologiczna istota kusząca śpiewem**
[8] **to fork over sth** tə fɔ:k 'əʊvə 'sʌmθɪŋ **wyłożyć pieniądze, zapłacić niechętnie dużą sumę**
[9] **to have a leg up** tə hæv ə leg ʌp **mieć przewagę, być w korzystniejszej sytuacji**
[10] **waterfront** 'wɔ:təfrʌnt **nabrzeże, deptak nadmorski**
[11] **at a snail's pace** æt ə sneɪlz peɪs **w żółwim tempie, bardzo wolno**
[12] **tranquil** 'træŋkwɪl **spokojny, cichy**
[13] **tailored** 'teɪləd ***tu:*** **dostosowany, skrojony na miarę**
[14] **to be spoiled for choice** tʊ bi spɔɪld fə tʃɔɪs **mieć trudność z wyborem ze względu na obfitość możliwości**
[15] **to lounge around** tə laʊndʒ ə'raʊnd **leniuchować, wylegiwać się**
[16] **leisure time** 'leʒə taɪm **czas wolny**
[17] **folk** fəʊk ***tu:*** **ludzie**
[18] **pastime** 'pɑ:staɪm **rozrywka, hobby**
[19] **al fresco** æl 'freskəʊ **na świeżym powietrzu, pod gołym niebem (o jedzeniu)**
[20] **promenade** ˌprɒmə'nɑ:d **promenada, deptak**
[21] **heaps of sth** hi:ps ɒv 'sʌmθɪŋ **mnóstwo, masa czegoś**
[22] **to traverse** tə trə'vɜ:s **przemierzać, przejechać przez**
[23] **to opt to do sth** tʊ ɒpt tə du: 'sʌmθɪŋ **zdecydować się na zrobienie czegoś**
[24] **to amble** tʊ 'æmbl **przechadzać się, iść spokojnym krokiem**
[25] **to break a sweat** tə breɪk ə swet **spocić się, zmęczyć się**
[26] **sweltering** 'sweltərɪŋ **skwarny, upalny**
[27] **harbour** 'hɑ:bə **port, przystań**
[28] **archaeological site** ˌɑ:kiə'lɒdʒɪkəl saɪt **stanowisko archeologiczne**
[29] **to cross oceans** tə krɒs 'əʊʃənz **przemierzyć oceany, pokonać wielkie odległości**
[30] **to boast sth** tə bəʊst 'sʌmθɪŋ **szczycić się czymś**
[31] **sheer** ʃɪə ***tu:*** **sam, czysty**
[32] **olive grove** 'ɒlɪv grəʊv **gaj oliwny**
[33] **to sink into sth** tə sɪŋk 'ɪntʊ 'sʌmθɪŋ ***tu:*** **zanurzać się w coś, zachodzić**
[34] **the Aegean** ðɪ ɪ'dʒi:ən **Morze Egejskie**
[35] **bustling** 'bʌslɪŋ **tętniący życiem, ruchliwy**
[36] **sleepy** 'sli:pi ***tu:*** **senny, ospały, cichy**
[37] **to feature front and centre** tə 'fi:tʃə frʌnt ənd 'sentə **zajmować centralne miejsce, być w centrum uwagi**
[38] **sizeable** 'saɪzəbl **pokaźny, niemały**
[39] **year-round** jɪə raʊnd **całoroczny**
[40] **lush** lʌʃ **bujny, soczyście zielony**

eprasa.pl 0e0bc7d201

Venetian[41] architecture, while Rhodes offers warm weather alongside a beautifully preserved old town.

Many retirees, however, stick to[42] the mainland[43]. Athens has all the amenities[44] you can expect from a leading capital city. Further north lies Thessaloniki, the country's second-largest city. It blends history with modern urban life and caters to[45] those who enjoy museums, theatres and cultural events.

Affordability[46] That Doesn't Feel Cheap

Retirement frequently revolves around[47] making your savings[48] go further[49], and this is another one of Greece's selling points[50]. While prices vary across the country, day-to-day living is generally more affordable than in much of Western and Northern Europe. Housing, dining out[51] and a host of[52] everyday services cost noticeably[53] less, allowing retirees to enjoy a comfortable lifestyle without having to watch every euro[54].

[41] **Venetian** vəˈniːʃən **wenecki**
[42] **to stick to sth** tə stɪk tə ˈsʌmθɪŋ ***tu:*** **trzymać się czegoś, pozostać przy czymś**
[43] **mainland** ˈmeɪnlənd **ląd stały, kontynent**
[44] **amenity** əˈmiːnəti **udogodnienie, wygoda**
[45] **to cater to sb** tə ˈkeɪtə tə ˈsʌmbədi **zaspokajać czyjeś potrzeby, być przeznaczonym dla kogoś**
[46] **affordability** əˈfɔːd əˈbɪlətɪ **przystępność cenowa**
[47] **to revolve around sth** tə rɪˈvɒlv əˈraʊnd ˈsʌmθɪŋ **kręcić się wokół czegoś, koncentrować się na czymś**
[48] **savings** ˈseɪvɪŋz **oszczędności**
[49] **to go further** tə gəʊ ˈfɜːðə ***tu:*** **wystarczyć na więcej**
[50] **selling point** ˈselɪŋ pɔɪnt **atut, argument sprzedażowy**
[51] **dining out** ˈdaɪnɪŋ aʊt **jedzenie obiadu poza domem, jedzenie na mieście**
[52] **a host of** ə həʊst ɒv **mnóstwo, masa**
[53] **noticeably** ˈnəʊtɪsəbli **zauważalnie, wyraźnie**
[54] **to watch every euro** tə wɒtʃ ˈevri ˈjʊərəʊ **liczyć każde euro, oszczędzać na wszystkim**



eprasa.pl/0e0bc7d201



Add fresh food to the pro column[55]. Weekly markets overflow with[56] seasonal[57] fruit and vegetables, locally produced olive oil and freshly baked bread. Shopping locally is usually cheaper than relying on[58] supermarkets, and it tends to be a pleasant experience. Combined with the Mediterranean diet that emphasises fish, legumes[59] and whole grains[60], eating well rarely comes with a premium price tag.[61]

What's more, dining out doesn't have to be reserved for[62] celebrations. It's woven into[63] daily life, and many Greeks take pleasure in lingering over[64] long meals at family-run[65] tavernas[66]. Generous portions and traditional recipes are the norm[67], and they're typically reasonably priced[68].

Healthcare that doesn't cost an arm and a leg[69] also contributes to Greece's appeal. Both public and private medical services are available, and many expats[70] report private care is significantly less expensive than in other countries. Nevertheless, treatment remains high-quality. Routine appointments, specialist consultations[71] and diagnostic tests[72] are often attainable[73] without eye-watering[74] bills that retirees may face elsewhere.

Of course, affordability still boils down to[75] the specific place you choose to

HEALTHCARE THAT DOESN'T COST AN ARM AND A LEG ALSO CONTRIBUTES TO GREECE'S APPEAL.

[55] **pro column** prəʊ ˈkɒləm **lista zalet, zalety**
[56] **to overflow with sth** tʊ ˌəʊvəˈfləʊ wɪð ˈsʌmθɪŋ **być pełnym czegoś, obfitować w coś**
[57] **seasonal** ˈsiːzənl **sezonowy**
[58] **to rely on sth** tə rɪˈlaɪ ɒn **polegać, opierać się na czymś**
[59] **legume** ˈlegjuːm **roślina strączkowa, nasiona strączkowe**
[60] **whole grain** həʊl greɪn **pełne ziarno, produkty pełnoziarniste**
[61] **to come with a premium price tag** tə kʌm wɪð ə ˈpriːmjəm praɪs tæg **wiązać się z wysoką ceną**
[62] **to be reserved for sth** tʊ bi rɪˈzɜːvd fə ˈsʌmθɪŋ **być zarezerwowanym dla czegoś, być przeznaczonym tylko na coś**
[63] **to be woven into sth** tʊ bi ˈwəʊvən ˈɪntə ˈsʌmθɪŋ **być wplecionym w coś, stanowić integralną część**
[64] **to linger over sth** tə ˈlɪŋgər ˈəʊvə ˈsʌmθɪŋ **nie spieszyć się z czymś, zasiadać długo przy czymś**
[65] **family-run** ˈfæməlɪ rʌn **prowadzony/zarządzany przez rodzinę, rodzinny**
[66] **taverna** təˈvɜːnə **tawerna (grecka restauracja)**
[67] **the norm** ðə nɔːm **norma, standard**
[68] **reasonably priced** ˈriːzənəbli praɪst **w przystępnej cenie**
[69] **to cost an arm and a leg** tə kɒst ən ɑːm ənd ə leg **kosztować majątek**
[70] **expat** ˈekspæt **ekspatriant, osoba żyjąca na obczyźnie**
[71] **specialist consultation** ˈspeʃəlɪst ˌkɒnsəlˈteɪʃən **konsultacja specjalistyczna**
[72] **diagnostic test** ˌdaɪəgˈnɒstɪk test **badanie diagnostyczne**
[73] **attainable** əˈteɪnəbl **osiągalny, dostępny**
[74] **eye-watering** ˈaɪ wɔːtərɪŋ ***tu:*** **boleśnie wysoki (o cenach)**
[75] **to boil down to** tə bɔɪl daʊn tə **sprowadzać się do czegoś**

eprasa.pl 0e0bc7d201

settle down[76]. Glamorous[77] hotspots[78] like Santorini and Mykonos command[79] sky-high[80] prices, especially during the peak tourist season[81]. Venture beyond[82] the most famous places, and you'll find innumerable[83] towns and cities where your retirement income stretches[84] considerably[85] further without compromising on[86] comfort or quality of life.

Other Top Destinations

Although Greece claimed[87] first place, several other countries also ranked highly[88] for different reasons. Panama continues to attract retirees with its warm climate and well-developed[89] infrastructure. Costa Rica appeals to people who seek year-round greenery[90] and prioritise[91] environmental conservation[92].

In Europe, Portugal remains popular thanks to its mild[93] weather, superb healthcare and relaxed Atlantic[94] way of living. France stands out[95] for its rich culture, while Spain is another favourable[96] option thanks to its sunny coastlines and welcoming[97] atmosphere.

Also landing[98] in the top 10 is Thailand, which is known for low living costs and its picturesque[99] tropical[100] setting. There's also its neighbour Malaysia, which hosts sprawling[101] metropolises[102] that showcase[103] high degrees of cultural diversity[104].

Is Greece Right for You?

No destination is perfect for everyone. Some retirees may prefer cooler climates, while others desire to stay close to home. Still, Greece offers a marvellous mix that's difficult to ignore. Enviable[105] weather, stunning landscapes and a way of living that goes easy on[106] your bank account. After years of taking a backseat[107] to Europe's retirement favourites, Greece has finally reached the top of International Living's list. For many people planning their next chapter[108], it's a title that's well deserved.

[76] **to settle down** tə 'setl daʊn **osiedlić się, zadomowić się**
[77] **glamorous** 'glæmərəs ***tu:*** **ekskluzywny, luksusowy**
[78] **hotspot** 'hɒtspɒt **gorący punkt, popularne miejsce**
[79] **to command sth** tə kə'mɑ:nd 'sʌmθɪŋ ***tu:*** **dyktować coś**
[80] **sky-high** skaɪ haɪ **astronomiczny, zawrotny**
[81] **peak tourist season** pi:k 'tʊərɪst 'si:zn **szczyt sezonu turystycznego**
[82] **to venture beyond sth** tə 'ventʃə bɪ'jɒnd 'sʌmθɪŋ **zapuścić się poza coś, wyjść poza coś**
[83] **innumerable** ɪ'nju:mərəbl **niezliczony, bez liku**
[84] **to stretch further** tə stretʃ 'fɜ:ðə ***tu:*** **wystarczać na więcej**
[85] **considerably** kən'sɪdərəbli **znacznie**
[86] **to compromise on sth** tə 'kɒmprəmaɪz ɒn 'sʌmθɪŋ **iść na kompromis w sprawie czegoś, rezygnować z czegoś**
[87] **to claim** tə kleɪm ***tu:*** **zdobyć, zająć**
[88] **to rank highly** tə ræŋk 'haɪli **znaleźć się wysoko w rankingu**
[89] **well-developed** wel dɪ'veləpt **dobrze rozwinięty**
[90] **greenery** 'gri:nəri **zieleń, roślinność**
[91] **to prioritise sth** praɪ'ɒrɪtaɪz 'sʌmθɪŋ **traktować coś priorytetowo, stawiać coś na pierwszym miejscu**
[92] **environmental conservation** ɪn,vaɪrən'mentl ,kɒnsə'veɪʃən **ochrona środowiska**
[93] **mild** maɪld **łagodny**
[94] **Atlantic** ət'læntɪk **atlantycki**
[95] **to stand out** tə stænd aʊt **wyróżniać się**
[96] **favourable** 'feɪvərəbl **korzystny, atrakcyjny**
[97] **welcoming** 'welkəmɪŋ **gościnny**
[98] **to land** tə lænd ***tu:*** **znaleźć się, wylądować**
[99] **picturesque** ,pɪktʃə'resk **malowniczy**
[100] **tropical** 'trɒpɪkəl **tropikalny**
[101] **sprawling** 'sprɔ:lɪŋ **rozległy, rozrastający się**
[102] **metropolis** mə'trɒpəlɪs **metropolia**
[103] **to showcase sth** tə 'ʃəʊkeɪs 'sʌmθɪŋ **prezentować, eksponować coś**
[104] **cultural diversity** 'kʌltʃərəl daɪ'vɜ:səti **różnorodność kulturowa**
[105] **enviable** 'enviəbl **godny pozazdroszczenia**
[106] **to go easy on sth** tə gəʊ 'i:zi ɒn 'sʌmθɪŋ **być łagodnym dla czegoś**
[107] **to take a backseat** tə teɪk ə 'bæksi:t **zejść na dalszy plan, pozostać w cieniu**
[108] **next chapter** nekst 'tʃæptə **kolejny rozdział życia, nowy etap**



eprasa.pl 0e0bc7d201



POBIERZ NAGRANIA MP3
KOD DOSTĘPU: 4my
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

Japan's Car Industry Stalls

Japan's once-dominant car producers are struggling to maintain pole position[1] as more nimble[2] rivals threaten to leave them behind. The **BEM team** traverses[3] the bumpy road[4] that lies ahead[5].

[1] **to maintain pole position** tə meɪn'teɪn pəʊl pə'zɪʃən **utrzymać pozycję lidera**
[2] **nimble** 'nɪmbl ***tu:*** **zwinny, elastyczny**
[3] **to traverse sth** tə trə'vɜːs 'sʌmθɪŋ **przemierzać coś**
[4] **bumpy road** 'bʌmpi rəʊd **wyboista droga, trudny okres**
[5] **to lie ahead** tə laɪ ə'hed **czekać przed kimś, być przed kimś**

eprasa.pl 0e0bc7d201



A WORD WORTH REMEMBERING

benchmark
/ˈbentʃmɑːk/
punkt odniesienia, wzorzec

EARLY EXPORTS TO BRITAIN AND NORTH AMERICA OFTEN STRUGGLED TO WIN OVER MOTORISTS.

Humble[6] Beginnings

Japan's automotive industry began in earnest[7] after World War II, but it was not until the late 1960s and early 1970s that its manufacturers began targeting overseas markets on a large scale.

Early exports to Britain and North America often struggled to win over[8] motorists[9]. Japanese cars were frequently criticised as being small, poor-quality, basic and lacking refinement[10]. Compared with larger American models or established European brands, they were viewed by many as unfashionable, budget alternatives rather than serious competitors.

However, they possessed several advantages that gradually became impossible to ignore. They were fuel-efficient[11], mechanically simple[12], inexpensive to buy and remarkably easy to maintain. As fuel prices rose sharply following the 1973 Oil Crisis (See Fact Box), these strengths suddenly became major selling points[13].

Companies including Toyota, Honda, Nissan (then widely known as Datsun in export markets), Mazda, Mitsubishi, Suzuki, Subaru, Isuzu and Daihatsu steadily expanded their international presence. Initially, rather than competing through luxury or performance, they focused on delivering reliable transport at affordable prices.

