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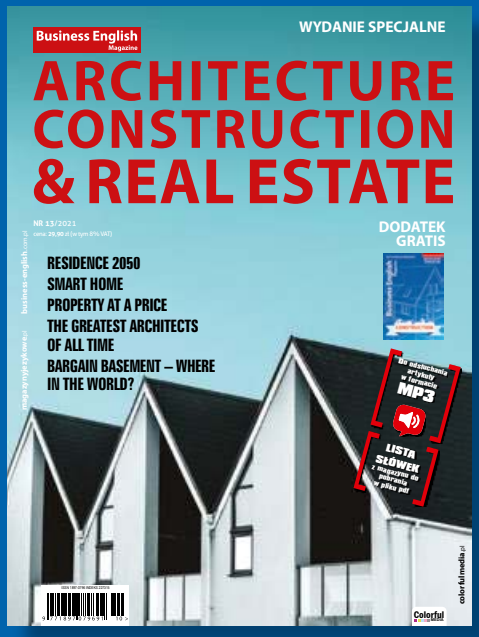

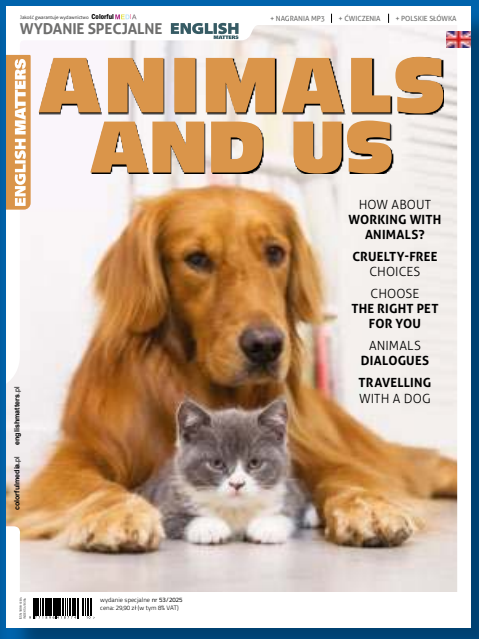

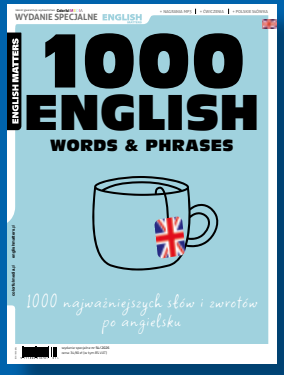



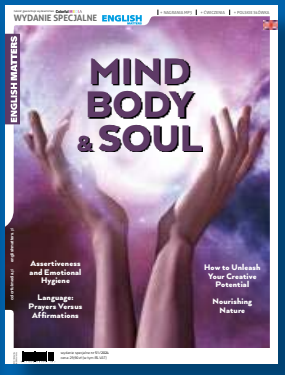

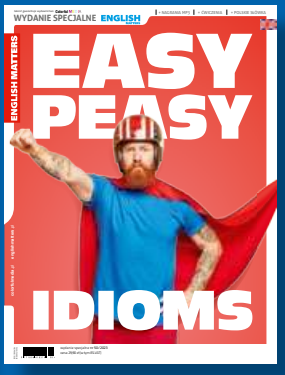

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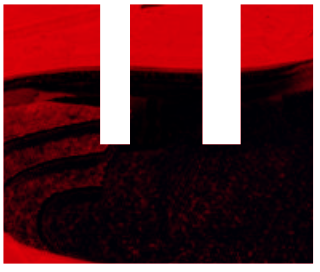



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by Paul Martin from
www.go-native.pl

NEW WORDS OF 2025: HOW ENGLISH KEEPS EVOLVING

"She might have butter skin[1], but she spends too much time bed-rotting[2] and reading rage bait[3] – she should touch grass[4] more often."

Not a clue[5] what I'm talking about? That is because this sentence contains four new additions to the English language.

In 2025, the English language continued to add words to its already weighty tome[6], reflecting[7] shifts in technology, culture, social behaviour, and global interaction. Here is an overview[8] of some of the weird[9] and wonderful supplements[10] derived from[11] social media, AI[12], and cross-cultural exchange[13].

Standing out[14] is "rage bait," chosen by Oxford University Press as its Word of the Year for 2025.

It describes online content[15] deliberately designed to provoke anger or outrage[16] to boost[17] engagement[18] (likes, shares, comments). Unlike[19] clickbait, which attracts attention[20] with sensational headlines[21], rage bait specifically triggers[22] emotional anger to manipulate user behaviour.

Other Notable[23] New Words and Trends in 2025

Some of these were added to major dictionaries[24] like Dictionary.com, Cambridge Dictionary, or Oxford English Dictionary; others became notable as trending[25] words.

- Parasocial – (adjective/noun) – A one-sided emotional connection people feel with a public figure[26], celebrity, or digital persona they don't actually[27] know.
- Vibe coding – (noun) – A trendy term tied to tech and social culture (selected as Collins Dictionary's 2025 word), meaning the process of translating intuitive or "vibe-based" cues[28] into actual code or digital systems.
- AI slop – (noun) – A pejorative term referring to[29] low-quality or messy[30] content generated by AI – content perceived as[31] sloppy[32] or substandard[33].
- Rizz – (noun) – Slang for someone's charm[34] or ability to attract romantic interest, especially in online interactions.
- Touch grass – (verb) – Internet phrase meaning to take a break from online life and return to real-world activities.
- Shadow ban – (verb) – To quietly restrict a user's visibility[35] on a platform without their knowledge[36].
- Biohack – (verb/noun) – Optimising health or performance[37] through unconventional lifestyle, diet, or tech strategies.
- Aura farming[38] – (verb) – Cultivating or projecting a particular personal image or vibe, often online – to appear confident[39], cool, or charismatic.
- Bed rotting – (noun) – The act of spending long, idle[40] periods in bed with minimal activity.
- Butter skin – (noun) – A beauty trend describing extremely smooth, glowing[41] skin achieved with skincare[42] and makeup.
- Broligarchy – (noun) – A playful[43] blend of "bro"[44] and "oligarchy," describing a powerful, predominantly[45] male tech or business elite. We already have "bromance" – A close, non-romantic

[1] **butter skin** 'bʌtə skɪn **promiennie wyglądająca skóra**
[2] **bed-rotting** bed 'rɒtɪŋ **gnicie w łóżku**
[3] **rage bait** reɪdʒ beɪt **treści (np. posty, artykuły, filmy, nagłówki), które są celowo stworzone po to, by wywołać złość, oburzenie lub frustrację odbiorców i skłonić ich do reakcji: komentarzy, kłótni, udostępnień**
[4] **to touch grass** tə tʌtʃ grɑːs **wychodzić z domu, na świeże powietrze, *dosł.* dotknąć trawy**
[5] **to not have a clue** tə nɒt hæv ə kluː **nie mieć pojęcia**
[6] **weighty tome** 'weɪtɪ təʊm **opasły tom**
[7] **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ **odzwierciedlać coś**
[8] **overview** 'əʊvəvjuː **omówienie, przegląd**
[9] **weird** wɪəd **dziwny**
[10] **supplement** 'sʌplɪmənt **uzupełnienie, dodatek**
[11] **derived from sth** dɪ'raɪvd frɒm 'sʌmθɪŋ **pochodzący od czegoś**
[12] **AI = artificial intelligence** ˌeɪ 'aɪ =ˌɑːtɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**
[13] **cross-cultural exchange** krɒs 'kʌltʃərəl ɪks'tʃeɪndʒ **wymiana międzykulturowa**
[14] **to stand out** tə stænd aʊt **wyróżniać się, rzucać się w oczy**
[15] **online content** ˌɒn'laɪn 'kɒntent **treść internetowa**
[16] **outrage** 'aʊtreɪdʒ **oburzenie**
[17] **to boost sth** tə buːst 'sʌmθɪŋ **pobudzać, zwiększać coś**
[18] **engagement** ɪn'geɪdʒmənt **zaangażowanie**
[19] **unlike X** 'ʌn'laɪk eks **w przeciwieństwie do X**
[20] **to attract attention** tʊ ə'trækt ə'tenʃən **przyciągać uwagę**
[21] **headline** 'hedlaɪn **nagłówek**
[22] **to trigger sth** tə 'trɪgə 'sʌmθɪŋ **prowokować coś**
[23] **notable** 'nəʊtəbl **godny uwagi**
[24] **dictionary** 'dɪkʃənrɪ **słownik**
[25] **trending** 'trendɪŋ **popularny**
[26] **public figure** 'pʌblɪk 'fɪgə **osoba publiczna**
[27] **actually** 'æktʃʊəlɪ **w rzeczywistości**
[28] **cue** kjuː **sygnał, znak**
[29] **to refer to sth** tə rɪ'fɜː tə 'sʌmθɪŋ **odnosić się do czegoś**
[30] **messy** 'mesɪ **niechlujny, bałaganiarski, nieuporządkowany**
[31] **perceived as X** pə'siːvd æ zeks **postrzegany jako X**
[32] **sloppy** 'slɒpɪ **niedbały, niechlujny**
[33] **substandard** 'sʌb'stændəd **gorszej jakości**
[34] **charm** tʃɑːm **urok, wdzięk osobisty**
[35] **visibility** ˌvɪzɪ'bɪlɪtɪ **widzialność**
[36] **knowledge** 'nɒlɪdʒ **wiedza**
[37] **performance** pə'fɔːməns **wyniki**
[38] **farming** 'fɑːmɪŋ **uprawa**
[39] **confident** 'kɒnfɪdənt **pewny siebie**
[40] **idle** 'aɪdl **bezczynny**
[41] **glowing** 'gləʊɪŋ **promienny**
[42] **skincare** 'skɪnkeə(r) **pielęgnacja skóry**
[43] **playful** 'pleɪfʊl **żartobliwy**
[44] **bro** 'brə ***pot. slang*: brachu, brachol, brat**
[45] **predominantly** prɪ'dɒmɪnəntlɪ **głównie**

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

Not content with[48] adding words from social media and online activity, English has always plundered[49] other languages and incorporated[50] them. For example:

- shampoo – Hindi/Indian – from chāmpo, meaning to massage
- pyjamas/pajamas – Persian/Indian – pāy-jāmeh, "leg garment[51]"
- safari – Swahili/East Africa – "journey," from Arabic safar
- bungalow – Hindi/Indian – banglā, "Bengali-style house"
- chocolate, avacado – Nahuatl/Mexican
- tattoo – Tahitian/Polynesian – tatau, to mark the skin
- algebra – Arabic – al-jabr, "reunion[52] of broken parts."