Winning the Quality Battle

However, cheap market-entry pricing had some negative consequences. Japanese manufacturers needed to overturn[14] negative perceptions of quality. During the

[6] **humble** ˈhʌmbl **skromny**
[7] **in earnest** ɪn ˈɜːnɪst **na poważnie, naprawdę**
[8] **to win over sb** tə wɪn ˈəʊvə ˈsʌmbədi **przekonać kogoś do siebie, zjednać sobie kogoś**
[9] **motorist** ˈməʊtərɪst **kierowca, zmotoryzowany**
[10] **refinement** rɪˈfaɪnmənt **wyrafinowanie, wykończenie**
[11] **fuel-efficient** ˈfjuːəl ɪˌfɪʃənt **oszczędny, ekonomiczny (o zużyciu paliwa)**
[12] **mechanically simple** məˈkænɪkəli ˈsɪmpl **o prostej konstrukcji**
[13] **selling point** ˈselɪŋ pɔɪnt **atut, zaleta (produktu)**
[14] **to overturn sth** tʊ ˌəʊvəˈtɜːn ˈsʌmθɪŋ **obalić coś, odwrócić coś**

Japanese Car Production in Numbers

YEAR	VEHICLES PRODUCED (MILLION)
1970	5.29
1975	6.94
1980	11.04
1985	12.27
1990	13.49 (all-time peak)
1995	10.20
2000	10.14
2005	10.80
2010	9.63
2015	9.28
2020	8.07 (COVID)
2024	8.23

Source: Japan Automobile Manufacturers Association, Motor Industry of Japan 2025.

HIGHLIGHTS

- Peak production: 13.49 million vehicles in 1990.
- 2024 production: 8.23 million vehicles, around 39 percent below the 1990 peak.
- 2024 vehicle exports: approximately 4.2 million vehicles.
- China overtook Japan as the world's largest vehicle producer in 2009.

INFOBOX

eprasa.pl 0e0bc7d201

Oil Crisis 1973

The 1973 oil crisis began when Arab members of OPEC imposed[1] an oil embargo[2] following the Yom Kippur War. World oil prices almost quadrupled[3] within months, causing fuel shortages[4], soaring petrol prices and economic turmoil[5] across many Western countries. The sudden demand for smaller, fuel-efficient cars created a major opportunity for Japanese manufacturers.

[1] **to impose sth** tʊ ɪmˈpəʊz ˈsʌmθɪŋ **nałożyć coś, wprowadzić coś (np. embargo)**
[2] **oil embargo** ɔɪl ɪmˈbɑːgəʊ **embargo naftowe**
[3] **to quadruple** tə kwɒˈdruːpl **czterokrotnie wzrosnąć**
[4] **fuel shortage** fjuːəl ˈʃɔːtɪdʒ **niedobór paliwa, brak paliwa**
[5] **economic turmoil** ˌekəˈnɒmɪk ˈtɜːmɔɪl **zawirowania gospodarcze, kryzys gospodarczy**

INFOBOX

1970s and 1980s, they embraced[15] manufacturing techniques that emphasised continuous improvement[16], waste reduction[17] and rigorous[18] quality control[19]. The Japanese philosophy of Kaizen (*see Fact Box*) was instrumental in[20] raising standards.

Toyota, in particular, pioneered[21] production methods that were later copied worldwide. Its manufacturing system reduced defects[22], improved efficiency and enabled factories to respond quickly to changing demand. It also developed just-in-time (JIT) stock control[23], which minimised stockholding[24], warehousing and costs by obtaining parts and materials only when needed.

Independent reliability surveys[25] consistently placed Japanese vehicles near the top of the rankings. Engines frequently exceeded 200,000 miles with only routine maintenance[26], while repair costs[27] remained relatively low.

By the late 1980s, many buyers were choosing Japanese cars not because they were cheap, but because they had become synonymous with[28] reliability.

Conquering North America

No market proved more important than the United States. The oil shocks[29] of the 1970s dramatically increased demand for smaller, fuel-efficient cars, precisely the segment in which Japanese manufacturers excelled[30]. Toyota Corolla, Honda Civic and Nissan Sunny became household names[31].

Import restrictions[32] introduced during the 1980s failed to halt[33] Japanese expansion. Instead, manufacturers responded by building factories directly inside North America. Toyota established major operations in Kentucky, Honda opened production in Ohio, while Nissan invested heavily in Tennessee and Mississippi.

By manufacturing locally, companies avoided import quotas[34] while creating thousands of American jobs. The strategy proved enormously successful. Today, Japanese manufacturers collectively[35] produce millions of vehicles annually across North America, with many models sold in the United States actually being built there.

Toyota has frequently ranked among America's best-selling vehicle brands, while Honda has consistently maintained a strong presence across all types of passenger cars.

Success Across Europe

Europe presented a different challenge. Established manufacturers, including Volkswagen, Ford, Renault, Fiat, Peugeot and Vauxhall, already enjoyed loyal customer bases[36]. Nevertheless, Japanese companies steadily gained market share[37] by offering exceptional reliability and generous equipment levels[38] at competitive prices.

To overcome trade barriers[39], manufacturers again chose local production. Nissan opened its Sunderland plant in Britain in 1986, which became one of Europe's most productive car factories. Toyota

[15] **to embrace sth** tʊ ɪmˈbreɪs ˈsʌmθɪŋ ***tu:*** **przyjąć coś, zastosować coś**
[16] **continuous improvement** kənˌtɪnjuəs ɪmˈpruːvmənt **ciągłe doskonalenie**
[17] **waste reduction** weɪst rɪˈdʌkʃən **zmniejszanie ilości odpadów**
[18] **rigorous** ˈrɪgərəs **rygorystyczny, surowy**
[19] **quality control** ˈkwɒləti kənˈtrəʊl **kontrola jakości**
[20] **to be instrumental in sth** tə biː ˌɪnstrəˈmentl ɪn ˈsʌmθɪŋ **odegrać kluczową rolę w czymś**
[21] **to pioneer sth** tə ˌpaɪəˈnɪə ˈsʌmθɪŋ **wprowadzić coś jako pierwszy, być pionierem czegoś**
[22] **defect** ˈdiːfekt **wada, usterka**
[23] **stock control** stɒk kənˈtrəʊl **kontrola zapasów, zarządzanie magazynem**
[24] **stockholding** ˈstɒkhəʊldɪŋ **magazynowanie, utrzymywanie zapasów**
[25] **reliability survey** rɪˌlaɪəˈbɪləti ˈsɜːveɪ **badanie niezawodności**
[26] **routine maintenance** ruːˈtiːn ˈmeɪntənəns **rutynowa konserwacja, podstawowe przeglądy**
[27] **repair costs** rɪˈpeə kɒsts **koszty naprawy**
[28] **to become synonymous with sth** tə bɪˌkʌm sɪˈnɒnɪməs wɪð ˈsʌmθɪŋ **stać się synonimem czegoś, kojarzyć się z czymś**
[29] **oil shock** ɔɪl ʃɒk **szok naftowy, kryzys paliwowy**
[30] **to excel at sth** tʊ ɪkˈsel æt ˈsʌmθɪŋ **wyróżniać się czymś**
[31] **household name** ˈhaʊshəʊld neɪm **znana marka, nazwa znana powszechnie**
[32] **import restriction** ˈɪmpɔːt rɪˈstrɪkʃən **ograniczenie importu**
[33] **to halt sth** tə hɔːlt ˈsʌmθɪŋ **zatrzymać, powstrzymać coś**
[34] **import quota** ˈɪmpɔːt ˈkwəʊtə **kontyngent importowy, limit importu (maksymalny poziom ilościowy określonego towaru, który można sprowadzić z zagranicy w danym okresie)**
[35] **collectively** kəˈlektɪvli **łącznie, razem**
[36] **loyal customer base** ˈlɔɪəl ˈkʌstəmə beɪs **lojalna baza klientów**
[37] **market share** ˈmɑːkɪt ʃeə **udział w rynku**
[38] **equipment level** ɪˈkwɪpmənt ˈlevl **poziom wyposażenia**
[39] **trade barrier** treɪd ˈbæriə **bariera handlowa**

eprasa.pl 0e0bc7d201



Kaizen

Kaizen, meaning continuous improvement, emerged in Japan after the Second World War. Influenced by American quality experts such as W. Edwards Deming and Joseph Juran, it was adopted enthusiastically by companies including Toyota, Honda and Canon. By encouraging every employee to suggest small, continual improvements, kaizen helped transform Japanese manufacturing into a global benchmark[1] for quality, efficiency and reliability.

[1] **benchmark** 'bentʃmɑ:k **punkt odniesienia, wzorzec**

INFOBOX

established production in both the United Kingdom and France, while Honda manufactured vehicles in Swindon for many years before closing the facility in 2021.

Expansion Throughout Asia

China's rapidly growing economy and domestic market represented the industry's next great opportunity. During the 1990s and early 2000s, Japanese manufacturers formed joint ventures[40] with local companies to gain access to[41] the rapidly expanding Chinese market. Toyota, Honda and Nissan enjoyed years of strong growth as millions of Chinese families bought their first cars.

Elsewhere across Southeast Asia, Japanese brands achieved overwhelming dominance. Thailand became a major production hub[42], while Indonesia, Malaysia and the Philippines all developed large markets for Japanese vehicles. Pick-up trucks[43], small cars and motorcycles proved especially successful.

By the early 2010s, Japan had become one of the world's automotive superpowers[44]. In 2008, Toyota overtook[45] General Motors to become the world's largest carmaker[46], a symbolic moment reflecting decades of sustained growth. Japan continued producing between eight and ten million vehicles annually, with exports reaching every continent.

Clouds Gather

The first serious warning signs[47] appeared during the late 2010s. Although Japanese manufacturers continued producing highly reliable petrol and hybrid vehicles[48], they underestimated[49] how quickly the global market would embrace fully electric cars.

[40] **joint venture** dʒɔɪnt 'ventʃə **wspólne przedsięwzięcie, spółka z kapitałem mieszanym, spółka typu joint venture**
[41] **to gain access to sth** tə geɪn 'ækses tə 'sʌmθɪŋ **uzyskać dostęp do czegoś**
[42] **production hub** prə'dʌkʃən hʌb **centrum produkcji**
[43] **pick-up truck** 'pɪkʌp trʌk **pickup, samochód z kabiną i odkrytą skrzynią ładunkową**
[44] **automotive superpower** ˌɔ:təməʊ'ti:v 'su:pəpaʊə **motoryzacyjne mocarstwo**
[45] **to overtake sb/sth** tʊ ˌəʊvə'teɪk 'sʌmbədi 'sʌmθɪŋ **wyprzedzić kogoś/coś**
[46] **carmaker** 'kɑ:meɪkə **producent samochodów**
[47] **warning sign** 'wɔ:nɪŋ saɪn **sygnał ostrzegawczy, znak ostrzegawczy**
[48] **hybrid vehicle** 'haɪbrɪd 'vi:ɪkl **pojazd hybrydowy**
[49] **to underestimate sth** tʊ ˌʌndər'estɪmeɪt 'sʌmθɪŋ **nie docenić czegoś, niedoszacować czegoś**

eprasa.pl 0e0bc7d201

Toyota, despite pioneering the hugely successful Prius hybrid in 1997, remained cautious about committing to battery-electric vehicles[50]. Its management argued that hybrids, hydrogen fuel cells[51] and conventional engines would coexist[52] for many years. Honda and Nissan also invested more slowly than several emerging competitors.

Meanwhile, American manufacturer Tesla demonstrated that electric vehicles could become highly desirable consumer products rather than just niche[53] environmental purchases.

The Chinese Challenge

Supported by substantial investment, government incentives and complete domestic supply chains[54] for batteries, Chinese manufacturers rapidly improved both quality and technology. Companies including BYD, Geely, Chery, XPeng and NIO now compete aggressively across both domestic and international markets.

China has also become the world's largest producer of electric vehicles and batteries. This shift has transformed competitive dynamics[55]. Where Japanese companies once led in manufacturing efficiency, Chinese manufacturers increasingly lead in battery technology, software integration[56] and production costs.

Many Chinese EVs now offer advanced driver-assistance systems[57], long driving ranges[58] and sophisticated digital features at prices that many rivals struggle to match. Consequently, Japanese manufacturers, heavily dependent on petrol and hybrid models, have seen market share decline[59] significantly.

North America, however, remains comparatively resilient[60]. Demand for hybrids has strengthened, benefiting Toyota in particular, while larger SUVs and pick-up trucks continue generating strong profits. Nonetheless, competition in the USA continues intensifying[61].

[50] **battery-electric vehicle** 'bætəri ɪˌlektrɪk 'viːɪkl **pojazd w pełni elektryczny (na akumulatory)**
[51] **hydrogen fuel cell** 'haɪdrədʒən fjuːəl sel **wodorowe ogniwo paliwowe**

Can Japan Recover[62] Its Global Position?

Japan's automotive industry may be stuck in heavy traffic[63], but it is far from a write-off[64]. Japanese companies retain significant advantages.

Their manufacturing expertise[65] remains world-class[66].

Their reputations for reliability remain exceptionally strong.

Dealer networks[67] span[68] virtually every developed market, while customer loyalty[69] remains high.

Many manufacturers are now investing heavily in next-generation[70] batteries, software-defined vehicles[71] and dedicated electric platforms[72].

Toyota alone has announced tens of billions of pounds in EV[73] and battery investments, while Honda, Nissan and others are expanding electric model ranges[74] and strengthening battery partnerships[75].

Hybrid technology also remains an important competitive advantage. In markets where charging infrastructure[76] remains limited, efficient hybrids continue offering an attractive compromise between conventional petrol cars and full electrification[77].

More Cars on the Road

For Japanese manufacturers, the market is far more crowded and competitive than in the halcyon days[78] of the late 20th

[52] **to coexist** ˌkəʊɪgˈzɪst **współistnieć**
[53] **niche** niːʃ **niszowy**
[54] **supply chain** səˈplaɪ tʃeɪn **łańcuch dostaw**
[55] **competitive dynamics** kəmˌpetətɪv daɪˈnæmɪks **dynamika konkurencji, układ konkurencyjny**
[56] **software integration** ˈsɒftweə ˌɪntɪˈgreɪʃən **integracja oprogramowania**
[57] **driver-assistance system** ˈdraɪvər əˌsɪstəns ˈsɪstəm **system wspomagania kierowcy**
[58] **driving range** ˈdraɪvɪŋ reɪndʒ ***tu:*** **zasięg pojazdu**
[59] **to decline** tə dɪˈklaɪn **spadać, zmniejszać się**
[60] **resilient** rɪˈzɪlɪənt **odporny, wytrzymały**
[61] **to intensify** tʊ ɪnˈtensɪfaɪ **nasilać się, wzmagać się**
[62] **to recover sth** tə rɪˈkʌvə ˈsʌmθɪŋ **odzyskać coś**



[63] **to be stuck in heavy traffic** tə bi stʌk ɪn ˌhevi ˈtræfɪk ***dosł. i przen.:*** **utknąć (w korku)**
[64] **write-off** ˈraɪtɒf **tu spisanie na straty**
[65] **manufacturing expertise** ˌmænjʊˈfæktʃərɪŋ ˌekspɜːˈtiːz **wiedza i doświadczenie w produkcji**
[66] **world-class** wɜːld klɑːs **światowej klasy**
[67] **dealer network** ˈdiːlə ˈnetwɜːk **sieć salonów samochodowych**
[68] **to span sth** tə spæn ˈsʌmθɪŋ **obejmować coś, rozciągać się na coś**
[69] **customer loyalty** ˈkʌstəmə ˈlɔɪəlti **lojalność klientów**
[70] **next-generation** ˌnekst dʒenəˈreɪʃən **nowej generacji, przyszłej generacji**
[71] **software-defined vehicle** ˈsɒftweə dɪˌfaɪnd ˈviːɪkl **pojazd, którego funkcje i możliwości są definiowane przez oprogramowanie, samochód sterowany oprogramowaniem**
[72] **dedicated electric platform** ˈdedɪkeɪtɪd ɪˌlektrɪk ˈplætfɔːm **dedykowana platforma elektryczna**
[73] **EV (electric vehicle)** iː viː ɪˈlektrɪk ˈviːɪkl **pojazd elektryczny**
[74] **model range** ˈmɒdl reɪndʒ **gama modeli**
[75] **battery partnership** ˈbætəri ˈpɑːtnəʃɪp **partnerstwo w zakresie baterii**
[76] **charging infrastructure** ˈtʃɑːdʒɪŋ ˈɪnfrəstrʌktʃə **infrastruktura ładowania**
[77] **electrification** ɪˌlektrɪfɪˈkeɪʃən **elektryfikacja**
[78] **halcyon days** ˈhælsiən deɪz **złote czasy, spokojne i szczęśliwe dni**

eprasa.pl 0e0bc7d201



THE MARKET IS FAR MORE CROWDED AND COMPETITIVE THAN IN THE HALCYON DAYS OF THE LATE 20TH CENTURY.

century. Rather than dominating every major market, Japan may need to accept a future in which global production is shared more evenly between traditional manufacturers and rapidly growing Chinese competitors.

However, the Japanese have proved time and time again their ability to adapt and come back even stronger. Their car manufacturers have taken a big hit[79] from their neighbours, but don't expect them to disappear into the sunset[80] – it is, after all, the land of the rising sun[81].

[79] **to take a hit** tə teɪk ə hɪt **dostać mocno po kieszeni, ponieść straty**

[80] **to disappear into the sunset** ˌdɪsəˈpɪər ˌɪntə ðə ˈsʌnset **odejść w zapomnienie, zniknąć z areny**

[81] **the land of the rising sun** ðə lænd ɒv ðə ˈraɪzɪŋ sʌn **Kraj Wschodzącego Słońca, Japonia**

PASSIVE POWER

Complete the sentences using the correct passive form of the verb in brackets.

1. In the early 1970s, Japanese export models _____ (criticise) for lacking refinement and quality.
2. Production methods pioneered by Toyota ensured that defects _____ (reduce) significantly across factories.
3. Import restrictions _____ (introduce) by the US in the 1980s, which led Japanese carmakers to build local plants.
4. Today, millions of vehicles _____ (produce) annually by Japanese companies across North America.
5. Sunderland in Britain _____ (choose) as the location for Nissan's major European manufacturing facility.
6. For years, petrol and hybrid vehicles _____ (manufacture) by Japanese companies as they remained cautious about fully electric cars.
7. Electric vehicle development _____ (support) heavily by Chinese government incentives over recent years.
8. Next-generation platforms _____ (develop) currently by Toyota and Honda to regain competitive strength.

BEM TEST

Answers: 1. were criticised, 2. were reduced, 3. were introduced, 4. are produced, 5. was chosen, 6. were manufactured, 7. has been supported, 8. are being developed

eprasa.pl 0e0bc7d201

A World Cup Reality Check

The 2026 FIFA World Cup brought millions of football fans to the USA, but some of the most jaw-dropping[1] moments had nothing to do with the matches. Nab[2] your tickets as BEM's Jonathan Sidor explores the biggest US culture shocks foreigners took note of[3].

THE SNACK THAT GRABBED THE MOST HEADLINES WAS RANCH DRESSING, A CREAMY CONCOCTION THAT BLENDS BUTTERMILK, HERBS, AND SPICES INTO A DE FACTO NATIONAL DIPPING SAUCE.

This past summer, social media feeds were teeming with[4] videos of bewildered[5] visitors getting a first-hand[6] experience of American life. For tourists from Europe and elsewhere, everyday life in the USA proved just as memorable as the tournament itself. From marvelling at[7] free drink refills[8] to gasping at[9] supermarket prices, here's a round-up[10] of the American quirks[11] that caused the loudest commotion[12].

Size Matters

In America, everything seems supersized[13]. This is one stereotype that refuses to die[14]. Visitors in 2026 were struck by the sheer[15] scale of almost everything around them. Highways stretch[16] endlessly across the landscape, family pickup trucks[17] look more like military vehicles, and grocery stores[18] closely resemble[19] aircraft hangars.

Distances also caught many fans off guard[20]. On a map, travelling from one

[1] **jaw-dropping** 'dʒɔ: drɒpɪŋ **zapierający dech w piersiach, oszałamiający**
[2] **to nab sth** tə næb 'sʌmθɪŋ ***tu:*** **złapać, chwycić coś**
[3] **to take note of sth** tə teɪk 'nəʊt ɒv 'sʌmθɪŋ **zwrócić uwagę na coś, zauważyć coś**
[4] **to teem with sth** tə ti:m wɪð 'sʌmθɪŋ **roić się od czegoś**
[5] **bewildered** bɪ'wɪldəd **zdezorientowany, oszołomiony**
[6] **first-hand** ˌfɜ:st 'hænd **bezpośredni, z pierwszej ręki**
[7] **to marvel at sth** tə 'mɑ:vl æt 'sʌmθɪŋ **zachwycać się czymś**
[8] **free refill** fri: 'ri:fɪl **darmowa dolewka (napoju)**
[9] **to gasp at sth** tə gɑ:sp æt 'sʌmθɪŋ **łapać oddech na widok czegoś, zaniemówić z wrażenia**
[10] **round-up** 'raʊnd ʌp **przegląd, podsumowanie**
[11] **quirk** kwɜ:k **dziwactwo, osobliwość**
[12] **commotion** kə'məʊʃn **zamieszanie, poruszenie**
[13] **supersized** 'su:pəsaɪzd **bardzo duży, ponadwymiarowy**
[14] **to refuse to die** tə rɪˌfju:z tə 'daɪ ***tu:*** **nie chcieć odejść w niepamięć, wciąż pozostawać aktualnym**
[15] **sheer** ʃɪə ***tu:*** **absolutny, całkowity**
[16] **to stretch** tə stretʃ ***tu:*** **ciągnąć się, rozciągać się**
[17] **pickup truck** 'pɪkʌp trʌk **pick-up (samochód z odkrytą skrzynią ładunkową)**
[18] **grocery store** 'grəʊsəri stɔ: **sklep spożywczy**
[19] **to resemble sth** tə rɪ'zembl 'sʌmθɪŋ **przypominać coś**
[20] **to catch sb off guard** tə kætʃ 'sʌmbədi ɒf gɑ:d **zaskoczyć kogoś**

eprasa.pl 0e0bc7d201



A WORD WORTH REMEMBERING

serendipitous
/ˌserənˈdɪpɪtəs/
nieoczekiwany, przypadkowy, sprawiający miłą niespodziankę

host city[21] to another can look deceptively[22] simple, but the reality is another story. Flying from New York to Los Angeles, for example, covers[23] roughly the same distance as a flight between Lisbon and Moscow, which takes you across roughly 10 international borders. Many supporters quickly learnt that in the United States, "just around the corner[24]" can mean another hour by car.

The obsession with size isn't limited to buildings and vehicles. A regular cup of coffee could be construed as[25] a small bucket, restaurant portions often arrive piled high[26] enough to feed a family, and household appliances[27] seem built on a grand scale. For fans arriving from countries where space is limited and efficiency is prized[28], the "bigger is better" mindset[29] is impossible to miss. In the USA, even the ordinary feels oversized[30].

A Culinary Mecca

American cuisine swiftly[31] became one of the competition's serendipitous[32] highlights[33]. Many international guests treated famous restaurant chains like must-see attractions. While locals may take the likes of Waffle House, In-N-Out Burger, or Chick-fil-A for granted[34], visitors were ticking them off[35] their cultural bucket lists[36]. These were locales[37] they had seen hyped[38] in films, television shows, and online videos for years but had never experienced themselves. To sweeten the pot[39], free drink refills seemed almost too generous to be real, and complimentary[40] ice-filled cups came with every soft drink.

American barbecue left a lasting impression[41]. Slow-cooked[42] brisket[43], smoky[44] pulled pork[45], and ribs[46] that fell off the bone[47] convinced many visitors that barbecue was more of a regional tradition than a simple meal. Others fell in love with staples[48] like enormous deli[49] sandwiches, peanut butter treats, and classic diner[50] breakfasts served at any hour. The snack that grabbed the most headlines[51] was ranch dressing[52], a creamy concoction[53] that blends[54] buttermilk[55], herbs, and spices into a de facto national dipping sauce[56]. Americans add it to everything from carrots and chips to pizza and chicken wings, signifying[57] their love affair[58] with bold – albeit[59] often unhealthy – flavours.

Not every morsel[60] was a pleasant surprise, though. Many lamented[61] that fresh fruits and vegetables were relatively hard to come by[62] in restaurants. When present, they typically cost more than expected. Generally speaking[63], even quick meals or small grocery purchases carried a hefty bill[64]. For travellers with memories of inexpensive burgers and other goodies from Hollywood in their heads, the final receipt[65] was frequently a rude awakening[66].

Commonplace[67] Convenience

Tourists tended to notice that America was designed to remove as many obstacles[68] as possible from daily life. Drive-throughs[69] are everywhere, and we're not just talking about fast food and coffee. Pharmacies, banks, and even grocery stores have driver-friendly options.

[21] **host city** həʊst 'sɪti **miasto-gospodarz**
[22] **deceptively** dɪ'septɪvli **zwodniczo, pozornie**
[23] **to cover sth** tə 'kʌvə 'sʌmθɪŋ ***tu:*** **obejmować, pokrywać coś**
[24] **just around the corner** dʒʌst ə'raʊnd ðə 'kɔ:nə **tuż za rogiem**
[25] **to be construed as sth** tə bi kən'stru:d æz 'sʌmθɪŋ **być uważanym za coś**
[26] **piled high** paɪld haɪ **ułożony w stos**
[27] **household appliance** 'haʊshəʊld ə'plaɪəns **urządzenie gospodarstwa domowego, sprzęt AGD**
[28] **prized** praɪzd **wysoko ceniony**
[29] **mindset** 'maɪndset **sposób myślenia, mentalność**
[30] **oversized** ˌəʊvə'saɪzd **zbyt duży, ponadgabarytowy**
[31] **swiftly** 'swɪftli **szybko, błyskawicznie**
[32] **serendipitous** ˌserən'dɪpɪtəs **nieoczekiwany, przypadkowy, sprawiający miłą niespodziankę**
[33] **highlight** 'haɪlaɪt **główna atrakcja**
[34] **to take sth for granted** tə teɪk 'sʌmθɪŋ fə 'grɑ:ntɪd **traktować coś jako oczywiste, brać coś za pewnik**
[35] **to tick sth off** tə tɪk 'sʌmθɪŋ ɒf **odhaczać coś (na liście)**
[36] **bucket list** 'bʌkɪt lɪst **lista rzeczy do zrobienia**
[37] **locale** ləʊ'kɑ:l **miejsce, lokalizacja**
[38] **hyped** haɪpt **reklamowany, nagłośniony**
[39] **to sweeten the pot** tə 'swi:tn ðə pɒt ***tu:*** **uczynić ofertę bardziej atrakcyjną**
[40] **complimentary** ˌkɒmplɪ'mentəri ***tu:*** **bezpłatny, gratis**
[41] **to leave a lasting impression** tə li:v ə 'lɑ:stɪŋ ɪm'preʃn **wywrzeć trwałe wrażenie**
[42] **slow-cooked** sləʊ kʊkt **wolno gotowany**
[43] **brisket** 'brɪskɪt **mostek wołowy**
[44] **smoky** 'sməʊki **wędzony, z posmakiem dymu**
[45] **pulled pork** pʊld pɔ:k **szarpana wieprzowina**
[46] **ribs** rɪbz **żeberka**
[47] **to fall off the bone** tə fɔ:l ɒf ðə bəʊn **odpadać od kości (o mięsie)**
[48] **staple** 'steɪpl ***tu:*** **podstawa, klasyka**
[49] **deli** 'deli **delikatesowy**
[50] **diner** 'daɪnə **AmE tania restauracja (często przy autostradzie)**
[51] **to grab headlines** tə græb 'hedlaɪnz **przyciągać uwagę mediów**
[52] **ranch dressing** rɑ:ntʃ 'dresɪŋ **sos ranch (amerykański sos na bazie maślanki i ziół)**
[53] **concoction** kən'kɒkʃn **mikstura, mieszanka**
[54] **to blend** tə blend **mieszać, łączyć**
[55] **buttermilk** 'bʌtəmɪlk **maślanka**
[56] **dipping sauce** 'dɪpɪŋ sɔ:s **sos do maczania**
[57] **to signify sth** tə 'sɪgnɪfaɪ 'sʌmθɪŋ ***tu:*** **świadczyć o czymś**
[58] **love affair with sth** lʌv ə'feə wɪð 'sʌmθɪŋ ***tu:*** **romans, zamiłowanie do czegoś**
[59] **albeit** ɔ:l'bi:ɪt **aczkolwiek**
[60] **morsel** 'mɔ:sl **kęs**
[61] **to lament** tə lə'ment **ubolewać, narzekać**
[62] **to come by sth** tə kʌm baɪ 'sʌmθɪŋ **zdobyć coś, natknąć się na coś**
[63] **generally speaking** 'dʒenrəli 'spi:kɪŋ **ogólnie rzecz biorąc**
[64] **to carry a hefty bill** tə 'kæri ə 'hefti bɪl **kosztować sporo**
[65] **receipt** rɪ'si:t **paragon**
[66] **a rude awakening** ə ru:d ə'weɪkənɪŋ **bolesne otrzeźwienie, przykry szok**
[67] **commonplace** 'kɒmənpleɪs **powszechny, codzienny**
[68] **obstacle** 'ɒbstəkl **przeszkoda**
[69] **drive-through** 'draɪv θru: **obsługa z okienka dla zmotoryzowanych**

eprasa.pl 0e0bc7d201

IT'S NOW THE NORM FOR ALL SORTS OF BUSINESSES TO PRESENT SHOPPERS WITH PAYMENT TERMINALS SUGGESTING TIPS OF 15 PERCENT, 20 PERCENT, OR EVEN 25 PERCENT AND HIGHER.





Air conditioning[70] blasts[71] from shops, hotels, and public transport, providing welcome relief[72] from the summer heat.

Shops often stay open late into the evening, while enormous convenience stores[73] stock almost everything imaginable under one roof[74]. Perhaps the ultimate symbol of America's "always on[75]" culture is Buc-ee's, a chain of colossal[76] highway petrol stations[77] that look more like self-sustaining[78] shopping malls. With hundreds of fuel pumps[79], spotless[80] restrooms[81], freshly prepared[82] food, and shelves packed with everything from snacks to souvenirs, Buc-ee's can feel almost surreal[83] to European visitors. For many tourists, the country feels permanently[84] switched on[85], operating at full speed[86] regardless of[87] the hour.

This convenience, however, comes with a trade-off[88]. In many cities, walking is surprisingly difficult outside downtown[89] areas. Visitors accustomed to[90] strolling[91] through compact[92] European city centres usually discover that owning a car in much of America isn't merely convenient – it's essential.

[70] **air conditioning** eə kən'dɪʃənɪŋ **klimatyzacja**
[71] **to blast** tə blɑ:st ***tu:*** **dmuchać**
[72] **relief** rɪ'li:f **ulga**
[73] **convenience store** kən'vi:niəns stɔ: **mały sklep handlujący głównie towarami na bieżące potrzeby**
[74] **under one roof** 'ʌndə wʌn ru:f **pod jednym dachem**
[75] **always on** 'ɔ:lweɪz ɒn **zawsze aktywny, działający non-stop**
[76] **colossal** kə'lɒsl **kolosalny, ogromny**
[77] **petrol station** 'petrəl ˌsteɪʃn **stacja benzynowa**
[78] **self-sustaining** ˌself sə'steɪnɪŋ **samowystarczalny**
[79] **fuel pump** 'fju:əl pʌmp **dystrybutor paliwa**
[80] **spotless** 'spɒtləs **nieskazitelnie czysty**
[81] **restroom** 'restru:m **AmE toaleta**
[82] **freshly prepared** 'freʃli prɪ'peəd **świeżo przygotowany**
[83] **surreal** sə'ri:əl **surrealistyczny, nierealny**
[84] **permanently** 'pɜ:mənəntli **permanentnie, stale**
[85] **switched on** swɪtʃt ɒn ***tu:*** **włączony, działający**
[86] **at full speed** æt fʊl spi:d **z pełną prędkością, pełną parą**
[87] **regardless of X** rɪ'gɑ:dləs ɒv eks **bez względu na X**
[88] **trade-off** 'treɪd ɒf **kompromis, ustępstwo**
[89] **downtown** ˌdaʊn'taʊn **centrum miasta**
[90] **to be accustomed to sth** tə bi ə'kʌstəmd tə 'sʌmθɪŋ **być przyzwyczajonym do czegoś**
[91] **to stroll** tə strəʊl **spacerować**
[92] **compact** kəm'pækt ***tu:*** **zwarty, niewielki**

eprasa.pl 0e0bc7d201

Premium[93] Price Tags[94]

Perhaps last summer's greatest surprise arrived at the cash register[95]. Unlike in many European countries, displayed prices usually don't include sales tax[96]. As a result, products advertised for USD 20 rarely cost exactly USD 20, leaving tourists scrambling to perform[97] quick mental arithmetic[98] before forking over[99] the correct amount at checkout[100].

Then comes the question of tipping. Football aficionados[101] from near and far[102] were left wondering how much they were supposed to pay[103] for various services. It's now the norm[104] for all sorts of businesses to present shoppers with payment terminals[105] suggesting tips of 15 percent, 20 percent, or even 25 percent and higher. These requests can pop up[106] after purchasing little more than a coffee or a bottle of water. For visitors from countries where tipping is modest or entirely optional, the experience might feel awkward, to say the least.

In full-service[107] restaurants, however, tipping is more than a polite gesture – it's practically obligatory[108]. A tip makes up[109] an important part of many servers' income, so not leaving a tip at all can arouse[110] its fair share of dirty looks[111]. Of course, most visitors are happy to oblige[112] once they understand the custom. Still, it can take more than a few meals to master[113] the unwritten rules[114] of American dining.

A World of Wonder

Whether it was sticker shock[115] or the delectable[116] taste of some local dish, America's World Cup brought visitors a plethora[117] of eyebrow-raising[118] experiences. Some cultural oddities[119] may have been tough to grasp[120], but foreigners by and large[121] came to embrace[122] the USA's eccentricities[123]. The World Cup is all about building bridges[124], and the exposure[125] it brought to some of the country's lesser-known[126] qualities surely won't be forgotten any time soon.