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

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

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

[46] **affection** əˈfekʃən **sympatia**
[47] **camaraderie** ˌkæməˈrɑːdəriː **koleżeństwo**
[48] **not content with sth** nɒt ˈkɒntent wɪð ˈsʌmθɪŋ **nie zadowalając się czymś**
[49] **to plunder sth** tə ˈplʌndə ˈsʌmθɪŋ **grabić, plądrować coś**
[50] **to incorporate sth** tʊ ɪnˈkɔːpərɪt ˈsʌmθɪŋ **przyłączać, włączać coś**
[51] **garment** ˈgɑːmənt **część garderoby**
[52] **reunion** ˈriːˈjuːnjən **ponowne połączenie, zjednoczenie**
[53] **intense urge** ɪnˈtens ɜːdʒ **silna chęć**
[54] **to squeeze** tə skwiːz **uściskać**
[55] **to pinch sth** tə pɪntʃ ˈsʌmθɪŋ **przytulić, uściskać coś**

A WORD WORTH REMEMBERING

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

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



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by Janet Sandford

SNAIL[1] SNATCH[2]

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

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

The theft was absurd enough to grab international headlines[23], perhaps because most people would not expect such a niche item to feature[24] on thieves' Christmas shopping lists. Yet, surprisingly, it fits a growing pattern[25] in which organised criminals have developed a taste for[26] high-value foodstuffs[27]. Luxury produce commands high prices per kilogram and, until recently[28], was often stored[29] in small, lightly secured[30] facilities[31] rather than the tightly guarded[32] warehouses[33] used for electronics or cash.

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

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

[1] **snail** sneɪl **ślimaczy**
[2] **snatch** snætʃ **kradzież**
[3] **villain** 'vɪlən **przestępca**
[4] **to nick** tə nɪk **rąbnąć, buchnąć**
[5] **dishonest** dɪs'ɒnɪst **nieuczciwy**
[6] **bob** bɒb **niewielka kwota**
[7] **bizarre** bɪ'zɑ: **dziwaczny**
[8] **stately** 'steɪtlɪ **okazały**
[9] **felon** 'felən **przestępca**
[10] **audacious** ɔ:'deɪʃəs **zuchwały, bezczelny**
[11] **to make off** tə meɪd ɒf **ulotnić się**
[12] **stock** stɒk **zapas**
[13] **to pocket** tə 'pɒkɪt **zgarnąć, przywłaszczyć sobie**
[14] **to estimate** tʊ 'estɪmɪt **oszacować**
[15] **burglary** 'bɜ:gləɾɪ **włamanie**
[16] **to carry out** tə 'kærɪ aʊt **wykonać, przeprowadzić**
[17] **fence** fens **ogrodzenie**
[18] **to smash into sth** tə smæʃ 'ɪntʊ 'sʌmθɪŋ ***tu:*** **sforsować coś, włamać się do czegoś**
[19] **cold room** kəʊld ru:m **chłodnia**
[20] **to honour** tʊ 'ɒnə **realizować**
[21] **order** 'ɔ:də **zamówienie**
[22] **busy** 'bɪzɪ ***tu:*** **gorący**
[23] **to grab international headlines** tə græb ˌɪntə'næʃənl 'hedlaɪnz **zagościć w międzynarodowych nagłówkach gazet, tytułach informacyjnych**
[24] **to feature** tə 'fi:tʃə **znajdować się**
[25] **pattern** 'pætən **schemat, wzorzec**
[26] **to develop a taste for sth** tə dɪ'veləp ə teɪst fə 'sʌmθɪŋ **polubić coś**
[27] **foodstuffs** 'fu:dstʌfs **artykuły żywnościowe**
[28] **until recently** ən'tɪl 'ri:sntlɪ **do niedawna**
[29] **stored** stɔ:d **trzymany, przechowywany**
[30] **lightly secured** 'laɪtlɪ sɪ'kjʊəd **słabo zabezpieczony**
[31] **facility** fə'sɪlɪtɪ ***tu:*** **obiekt**
[32] **tightly guarded** 'taɪtlɪ 'gɑ:dɪd **pilnie strzeżony**

A WORD WORTH REMEMBERING

caper
/ˈkeɪpə/
pot. **przekręt**

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

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

[33] **warehouse** 'weəhaʊs **magazyn**
[34] **heist** haɪst **skok, napad**
[35] **sophisticated** sə'fɪstɪkeɪtɪd ***tu:*** **zaawansowany**
[36] **knowledge** 'nɒlɪdʒ **wiedza**
[37] **perishable goods** 'perɪʃəbl gʊdz **łatwo psujące się towary**
[38] **informal market** ɪn'fɔ:ml 'mɑ:kɪt **czarny rynek**
[39] **petty theft** 'petɪ θeft **drobna kradzież**
[40] **supply-chain crime** sə'plaɪ tʃeɪn kraɪm **przestępczość wymierzona w łańcuchy dostaw**
[41] **caper** 'keɪpə ***tu: pot.*** **przekręt**
[42] **fraudster** 'frɔ:dstə(r) **oszust**
[43] **to bilk** tə bɪlk **wyłudzać**
[44] **artisan** ˌɑ:tɪ'zæn **rzemieślniczy**
[45] **haul** hɔ:l **łup**
[46] **cloth-bound cheddar** klɒθ baʊnd 'tʃedə **tradycyjnie dojrzewający cheddar**
[47] **roughly** 'rʌflɪ **mniej więcej, z grubsza**
[48] **scam** skæm **oszustwo, przekręt, szwindel**
[49] **uncovered** ʌn'kʌvəd **odkryty**
[50] **acorn-fed** 'eɪkɔ:nd ***tu:*** **ze świń karmionych żołędziami**
[51] **to pilfer** tə 'pɪlfə **ukraść**
[52] **leg** leg **udziec, nóżka**
[53] **family-run** 'fæmɪlɪ rʌn **rodzinny**
[54] **remote** rɪ'məʊt **odległy**
[55] **furtive** 'fɜ:tɪv **potajemny**
[56] **raid** reɪd **nalot**

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violence[57], given the stellar[58] value of the fungi[59] at peak season[60]. For example, in 2025, black truffles, the most revered[61] by chefs, typically fetch[62] EUR 800 – 1,500 per kilogram on European markets at peak winter season, which runs from December to March, with January and February generally considered the height of flavour and price.

For small producers, it is no laughing matter[63]. Many artisan suppliers operate on tight margins[64] and rely on a short, intense trading season to see them through[65] the year. While insurance policies[66] may cover their immediate financial loss, it may take years to re-establish[67] trust with their customers, for whom removing a signature dish[68] from the menu could damage their own fragile[69] reputations in the fickle[70] world of high-end[71] restaurants.

It may be shutting the stable door after the horse has bolted[72], but producers of niche, luxury food items[73] are going to have to wise up[74] to the fact that they are sitting on a gold mine[75] and can't allow culinary crooks[76] to walk in and clean them out[77]. That is sure to mean the installation of security cameras[78] and stronger storage locks[79].

Meanwhile, back in France, police are on the trail[80] of the snail snatchers.

[57] **violence** 'vaɪələns **przemoc**
[58] **stellar** 'stelə **super**
[59] **fungi** 'fʌŋgaɪ **grzyby**
[60] **peak season** pi:k 'si:zn **szczyt sezonu**
[61] **revered** rɪ'vɪəd **ceniony**
[62] **to fetch** tə fetʃ **osiągać wartość**
[63] **no laughing matter** nəʊ 'lɑ:fɪŋ 'mætə **poważna sprawa**
[64] **margin** 'mɑ:dʒɪn **marża**
[65] **to see through sth** tə si: θru: 'sʌmθɪŋ **przetrwać coś**
[66] **insurance policy** ɪn'ʃʊərəns 'pɒlɪsɪ **polisa ubezpieczeniowa**
[67] **to re-establish** tə 'ri:ɪs'tæblɪʃ **odbudować**
[68] **signature dish** 'sɪgnɪtʃə dɪʃ **popisowe danie, specjalność zakładu**
[69] **fragile** 'frædʒaɪl **kruchy**
[70] **fickle** 'fɪkl **kapryśny, nieprzewidywalny**
[71] **high-end** ˌhaɪ 'end **ekskluzywny**
[72] **to shut the stable door after the horse has bolted** tə ʃʌt ðə 'steɪbl dɔ:r 'ɑ:ftə ðə hɔ:s hæz 'bəʊltɪd **być mądrym po szkodzie**
[73] **food item** fu:d 'aɪtəm **produkt spożywczy**
[74] **to wise up** tə waɪz ʌp **uświadomić sobie**
[75] **to sit on a gold mine** tə sɪt ɒn ə gəʊld maɪn **siedzieć na żyle złota**
[76] **crook** krʊk **oszust**
[77] **to clean sb out** tə kli:n 'sʌmbədɪ aʊt **okraść kogoś**
[78] **security camera** sɪ'kjʊərɪtɪ 'kæmərə **kamera monitoringu**
[79] **lock** lɒk **zamek**
[80] **to be on the trail** tə bi: ɒn ðə treɪl **być na tropie**

by Paul Martin from
www.go-native.pl

TWELVE GOOD MEN AND TRUE?

With a UK Crown Court backlog[1] exceeding[2] 80,000 cases[3], the British government[4] is proposing a controversial solution[5]: restricting the right to trial by jury[6] for mid-level offences[7]. As new "Swift Courts" loom[8], English Matters explores the origins[9] of the jury system and what a shift to judge-only trials[10] could mean for British justice.

Root and Branch[11]

To understand the British legal system, we must look to the Middle Ages[12]. Unlike the Civil Law[13] systems common in Europe, which rely on[14] comprehensive[15] written codes to cover[16] every eventuality, England uses Common Law[17].
Established during the reign[18] of King Henry II in the 12th century, this system relies entirely on precedent[19]. Instead of interpreting a rulebook[20], judges[21] follow the decisions made in previous[22] similar cases. Over centuries, these rulings[23] have built up like bricks[24] in a wall, creating the complex legal architecture we see today.

Trial By Fire[25]

Before the jury system existed, English justice was a terrifying[26] affair[27]. In the early medieval[28] period, guilt[29] or innocence[30] was often decided by "Trial by Ordeal[31]." This was based on the belief[32] that God would intervene to protect the innocent and expose[33] the guilty.

[1] **backlog** 'bæklɒg **zaległości**
[2] **to exceed** tʊ ɪk'si:d **przekroczyć**
[3] **case** keɪs **sprawa**
[4] **government** 'gʌvnmənt **rząd**
[5] **solution** sə'lu:ʃən **rozwiązanie**
[6] **trial by jury** 'traɪəl baɪ 'dʒʊərɪ **rozprawa, proces przed ławą przysięgłych**
[7] **mid-level offence** mɪd 'levl ə'fens **przestępstwo średniego szczebla**
[8] **to loom** tə lu:m **majaczyć**
[9] **origins** 'ɒrɪdʒɪnz **korzenie**
[10] **judge-only trial** 'dʒʌdʒ 'əʊnlɪ 'traɪəl **proces bez ławy przysięgłych**
[11] **root and branch** ru:t ənd brɑ:ntʃ **doszczętnie, kompletnie**
[12] **Middle Ages** 'mɪdl 'eɪdʒɪz **średniowiecze**
[13] **Civil Law** 'sɪvl lɔ: **system prawa kontynentalnego**
[14] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**
[15] **comprehensive** ˌkɒmprɪ'hensɪv **kompleksowy**
[16] **to cover** tə 'kʌvə **obejmować**
[17] **Common Law** 'kɒmən lɔ: **prawo precedensowe**
[18] **reign** reɪn **panowanie**
[19] **precedent** 'presɪdənt **precedens**
[20] **rulebook** 'ru:l bʊk ***tu:*** **kodeks**
[21] **judge** 'dʒʌdʒ **sędzia**
[22] **previous** 'pri:vjəs **poprzedni, wcześniejszy**
[23] **ruling** 'ru:lɪŋ **orzeczenie**
[24] **brick** brɪk **cegła**
[25] **trial by fire** 'traɪəl baɪ 'faɪə **próba ognia**
[26] **terrifying** 'terɪfaɪɪŋ **straszny, przerażający**
[27] **affair** ə'feə **sprawa**
[28] **medieval** ˌmedɪ'i:vəl **średniowieczny**
[29] **guilt** gɪlt **wina**
[30] **innocence** 'ɪnəsəns **niewinność**
[31] **Trial by Ordeal** 'traɪəl baɪ ɔ:'di:l **ordalia, sąd boży**
[32] **belief** bɪ'li:f **przekonanie**
[33] **to expose** tʊ eks'pəʊz **ujawniać**

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The "Ordeal by Fire" required a suspect to carry a red-hot[34] iron bar[35] for nine feet. Their hands were bandaged, and if the wounds had begun to heal[36] after three days, they were considered innocent. If the wounds festered[37], God had judged them guilty. Alternatively, the "Ordeal by Water" saw suspects tied up[38] and thrown into a pond[39]. If they sank, the holy water had "accepted" them, and they were fished out[40] as innocent. If they floated[41], the water had rejected them, proving their guilt.

This practice effectively ended in 1215 when the Pope[42] forbade[43] priests from blessing[44] the ordeals. Suddenly, the English legal system needed a new way to decide facts without divine intervention[45]. The solution was the jury: a group of typically 12 local men sworn[46] to tell the truth.

The Great Divide

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

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

Modern Justice, Measured

Today, juries in Crown Courts decide serious crimes, convicting[60] in roughly[61] 56 percent of cases. Jury service is a mandatory[62] civic duty[63] for most UK citizens[64], men and women, aged 18 to 75 who are registered to vote[65]. Potential jurors are selected at random[66] from the electoral register and summoned[67] to court for a two-week period. Once a trial begins, 12 individuals are chosen by ballot[68] to sit on the case. They are not legal experts; their role is solely[69] to listen to the evidence[70], follow the judge's legal directions, and deliver a verdict of guilty or not guilty based on the facts.

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

[34] **red-hot** 'red'hɒt **rozżarzony**
[35] **iron bar** 'aɪən bɑ: **żelazny pręt**
[36] **to heal** tə hi:l **goić się**
[37] **to fester** tə 'festə **ropieć**
[38] **tied up** 'taɪd ʌp **związany**
[39] **pond** pɒnd **staw**
[40] **to fish out** tə fɪʃ aʊt **wyławiać**
[41] **to float** tə fləʊt **unosić się na wodzie, dryfować**
[42] **pope** pəʊp **papież**
[43] **to forbid** tə fə'bɪd **zabraniać**
[44] **to bless** tə bles **błogosławić**
[45] **divine intervention** dɪ'vaɪn ˌɪntə'venʃən **boska interwencja**
[46] **sworn** swɔ:n **zaprzysiężony**
[47] **Magna Carta** ˌmægnə 'kɑ:tə **Wielka Karta Swobód**
[48] **equal** 'i:kwəl **równy sobie**
[49] **split** splɪt **rozdział**
[50] **inquisitorial** ɪnˌkwɪzɪ'tɔ:rɪəl **śledczy**
[51] **to investigate** tʊ ɪn'vestɪgeɪt **prowadzić dochodzenie, badać, dociekać**
[52] **alongside** ə'lɒŋ'saɪd **wraz z**
[53] **lawyer** 'lɔ:jə **prawnik**
[54] **adversarial** ˌædvə'seərɪəl **kontradyktoryjny (tj. taki, w którym strony sporu - np. oskarżyciel i obrońca - przedstawiają swoje argumenty i dowody, a sędzia pełni rolę neutralnego arbitra, który ocenia przedstawione dowody i decyduje o wyroku. W systemie kontradyktoryjnym sędzia nie prowadzi śledztwa ani nie poszukuje dowodów na własną rękę - jego zadaniem jest obiektywne rozstrzygnięcie sporu między stronami)**
[55] **prosecution** ˌprɒsɪ'kju:ʃən **oskarżenie**
[56] **defence** dɪ'fens **obrona**
[57] **referee** ˌrefə'ri: **arbiter**

Courtroom Lingo[1]

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

[1] **lingo** 'lɪŋgəʊ **język, żargon**
[2] **acquittal** ə'kwɪtl **uniewinnienie**
[3] **dock** dɒk **ława oskarżonych**
[4] **enclosed** ɪn'kləʊzd **odgrodzony**
[5] **hung jury** hʌŋ 'dʒʊərɪ **niejednomyślna ława przysięgłych**
[6] **extended** ɪks'tendɪd **przeciągający się**
[7] **deliberation** dɪˌlɪbə'reɪʃən **obrady**

INFOBOX

[58] **to ensure** tʊ ɪn'ʃʊə **zapewniać**
[59] **jury member** 'dʒʊərɪ 'membə **członek ławy przysięgłych**
[60] **to convict** tə 'kɒnvɪkt **uznawać za winnego, skazywać**
[61] **roughly** 'rʌflɪ **mniej więcej**
[62] **mandatory** 'mændətərɪ **obowiązkowy**
[63] **civic duty** 'sɪvɪk 'dju:tɪ **obowiązek obywatelski**
[64] **citizen** 'sɪtɪzn **obywatel**
[65] **registered to vote** 'redʒɪstəd tə vəʊt **zarejestrowany wyborca**
[66] **at random** ət 'rændəm **losowo**
[67] **summoned** 'sʌmənd **wezwany**
[68] **ballot** 'bælət **ciągnięcie losów**
[69] **solely** 'səʊllɪ **jedynie**
[70] **evidence** 'evɪdəns **dowody, materiał dowodowy**
[71] **under pressure** 'ʌndə 'preʃə **pod naciskiem**
[72] **victim** 'vɪktɪm **ofiara**

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

Beyond Reasonable Doubt[73]

Supporters[74] argue this change is vital to reduce delays[75]. They note that complex fraud[76] cases already function without juries and that the modern legal system is often too technical for laypeople[77]. Critics, however, warn of a dangerous slide[78]. They argue that removing juries turns courtrooms[79] into bureaucratic chambers[80] and that judges may become 'case-hardened[81]' and cynical. As Karl Turner MP[82] warned, "this is an 800-year-old right we are being asked to discard[83] for the sake of[84] expediency[85]."