[93] **premium** 'pri:miəm ***tu:*** **z wyższej półki**
[94] **price tag** praɪs tæg **metka z ceną, cena**
[95] **cash register** kæʃ 'redʒɪstə **kasa (w sklepie)**
[96] **sales tax** seɪlz tæks **podatek od sprzedaży**
[97] **to scramble to do sth** tə 'skræmbl tə du: 'sʌmθɪŋ **gorączkowo się starać coś zrobić**
[98] **mental arithmetic** 'mentl ə'rɪθmətɪk **rachunki w pamięci**
[99] **to fork over sth** tə fɔ:k 'əʊvə 'sʌmθɪŋ **wyłożyć pieniądze na coś**
[100] **checkout** 'tʃekaʊt **kasa (w sklepie), płatność**
[101] **aficionado** ə,fɪʃə'nɑ:dəʊ **entuzjasta, miłośnik**
[102] **from near and far** frəm nɪə ənd fɑ: **z bliska i z daleka**
[103] **to be supposed to do sth** tə bi sə'pəʊzd tə du: 'sʌmθɪŋ **być zobowiązanym coś zrobić, mieć coś zrobić**
[104] **the norm** ðə nɔ:m **norma**
[105] **payment terminal** 'peɪmənt 'tɜ:mɪnl **terminal płatniczy**
[106] **to pop up** tə pɒp ʌp **pojawić się nagle**
[107] **full-service** ˌfʊl 'sɜ:vɪs **z pełną obsługą**
[108] **obligatory** ə'blɪgətri **obowiązkowy**
[109] **to make up sth** tə meɪk ʌp 'sʌmθɪŋ ***tu:*** **stanowić coś**
[110] **to arouse** tʊ ə'raʊz **wzbudzić**
[111] **its fair share of sth** ɪts feə ʃeə ɒv 'sʌmθɪŋ **spora dawka czegoś**
[112] **to oblige** tʊ ə'blaɪdʒ **zgodzić się na coś, uczynić zadość**
[113] **to master sth** tə 'mɑ:stə 'sʌmθɪŋ **opanować coś**
[114] **unwritten rule** ʌn,rɪtn ru:l **niepisana zasada**
[115] **sticker shock** 'stɪkə ʃɒk **szok cenowy**
[116] **delectable** dɪ'lektəbl **wyśmienity, pyszny**
[117] **plethora** 'pleθərə **mnóstwo, nadmiar**
[118] **eyebrow-raising** 'aɪbraʊ ˌreɪzɪŋ **budzący zdziwienie**
[119] **oddity** 'ɒdəti **dziwactwo, osobliwość**
[120] **to grasp sth** tə grɑ:sp 'sʌmθɪŋ ***tu:*** **zrozumieć, pojąć coś**
[121] **by and large** baɪ ənd lɑ:dʒ **ogólnie rzecz biorąc, w sumie**
[122] **to embrace sth** tʊ ɪm'breɪs 'sʌmθɪŋ ***tu:*** **przyjąć, zaakceptować coś**
[123] **eccentricity** ˌeksen'trɪsəti **ekscentryczność, dziwactwo**
[124] **to build bridges** tə bɪld 'brɪdʒɪz **budować mosty, zbliżać ludzi**
[125] **exposure** ɪk'spəʊʒə ***tu:*** **ekspozycja, pokazanie**
[126] **lesser-known** ˌlesə 'nəʊn **mniej znany**



eprasa.pl 0e0bc7d201



The Rhetoric[1] and the Reality: Why Skills-Based Hiring Remains More Promise than Practice

Seventy percent of employers now claim to recruit on competencies[2] rather than credentials[3], yet fewer than one in 700 new hires at firms that removed degree requirements[4] actually lack a bachelor's qualification[5].

The Policy-Practice Chasm

Between 2018 and early 2024, the share of American job postings explicitly[6] requiring a university degree fell from roughly 20 percent to 17.8 percent, while vacancies with no stated education requirement climbed to 52 percent. On the surface, this suggests a fundamental recalibration[7] of hiring criteria. Dig deeper[8] and a different picture emerges. Research from Harvard Business School and the Burning Glass Institute tracked companies that publicly eliminated degree stipulations[9] and found that the actual proportion of

[1] **rhetoric** 'retərɪk *tu:* **deklaracje, słowa**
[2] **to recruit on competencies** tʊ rɪ'kru:t ɒn 'kɒmpɪtənsɪz **rekrutować na podstawie kompetencji**
[3] **credentials** krɪ'denʃəlz **kwalifikacje formalne**
[4] **degree requirement** dɪ'gri: rɪ'kwaɪəmənt **wymóg posiadania wyższego wykształcenia**
[5] **bachelor's qualification** 'bætʃələz ˌkwɒlɪfɪ'keɪʃən **tytuł licencjata**
[6] **explicitly** ɪk'splɪsɪtli **wyraźnie**
[7] **recalibration** ˌri:ˌkælɪ'breɪʃən *tu:* **gruntowna zmiana, przeformułowanie**
[8] **to dig deeper** tʊ dɪg 'di:pə **przyjrzeć się bliżej**
[9] **degree stipulation** dɪ'gri: ˌstɪpjʊ'leɪʃən **wymóg formalny dotyczący wykształcenia**

eprasa.pl 0e0bc7d201

non-graduate hires rose by just two percentage points. The vast majority of new employees still held bachelor's qualifications, degree requirements or no degree requirements.

This gap between rhetoric and outcome reveals something more instructive than hypocrisy. It exposes the formidable operational challenge of assessing competency at scale[10]. Degrees have long served as a crude but efficient sorting mechanism[11], a shorthand[12] for cognitive ability, perseverance and cultural fit[13]. Replacing that signal requires new tools, new processes and, crucially, new confidence among hiring managers that a candidate's portfolio[14] or certificate[15] genuinely predicts performance. Most organisations have updated their policies faster than their practices.

The uncomfortable truth is that eliminating degree requirements has proved far easier than building the infrastructure[16] to assess what candidates can actually do. Screening by skills demands standardised competency tests[17], validated work samples[18] and interview protocols[19] grounded in[20] observable behaviours[21] rather than academic pedigree[22]. It also requires recruiters to surrender the cognitive ease[23] of a binary filter[24] – degree or no degree – in favour of nuanced judgement[25]. That shift takes time, training and technology that many firms have yet to deploy.

Why the Shift Gained Momentum

Three forces converged to push skills-based hiring from the periphery to the mainstream. The first was labour scarcity[26]. In sectors from software engineering to logistics, employers found themselves unable to fill vacancies[27] using traditional criteria. The talent pool[28] of computer science graduates could not meet the demand for cybersecurity analysts[29] or cloud architects[30], prompting firms to look beyond alma mater and towards demonstrable capability[31]. Delta Air Lines, for instance, removed degree requirements for numerous operational and technical roles, recognising that former military personnel and vocational trainees[32] often possessed the precision and discipline the work demanded.

The second driver was technological disruption. Artificial intelligence and automation have rewritten[33] job descriptions[34] faster than universities can adapt curricula[35]. By early 2026, more than a third of entry-level positions[36] required some

[10] **to assess competency at scale** tʊ əˈses ˈkɒmpɪtənsi ət skeɪl **oceniać kompetencje na masową skalę**
[11] **sorting mechanism** ˈsɔːtɪŋ ˈmekənɪzm **mechanizm selekcji**
[12] **shorthand** ˈʃɔːthænd ***tu:*** **skrót myślowy, uproszczenie**
[13] **cultural fit** ˈkʌltʃərəl fɪt **dopasowanie kulturowe (do firmy)**
[14] **portfolio** pɔːtˈfəʊliəʊ ***tu:*** **zbiór prac, dorobek**
[15] **certificate** səˈtɪfɪkət ***tu:*** **certyfikat zawodowy**
[16] **infrastructure** ˈɪnfrəstrʌktʃə ***tu:*** **system, struktura**
[17] **competency test** ˈkɒmpɪtənsi test **test kompetencji**
[18] **work sample** wɜːk ˈsɑːmpl **próbka pracy**
[19] **interview protocol** ˈɪntəvjuː ˈprəʊtəkɒl **schemat rozmowy kwalifikacyjnej**
[20] **grounded in sth** ˈgraʊndɪd ɪn ˈsʌmθɪŋ **oparty na czymś**
[21] **observable behaviour** əbˈzɜːvəbəl bɪˈheɪvjə **obserwowalne zachowanie**
[22] **academic pedigree** ˌækəˈdemɪk ˈpedɪgriː **rodowód akademicki, prestiżowe wykształcenie**
[23] **cognitive ease** ˈkɒgnɪtɪv iːz **łatwość poznawcza, wygoda myślowa**
[24] **binary filter** ˈbaɪnəri ˈfɪltə **filtr binarny, kryterium tak-nie**
[25] **nuanced judgement** ˈnjuːɑːnst ˈdʒʌdʒmənt **ocena uwzględniająca niuanse**
[26] **labour scarcity** ˈleɪbə ˈskeəsəti **niedobór pracowników**
[27] **to fill a vacancy** tʊ fɪl ə ˈveɪkənsi **zapełnić wakat, obsadzić stanowisko**
[28] **talent pool** ˈtælənt puːl **pula talentów, zasoby ludzkie**
[29] **cybersecurity analyst** ˌsaɪbəsɪˈkjʊərəti ˈænəlɪst **analityk cyberbezpieczeństwa**
[30] **cloud architect** klaʊd ˈɑːkɪtekt **architekt chmury (specjalista od rozwiązań chmurowych)**
[31] **demonstrable capability** dɪˈmɒnstrəbəl ˌkeɪpəˈbɪləti **udowodnione umiejętności**
[32] **vocational trainee** vəʊˈkeɪʃənəl treɪˈniː **absolwent szkolnictwa zawodowego**
[33] **to rewrite sth** tʊ ˌriːˈraɪt ˈsʌmθɪŋ ***tu:*** **całkowicie coś zmienić**
[34] **job description** dʒɒb dɪˈskrɪpʃən **opis stanowiska**
[35] **to adapt a curriculum** tʊ əˈdæpt ə kəˈrɪkjʊləm **dostosować program nauczania**
[36] **entry-level position** ˈentri ˌlevəl pəˈzɪʃən **stanowisko dla początkujących**

THE SKILLS-FIRST TOOLKIT

- Structured behavioural interviews that probe[1] specific competencies rather than general suitability[2]
- Practical work samples and simulations that mirror[3] actual job tasks under realistic conditions[4]
- Digital portfolios hosted on platforms such as GitHub, Behance or personal websites
- Microcredentials and professional certificates from providers including Coursera, edX and Google Career Certificates
- Competency-based assessment[5] software that scores candidates on demonstrated skills rather than CV keywords[6]

[1] **to probe sth** tʊ prəʊb ˈsʌmθɪŋ **badać coś, sondować coś**
[2] **general suitability** ˈdʒenərəl ˌsuːtəˈbɪləti **ogólna przydatność**
[3] **to mirror sth** tʊ ˈmɪrə ˈsʌmθɪŋ **odwzorowywać coś**
[4] **under realistic conditions** ˈʌndə ˌrɪəˈlɪstɪk kənˈdɪʃənz **w realistycznych warunkach**
[5] **competency-based assessment** ˈkɒmpɪtənsi beɪst əˈsesmənt **ocena na podstawie kompetencji**
[6] **CV keyword** siː viː ˈkiːwɜːd **kluczowe słowo w CV**

INFOBOX

eprasa.pl 0e0bc7d201

facility with[37] AI tools, nearly triple the share reported in autumn 2025. Traditional degrees rarely equipped graduates with these competencies; instead, professionals acquired them through online bootcamps, vendor certifications[38] and hands-on experimentation[39]. Employers began to value a portfolio of Python projects or a credential from Coursera more highly than a transcript[40] from a mid-tier institution[41].

The third factor was a growing scepticism about the signalling power[42] of degrees themselves. Grade inflation[43], variable academic standards and the proliferation of for-profit universities[44] eroded confidence[45] that a bachelor's qualification reliably indicated readiness for complex work. In 2019, 73 percent of employers used grade point average[46] as a screening tool[47]; by 2026, just 42 percent did so. McKinsey research suggested that hiring for skills was five times more predictive of[48] job performance[49] than hiring for education, and more than twice as effective as selecting candidates based on prior work experience[50]. The data made a compelling case for change.

How Companies Are Adapting Recruitment

Organisations serious about competency-based hiring have overhauled[51] their selection processes[52]. Eighty-seven percent now incorporate skills assessment[53] during interviews, while 65 percent screen for[54] specific competencies before inviting candidates to interview at all. Google, which famously eliminated degree requirements for many roles years ago, relies on structured behavioural interviews[55] and coding exercises[56] that simulate actual job tasks. Candidates might spend an afternoon debugging software[57] or designing



[37] **facility with sth** fə'sɪləti wɪð 'sʌmθɪŋ **biegłość w czymś, umiejętność obsługi**
[38] **vendor certification** 'vendə ˌsɜ:tɪfɪ'keɪʃən **certyfikat producenta (oprogramowania)**
[39] **hands-on experimentation** ˌhændz 'ɒn ɪkˌsperɪmen'teɪʃən **praktyczne eksperymenty**
[40] **transcript** 'trænskrɪpt ***tu:*** **odpis ocen, świadectwo ukończenia studiów**
[41] **mid-tier institution** mɪd tɪə ˌɪnstɪ'tju:ʃən **uczelnia średniej rangi**
[42] **signalling power** 'sɪgnəlɪŋ 'paʊə **moc sygnalizacyjna, wartość jako wskaźnika**
[43] **grade inflation** greɪd ɪn'fleɪʃən **inflacja ocen (nadmiernie łagodne ocenianie)**
[44] **for-profit university** fə 'prɒfɪt ˌju:nɪ'vɜ:səti **uczelnia nastawiona na zysk**
[45] **to erode confidence** tʊ ɪ'rəʊd 'kɒnfɪdəns **podważyć zaufanie**
[46] **grade point average** greɪd pɔɪnt 'ævərɪdʒ **średnia ocen**
[47] **screening tool** 'skri:nɪŋ tu:l **narzędzie selekcji**
[48] **predictive of sth** prɪ'dɪktɪv ɒv 'sʌmθɪŋ **predykcyjny wobec czegoś, pozwalający przewidzieć coś**
[49] **job performance** dʒɒb pə'fɔ:məns **wyniki w pracy, wydajność**
[50] **prior work experience** 'praɪə wɜ:k ɪk'spɪərɪəns **wcześniejsze doświadczenie zawodowe**
[51] **to overhaul sth** tʊ ˌəʊvə'hɔ:l 'sʌmθɪŋ **gruntownie przebudować coś**
[52] **selection process** sɪ'lekʃən 'prəʊses **proces selekcji, rekrutacji**
[53] **skills assessment** skɪlz ə'sesmənt **ocena umiejętności**
[54] **to screen for sth** tʊ skri:n fɔ: 'sʌmθɪŋ **sprawdzać pod kątem czegoś, badać na obecność czegoś**
[55] **structured behavioural interview** 'strʌktʃəd bɪ'heɪvjərəl 'ɪntəvju: **wywiad ustrukturyzowany, wywiad standaryzowany**
[56] **coding exercise** 'kəʊdɪŋ 'eksəsaɪz **ćwiczenie z programowania**
[57] **to debug software** tʊ ˌdi:'bʌg 'sɒftweə **szukać i usuwać błędy w oprogramowaniu**

SMALL BUSINESS LEAPS AHEAD

While large corporations dominate headlines, small enterprises[1] have moved faster on skills-first hiring. AI adoption among small businesses reached 76 percent in early 2026, with many using machine learning tools to screen candidates based on task performance rather than qualifications. Freed from legacy HR systems[2] and risk-averse cultures[3], smaller firms experiment more readily with alternative credentials and practical testing.

[1] **small enterprise** smɔ:l 'entəpraɪz **małe przedsiębiorstwo**
[2] **legacy HR system** 'legəsi eɪtʃ ɑ: 'sɪstəm **przestarzały system HR**
[3] **risk-averse culture** rɪsk ə'vɜ:s 'kʌltʃə **kultura unikania ryzyka**

INFOBOX

eprasa.pl 0e0bc7d201

a user interface[58], evaluated not on where they studied but on the elegance[59] and effectiveness of their solutions.

Work samples and practical tests[60] have become standard in fields from graphic design to financial modelling. A candidate for a marketing role might be asked to draft a campaign brief[61]; an aspiring data analyst[62] to clean a messy dataset[63] and present insights. These exercises offer a direct window into capability that a CV cannot provide. Digital portfolios[64], meanwhile, allow candidates to showcase[65] prior projects, client testimonials[66] and measurable outcomes[67]. A web developer[68] can link to live sites they built; a journalist to published articles. The portfolio becomes the credential.