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

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

The Great Divide: Common Law vs. Civil Law

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

[1] **rare** reə **rzadki**
[2] **mixed panel** mɪkst 'pænl **skład mieszany**
[3] **decision-maker** dɪ'sɪʒn meɪkə(r) **osoba decyzyjna, decydent**

INFOBOX

A WORD WORTH REMEMBERING

ruling
/'ruːlɪŋ/
orzeczenie

[73] **beyond reasonable doubt** bɪ'jɒnd 'riːznəbl daʊt **ponad wszelką wątpliwość**
[74] **supporter** sə'pɔːtə **zwolennik**
[75] **delay** dɪ'leɪ **opóźnienie**
[76] **fraud** frɔːd **oszustwo**
[77] **layperson** 'leɪpɜːsn **laik**
[78] **slide** slaɪd ***tu:*** **pogorszenie sytuacji**
[79] **courtroom** 'kɔːtruːm **sala sądowa**
[80] **chamber** 'tʃeɪmbə ***tu: pej.*** **komora**
[81] **case-hardened** 'keɪsˌhɑːdnd **zobojętniały z powodu prowadzonych spraw**
[82] **MP = Member of Parliament** ˌem 'piː= 'membər ɒv 'pɑːləmənt **poseł, członek parlamentu**
[83] **to discard** tə 'dɪskɑːd **odrzucać**
[84] **for the sake of sth** fə ðə seɪk ɒv 'sʌmθɪŋ **w imię czegoś**
[85] **expediency** ɪks'piːdjənsɪ ***tu:*** **szybkość postępowania**
[86] **check on sth** tʃek ɒn 'sʌmθɪŋ ***tu:*** **kontrola nad czymś**
[87] **state power** steɪt 'paʊə **władza państwowa**
[88] **applied by sb** ə'plaɪd baɪ 'sʌmbədɪ ***tu:*** **wymierzany przez kogoś**
[89] **ordinary** 'ɔːdənərɪ **zwykły**
[90] **efficiency** ɪ'fɪʃənsɪ **efektywność**
[91] **neighbour** 'neɪbə **sąsiad**
[92] **fate** feɪt **los**
[93] **defendant** dɪ'fendənt **podsądny**



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The Scandinavian Nexus[1]

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



Distinct[6] Societies[7]

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

This perception[17] is not entirely wrong, but it is incomplete. These countries do co-operate closely and share many values[18], particularly around welfare[19], equality[20] and social trust[21]. Yet beneath the surface[22], they remain distinct societies with different histories, different economic foundations[23], and different strategic instincts[24]. Treating Scandinavia as a single, uniform[25] space risks missing what makes each country function the way it does.

[1] **nexus** 'neksəs **sieć, ogniwo**
[2] **to unpack sth** tʊ 'ʌn'pæk 'sʌmθɪŋ **przeanalizować coś badając części składowe**
[3] **assumption** ə'sʌmpʃən **założenie**
[4] **to bind sth together** tə baɪnd 'sʌmθɪŋ tə'geðə **łączyć, wiązać coś ze sobą wzajemnie**
[5] **identity** aɪ'dentətɪ **tożsamość**
[6] **distinct** dɪs'tɪŋkt **różny, odmienny, odrębny**
[7] **society** sə'saɪətɪ **społeczeństwo**
[8] **external** eks'tɜ:nl **z zewnątrz**
[9] **unusually** ʌn'ju:ʒʊəli **niezwykle**
[10] **familiar** fə'mɪljə **znajomy**
[11] **landscape** 'lændskeɪp **krajobraz**
[12] **tax** 'tæks **podatek**
[13] **citizen** 'sɪtɪzn **obywatel**
[14] **common** 'kɒmən **wspólny**
[15] **solution** sə'lu:ʃən **rozwiązanie**
[16] **modern** 'mɒdən **współczesny**
[17] **perception** pə'sepʃən **postrzeganie, odbiór**
[18] **values** 'vælju:z **wartości**
[19] **welfare** 'welfeə ***tu:*** **interes społeczny**
[20] **equality** i:'kwɒlətɪ **równość**
[21] **social trust** 'səʊʃəl trʌst **zaufanie społeczne**
[22] **beneath the surface** bɪ'ni:θ ðə 'sɜ:fɪs **pod powierzchnią**
[23] **foundation** faʊn'deɪʃən **fundament, podstawa**
[24] **strategic instinct** strə'ti:dʒɪk 'ɪnstɪŋkt **instynkt strategiczny**
[25] **uniform** 'ju:nɪfɔ:m **jednolity**

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NORWAY
SWEDEN
DENMARK



Red cottages by coastline Hamnoylofoten Islands, Norway.

Scandinavian or Nordic?

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

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

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

Finland illustrates this clearly. Although it works closely with its western neighbours[33] and shares many social values, its language and genomics belongs to a completely different family. As a result, Finland's connection to Scandinavia is largely institutional rather than cultural.

Shared History, Rarely[34] Peaceful[35]

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

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

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

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

[26] **confusion** kən'fju:ʒən **zamieszanie**
[27] **interchangeably** ˌɪntə'tʃeɪndʒəbli **wymiennie**
[28] **to matter** tə 'mætə **mieć znaczenie**
[29] **core** kɔ: **rdzeń, centrum**
[30] **to be bound together by sth** tə bi: baʊnd tə'geðə baɪ 'sʌmθɪŋ **być połączonym czymś**
[31] **Faroe Islands** 'feərəʊ ˌaɪləndz **Wyspy Owcze**
[32] **to erase** tʊ ɪ'reɪz **usuwać**
[33] **neighbour** 'neɪbə **sąsiad**
[34] **rarely** 'reəlɪ **rzadko**
[35] **peaceful** 'pi:sfʊl **spokojny**
[36] **historical roots** hɪs'tɒrɪkəl ru:ts **historyczne korzenie**
[37] **tangled** 'tæŋgld **poplątany, splątany**
[38] **violent** 'vaɪələnt **pełen przemocy**
[39] **locked into sth** lɒkt 'ɪntʊ 'sʌmθɪŋ **uwięziony w czymś**
[40] **to grow out of sth** tə grəʊ aʊt ɒv 'sʌmθɪŋ **wyrosnąć z czegoś**
[41] **long-standing** 'lɒŋ'stændɪŋ **długotrwały**
[42] **failure** 'feɪljə **porażka, niepowodzenie**
[43] **unity** 'ju:nətɪ **wspólnota**
[44] **arrangement** ə'reɪndʒmənt **porozumienie**
[45] **kingdom** 'kɪŋdəm **królestwo**
[46] **unstable** 'ʌn'steɪbl **niestabilny**
[47] **resentment** rɪ'zentmənt **niechęć, rozżalenie**
[48] **nobility** nəʊ'bɪlətɪ **szlachta**
[49] **tension** 'tenʃən **napięcie**
[50] **Stockholm Bloodbath** 'stɒkhəʊm 'blʌdbɑ:θ **krwawa łaźnia sztokholmska**
[51] **to trigger sth** tə 'trɪgə 'sʌmθɪŋ **wywołać coś**
[52] **rebellion** rɪ'beljən **powstanie**
[53] **to redraw sth** tə ˌri:'drɔ: 'sʌmθɪŋ **wytyczać coś na nowo, zmieniać**
[54] **border** 'bɔ:də **granica**
[55] **subordinate** sə'bɔ:dɪnət **podporządkowany, zależny**
[56] **forced into sth** fɔ:st 'ɪntʊ 'sʌmθɪŋ **przymuszony do czegoś**
[57] **independence** ˌɪndɪ'pendəns **niepodległość**
[58] **state** steɪt **państwo**

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

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

The Law of Jante

Despite[63] conflict, Denmark, Norway, and Sweden developed a shared cultural outlook[64] known as the Law of Jante (Janteloven), a concept drawn from early twentieth-century literature but rooted in much older social habits[65].

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

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

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

A WORD WORTH REMEMBERING

identity
/aɪ'dentɪtɪ/
tożsamość

[59] **cautious** 'kɔ:ʃəs **ostrożny**
[60] **institutionalised** ˌɪnstɪ'tju:ʃənəlaɪzd **zinstytucjonalizowany**
[61] **sovereignty** 'sɒvrəntɪ **suwerenność, niezależność**
[62] **learned behaviour** lɜ:nd bɪ'heɪvjə **nabyte, wyuczone zachowanie**
[63] **despite sth** dɪs'paɪt 'sʌmθɪŋ **pomimo czegoś**
[64] **outlook** 'aʊtlʊk ***tu:*** **sposób postrzegania świata**
[65] **social habits** 'səʊʃəl 'hæbɪts **nawyki społeczne**
[66] **inherently** ɪn'herəntlɪ **z natury**
[67] **superior** su:'pɪərɪə **lepszy**
[68] **display of wealth** dɪs'pleɪ ɒv welθ **afiszowanie się bogactwem**
[69] **to reinforce sth** tə ˌri:ɪn'fɔ:s 'sʌmθɪŋ **wzmacniać coś**
[70] **purely** 'pjʊəlɪ **czysto**
[71] **mindset** 'maɪndset **nastawienie, sposób myślenia**
[72] **to underpin sth** tʊ ˌʌndə'pɪn 'sʌmθɪŋ **wzmacniać coś**
[73] **commitment to sth** kə'mɪtmənt tə 'sʌmθɪŋ **przywiązanie do czegoś**
[74] **welfare state** 'welfeə steɪt **państwo opiekuńcze**
[75] **framed as sth** freɪmd æz 'sʌmθɪŋ **postrzegany jako coś**
[76] **charity** 'tʃærətɪ **dobroczynność**
[77] **reward** rɪ'wɔ:d **nagroda**
[78] **attached to sth** ə'tætʃt tə 'sʌmθɪŋ **przynależny do czegoś**
[79] **citizenship** 'sɪtɪzənʃɪp **obywatelstwo**
[80] **resources** rɪ'sɔ:sɪz **zasoby, środki finansowe**
[81] **efficiently** ɪ'fɪʃəntlɪ **wydajnie**
[82] **influential** ˌɪnflʊ'enʃəl **posiadający wpływ**
[83] **contested** kən'testɪd **kwestionowany**
[84] **opinion corridor** ə'pɪnjən 'kɒrɪdɔ: **korytarz opinii**
[85] **deviation** ˌdi:vɪ'eɪʃən **odstępstwo, odchylenie**
[86] **consensus** kən'sensəs **zgodna opinia, konsensus**
[87] **sensitive issues** 'sensɪtɪv 'ɪʃu:z **drażliwe politycznie kwestie**

Poland's View to the North

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

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

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

[1] **trade** treɪd **handel**
[2] **lasting mark** 'lɑ:stɪŋ mɑ:k **trwały ślad**
[3] **public memory** 'pʌblɪk 'meməɹɪ **świadomość społeczna**
[4] **in particular** ɪn pə'tɪkjʊlə **w szczególności**
[5] **to attract sth** tʊ ə'trækt 'sʌmθɪŋ **przyciągać coś**
[6] **industry** 'ɪndəstɹɪ **przemysł**
[7] **personal freedom** 'pɜ:snl 'fri:dəm **wolność osobista**
[8] **collective responsibility** kɒ'lektɪv rɪsˌpɒnsə'bɪlɪtɪ **odpowiedzialność zbiorowa**
[9] **work culture** wɜ:k 'kʌltʃə **kultura pracy**
[10] **crime fiction** kraɪm 'fɪkʃən **kryminał**
[11] **to contribute to sth** tə kən'trɪbju:t tə 'sʌmθɪŋ **przyczyniać się do czegoś**

INFOBOX

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MUTUAL INTERESTS OR SELF-REFLECTION?

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

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

BEM TEST

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



Copenhagen, Denmark

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

Cracks[90]?

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

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

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

[88] **entrepreneur** ˌɒntrəprəˈnɜː **przedsiębiorca**
[89] **to reject sth** tə ˈriːdʒekt ˈsʌmθɪŋ **odrzucać coś**
[90] **crack** kræk **pęknięcie**
[91] **security** sɪˈkjʊərətɪ **bezpieczeństwo**
[92] **challenge** ˈtʃælɪndʒ **wyzwanie**
[93] **to weaken sth** tə ˈwiːkən ˈsʌmθɪŋ **osłabiać coś**
[94] **shared path** ʃeəd pɑːθ **wspólna ścieżka**
[95] **weight-loss** weɪt lɒs **utrata wagi**
[96] **diabetes** ˌdaɪəˈbiːtiːz **cukrzyca**
[97] **downturn** ˈdaʊntɜːn **spadek koniunktury**
[98] **fortunes** ˈfɔːtʃuːnz **losy**
[99] **global demand** ˈgləʊbəl dɪˈmɑːnd **światowy popyt**
[100] **regulations** ˌregjʊˈleɪʃənz **przepisy**
[101] **healthcare** ˈhelθ keə(r) **opieka zdrowotna**
[102] **puzzle** ˈpʌzl **zagadka**
[103] **enormous** ɪˈnɔːməs **olbrzymi**

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Stockholm, Sweden

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

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

Internal[118] Pressures

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

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

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

Unity Without Uniformity

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

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

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

[104] **savings account** ˈseɪvɪŋz əˈkaʊnt **konto oszczędnościowe**
[105] **currency** ˈkʌrənsɪ **waluta**
[106] **household** ˈhaʊshəʊld **gospodarstwo domowe**
[107] **fragile** ˈfrædʒaɪl **kruchy**
[108] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja przemysłowa**
[109] **serious blow** ˈsɪərɪəs bləʊ **poważny cios**
[110] **collapse** kəˈlæps **upadek**
[111] **intended to anchor** ɪnˈtendɪd tʊ ˈæŋkə **mający dawać oparcie**
[112] **transition to sth** trænˈsɪʒən tə ˈsʌmθɪŋ **przejście na coś**
[113] **flexibility** ˌfleksəˈbɪləti **elastyczność**
[114] **weakness** ˈwiːknəs **słabość**
[115] **to fuel sth** tə fjʊəl ˈsʌmθɪŋ **podsycać coś**
[116] **eventually** ɪˈventʃəlɪ **w końcu, ostatecznie**
[117] **to adopt sth** tʊ əˈdɒpt ˈsʌmθɪŋ **przyjąć coś**
[118] **internal** ɪnˈtɜːnl **wewnętrzny**
[119] **dramatic rise** drəˈmætɪk raɪz **dramatyczny wzrost**
[120] **shooting** ˈʃuːtɪŋ **strzelanina**
[121] **in response** ɪn rɪsˈpɒns **w odpowiedzi**
[122] **to move away** tə muːv əˈweɪ **odejść**
[123] **right-wing** ˈraɪtwɪŋ **prawicowy**
[124] **tougher measures** ˈtʌfə ˈmeʒəz **ostrzejsze środki**
[125] **significant shift** sɪgˈnɪfɪkənt ʃɪft **znacząca zmiana**
[126] **punishment** ˈpʌnɪʃmənt **kara**
[127] **violence** ˈvaɪələns **przemoc**
[128] **to reintroduce sth** tə ˌriːɪntrəˈdjuːs ˈsʌmθɪŋ **przywrócić coś**
[129] **border check** ˈbɔːdə tʃek **kontrola graniczna**
[130] **to suspend sth** tə səsˈpend ˈsʌmθɪŋ **zawieszać coś**
[131] **promise** ˈprɒmɪs **obietnica**
[132] **to dismiss sth** tə dɪsˈmɪs ˈsʌmθɪŋ **deprecjonować coś**
[133] **relevance** ˈreləvəns **znaczenie, ważność**
[134] **relationship** rɪˈleɪʃənʃɪp **związek**
[135] **mistake** mɪsˈteɪk **błąd**
[136] **cultural ties** ˈkʌltʃərəl ˈtaɪz **więzi kulturowe**
[137] **sameness** ˈseɪmnəs ***tu:*** **jednolitość**
[138] **to resist sth** tə rɪˈzɪst ˈsʌmθɪŋ **odrzucać coś**
[139] **simple labels** ˈsɪmpl ˈleɪblz **proste etykietki**
[140] **collaboration** kəˌlæbəˈreɪʃən **współpraca**
[141] **refined** rɪˈfaɪnd **dopracowany**
[142] **distinctly** dɪsˈtɪŋktlɪ **wyraźnie**
[143] **trait** treɪ **cecha**

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Luke Skywalker: Your New Avatar?

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

Pretty soon we will be able to connect with Disney characters and stories in very personal ways. That's correct – the average[5] person could soon create a Mickey Mouse version of themselves, '*be*' the Hunchback[6] in Notre Dame Cathedral, or '*find*' themselves as Nemo. In December, Disney became the first major film studio to invest in an AI model developer, dropping a billion US dollars of equity[7] into[8] OpenAI. Under the agreement, which went into effect[9] in January of this year and is set to last for three years, people can make short videos using Marvel, Pixar and Star Wars characters (the intellectual property, or IP rights to these characters are owned by[10] Disney). Some of these creations made by users will be available[11] for streaming on the Disney+ platform, and the tie-up[12] will also cover[13] image generation on ChatGPT.

How it Works

A subscriber to OpenAI's Sora, a standalone[14] generative AI video app can, by giving text prompts[15], make short clips which feature famous movie characters. So, it's possible, for example, for a user to type in[16] a few commands[17] which enable[18] the creation of a video in which an avatar of themselves interacts with others. That

[1] **landmark deal** 'lændmɑ:k di:l **przełomowa, historyczna umowa**
[2] **inked** ɪŋkt **podpisany, zawarty**
[3] **to unleash sth** tʊ 'ʌn'li:ʃ 'sʌmθɪŋ **uwolnić, uruchomić, zapoczątkować coś**
[4] **impactful** ɪm'pæktfl **mający duży wpływ, znaczący**
[5] **average** 'ævərɪdʒ **przeciętny**
[6] **hunchback** 'hʌntʃbæk **garbus, *tu:* Quasimodo - w odniesieniu do produkcji Dzwonnik z Notre Dame**
[7] **to drop sth into sth** tə drɒp 'sʌmθɪŋ 'ɪntʊ 'sʌmθɪŋ **wrzucić coś do czegoś, zainwestować**
[8] **equity** 'ekwɪtɪ **kapitał własny**
[9] **to go into effect** tə gəʊ 'ɪntʊ ɪ'fekt **wejść w życie**
[10] **owned by sth** əʊnd baɪ 'sʌmθɪŋ **należący do czegoś, będący własnością czegoś**
[11] **available** ə'veɪləbl **dostępny**
[12] **tie-up** taɪ ʌp **współpraca, alians (biznesowy)**
[13] **to cover sth** tə 'kʌvə 'sʌmθɪŋ **obejmować coś**
[14] **standalone** 'stænd ələʊn **samodzielny, niezależny**
[15] **text prompt** tekst prɒmpt **polecenie tekstowe**
[16] **to type in sth** tə taɪp ɪn 'sʌmθɪŋ **wpisać coś**
[17] **command** kə'mɑ:nd **polecenie, komenda**
[18] **to enable sth** tʊ ɪ'neɪbl 'sʌmθɪŋ **umożliwić coś**

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avatar could be in the form of characters as diverse as Spiderman, Homer Simpson, and Darth Vader. Given[19] these features, it appears that[20] the two companies are clearly seeking to[21] reach out to[22] younger audiences. "The rapid advancement[23] of AI marks an important moment for our industry, and through this collaboration we will extend[24] the reach of[25] our storytelling through generative AI [...] we're going to put imagination and creativity directly into the hands of[26] our [young] fans in ways that have never been seen before", said Walt Disney Company CEO Robert Iger on the company's news website.