Alternative qualifications[69] have proliferated to meet this demand. Microcredentials, professional certificates[70] and digital badges[71] now populate LinkedIn profiles alongside traditional degrees. The release of Open Badges 3.0 in 2023 provided a standardised framework[72] for verifying these credentials, making it easier for employers to trust their authenticity. Platforms such as Coursera, edX and Udacity partner with corporations to design curricula tailored to[73] industry needs[74], often co-taught by practitioners. IBM, Google and Bank of America have

[58] **user interface** 'juːzə 'ɪntəfeɪs **interfejs użytkownika**

[59] **elegance** 'eləgəns ***tu:*** **elegancja, prostota rozwiązania**

[60] **practical test** 'præktɪkəl test **test praktyczny**

[61] **campaign brief** kæm'peɪn briːf **krótki opis kampanii reklamowej**

[62] **data analyst** 'deɪtə 'ænəlɪst **analityk danych**

[63] **to clean a dataset** tʊ kliːn ə 'deɪtəset **oczyścić zbiór danych**

[64] **digital portfolio** ˌdɪdʒɪtəl pɔːt'fəʊliəʊ **cyfrowe portfolio**

[65] **to showcase sth** tʊ 'ʃəʊkeɪs 'sʌmθɪŋ **zaprezentować, pokazać coś**

[66] **client testimonial** 'klaɪənt ˌtestɪ'məʊniəl **referencje od klienta**

[67] **measurable outcome** 'meʒərəbəl 'aʊtkʌm **mierzalny rezultat**

[68] **web developer** web dɪ'veləpə **programista stron internetowych**

[69] **alternative qualification** ɔːl'tɜːnətɪv ˌkwɒlɪfɪ'keɪʃən **alternatywne kwalifikacje**

[70] **professional certificate** prə'feʃənəl sə'tɪfɪkət **certyfikat zawodowy**

[71] **digital badge** 'dɪdʒɪtəl bædʒ **cyfrowa odznaka (potwierdzająca kompetencje)**

[72] **standardised framework** 'stændədaɪzd 'freɪmwɜːk **ustandaryzowane ramy**

[73] **tailored to sth** 'teɪləd tʊ 'sʌmθɪŋ **dostosowany do czegoś**

[74] **industry needs** 'ɪndəstri niːdz **potrzeby branży**



eprasa.pl 0e0bc7d201

all launched or endorsed[75] certificate programmes that bypass[76] universities entirely, offering a faster, cheaper route to employability in high-demand fields[77].

The Persistence of Credentials

Yet the degree has not vanished, nor is it likely to. In professions where knowledge is deep, cumulative and heavily regulated – medicine, law, engineering, architecture – formal qualifications remain indispensable[78]. No amount of online coursework will substitute for[79] the supervised clinical practice[80] of a medical degree or the rigorous problem-solving training[81] of an accredited engineering programme. Even in technology, where the skills-first movement[82] began, many senior roles still favour candidates with postgraduate qualifications[83] in computer science or mathematics, particularly when the work involves algorithm design[84] or machine learning research[85].

Moreover, degrees confer[86] benefits beyond technical knowledge. They signal an ability to navigate[87] complex institutions, manage long-term projects and engage with[88] abstract ideas[89]. University also serves as a sorting ground[90] for social capital[91], exposing students to diverse peers,

[75] **to endorse sth** tʊ ɪn'dɔːs ˈsʌmθɪŋ **poprzeć coś, rekomendować coś**
[76] **to bypass sth** tʊ ˈbaɪpɑːs ˈsʌmθɪŋ **ominąć coś**
[77] **high-demand field** haɪ dɪˈmɑːnd fiːld **dziedzina o dużym zapotrzebowaniu**
[78] **indispensable** ˌɪndɪˈspensəbəl **niezbędny**
[79] **to substitute for sth** tʊ ˈsʌbstɪtjuːt fɔː ˈsʌmθɪŋ **zastąpić coś**
[80] **supervised clinical practice** ˈsuːpəvaɪzd ˈklɪnɪkəl ˈpræktɪs **nadzorowana praktyka kliniczna**
[81] **problem-solving training** ˈprɒbləm ˌsɒlvɪŋ ˈtreɪnɪŋ **szkolenie z rozwiązywania problemów**
[82] **skills-first movement** skɪlz fɜːst ˈmuːvmənt **ruch na rzecz rekrutacji opartej na umiejętnościach**
[83] **postgraduate qualification** ˌpəʊstˈgrædʒuət ˌkwɒlɪfɪˈkeɪʃən **kwalifikacje podyplomowe**
[84] **algorithm design** ˈælgərɪðəm dɪˈzaɪn **projektowanie algorytmów**
[85] **machine learning research** məˈʃiːn ˈlɜːnɪŋ rɪˈsɜːtʃ **badania nad uczeniem maszynowym**
[86] **to confer sth** tʊ kənˈfɜː ˈsʌmθɪŋ **nadawać coś, zapewniać coś**
[87] **to navigate sth** tʊ ˈnævɪgeɪt ˈsʌmθɪŋ ***tu:*** **poruszać się po czymś**
[88] **to engage with sth** tʊ ɪnˈgeɪdʒ wɪð ˈsʌmθɪŋ **zajmować się czymś, angażować się w coś**
[89] **abstract idea** ˈæbstrækt aɪˈdɪə **abstrakcyjna idea**
[90] **sorting ground** ˈsɔːtɪŋ graʊnd ***tu:*** **miejsce selekcji**
[91] **social capital** ˈsəʊʃəl ˈkæpɪtəl **kapitał społeczny**



eprasa.pl 0e0bc7d201

mentors and networks that shape[92] careers long after graduation. Employers may no longer require a degree, but they still value what a degree often represents: intellectual curiosity[93], resilience and the capacity for sustained effort[94].

IBM reported in 2024 that half its US job openings[95] no longer stipulate[96] a four-year degree[97], yet the company simultaneously expanded partnerships with universities to design curricula aligned with emerging technologies[98]. The message is clear: the credential is being unbundled[99], not discarded. What matters is that the learning is relevant, demonstrable and up to date[100]. A candidate with a computer science degree from 2010 may be less prepared for cloud infrastructure[101] work than someone with a recent AWS certification[102] and a portfolio of deployments[103]. The question is not degree versus no degree, but which credential best predicts performance.

The Road Ahead

The next phase of this transition will test whether organisations can close the gap between aspiration and implementation[104]. Companies that removed degree requirements in 2024 are expected to spend 2026 and 2027 refining[105] their assessment tools[106], training recruiters and building systems to evaluate non-traditional credentials[107] at scale. This will require investment in software platforms that parse[108] digital badges, conduct automated skills testing[109] and rank candidates based on competency matrices[110] rather than educational pedigree[111]. It will also demand cultural change[112], persuading hiring managers to trust data over instinct[113] and outcomes over proxies[114].

The stakes are high. Skills-based hiring, if executed[115] well, can expand the talent pool[116], reduce bias[117] and improve job performance. It opens pathways[118] for individuals who could not afford university, who left education early or who pivoted careers[119] mid-life. In 2024, around 45 percent of organisations stopped requiring a bachelor's degree for some positions, down from the 55 percent that had done so in 2023. If this cohort succeeds in hiring effectively without degrees, others will follow. If they revert to credential screening because competency assessment proves too cumbersome, the movement will stall.

[92] **to shape sth** tʊ ʃeɪp ˈsʌmθɪŋ **kształtować coś**
[93] **intellectual curiosity** ˌɪntəˈlektʃʊəl ˌkjʊərɪˈɒsəti **ciekawość intelektualna**
[94] **sustained effort** səˈsteɪnd ˈefət **ciągły wysiłek**
[95] **job opening** dʒɒb ˈəʊpənɪŋ **wolne stanowisko**
[96] **to stipulate sth** tʊ ˈstɪpjʊleɪt ˈsʌmθɪŋ **wymagać czegoś, zastrzegać coś**
[97] **four-year degree** fɔː jɪə dɪˈgriː **czteroletnie studia licencjackie**
[98] **emerging technology** ɪˈmɜːdʒɪŋ tekˈnɒlədʒi **technologia wschodząca**
[99] **to be unbundled** tʊ bi ʌnˈbʌndəld ***tu:*** **być rozbijanym na elementy**
[100] **up to date** ˌʌp tə ˈdeɪt **aktualny, świeży**
[101] **cloud infrastructure** klaʊd ˈɪnfrəstrʌktʃə **infrastruktura chmurowa**
[102] **AWS certification** eɪ ˈdʌbljuː es ˌsɜːtɪfɪˈkeɪʃən **certyfikat Amazon Web Services**
[103] **deployment** dɪˈplɔɪmənt ***tu:*** **wdrożenie**
[104] **implementation** ˌɪmplɪmenˈteɪʃən **wdrażanie, realizacja**
[105] **to refine sth** tʊ rɪˈfaɪn ˈsʌmθɪŋ **udoskonalać, precyzować coś**
[106] **assessment tool** əˈsesmənt tuːl **narzędzie oceny**
[107] **non-traditional credential** nɒn trəˈdɪʃənəl krɪˈdenʃəl **niekonwencjonalne kwalifikacje**
[108] **to parse sth** tʊ pɑːz ˈsʌmθɪŋ ***tu:*** **analizować, przetwarzać coś**
[109] **automated skills testing** ˈɔːtəmeɪtɪd skɪlz ˈtestɪŋ **automatyczne testowanie umiejętności**
[110] **competency matrix** ˈkɒmpɪtənsi ˈmeɪtrɪks **matryca kompetencji**
[111] **educational pedigree** ˌedjʊˈkeɪʃənəl ˈpedɪgriː **wykształcenie, dorobek edukacyjny, renoma wynikająca z wykształcenia**
[112] **cultural change** ˈkʌltʃərəl tʃeɪndʒ **zmiana kulturowa**
[113] **instinct** ˈɪnstɪŋkt ***tu:*** **intuicja**
[114] **proxy** ˈprɒksi ***tu:*** **zastępczy wskaźnik**
[115] **to execute sth** tʊ ˈeksɪkjuːt ˈsʌmθɪŋ **przeprowadzić, zrealizować coś**
[116] **to expand the talent pool** tʊ ɪkˈspænd ðə ˈtælənt puːl **poszerzyć pulę talentów**
[117] **to reduce bias** tʊ rɪˈdjuːs ˈbaɪəs **zmniejszyć uprzedzenia**
[118] **pathway** ˈpɑːθweɪ **ścieżka, droga**
[119] **to pivot careers** tʊ ˈpɪvət kəˈrɪəz **zmienić ścieżkę kariery**

WHERE DEGREES STILL DOMINATE

- Medicine and healthcare: clinical training[1] and patient safety[2] demand accredited qualifications and supervised practice
- Law: bar admission[3] and professional regulation require formal legal education[4] in nearly all jurisdictions
- Engineering and architecture: chartered status[5] and project liability[6] hinge on[7] recognised degree programmes[8]
- Academia and advanced research: postgraduate qualifications remain prerequisites for teaching and scholarly work[9]

[1] **clinical training** ˈklɪnɪkəl ˈtreɪnɪŋ **szkolenie kliniczne**
[2] **patient safety** ˈpeɪʃənt ˈseɪfti **bezpieczeństwo pacjenta**
[3] **bar admission** bɑː ədˈmɪʃən **wpis na listę adwokatów**
[4] **legal education** ˈliːgəl ˌedjʊˈkeɪʃən **edukacja prawnicza**
[5] **chartered status** ˈtʃɑːtəd ˈsteɪtəs **status dyplomowanego specjalisty**
[6] **project liability** ˈprɒdʒekt ˌlaɪəˈbɪlәti **odpowiedzialność za projekt**
[7] **to hinge on sth** tʊ hɪndʒ ɒn ˈsʌmθɪŋ **zależeć od czegoś**
[8] **recognised degree programme** ˈrekəgnaɪzd dɪˈgriː ˈprəʊgræm **uznany program studiów**
[9] **scholarly work** ˈskɒləli wɜːk **praca naukowa**

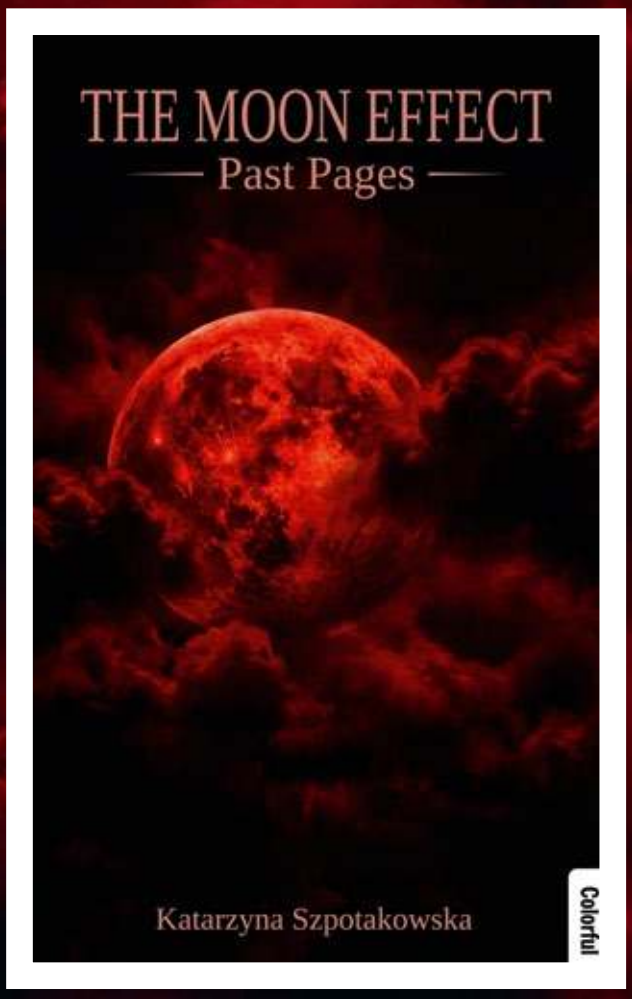
INFOBOX

eprasa.pl 0e0bc7d201



The likeliest outcome is a hybrid model[120]. Degrees will retain value[121] in fields where foundational knowledge[122] is essential and where professional accreditation[123] demands formal study. Elsewhere, employers will rely on a mosaic of signals[124]: certifications, portfolios, test scores[125], referrals[126] and prior projects. The labour market will grow more meritocratic in some respects, more fragmented in others. What remains certain is that the credential landscape[127] is shifting. Employers are asking not where you studied, but what you can do. The challenge now is proving they mean it.

[120] **hybrid model** ˈhaɪbrɪd ˈmɒdəl **model hybrydowy**
[121] **to retain value** tʊ rɪˈteɪn ˈvælju: **zachowywać wartość**
[122] **foundational knowledge** faʊnˈdeɪʃənəl ˈnɒlɪdʒ **wiedza podstawowa, fundamentalna**
[123] **professional accreditation** prəˈfeʃənəl əˌkredɪˈteɪʃən **akredytacja zawodowa**
[124] **mosaic of signals** məʊˈzeɪɪk ɒv ˈsɪgnəlz **mozaika sygnałów, złożony obraz wskaźników**
[125] **test score** test skɔ: **wynik testu**
[126] **referral** rɪˈfɜ:rəl ***tu:*** **rekomendacja, polecenie**
[127] **credential landscape** krɪˈdenʃəl ˈlændskeɪp **krajobraz kwalifikacji**



You will never guess how this thrilling story ends!

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

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

- Desiree Burns – a prodigy novelist destined for more than literary fame.
- Percy Prince – charming, confident, and dangerously easy to fall for.
- Drakhe – a ruthless vampire devoid of mercy... or perhaps even a soul.
- Cornelius Andersen – a German singer with a voice so powerful it could tempt the devil himself.
- Ariel – the one whose existence must remain a secret at all costs.
- Hagen – a vampire who means well, yet somehow makes everything worse.

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

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

KUP TERAZ

Colorful

Sorry, Could You Run That Past Me Again?[1]

Here's a liberating[2] truth: the most competent people in the meeting are often those who admit when they haven't understood something. The phrase 'I didn't quite catch that[3]' is not an apology – it's a power move[4].

When the Line Crackles (or Your Brain Does)

Technical gremlins[5] and attention lapses[6] strike everyone. The rookie mistake[7] is pretending you heard while mentally rewinding[8] the conversation in panic. Instead, interrupt gracefully: 'Sorry, I didn't quite catch that – could you repeat the last bit?' works universally. For video calls with dodgy[9] connections, try 'You're breaking up[10] slightly – would you mind saying that again?' It's factual, not accusatory[11].

If the problem persists, acknowledge it openly: 'I'm having trouble hearing you clearly – shall we switch to the chat function for this point?' This shows you're solutions-focused[12] rather than simply nodding along[13] to garbled[14] audio while understanding nothing. The cost of pretending is almost always higher than the two seconds it takes to ask.

When You Heard It But Have No Idea What It Means

This is trickier territory[15]. You caught every word, yet the sentence remains magnificently[16] opaque[17]. Perhaps it's jargon[18] ('We need to leverage[19] our synergies[20] around the KPI[21] dashboard[22]'), perhaps it's an acronym you've never encountered, or perhaps your colleague has simply expressed themselves poorly. Either way, clarity matters more than saving face[23].

'Could you clarify what you mean by [term]?' is your workhorse[24] phrase here. For jargon overload, try: 'Just so I'm on the same page[25] – when you say we're sunsetting the platform[26], do you mean closing it down entirely?' For acronyms: 'Sorry, what does CSAT[27] stand for in this context?' The phrase 'in this context' is gold – it suggests you know the term might mean something elsewhere, softening any implication[28] of ignorance.

Avoid the textbook-English trap of saying 'What is the meaning of…?' or 'I do not understand this word.' Native speakers say: 'What exactly do you mean by…?' or 'I'm not familiar with that term – could you explain it briefly?'

When They're Speaking at Auction-House Velocity[29]

Some colleagues speak as though they're being charged by the minute. Asking them to slow down requires

[1] **Sorry, could you run that past me again?** 'sɒrɪ kʊd jʊ rʌn ðæt pɑ:st mi: ə'gen ***tu:*** **Przepraszam, czy możesz to powtórzyć?**
[2] **liberating** 'lɪbəreɪtɪŋ **wyzwalający**
[3] **to catch sth** tə kætʃ 'sʌmθɪŋ ***tu:*** **zrozumieć, dosłyszeć coś**
[4] **power move** 'paʊə mu:v **strategiczne posunięcie budujące pozycję, mocny ruch**
[5] **gremlin** 'gremlɪn ***tu:*** **chochlik, drobna usterka techniczna**
[6] **attention lapse** ə'tenʃn læps **chwilowa utrata koncentracji, dekoncentracja**
[7] **rookie mistake** 'rʊki mɪ'steɪk **błąd początkującego**
[8] **to rewind** tə ri:'waɪnd **przewijać (film, nagranie)**
[9] **dodgy** 'dɒdʒi **kiepski, zawodny, słabej jakości**
[10] **to break up** tə breɪk ʌp ***tu:*** **urywać się, przerywać (o połączeniu)**
[11] **accusatory** ə'kju:zətri **oskarżycielski**
[12] **solutions-focused** sə'lu:ʃnz 'fəʊkəst **nastawiony na rozwiązanie, skoncentrowany na szukaniu rozwiązań**
[13] **to nod along** tə nɒd ə'lɒŋ **przytakiwać, kiwać głową na zgodę**
[14] **garbled** 'gɑ:bld **zniekształcony, nieczytelny, niewyraźny (dźwięk)**
[15] **trickier territory** 'trɪkiə 'terətri **bardziej skomplikowana sytuacja**
[16] **magnificently** mæg'nɪfɪsəntli ***tu:*** **wspaniale**
[17] **opaque** əʊ'peɪk ***tu:*** **niezrozumiały, nieprzejrzysty**
[18] **jargon** 'dʒɑ:gən **żargon, język specjalistyczny**
[19] **to leverage** tə 'levərɪdʒ ***tu:*** **wykorzystać, wprowadzić w ruch (zasoby)**
[20] **synergy** 'sɪnədʒi **synergia, efekt współpracy**
[21] **KPI (Key Performance Indicator)** keɪ pi: aɪ ki: pə'fɔ:məns 'ɪndɪkeɪtə **kluczowy wskaźnik efektywności**
[22] **dashboard** 'dæʃbɔ:d ***tu:*** **panel kontrolny, kokpit (w systemie informatycznym)**
[23] **to save face** tə seɪv feɪs **zachować twarz, uniknąć kompromitacji**
[24] **workhorse** 'wɜ:khɔ:s ***tu:*** **podstawowe, sprawdzone narzędzie**
[25] **to be on the same page** tə bi ɒn ðə seɪm peɪdʒ **być zgodnym w zrozumieniu, zgadzać się co do interpretacji**
[26] **to sunset sth** tə 'sʌnset 'sʌmθɪŋ **wycofać coś, zakończyć działanie (produktu, usługi)**
[27] **CSAT (Customer Satisfaction)** si: es eɪ ti:'kʌstəmə ˌsætɪs'fækʃən **wskaźnik satysfakcji klienta**
[28] **implication** ˌɪmplɪ'keɪʃən ***tu:*** **sugestia**
[29] **auction-house velocity** 'ɔ:kʃn haʊs və'lɒsəti **szybkość wypowiedzi jak w domu aukcyjnym, bardzo szybkie tempo mówienia**

eprasa.pl 0e0bc7d201

A WORD WORTH REMEMBERING

garbled
/ˈgɑːbld/
zniekształcony, niewyraźny (o dźwięku lub komunikacie)

diplomacy. ‘Would you mind slowing down just a touch[30]? I want to make sure I capture[31] all the details’ works beautifully – you’ve made it about your thoroughness[32], not their pace.

Here’s a micro-dialogue from a project call: ‘So we’re rolling out[33] phase one across EMEA[34] while simultaneously piloting the beta[35] in APAC[36] and if stakeholder[37] feedback is positive by Q3[38] we’ll accelerate the timeline for…’ / ‘Sorry to interrupt – there’s a lot there and I want to get it right. Could we break that down[39]? You mentioned rolling out phase one across EMEA first?’ Notice how the interruption[40] is framed[41] as a quality-control measure[42], not a comprehension problem.

[30] **just a touch** dʒʌst ə tʌtʃ **odrobinę, trochę**
[31] **to capture sth** tə ˈkæptʃə sʌmθɪŋ **uchwycić coś**
[32] **thoroughness** ˈθʌrənəs **dokładność, gruntowność**
[33] **to roll out** tə rəʊl aʊt **wdrażać, wprowadzać (produkt, system)**
[34] **EMEA (Europe, Middle East, and Africa)** iː em iː eɪ ˈjʊərəp, ˌmɪdəl ˈiːst ənd ˈæfrɪkə **Europa, Bliski Wschód i Afryka**
[35] **to pilot sth** tə ˈpaɪlət ˈsʌmθɪŋ **prowadzić pilotażowe wdrożenie czegoś, testować**
[36] **APAC (Asia-Pacific)** eɪ piː eɪ siː ˈeɪʒə pəˈsɪfɪk **region Azji i Pacyfiku**
[37] **stakeholder** ˈsteɪkhəʊldə **interesariusz**
[38] **Q3** kjuː θriː **trzeci kwartał roku**
[39] **to break sth down** tə breɪk ˈsʌmθɪŋ daʊn **rozłożyć coś na czynniki, omówić punkt po punkcie**
[40] **interruption** ˌɪntəˈrʌpʃən **przerwanie**
[41] **to frame sth** tə freɪm ˈsʌmθɪŋ ***tu:*** **przedstawić coś, ująć w ramy**

The Safety Net[43]: Confirming What You Think You Heard

‘Just to make sure I’ve understood correctly…’ is possibly the most useful phrase in business English. It works whether you’re 90 percent certain or 40 percent certain. Follow it with your understanding: ‘…you need the revised figures by Thursday, not Friday?’ or ‘…we’re postponing the Leeds meeting but keeping the Manchester one?’

Another elegant variant[44]: ‘So if I’ve got this right, we’re saying that…’ or ‘Let me play that back[45] to you – we’ll…’ This technique is especially valuable at the

[42] **quality-control measure** ˈkwɒləti kənˈtrəʊl ˈmeʒə **działanie zapewniające kontrolę jakości**
[43] **safety net** ˈseɪfti net ***tu:*** **siatka bezpieczeństwa, zabezpieczenie**
[44] **variant** ˈveəriənt **wariant, odmiana (wyrażenia)**
[45] **to play sth back** tə pleɪ ˈsʌmθɪŋ bæk ***tu:*** **powtórzyć, odtworzyć (np. informację)**



SOFTENING THE BLOW

Complete the polite business questions using the direct questions as a guide.

1. “What do you mean by KPI dashboard?”
   Could you clarify what _____ by KPI dashboard?
2. “Why are we changing the deadline?”
   Would you mind explaining why _____ the deadline?
3. “Did you say Thursday or Friday?”
   Just to make sure I’ve understood correctly, _____ Thursday or Friday?
4. “What does CSAT stand for?”
   Could you tell me what CSAT _____ in this context?
5. “Can we slow down?”
   Would you mind _____ down just a touch?
6. “Are we closing the platform down?”
   When you say we’re sunsetting the platform, do you mean _____ it down entirely?

BEM TEST

Answers: 1. you mean, 2. we are changing/we’re changing, 3. did you say/you said, 4. stands for, 5. slowing, 6. we are closing/we’re closing

eprasa.pl 0e0bc7d201

end of meetings when confirming action points[46]. It prevents the ghastly[47] scenario where everyone leaves with different interpretations[48] of who's doing what by when.

A final snippet[49], from a video negotiation: 'Before we move on, can I just check I've understood the revised terms? We're committing to[50] 500 units monthly with a 60-day payment window[51]?' / 'Exactly right.' / 'Brilliant, thanks for clarifying.' Five seconds that might save five weeks of confusion[52]. That's rather good value, wouldn't you say?

[46] **action point** 'ækʃn pɔɪnt **punkt do realizacji, zadanie do wykonania po spotkaniu**
[47] **ghastly** 'gɑ:stli **straszny, okropny**
[48] **interpretation** ɪnˌtɜ:prɪ'teɪʃn **interpretacja, rozumienie**
[49] **snippet** 'snɪpɪt **fragment, urywek (rozmowy)**
[50] **to commit to sth** tə kə'mɪt tə 'sʌmθɪŋ **zobowiązać się do czegoś**
[51] **payment window** 'peɪmənt 'wɪndəʊ **termin płatności, okno płatnicze**
[52] **confusion** kən'fju:ʒən ***tu:*** **nieporozumienie**

5 Phrases Worth Remembering

- I didn't quite catch that.[1]
- Could you clarify what you mean by…?
- Could we break that down?[2]
- Just to make sure I've understood correctly…
- So, if I've got this right…

[1] **I didn't quite catch that.** aɪ dɪdnt kwaɪt kætʃ ðæt **Nie całkiem zrozumiałem/am./Nie dosłyszałem/am.**
[2] **Could we break that down?** kʊd wi: breɪk ðæt daʊn **Czy moglibyśmy omówić to krok po kroku?/Czy możemy to przeanalizować?**

INFOBOX

Business Dialogues:

Four Days Back

Gemma Chen, a senior software architect at a London fintech, has been summoned by her line manager, Stuart Holloway, to discuss the firm's new return-to-office mandate[1] requiring four days on-site[2]. After two years of remote work with stellar performance reviews, Gemma's prepared to push back[3] – hard.

ACT 1: The Mandate

Stuart's office, 10th floor – Tuesday morning

Stuart (Engineering Manager): *(gesturing towards a chair)* Gemma, thanks for coming up. I know you've seen the email from the C-suite[4] about the new workplace policy. Four days in-office from the first of next month.

Gemma: *(sitting down, tablet in hand)* I have. And I'd like to discuss it, frankly. The timing feels arbitrary, and the rationale[5] in that email was paper-thin[6]. 'Fostering collaboration' – we've collaborated brilliantly for two years remotely.

Stuart: *(leaning back)* I hear you. But it's come from the top. The board feels we've lost something intangible[7] – spontaneity, mentorship, that sort of thing. They're not wrong that junior developers struggle without osmosis[8].

Gemma: Osmosis? Stuart, we've implemented pair programming[9] sessions, virtual office hours, asynchronous[10] code reviews[11] – all documented, all measurable. What we've lost in water-cooler chat[12], we've more than made up for in structured knowledge transfer[13].

Stuart: *(shifting uncomfortably)* I'm not disputing[14] your team's output[15]. You know your performance reviews have been exemplary[16]. But this isn't about individual contributors[17] – it's a strategic shift[18] across the entire organisation.

Gemma: *(coolly)* Then let's talk strategy. I've spent two years optimising

[1] **return-to-office mandate** rɪ'tɜ:n tʊ 'ɒfɪs 'mændeɪt **nakaz powrotu do pracy w biurze**
[2] **on-site** ɒn saɪt **w siedzibie firmy, na miejscu**
[3] **to push back** tə pʊʃ bæk **stawić opór, sprzeciwić się**
[4] **C-suite** si: swi:t **najwyższe kierownictwo firmy, zarząd**
[5] **rationale** ˌræʃə'nɑ:l **uzasadnienie, logika**
[6] **paper-thin** 'peɪpə θɪn ***tu:*** **niewiarygodny, słaby, nietrzymający się kupy**
[7] **intangible** ɪn'tændʒəbl **niematerialny, nieuchwytny**
[8] **osmosis** ɒz'məʊsɪs ***tu:*** **naturalne przyswajanie wiedzy przez przebywanie w czyimś towarzystwie**
[9] **pair programming** peə 'prəʊgræmɪŋ **programowanie parami (dwie osoby przy jednym kodzie)**
[10] **asynchronous** eɪ'sɪŋkrənəs **asynchroniczny, w różnym czasie**
[11] **code review** kəʊd rɪ'vju: **przegląd kodu (sprawdzanie kodu przez innych programistów)**
[12] **water-cooler chat** 'wɔ:tə ku:lə tʃæt **pogawędka przy dystrybutorze wody, nieformalna rozmowa w pracy**
[13] **knowledge transfer** 'nɒlɪdʒ træns'fɜ: **transfer wiedzy, przekazywanie wiedzy**
[14] **to dispute** tə dɪ'spju:t **kwestionować, spierać się**
[15] **output** 'aʊtpʊt ***tu:*** **wydajność, wyniki pracy**
[16] **exemplary** ɪg'zempləri **wzorowy, przykładny**
[17] **individual contributor** ˌɪndɪ'vɪdʒuəl kən'trɪbjətə **samodzielny specjalista (bez funkcji kierowniczych)**
[18] **strategic shift** strə'ti:dʒɪk ʃɪft **zmiana strategii, zwrot strategiczny**

eprasa.pl 0e0bc7d201

my life around remote work. I moved to Kent. I'm caring for my father three evenings a week. Four days back means eighteen hours a week commuting – that's half a working week gone.

Stuart: I appreciate that it's disruptive. But the policy applies across the board[19]. I can't carve out[20] exceptions without opening the floodgates[21].

ACT 2: The Counteroffer

Same office – fifteen minutes later

Gemma: *(leaning forward)* Then let's not call it an exception. Let's call it a pilot[22]. I propose a hybrid arrangement: two days on-site, weighted towards[23] team meetings and workshops. I'll be fully available for critical face-to-face sessions. In return, I maintain the deep-focus time[24] that's made me effective.

Stuart: *(frowning)* Gemma, I can't pitch that[25] upstairs[26]. The entire premise[27] of the mandate is that we've been too lenient[28]. If I walk into the leadership meeting asking for a two-day deal for one of my senior people, I'll be laughed out of the room[29].

Gemma: Will you? Because I've drafted the business case[30]. My team's sprint velocity[31] is up thirty-two percent year-on-year[32]. Our defect rate[33] is the lowest in engineering. I've mentored four juniors to mid-level – all remotely. Those are hardly the hallmarks[34] of someone who's checked out[35].

Stuart: *(picking up his phone, then setting it down)* You're putting me in an impossible position. If I advocate for you[36], I undermine[37] the policy before it's even launched. And if the policy fails because of too many carve-outs, we're back to square one[38].

Gemma: *(quietly)* Stuart, I'm not bluffing[39] here. This isn't a negotiating tactic[40]. If the mandate stands as written[41], I'll need to consider my options. I've had two LinkedIn approaches in the past fortnight[42] from fully remote firms. I've ignored them – until now.

Stuart: (visibly stiffening[43]) Are you saying you'd leave over this?

Gemma: I'm saying that my circumstances have changed, and the flexibility I've built my life around isn't a perk[44] – it's a necessity. If the firm can't accommodate that, then yes, I'll explore alternatives. I'd rather not. I like it here. But I won't sacrifice my family for a mandate that serves no measurable purpose[45].

Stuart: (rubbing his temples[46]) Right. Let me be clear: I don't want to lose you. You're one of the best architects we have. But I need you to understand that if I go to bat for you[47] on this, I'm spending political capital[48] I may not have.

Gemma: Then spend it wisely. Frame it[49] as a retention issue[50], not a policy exception. You're not setting a precedent[51] – you're responding to the market. Competitors are offering full flexibility. If we're going to impose[52] mandates, we need to be prepared to lose talent.

ACT 3: The Compromise

Same office – late afternoon, same day

Stuart: (returning from a meeting, loosening his tie[53]) Right. I've just come from an hour with the Chief People Officer[54] and the Engineering Director. It was… tense[55]. But I've secured something. Not everything you wanted, but more than I thought possible.