Significance of the Deal

The collaboration is the largest equity investment[27] by a film studio in an AI developer ever. It stands to further increase[28] the exposure[29] of Disney characters globally, perhaps making them even more iconic than they already are, and Disney can now use its application programming interfaces (its APIs) to create new products and experiences. What's more, according to[30] a CNBC report, Disney's media production costs could be cut by as much as 30

[19] **given X** ˈgɪvn eks **zważywszy na X**
[20] **it appears that** ɪt əˈpɪəz ðæt **wydaje się, że**
[21] **to seek to do sth** tə siːk tə duː ˈsʌmθɪŋ **dążyć do zrobienia czegoś, starać się zrobić coś**
[22] **to reach out to sb** tə riːtʃ aʊt tə ˈsʌmbədɪ **skontaktować się z kimś, odezwać się do kogoś**
[23] **advancement** ədˈvɑːnsmənt **postęp, rozwój**
[24] **to extend sth** tʊ ɪksˈtend ˈsʌmθɪŋ **rozszerzyć coś**
[25] **reach of sth** riːtʃ ɒv ˈsʌmθɪŋ **zasięg czegoś**
[26] **to put sth directly into the hands of sb** tə pʊt ˈsʌmθɪŋ dɪˈrektlɪ ˈɪntʊ ðə hændz ɒv ˈsʌmbədɪ **przekazać coś bezpośrednio w ręce kogoś, oddać coś bezpośrednio komuś**
[27] **equity investment** ˈekwɪtɪ ɪnˈvestmənt **inwestycja kapitałowa**
[28] **it stands to further increase** ɪt stændz tə ˈfɜːðər ˈɪnkriːs **może jeszcze bardziej wzrosnąć**
[29] **exposure** ɪksˈpəʊʒə **ekspozycja (np. na ryzyko), narażenie**
[30] **according to X** əˈkɔːdɪŋ tʊ eks **według X**

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

A WORD WORTH REMEMBERING

to go into effect
/tə gəʊ ˈɪntʊ ɪˈfekt/
wejść w życie

eprasa.pl/1282b4528

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

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

[1] **to allow** tʊ ə'laʊ **pozwalać**
[2] **to generate sth** tə 'dʒenəreɪt 'sʌmθɪŋ **generować coś**
[3] **to recognise sth** tə 'rekəgnaɪz 'sʌmθɪŋ **rozpoznawać coś**
[4] **to improve sth** tʊ ɪm'pruːv 'sʌmθɪŋ **polepszać coś**
[5] **to be capable of sth** tə biː 'keɪpəbl ɒv 'sʌmθɪŋ **być zdolnym do czegoś**
[6] **respectively** rɪs'pektɪvlɪ **odpowiednio**
[7] **to influence sth** tʊ 'ɪnflʊəns 'sʌmθɪŋ **wpływać na coś**
[8] **to predict sth** tə prɪ'dɪkt 'sʌmθɪŋ **przewidzieć coś**
[9] **to exceed sth** tʊ ɪk'siːd 'sʌmθɪŋ **przekroczyć, przewyższyć coś**
[10] **to surpass sth** tə sɜː'pɑːs 'sʌmθɪŋ **przewyższyć, prześcignąć coś**
[11] **enabled by sth** ɪ'neɪbld baɪ 'sʌmθɪŋ **umożliwiony przez coś, dzięki czemuś**

INFOBOX

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

Potential Problems

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

And then there is the uproar[48] from within the entertainment industry itself – already being voiced[49] loud and clear. Unions representing thousands of actors, writers, directors and musical artists recently said that OpenAI exposes artists to serious risks through Sora. They don't trust the AI company to fairly compensate the artists for use of their creations and fear the technology will undermine[50] human creative work, the Canadian Broadcasting Corporation reported. What's more, as iconic as some of these Disney characters are, there is a possibility that, on Sora, characters like *Frozen's* Elsa, *The Lion King's* Simba, and *Star Wars'* Hans Solo, among others[51], would all have their images damaged as they will be featured in off-brand[52], low-quality videos.

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

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

[31] **to seem** tə siːm **wydawać się**
[32] **to offset** tʊ ˈɒfset **zrekompensować, zrównoważyć**
[33] **to weather sth** tə ˈweðə ˈsʌmθɪŋ **przetrwać coś, poradzić sobie z czymś (np. kryzysem)**
[34] **flat share prices** flæt ʃeə ˈpraɪsɪz **ceny akcji bez zmian, w stagnacji**
[35] **to expand sth** tʊ ɪksˈpænd ˈsʌmθɪŋ **rozszerzyć, rozwinąć coś**
[36] **poised** pɔɪzd **gotowy (do czegoś)**
[37] **game-changer** geɪm ˈtʃeɪndʒə **coś przełomowego, zmieniającego zasady gry**
[38] **stake** steɪk **udział (np. w firmie)**
[39] **fraction of sth** ˈfrækʃən ɒv ˈsʌmθɪŋ **ułamek czegoś, niewielka część czegoś**
[40] **ownership** ˈəʊnəʃɪp **własność, prawo własności**
[41] **compared to sb** kəmˈpeəd tə ˈsʌmbədɪ **w porównaniu do kogoś**
[42] **curated** ˈkjʊəreɪtɪd **wyselekcjonowany, starannie dobrany**
[43] **agreement** əˈgriːmənt **umowa, porozumienie**
[44] **to prohibit sth** tə prəˈhɪbɪt ˈsʌmθɪŋ **zabraniać, zakazywać czegoś**
[45] **likenesses** ˈlaɪknɪsɪz **wizerunki (podobieństwa osób wykorzystywane np. w AI)**
[46] **to quit sth** tə kwɪt ˈsʌmθɪŋ **rzucić coś, zrezygnować z czegoś**
[47] **related to sth** rɪˈleɪtɪd tə ˈsʌmθɪŋ **związany z czymś**
[48] **uproar** ˈʌprɔː **oburzenie, poruszenie**
[49] **voiced** vɔɪst **wyrażony**
[50] **to undermine sth** tʊ ˌʌndəˈmaɪn ˈsʌmθɪŋ **podważać/osłabiać coś (np. czyjś autorytet lub zaufanie)**
[51] **among others** əˈmʌŋ ˈʌðəz **między innymi**
[52] **off-brand** ɒf brænd **niemarkowy, gorszej jakości (często używane, gdy coś nie pasuje do czyjegoś wizerunku lub standardów)**
[53] **outcome** ˈaʊtkʌm **wynik, rezultat**
[54] **on the upside** ɒn ðiː ˈʌpsaɪd **z pozytywnej strony, dobrą stroną jest to, że...**
[55] **cautious** ˈkɔːʃəs **ostrożny, uważny**
[56] **approach** əˈprəʊtʃ **podejście**
[57] **at least** æt liːst **co najmniej**
[58] **the latter** ðə ˈlætə **ten drugi (z wymienionych)**
[59] **actually** ˈæktʃʊəlɪ **właściwie, w rzeczywistości, faktycznie**
[60] **threat** θret **zagrożenie**
[61] **to be churned out** tə biː tʃɜːnd aʊt **być produkowanym masowo**
[62] **to dilute sth** tə daɪˈluːt ˈsʌmθɪŋ **osłabiać coś**
[63] **upswing** ˈʌpswɪŋ **poprawa, tendencja wzrostowa**
[64] **to increase** tʊ ˈɪnkriːs **zwiększać (się), wzrastać**
[65] **quarterly** ˈkwɔːtəlɪ **kwartalnie**
[66] **booster** ˈbuːstə **czynnik stymulujący**
[67] **all in all** ɔːl ɪn ɔːl **ogólnie rzecz biorąc**
[68] **to turn out** tə tɜːn aʊt **okazać się**

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Is Car-sharing a Profitable Ride[1]?

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

For more than two decades, car-sharing has been promoted as an elegant solution[6] to a cluster[7] of urban[8] problems: congestion[9], pollution[10], parking shortages[11] and the rising cost of vehicle ownership[12]. The idea seems unimpeachable[13]. Why own a car that sits idle[14] 95 percent of the time when you could access one on demand[15], pay only for what you use, and free cities from metal clutter[16]? Yet despite enthusiastic pilots, vast[17] media interest and billions in investment, profitability[18] has remained stubbornly[19] elusive[20]. The question is no longer whether people like the idea of car-sharing but whether the business can ever deliver sustainable[21] returns[22].

A Short History of Shared Wheels[23]

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

[1] **profitable ride** ˈprɒfɪtəbl raɪd **dochodowy interes**
[2] **al fresco** æl ˈfreskəʊ **na świeżym powietrzu**
[3] **convenient** kənˈviːnjənt **wygodny**
[4] **to buckle up** tə ˈbʌkl ʌp **zapinać pasy**
[5] **test drive** test draɪv **jazda próbna**
[6] **solution** səˈluːʃən **rozwiązanie**
[7] **cluster** ˈklʌstə **zbitka**
[8] **urban** ˈɜːbən **miejski**
[9] **congestion** kənˈdʒestʃən **korki, tłok**
[10] **pollution** pəˈluːʃən **zanieczyszczenie**
[11] **shortage** ˈʃɔːtɪdʒ **niedobór, deficyt**
[12] **ownership** ˈəʊnəʃɪp **posiadanie**
[13] **unimpeachable** ˌʌnɪmˈpiːtʃəbl **bezsporny**
[14] **to sit idle** sɪt ˈaɪdl **stać i być nieużywanym**
[15] **on demand** ɒn dɪˈmɑːnd **na żądanie**
[16] **clutter** ˈklʌtə **rupiecie**
[17] **vast** vɑːst **szeroki**
[18] **profitability** ˌprɒfɪtəˈbɪləti **rentowność**
[19] **stubbornly** ˈstʌbənli **uparcie**
[20] **elusive** ɪˈluːsɪv **nieosiągalny**
[21] **sustainable** səˈsteɪnəbl **trwały**
[22] **return** rɪˈtɜːn **zysk**
[23] **wheels** wiːlz ***pot.*** **fura, bryka**
[24] **app** æp ***pot.*** **aplikacja**
[25] **to date back** tə deɪt bæk **sięgać wstecz**
[26] **to take shape** tə teɪk ʃeɪp **nabierać kształtu**

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A WORD WORTH REMEMBERING

unimpeachable
/ˌʌnɪmˈpiːtʃəbl/
bezsporny



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

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Shared (or Sharing) Economy

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

[1] **to enable sb to do sth** tʊ ɪ'neɪbl 'sʌmbədɪ tə duː 'sʌmθɪŋ **umożliwiać komuś robienie czegoś**
[2] **underused** ˌʌndə'juːzd **mało wykorzystywany**
[3] **outright** 'aʊtraɪt ***tu:*** **na własność**
[4] **temporary access** 'tempərərɪ 'ækses **czasowy dostęp**
[5] **accommodation platform** əˌkɒmə'deɪʃən 'plætfɔːm **platforma do rezerwacji zakwaterowania**
[6] **peer-to-peer** ˌpɪə tə 'pɪə(r) **model komunikacji w sieci komputerowej zapewniający wszystkim hostom te same uprawnienia**
[7] **supporter** sə'pɔːtə **zwolennik**
[8] **sustainability** səˌsteɪnə'bɪlətɪ **zrównoważony rozwój**
[9] **labour rights** 'leɪbə raɪts **prawa pracownicze**

INFOBOX

City CarClub in the UK introduced[27] membership models[28], hourly pricing[29] and online reservations.

The concept evolved in two directions. Station-based car-sharing required users to pick up[30] and return a car to the same location, usually a fixed[31] parking bay[32]. Free-floating[33] car-sharing, popularised later by operators such as Car2Go and DriveNow, allowed vehicles to be picked up and left anywhere within a defined zone.

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

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

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

Roadblock[60]

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

[27] **to introduce** tʊ ˌɪntrə'djuːs **wprowadzać**
[28] **membership model** 'membəʃɪpˌmɒdl **model członkowski**
[29] **hourly pricing** 'aʊəlɪ 'praɪsɪŋ **rozliczanie godzinowe**
[30] **to pick up** tə pɪk ʌp **odbierać**
[31] **fixed** fɪkst **stały**
[32] **parking bay** 'pɑːkɪŋ beɪ **miejsce parkingowe**
[33] **free-floating** ˌfriː 'fləʊtɪŋ ***tu:*** **swobodny**
[34] **digital payments** 'dɪdʒɪtl 'peɪmənts **płatności cyfrowe**
[35] **to pour petrol on sth** tə pɔː 'petrəl ɒn 'sʌmθɪŋ ***tu:*** **dolać oliwy do ognia przyśpieszając coś**
[36] **mobility-as-a-service** məʊ'bɪlətɪ æz ə 'sɜːvɪs **mobilność jako usługa**
[37] **ride-hailing** 'raɪd heɪlɪŋ **usługi zamawiania przejazdów przez aplikację mobilną, gdzie kierowca (zawodowy lub prywatny) odbiera pasażera i zawozi go w wybrane miejsce (np. Uber, Bolt)**
[38] **venture capital** 'ventʃə 'kæpɪtl **kapitał podwyższonego ryzyka (forma finansowania, w której inwestorzy wkładają pieniądze w młode, innowacyjne firmy - zwykle start-upy - które mają duży potencjał wzrostu, ale też duże ryzyko niepowodzenia)**
[39] **cornerstone** 'kɔːnəstəʊn **kamień węgielny**
[40] **post-ownership** pəʊst 'əʊnəʃɪp **postwłasnościowy**
[41] **shared economy** ʃeəd ɪ'kɒnəmɪ **gospodarka współdzielenia**
[42] **to sign up** tə saɪn ʌp **zarejestrować się**
[43] **dense** dens ***tu:*** **gęsto zaludniony**
[44] **utilisation rate** ˌjuːtəlaɪ'zeɪʃn reɪt **wskaźnik wykorzystania**
[45] **to replace sth** tə rɪ'pleɪs 'sʌmθɪŋ **zastępować coś**
[46] **societal** sə'saɪətl **społeczny**
[47] **clear win** klɪə wɪn **ewidentne zwycięstwo**
[48] **depreciating assets** dɪ'priːʃɪeɪtɪŋ 'æsets **aktywa tracące wartość**
[49] **booking** 'bʊkɪŋ **rezerwacja**
[50] **insurance** ɪn'ʃʊərəns **ubezpieczenie**
[51] **parking permit** 'pɑːkɪŋ 'pɜːmɪt **pozwolenie parkingowe**
[52] **customer support** 'kʌstəmə sə'pɔːt **obsługa klienta**
[53] **not-insignificant** nɒt ˌɪnsɪg'nɪfɪkənt **niemały**
[54] **minor accident** 'maɪnər 'æksɪdənt **drobny wypadek**
[55] **margin** 'mɑːdʒɪn **marża**
[56] **to shrink** tə ʃrɪŋk **zmniejszać się**
[57] **car rental** kɑː 'rentl **wypożyczalnia samochodów**
[58] **wear** weə **zużycie**
[59] **operational overhead** ˌɒpə'reɪʃənl 'əʊvehed **koszty operacyjne**
[60] **roadblock** 'rəʊdblɒk **blokada drogowa**
[61] **to struggle with sth** tə 'strʌgl wɪð 'sʌmθɪŋ **zmagać się z czymś**
[62] **to acquire sth** tʊ ə'kwaɪə 'sʌmθɪŋ **nabywać coś**

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



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

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

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

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

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

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

Why is Profitability so Hard to Achieve[93]?

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

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

[63] **immediate** ɪ'mi:djət **natychmiastowy**
[64] **affordable** ə'fɔ:dəbl **przystępny cenowo**
[65] **reasonably** 'ri:znəblɪ **w miarę**
[66] **usage** 'ju:zɪdʒ **użytkowanie**
[67] **density** 'densɪtɪ ***tu:*** **gęstość zaludnienia**
[68] **to justify sth** tə 'dʒʌstɪfaɪ 'sʌmθɪŋ **uzasadniać coś**
[69] **cost base** kɒst beɪs ***tu:*** **ponoszone koszty**
[70] **to abandon sth** tʊ ə'bændən 'sʌmθɪŋ **rezygnować z czegoś, porzucać coś**
[71] **to double down** tə 'dʌbl daʊn **podwoić nakłady**
[72] **broader pattern** 'brɔ:də 'pætən ***tu:*** **szerszy trend**
[73] **ticket values** 'tɪkɪt 'vælju:z **przychody z jednej transakcji**
[74] **demand patterns** dɪ'mɑ:nd **wzorce popytu**
[75] **high-profile** ˌhaɪ 'prəʊfaɪl **głośny**
[76] **municipalities** mju:ˌnɪsɪ'pælətɪz **władze lokalne**
[77] **resilient** rɪ'zɪlɪənt **elastyczny**
[78] **to benefit from sth** tə 'benɪfɪt **korzystać z czegoś**
[79] **favourable** 'feɪvərəbl **przychylny**
[80] **regulation** ˌregjʊ'leɪʃən ***tu:*** **regulacje prawne**
[81] **to merge** tə mɜ:dʒ **łączyć się**
[82] **to withdraw** tə wɪð'drɔ: **wycofywać się**
[83] **to crack sth** tə kræk 'sʌmθɪŋ ***tu:*** **poradzić sobie z czymś**
[84] **variable** 'veərɪəbl **zmienny**
[85] **to scale sth** tə skeɪl 'sʌmθɪŋ **skalować coś**
[86] **handful** 'hændfʊl **garstka**
[87] **white-label** ˌwaɪt 'leɪbl **model biznesowy, w którym firma korzysta z gotowego produktu lub usługi stworzonego przez inną firmę, ale sprzedaje go pod własną marką, tak jakby to była jej własna technologia**
[88] **to supply sth** tə sə'plaɪ 'sʌmθɪŋ **dostarczać coś**
[89] **software** 'sɒftweə(r) **oprogramowanie**
[90] **to handle sth** tə 'hændl 'sʌmθɪŋ **zajmować się czymś**
[91] **telematics** ˌtelɪ'mætɪks **telematyka**
[92] **barrier to entry** 'bærɪə tʊ 'entrɪ **próg wejścia**
[93] **to achieve sth** tʊ ə'tʃi:v 'sʌmθɪŋ **osiągać coś**
[94] **ongoing** 'ɒngəʊɪŋ **ciągły**
[95] **financial challenges** faɪ'nænʃəl 'tʃælɪndʒɪz **trudności finansowe**
[96] **to boil down to sth** tə bɔɪl daʊn tə 'sʌmθɪŋ **sprowadzać się do czegoś**
[97] **issue** 'ɪʃu: **kwestia**

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

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

Can it Still Work if Done Well?

Proponents[114] argue[115] that the problem is not car-sharing itself but how it has been implemented[116]. The early wave of operators often chased scale too fast, expanding into marginal cities in the hope that growth would fix[117] the economics.

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

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

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

Corporate car-sharing, for example, allows firms to replace grey fleets (See Fact Box) with shared vehicles. Residential developers are increasingly integrating shared cars into new housing projects, reducing the need for parking spaces[123]. Universities, hospitals and local authorities[124] offer another route[125] to stable demand.