[19] **across the board** əˈkrɒs ðə bɔːd **bez wyjątku, dla wszystkich**
[20] **to carve out** tə kɑːv aʊt ***tu:*** **wyłączyć, stworzyć wyjątek**
[21] **to open the floodgates** tʊ ˈəʊpən ðə ˈflʌdgeɪts **otworzyć śluzy, spowodować lawinę podobnych przypadków**
[22] **pilot** ˈpaɪlət ***tu:*** **program pilotażowy, próba**
[23] **weighted towards** ˈweɪtɪd təˈwɔːdz **skoncentrowany na, z naciskiem na**
[24] **deep-focus time** diːp ˈfəʊkəs taɪm **czas na głęboką koncentrację, praca wymagająca skupienia**
[25] **to pitch sth** tə pɪtʃ ˈsʌmθɪŋ ***tu:*** **przedstawić, zaproponować coś**
[26] **upstairs** ˌʌpˈsteəz ***tu:*** **wyższym szczeblom, kierownictwu**
[27] **premise** ˈpremɪs **założenie, przesłanka**
[28] **lenient** ˈliːniənt **pobłażliwy, łagodny**
[29] **to be laughed out of the room** tə bi lɑːft aʊt ɒv ðə ruːm **zostać wyśmianym, spotkać się z kpiną**
[30] **business case** ˈbɪznɪs keɪs **uzasadnienie biznesowe, analiza opłacalności**
[31] **sprint velocity** sprɪnt vəˈlɒsəti **prędkość sprintów (w metodyce zwinnej)**
[32] **year-on-year** ˌjɪər ɒn ˈjɪə **rok do roku, w ujęciu rocznym**
[33] **defect rate** ˈdiːfekt reɪt **wskaźnik błędów, liczba defektów**
[34] **hallmark** ˈhɔːlmɑːk **cecha charakterystyczna, wyróżnik**
[35] **to check out** tə tʃek aʊt ***tu:*** **wyłączyć się, przestać się angażować**
[36] **to advocate for sb** tʊ ˈædvəkeɪt fɔː ˈsʌmbədi **opowiadać się za kimś, występować w czyimś imieniu**
[37] **to undermine** tʊ ˌʌndəˈmaɪn **podważać, osłabiać**
[38] **to be back to square one** tə bi bæk tə skweə wʌn **wrócić do punktu wyjścia**
[39] **to bluff** tə blʌf **blefować**
[40] **negotiating tactic** nɪˈgəʊʃieɪtɪŋ ˈtæktɪk **taktyka negocjacyjna**
[41] **as written** æz ˈrɪtn **w obecnym brzmieniu, tak jak jest napisane**
[42] **fortnight** ˈfɔːtnaɪt **dwa tygodnie**
[43] **to stiffen** tə ˈstɪfn ***tu:*** **sztywnieć**
[44] **perk** pɜːk **dodatek, przywilej**
[45] **to serve a purpose** tə sɜːv ə ˈpɜːpəs **służyć jakiemuś celowi**
[46] **to rub one's temples** tə rʌb wʌnz ˈtemplz **pocierać skronie (ze zmęczenia lub zdenerwowania)**
[47] **to go to bat for sb** tə gəʊ tə bæt fɔː ˈsʌmbədi **stawać w czyjejś obronie, walczyć o kogoś**
[48] **political capital** pəˈlɪtɪkl ˈkæpɪtl **kapitał polityczny, wpływy**
[49] **to frame sth** tə freɪm ˈsʌmθɪŋ ***tu:*** **przedstawić, ująć coś**
[50] **retention issue** rɪˈtenʃən ˈɪʃuː **problem z utrzymaniem pracowników**
[51] **to set a precedent** tə set ə ˈpresɪdənt **tworzyć precedens**
[52] **to impose sth** tʊ ɪmˈpəʊzˈsʌmθɪŋ **narzucać, wprowadzać coś**
[53] **to loosen one's tie** tə ˈluːsn wʌnz taɪ **poluzować krawat**
[54] **Chief People Officer** tʃiːf ˈpiːpl ˈɒfɪsə **dyrektor ds. personalnych**
[55] **tense** tens **napięty**

eprasa.pl 0e0bc7d201

Gemma: *(sitting up)* Go on.
Stuart: Three days on-site, not four. Tuesday through Thursday, core collaboration days[56]. Mondays and Fridays remote, provided you're available for any critical incidents[57]. It's conditional on[58] maintaining your current performance metrics[59], and it's a six-month trial. After that, we reassess[60].
Gemma: *(pausing)* Three days is workable[61]. It's not ideal, but it's manageable[62]. What about the trial period[63]? If my metrics stay strong, does the arrangement become permanent?
Stuart: That's the sticking point[64]. They wouldn't commit to[65] permanence[66] – too much flux[67] in the broader policy environment. But they did agree that if the trial succeeds, it'll form the basis for a wider conversation about senior-level flexibility.
Gemma: *(nodding slowly)* So I'm the test case[68].
Stuart: Essentially, yes. If this works, it opens the door for others. If it doesn't – or if it's perceived not to – then the door slams shut[69]. No pressure.
Gemma: *(with a faint smile)* No pressure at all. Fine. I'll take it. But let's document this[70] properly. I want the terms in writing, including the performance benchmarks[71] and the review timeline[72]. I'm not running this on a handshake[73].
Stuart: *(extending his hand)* Agreed. I'll have HR draw up an addendum[74] to your contract by Friday. And Gemma – thank you. For pushing back, I mean. It's made the organisation think harder about what it's asking for.
Gemma: *(shaking his hand)* Let's hope it's thought hard enough. Because if this falls apart[75], we'll both be updating our CVs.

[56] **core collaboration days** kɔ: kə,læbə'reɪʃən deɪz **główne dni pracy zespołowej**
[57] **critical incident** 'krɪtɪkl 'ɪnsɪdənt **poważna awaria**
[58] **conditional on sth** kən'dɪʃənl ɒn 'sʌmθɪŋ **uzależniony od czegoś, uwarunkowany czymś**
[59] **performance metrics** pə'fɔ:məns 'metrɪks **wskaźniki wydajności**
[60] **to reassess** ˌri:ə'ses **ponownie ocenić, przeanalizować na nowo**
[61] **workable** 'wɜ:kəbl ***tu:*** **możliwy do zrealizowania, do zaakceptowania**
[62] **manageable** 'mænɪdʒəbl **do opanowania, możliwy do zrealizowania**
[63] **trial period** 'traɪəl 'pɪəriəd **okres próbny**
[64] **sticking point** 'stɪkɪŋ pɔɪnt **kość niezgody, punkt sporny**
[65] **to commit to sth** tə kə'mɪt tə 'sʌmθɪŋ **zobowiązać się do czegoś**
[66] **permanence** 'pɜ:mənəns **stałość, trwałość**
[67] **flux** flʌks ***tu:*** **płynność, ciągłe zmiany**
[68] **test case** test keɪs **przypadek testowy, przykład do sprawdzenia**
[69] **to slam shut** tə slæm ʃʌt **zatrzasnąć się**
[70] **to document sth** tə 'dɒkjumənt 'sʌmθɪŋ **udokumentować, spisać coś**
[71] **benchmark** 'bentʃmɑ:k **punkt odniesienia, wskaźnik**
[72] **review timeline** rɪ'vju: 'taɪmlaɪn **harmonogram przeglądu**
[73] **on a handshake** ɒn ə 'hændʃeɪk **na słowo honoru, *dosł.* na uścisk dłoni**
[74] **addendum** ə'dendəm **aneks, dodatek do umowy**
[75] **to fall apart** tə fɔ:l ə'pɑ:t ***tu:*** **rozpaść się, nie wypalić**

1. Workplace Flexibility & Policy

Language for discussing remote work arrangements and organisational mandates.

- **return-to-office mandate** – a formal requirement from an employer that employees work from company premises for a specified number of days. The return-to-office mandate has sparked fierce debate among staff who relocated during the pandemic.
- **hybrid arrangement** – a working pattern that combines on-site and remote work over a given period. She proposed a hybrid arrangement that would allow her to maintain family commitments whilst meeting team needs.
- **carve out an exception** – to create a special allowance or exemption from a general rule or policy. Management feared that carving out exceptions for senior staff would undermine the entire policy framework.
- **open the floodgates** – to trigger a large number of similar requests or actions that become difficult to control. Approving one remote-work exception could open the floodgates to hundreds of similar applications.
- **across the board** – applying equally to all people, groups or categories without exception. The new attendance policy was implemented across the board, affecting everyone from interns to executives.
- **deep-focus time** – uninterrupted periods dedicated to cognitively demanding work requiring concentration. Remote working gives me the deep-focus time I need for complex architectural design work.
- **test case** – a situation or example used to establish a principle or standard that may be applied more widely. Her flexible arrangement became a test case for whether senior engineers could maintain productivity remotely.

2. Negotiation & Persuasion

Expressions for making arguments and negotiating workplace terms.

- **push back** – to resist, challenge, or express disagreement with a decision or proposal. Several department heads pushed back against the return-to-office timeline, citing recruitment concerns.
- **paper-thin** – extremely weak, unconvincing, or lacking

eprasa.pl 0e0bc7d201

substance (used of arguments or justifications). The rationale provided for the policy change was paper-thin and failed to address employee concerns.

- **business case** – a documented argument supporting a proposed course of action, typically including costs, benefits and risks. I drafted a detailed business case demonstrating how remote work had improved my team's performance metrics.
- **go to bat for someone** – to support or defend someone, especially in a difficult situation; to advocate on their behalf. Stuart went to bat for Gemma in the leadership meeting, risking his own credibility to secure her flexibility.
- **political capital** – the trust, goodwill and influence a person has accumulated within an organisation, which can be expended to achieve goals. Managers must decide when to spend their political capital on issues that truly matter to their teams.
- **set a precedent** – to establish an example or standard that is likely to be followed in similar future cases. Granting her request might set a precedent that other senior employees would expect to follow.
- **run something on a handshake** – to operate an agreement informally, based on trust rather than formal documentation. She insisted on a written contract rather than running the arrangement on a handshake and good faith.

3. Performance & Metrics

Language for discussing work output and measurable results.

- **sprint velocity** – a measure of the amount of work a team completes during a fixed time period (sprint) in agile project management. Our sprint velocity increased by thirty-two per cent once the team settled into a remote working rhythm.
- **defect rate** – the proportion of errors, bugs or flaws found in delivered work or products. The engineering team maintained the lowest defect rate in the division despite working remotely.
- **exemplary** – serving as an excellent example; outstanding in quality or performance. Her performance reviews had been exemplary throughout two years of remote work.
- **performance benchmarks** – measurable standards or reference points used to evaluate the quality or success of work. The trial arrangement was conditional on meeting clearly defined performance benchmarks every quarter.
- **knowledge transfer** – the process of sharing expertise, skills and information between individuals or teams. Structured knowledge transfer through pair programming proved more effective than informal office conversations.
- **individual contributor** – an employee who performs work directly rather than managing others; a non-managerial professional. Even high-performing individual contributors were subject to the new attendance requirements.

4. Organisational Dynamics

Expressions relating to company structure, decision-making, and workplace culture.

- **C-suite** – the group of the most senior executives in an organisation, whose titles typically begin with 'Chief'. The return-to-office policy originated from the C-suite and was non-negotiable at lower management levels.
- **come from the top** – to originate from senior leadership or the highest levels of an organisation. This directive has come from the top – there's limited scope for departmental interpretation.
- **strategic shift** – a significant change in an organisation's overall direction, approach or priorities. Management framed the mandate as a strategic shift towards in-person collaboration rather than a policy reversal.
- **pitch something upstairs** – to present a proposal or idea to higher levels of management or senior leadership. He was reluctant to pitch the flexible arrangement upstairs without stronger supporting data.
- **retention issue** – a concern related to keeping valuable employees from leaving the organisation. The manager reframed the request as a retention issue to emphasise the risk of losing key talent.
- **osmosis** – the gradual, often unconscious, absorption of knowledge or skills through proximity and exposure to others (metaphorical use). Junior staff learn through osmosis when they overhear senior colleagues discussing complex problems.

eprasa.pl 0e0bc7d201



Norman Borlaug

(1914-2009) was an American agronomist[1] whose development of high-yield[2], disease-resistant[3] wheat varieties sparked[4] the Green Revolution and is credited with[5] saving over a billion lives from starvation. Working at Mexico's International Maize and Wheat Improvement Centre from the 1940s onwards, Borlaug pioneered cross-breeding[6] techniques that dramatically increased crop productivity across the developing world. By 1963, more than 95 percent of Mexican wheat came from his cultivars[7]; Pakistan achieved wheat self-sufficiency[8] by 1968, India in all cereals by 1974. Awarded the Nobel Peace Prize in 1970, Borlaug remained a tireless[9] advocate for agricultural science and food security[10] until his death. His legacy endures through institutions like CIMMYT and the annual Borlaug Dialogue, which in 2026 addresses intensifying hunger, amid climate volatility and conflict-challenges that underscore[11] the continued relevance of his life's work.

[1] **agronomist** əˈgrɒnəmɪst **agronom, naukowiec zajmujący się uprawą roślin**
[2] **high-yield** haɪ jiːld **wysokowydajny**
[3] **disease-resistant** dɪˈziːz rɪˈzɪstənt **odporny na choroby**
[4] **to spark sth** tə spɑːk ˈsʌmθɪŋ ***tu:*** **zapoczątkować, wywołać coś**
[5] **to be credited with sth** tə biː ˈkredɪtɪd wɪð ˈsʌmθɪŋ **przypisywać komuś zasługę za coś**
[6] **crossbreeding** ˈkrɒsbriːdɪŋ **krzyżowanie**
[7] **cultivar** ˈkʌltɪvɑː **odmiana uprawna rośliny**
[8] **self-sufficiency** self səˈfɪʃnsi **samowystarczalność**
[9] **tireless** ˈtaɪələs **niestrudzony**
[10] **food security** fuːd sɪˈkjʊərəti **bezpieczeństwo żywnościowe**
[11] **to underscore sth** tʊ ˌʌndəˈskɔː ˈsʌmθɪŋ **podkreślać, uwypuklać coś**



Simone de Beauvoir

(1908-1986) was a French existentialist[12] philosopher, novelist and feminist theorist whose seminal[13] work The Second Sex (1949) laid the intellectual foundations for[14] modern feminism. Achieving the second-highest score in France's philosophy agrégation examination at the age of twenty-one, making her the youngest candidate to pass the exam, de Beauvoir forged[15] a lifelong intellectual partnership with Jean-Paul Sartre and co-founded the influential leftist journal Les Temps Modernes in 1945. Her magisterial[16] analysis of women's oppression – famously declaring 'One is not born, but rather becomes, a woman' – dissected[17] how patriarchal[18] societies construct femininity as subordinate[19] otherness[20]. Beyond philosophy, she won the prestigious Prix Goncourt for her novel The Mandarins (1954). Translated into English in 1959 and again in 2009, The Second Sex continues to shape feminist discourse worldwide; the annual Simone de Beauvoir Prize, awarded in 2024 to Ivorian activist Marie-Paule Djegue Okri, honours her enduring legacy.

[12] **existentialist** ˌegzɪˈstenʃəlɪst **egzystencjalista**
[13] **seminal** ˈsemɪnəl **przełomowy, kluczowy dla dalszego rozwoju**
[14] **to lay the foundations for sth** tə leɪ ðə faʊnˈdeɪʃnz fɔː ˈsʌmθɪŋ **położyć fundamenty pod coś**
[15] **to forge sth** tə fɔːdʒ ˈsʌmθɪŋ ***tu:*** **zbudować, stworzyć coś**
[16] **magisterial** ˌmædʒɪˈstɪəriəl **mistrzowski, monumentalny**
[17] **to dissect sth** tə daɪˈsekt ˈsʌmθɪŋ ***tu:*** **przeanalizować coś szczegółowo, rozłożyć coś na czynniki pierwsze**
[18] **patriarchal** ˌpeɪtriˈɑːkl **patriarchalny**
[19] **subordinate** səˈbɔːdɪnət **podporządkowany, podrzędny**



Charlie Munger

(1924-2023) was an American investor, lawyer and vice chairman[21] of Berkshire Hathaway whose multidisciplinary[22] approach to business judgement profoundly influenced modern value investing[23]. Meeting Warren Buffett at dinner in 1959, Munger steered[24] Berkshire away from cigar-butt[25] bargains towards acquiring exceptional businesses at fair prices – a philosophy Buffett credited as the 'architecture' of their empire. Beyond Berkshire, where he served as vice chairman from 1978 until his death, Munger founded the law firm Munger, Tolles & Olson, chaired newspaper publisher Daily Journal Corporation, and sat on Costco's board. His fortune reached USD 2.3 billion by early 2023. Renowned for his acerbic[26] wit[27] and insistence on 'elementary worldly wisdom' drawn from psychology, mathematics and history, Munger died aged 99 in November 2023. The Daily Journal's equity portfolio – untouched since his passing – stands as testament[28] to his patient, disciplined investment philosophy.

[20] **otherness** ˈʌðənəs **inność, bycie innym**
[21] **vice chairman** vaɪs ˈtʃeəmən **wiceprezes**
[22] **multidisciplinary** ˌmʌltiˈdɪsəplɪnəri **multidyscyplinarny, wielodyscyplinarny**
[23] **value investing** ˈvælju: ɪnˈvestɪŋ **inwestowanie wartościowe, strategia inwestycyjna oparta na kupowaniu niedowartościowanych akcji**
[24] **to steer sth** tə stɪə ˈsʌmθɪŋ ***tu:*** **kierować czymś, prowadzić coś**
[25] **cigar-butt** sɪˈgɑː bʌt **niedopałek cygara;** ***tu:*** **firma w stanie upadłości, z której można jeszcze wycisnąć ostatni zysk**
[26] **acerbic** əˈsɜːbɪk **cierpki, uszczypliwy**
[27] **wit** wɪt **dowcip, poczucie humoru**
[28] **testament** ˈtestəmənt ***tu:*** **świadectwo, dowód**

eprasa.pl 0e0bc7d201

The Odyssey

Christopher Nolan's 'The Odyssey' is nothing if not ambitious: a USD 250 million retelling of Homer's epic, shot entirely on IMAX 70 mm film and spanning nearly three hours. Matt Damon anchors the picture as Odysseus, the wily king whose decade-long journey home from Troy becomes a gauntlet[1] of mythical trials – the Cyclops, the Sirens, entanglement with the sorceress Circe (Charlize Theron). Back in Ithaca, Anne Hathaway's Penelope fends off[2] suitors, while Tom Holland's Telemachus grapples with[3] his father's absence. Zendaya appears as the goddess Athena; Robert Pattinson plays the chief suitor Antinous.

Nolan opts for a grounded, almost austere interpretation of Greek mythology, and the results cleave critics cleanly in two. Admirers hail the film as a masterpiece, praising its technical virtuosity[4], Hoyte van Hoytema's cinematography and Holland's standout[5] turn. Detractors, however, are unsparing[6]: Time dismissed it as 'a dazzling misfire[7]', while The New Yorker lamented that Nolan renders[8] the epic prosaic. Complaints centre on leaden[9] pacing, overly dark visuals and dialogue that drags[10] where it ought to soar[11].

The film is undeniably a feat of craft – the first to be captured entirely on the new IMAX 70 mm cameras – but whether it succeeds as drama or merely spectacle depends entirely on your tolerance for Nolan's cerebral[12] restraint[13]. Expect admiration, not affection.

Director: Christopher Nolan

Cast: Matt Damon, Anne Hathaway, Tom Holland, Zendaya, Charlize Theron, Lupita Nyong'o, Robert Pattinson, Samantha Morton, John Leguizamo, Jon Bernthal, Benny Safdie



Production Studio: Universal Pictures / Syncopy

Release date: July 17, 2026 (United States and United Kingdom); world premiere 6 July 2026 (London)

Genres: Epic, Drama, Mythology

[1] **gauntlet** 'gɔ:ntlət ***tu:*** **seria trudnych prób, ciąg wyzwań**

[2] **to fend off sb/sth** tə fend ɒf 'sʌmbədi 'sʌmθɪŋ **odpierać kogoś/coś, bronić się przed kimś/czymś**

[3] **to grapple with sth** tə 'græpl wɪð 'sʌmθɪŋ **zmagać się z czymś, borykać się z czymś**

[4] **virtuosity** ˌvɜ:tʃu'ɒsəti **wirtuozeria, mistrzostwo techniczne**

[5] **standout** 'stændaʊt **wyróżniający się, wyjątkowy**

[6] **unsparing** ʌn'speərɪŋ **bezlitosny, bezwzględny**

[7] **misfire** ˌmɪs'faɪə ***tu:*** **pudło, nietrafiony strzał**

[8] **to render sth** tə 'rendə 'sʌmθɪŋ ***tu:*** **przedstawiać, ukazywać coś**

[9] **leaden** 'ledn ***tu:*** **nużący**

[10] **to drag** tə dræg ***tu:*** **wlec się, ciągnąć się**

[11] **to soar** tə sɔ: ***tu:*** **być efektownym, zwięzłym, błyskotliwym**

[12] **cerebral** sə'ri:brəl ***tu:*** **intelektualny**

[13] **restraint** rɪ'streɪnt **powściągliwość, umiar**

'Thinking, Fast and Slow'[1] – Daniel Kahneman

Daniel Kahneman's 'Thinking, Fast and Slow' remains an essential text for anyone who fancies themselves[2] a rational decision-maker. The Nobel laureate dissects the dual architecture of human cognition: System 1, our lightning-quick[3] intuitive apparatus, and System 2, the plodding deliberative[4] overseer that ought to keep our mental house in order, but often nods off[5] at the wheel[6]. Through decades of experimental research, Kahneman exposes the heuristics[7] and biases that hijack[8] judgement, from anchoring effects to the availability cascade[9], demonstrating that even experts routinely fall prey to[10] systematic errors.

The prose is lucid and the examples compelling, though critics rightly note that some of the supporting research – particularly around priming – has since failed replication[11]. Others find Kahneman's reliance on clever puzzles occasionally gimmicky, and the book frustrates readers seeking actionable[12] remedies rather than a diagnostic[13] catalogue of cognitive frailty[14]. Yet these are quibbles. With over 2.6 million copies sold and enduring influence across economics, psychology and management, 'Thinking, Fast and Slow' stands as a landmark in popular science. Managers tempted to trust their gut[15] will find it a bracing[16] corrective; the rest of us will recognise ourselves on nearly every page. Humbling, illuminating and indispensable.



Author: Daniel Kahneman

Publisher: Media Rodzina (Polish edition); original: Farrar, Straus and Giroux

Publication date: 2012 (Polish edition); 25 October 2011 (original English edition)

[1] **‚Thinking, Fast and Slow'** 'θɪŋkɪŋ fɑ:st ænd sləʊ **polska wersja tytułu: „Pułapki myślenia"**

[2] **to fancy oneself sb** tə 'fænsi wʌn'self 'sʌmbədɪ **uważać się za kogoś, mieć się za kogoś**

[3] **lightning-quick** 'laɪtnɪŋ kwɪk **błyskawiczny, bardzo szybki**

[4] **deliberative** dɪ'lɪbərətɪv **rozważający, refleksyjny**

[5] **to nod off** tə nɒd ɒf **zdrzemnąć się, zasnąć**

[6] **at the wheel** ət ðə wi:l ***tu:*** **za sterem, u sterów**

[7] **heuristics** hjʊə'rɪstɪks **heurystyka (sposób rozwiązywania problemów, który polega na wykorzystaniu uproszczonych zasad, doświadczenia lub intuicji, zamiast dokładnego analizowania wszystkich możliwych opcji)**

[8] **to hijack sth** tə 'haɪdʒæk 'sʌmθɪŋ ***tu:*** **zawłaszczyć coś, przejąć kontrolę nad czymś**

[9] **availability cascade** əˌveɪlə'bɪləti kæ'skeɪd **kaskada dostępności (zjawisko psychologiczne)**

[10] **to fall prey to sth** tə fɔ:l preɪ tə 'sʌmθɪŋ **paść ofiarą czegoś**

[11] **to fail replication** tə feɪl ˌreplɪ'keɪʃn **nie udać się w próbie powtórzenia (eksperymentu)**

[12] **actionable** 'ækʃnəbl ***tu:*** **praktyczny, możliwy do zastosowania**

[13] **diagnostic** ˌdaɪəg'nɒstɪk **diagnostyczny, opisujący problem**

[14] **cognitive frailty** 'kɒgnətɪv 'freɪlti **ułomność poznawcza, słabość procesów myślowych**

[15] **to trust one's gut** tə trʌst wʌnz gʌt **zaufać intuicji, działać instynktownie**

[16] **bracing** 'breɪsɪŋ ***tu:*** **orzeźwiający, otrzeźwiający**

eprasa.pl 0e0bc7d201

Prenumerata

Business English Magazine

Oszczędzasz i otrzymujesz każdy numer prosto do domu!

Korzyści:

- niższa cena za egzemplarz,
- wysyłka gratis,
- gwarancja, że każdy numer czasopisma trafi w Twoje ręce.

Jak zamówić?

Wybierz najwygodniejszy dla Ciebie sposób:

- **przez Internet**
  wejdź na stronę: kiosk.colorfulmedia.pl
- **telefonicznie**
  61 833 63 28 lub 663 24 24 33
- **e-mailem**
  wyślij nam wiadomość:
  prenumerata@colorfulmedia.pl
- **przelew na konto**
  dokonaj wpłaty – szczegóły poniżej

Dane do przelewu

nr konta:

18 1140 2004 0000 3702 4405 7031

adres:
Colorful Media
ul. Lednicka 23, 60-413 Poznań

nr BIC dla przelewów zagranicznych:
BREXPLPWMBK

tytuł przelewu:
Opisz prawidłowo przelew, podaj następujące informacje:
1. nazwa magazynu w skrócie (BEM – Business English Magazine)
2. numer, od którego ma zaczynać się prenumerata
3. imię i nazwisko oraz adres do wysyłki

przykładowy tytuł przelewu:
BEM106, Jan Kowalski, ul. Przykładowa 1, 80-123 Gdańsk

Prosimy o kontakt po dokonaniu wpłaty, w celu upewnienia się, że otrzymaliśmy wszystkie potrzebne dane.

Kontakt

prenumerata@colorfulmedia.pl
tel. 61 833 63 28 lub 663 24 24 33
www.colorfulmedia.pl

Cennik prenumeraty

dla 1 osoby
6 wydań, co 2 miesiące
203,90 zł

dla grup – dla 2 osób i więcej
6 wydań, co 2 miesiące
193,90 zł/osobę

Łączną kwotę obliczysz, mnożąc 193,90 zł przez liczbę osób.

zagraniczna dla 1 osoby
6 wydań, co 2 miesiące
list zwykły **293,90 zł**
list polecony **359,90 zł**

Wszystkie ceny zawierają podatek 8% VAT.
Jeśli potrzebna Ci faktura, prosimy o kontakt.
Prenumerata realizowana jest za pośrednictwem Poczty Polskiej.
Zamawiając prenumeratę, wyrażasz zgodę na warunki zawarte w regulaminie dostępnym pod adresem www.colorful.pl/regulamin.html

Informacja o przetwarzaniu danych osobowych

Podane dane osobowe będą przetwarzane przez administratora – firmę Colorful Media s.c. z siedzibą w Poznaniu, ul. Lednicka 23, NIP 781-173-49-69 w celu realizacji prenumeraty. Każdemu prenumeratorowi przysługuje prawo wglądu do swoich danych osobowych, ich zmiany, poprawiania oraz usunięcia. Podanie danych jest dobrowolne, ale niezbędne do realizacji prenumeraty. Pytania dotyczące administrowania danymi osobowymi prosimy kierować na adres e-mail: biuro@colorfulmedia.pl

Przydatne adresy

sklep | regulamin | newsletter

Magazyn kupisz także w salonach EMPIK oraz w wybranych salonikach prasowych KOLPORTER, INMEDIO i RELAY.

eprasa.pl 0e0bc7d201

Numery archiwalne

Business English Magazine



nr 115

- AI Unplugged: The Hidden Pitfalls of Artificial Intelligence
- Taking a Toll
- Birdwatching: Your Next Brain Power Boost

33,90 zł

DODATEK:
100 BUSINESS VERBS



nr 114

- Out of OfficeWORK ANYWHERE. LIVE YOUR WAY.
- Green Energy Makes a Comeback
- Future: Will AI End Incurable Diseases?

33,90 zł

DODATEK:
100 BUSINESS IDIOMS



nr 113

- Thailand's Economic Upgrade
- Loyalty Rewards Programmes Are All the Rage – Are You In?

33,90 zł

DODATEK:
THE DARK TRIAD



nr 112

- Uprooting: A Quick Guide to Buying Property Abroad
- Is Car-sharing a Profitable Ride?
- Living in a Future 3D World

33,90 zł

DODATEK:
AI TERMINOLOGY



nr 111

- MBA A Ticket to Advancement?
- The Business of War
- Are Meal Delivery Services Worth It?

33,90 zł

DODATEK:
PERSONAL FINANCE



nr 110

- The Economy of Matcha
- Pickleball Business
- America First!
- Magical Mexico

28,90 zł

DODATEK:
Trade



nr 109

- Injecting Change: The Weight Loss Revolution
- Poland's Nuclear Programme
- Spanish Housing Crisis
- Zero Day

28,90 zł

DODATEK:
Self-discipline



nr 108

- Bioengineering: Miracle or Minefield?
- Sustainable Aviation: The Future of Net-Zero Air Travel
- Ultra-Processed – Food to Die For

28,90 zł

DODATEK:
Emergency Situations – Health



nr 107

- Dino – Serving the Forgotten Middle
- Beware of the DOGE
- Polish Silver: A Potential World Leader
- Whitney Wolfe Herd

28,90 zł

DODATEK:
Motoring Terms
Idioms & Collocations



nr 106

- TEMU A Cat Among the Pigeons
- The Digital Afterlife: Exploring the Future of Virtual Immortality
- Kinga Baranowska – Queen of the Mountains

28,90 zł

DODATEK:
Accounts and Subscriptions



nr 105

- InPost,s New Outpost
- The Affordability Crisis
- Remote and Robotic Surgery
- Revolut: Making the World Go Round

28,90 zł

DODATEK:
Security Systems



nr 104

- Soft Life
- Chinese EV Invasion
- Fastest Growing Economies
- Open AI
- Tylor Swift

28,90 zł

DODATEK:
Environmental Protection



nr 103

- Jobs in Demand: Despite AI
- A Power Shortage for EVS?
- Georgia: A Country at the Crossroads

28,90 zł

DODATEK:
Publishing
Terms & Expressions



nr 102

- Japan: A Land of Contrast
- Blog to Bestseller
- Straw Panels Paving the Way
- Burgeoning Book Shops

28,90 zł

DODATEK:
Assert Yourself



nr 101

- Artificial General Intelligence
- Genomics
- Solar Farms
- Denmark

28,90 zł

DODATEK:
Expressing Opinions

Przy zamówieniach poniżej 100,00 zł koszt wysyłki wynosi 14,00 zł.

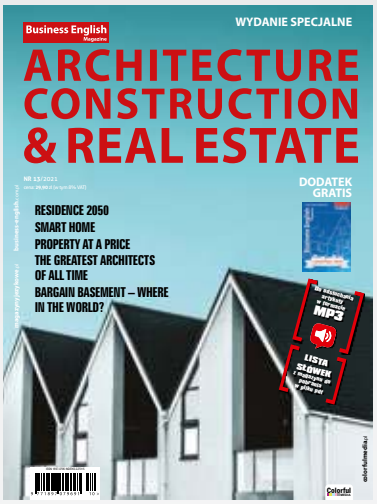
Przy zamówieniach od 100,00 zł koszt wysyłki pokrywa wydawca.

kiosk.colorfulmedia.pl

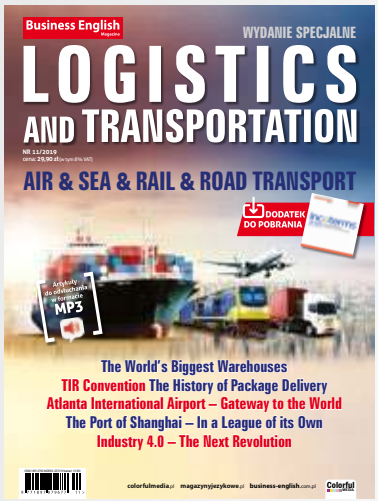
eprasa.pl 0e0bc7d201

WYDANIA SPECJALNE Business English Magazine



















Do kupienia na kiosk.colorfulmedia.pl

eprasa.pl 0e0bc7d201

Business English Magazine

POBIERZ SWÓJ DODATEK



DODATEK GRATIS

do pobrania ze strony
business-english.com.pl

lub na smartfon za pomocą poniższego kodu QR

z370

W kolejnym wydaniu:
FOCUS ON NATURE

Colorful MEDIA

eprasa.pl 0e0bc7d201

| + NAGRANIA MP3 | + ĆWICZENIA | + POLSKIE SŁÓWKA

Jakość gwarantuje wydawnictwo **Colorful MEDIA**

Językowo najlepsi!

ANGIELSKI



ANGIELSKI BIZNESOWY



NIEMIECKI



FRANCUSKI



WŁOSKI



HISZPAŃSKI



ANGIELSKI DLA DZIECI



KUP TERAZ

kiosk.colorfulmedia.pl