An Electric Shock

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

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

[98] **high proportion** haɪ prə'pɔ:ʃən ***tu:*** **większość**
[99] **dip** dɪp **spadek**
[100] **to wipe out sth** tə waɪp aʊt 'sʌmθɪŋ **zniszczyć coś**
[101] **pricing** 'praɪsɪŋ **ustalanie cen**
[102] **constrained** kən'streɪnd **ograniczony**
[103] **to revert to sth** tə rɪ'vɜ:t tə 'sʌmθɪŋ **wracać do czegoś**
[104] **little room** 'lɪtl ru:m **mało miejsca**
[105] **yield management** ji:ld 'mænɪdʒmənt **możliwości zarządzania przychodami**
[106] **relentless** rɪ'lentləs **bezwzględny**
[107] **charged** tʃɑ:dʒd **naładowany**
[108] **partnership** 'pɑ:tnəʃɪp **partnerstwo**
[109] **convenience** kən'vi:njəns **udogodnienie**
[110] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**
[111] **mode** məʊd **sposób, środek**
[112] **spiky** 'spaɪkɪ ***tu:*** **zmienny, nieregularny**
[113] **to predict sth** tə prɪ'dɪkt 'sʌmθɪŋ **przewidzieć coś**
[114] **proponent** prə'pəʊnənt **zwolennik**
[115] **to argue** tʊ 'ɑ:gju: **twierdzić**
[116] **implemented** 'ɪmplɪməntɪd **wdrożony**
[117] **to fix sth** tə fɪks 'sʌmθɪŋ **rozwiązywać problem związany z czymś**
[118] **sober** 'səʊbə **trzeźwy**
[119] **under specific conditions** 'ʌndə spə'sɪfɪk kən'dɪʃənz **w określonych warunkach**
[120] **exemptions** ɪg'zempʃənz ***tu:*** **zwolnienia z niektórych opłat**
[121] **housing development** 'haʊzɪŋ dɪ'veləpmənt **dzielnica mieszkaniowa**



Grey Fleet

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

[1] **purpose** 'pɜ:pəs **cel**
[2] **mileage** 'maɪlɪdʒ **przebieg, kilometrówka**
[3] **expenses** ɪks'pensɪz ***tu:*** **koszty służbowe**
[4] **duty** 'dju:tɪ **obowiązek**
[5] **carbon-intensive** 'kɑ:bən ɪn'tensɪv **wysokoemisyjny**
[6] **reimbursement** ˌri:ɪm'bɜ:smənt **zwrot kosztów**

INFOBOX

[122] **environment** ɪn'vaɪərənmənt ***tu:*** **okolica**
[123] **parking space** 'pɑ:kɪŋ speɪs **miejsce parkingowe**
[124] **local authorities** 'ləʊkəl ɔ:'θɒrɪtɪz **władze lokalne**
[125] **route** ru:t **droga**
[126] **widespread** 'waɪdspred **powszechny**
[127] **rollout** 'rəʊl aʊt **wejście na rynek**
[128] **upfront** ˌʌp'frʌnt **bezpośrednio**
[129] **to align well with sth** tʊ ə'laɪn wel wɪð 'sʌmθɪŋ **dobrze się do czegoś dopasować**
[130] **willing** 'wɪlɪŋ **chętny**
[131] **regulatory incentives** 'regjələtəri ɪn'sentɪvz **zachęty regulacyjne**
[132] **headache** 'hedeɪk **ból głowy, problem**
[133] **charging downtime** 'tʃɑ:dʒɪŋ 'daʊntaɪm **przestój związany z ładowaniem**

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range anxiety[134] and the need for active fleet management to keep cars available. Once again, the economics hinge on[135] utilisation and intelligent software.

This is where technology providers argue the next wave will succeed. Better data, predictive analytics and dynamic pricing can squeeze[136] more revenue from the same asset. Whether that is enough to tip the balance[137] remains an open question. Further setbacks[138] are possible if charging infrastructure lags behind[139] and maintaining[140] charge in vehicles dispersed[141] across a city becomes a logistical and economic challenge.

Car-sharing is unlikely[142] to become the highly profitable, winner-takes-all[143] business once imagined, but that does not mean it is an economic write-off[144]. Instead, it looks set to become a minor player[145] in the overall transportation mix. It is most likely to succeed in cities with good EV infrastructure that are actively looking to reduce the number of privately owned vehicles on the roads.

That said, companies with existing vehicle fleets have already moved their assets to profitable lines[146] and at best, the jury is out[147] on the future viability[148] and certainly, business attractiveness of the car-sharing business.

[134] **range anxiety** reɪndʒ æŋ'zaɪətɪ **lęk przed niewystarczającym zasięgiem samochodu elektrycznego**
[135] **to hinge on sth** tə hɪndʒ ɒn 'sʌmθɪŋ **zależeć od czegoś**
[136] **to squeeze sth** tə skwi:z 'sʌmθɪŋ **wyciskać coś**
[137] **to tip the balance** tə tɪp ðə 'bæləns **przechylać szalę**
[138] **setback** 'setbæk **problem**
[139] **to lag behind** tə læg bɪ'haɪnd **pozostawać w tyle**
[140] **to maintain sth** tə meɪn'teɪn 'sʌmθɪŋ **utrzymywać, zachowywać coś**
[141] **dispersed** dɪs'pɜ:st **rozproszony**
[142] **unlikely** ʌn'laɪklɪ **wątpliwy**
[143] **winner-takes-all** 'wɪnə teɪks ɔ:l **zwycięzca bierze wszystko**
[144] **write-off** 'raɪt'ɒf **niewypał**
[145] **minor player** 'maɪnə 'pleɪə **pomniejszy gracz**
[146] **lines** laɪnz ***tu:*** **obszary, trasy**
[147] **jury is out** 'dʒʊərɪ ɪz aʊt **sprawa jest otwarta**
[148] **viability** ˌvaɪə'bɪləti **zdolność do utrzymania się na rynku**

Językowo najlepsi!

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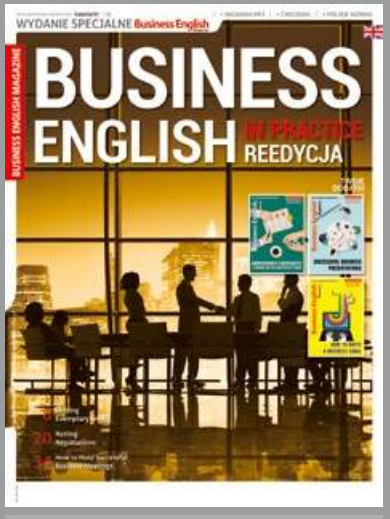

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Living in a Future 3D World

3D printing[1] has been around[2] for a while, but as the technology develops apace[3], a world populated by 3D-printed objects may be closer than we think.

3D printing did not arrive with a bang[4]. It crept up[5] quietly in the 1980s, beginning with a simple idea: build objects not by cutting material away[6], but by adding it. (*see Fact Box*)

In 1986, Charles "Chuck" Hull patented the first stereolithography[7] machine. This was a device that used ultraviolet light to solidify[8] thin layers[9] of resin[10]. According to historical accounts[11] of the industry[12], this invention[13] gave birth to[14] the first commercial 3D-printing company and set the entire sector in motion[15].

By the 1990s, new techniques such as laser sintering[16] and fused-filament fabrication[17] broadened the palette of printable materials. Engineers could now shape plastics, metals and composites[18] directly from digital files, bypassing[19] tooling[20] and moulds[21]. Throughout the 2000s, the technology became synonymous with rapid prototyping[22].

The last decade has been transformative. According to Wohlers Associates Report 2024 (a long-running, industry-standard annual review[23]). The additive manufacturing[24] (AM) market surpassed[25] the USD 20 bln mark[26] with growth from the previous year of 11 percent.

The market describes all aspects of the 3D printing economy, such as printers[27] and hardware[28], materials, software[29] and services.

Wohlers's findings[30] were mirrored by[31] McKinsey & Company in their report *The mainstreaming of additive manufacturing*,

[1] **3D printing** ˌθriː ˈdiːˈprɪntɪŋ **druk przestrzenny**
[2] **to be around** tə biː əˈraʊnd **istnieć**
[3] **apace** əˈpeɪs **szybko**
[4] **with a bang** wɪð ə bæŋ **z przytupem**
[5] **to creep up** tə kriːp ʌp **zakradać się, pojawiać się**
[6] **to cut sth away** tə kʌt ˈsʌmθɪŋ əˈweɪ **odcinać coś**
[7] **stereolithography** ˈstɛrɪəʊˌlɪθəˈgræfi **stereolitografia**
[8] **to solidify sth** tə səˈlɪdɪfaɪ ˈsʌmθɪŋ **utwardzać coś**
[9] **layer** ˈleɪə **warstwa**
[10] **resin** ˈrezɪn **żywica**
[11] **historical account** hɪsˈtɒrɪkəl əˈkaʊnt **historyczna relacja, historyczne świadectwo**
[12] **industry** ˈɪndəstrɪ **branża**
[13] **invention** ɪnˈvenʃən **wynalazek**
[14] **to give birth to sth** tə gɪv bɜːθ tə ˈsʌmθɪŋ **dać początek czemuś**
[15] **to set sth in motion** tə set ˈsʌmθɪŋ ɪn ˈməʊʃən **wprawić coś w ruch, uruchomić coś**
[16] **laser sintering** ˈleɪzə ˈsɪntərɪŋ **spiekanie laserowe**
[17] **fused-filament printing** fjuːzd ˈfɪləmənt ˈprɪntɪŋ **osadzanie topionego materiału**
[18] **composite** ˈkɒmpəzɪt **kompozyt**
[19] **to bypass sth** tə ˈbaɪpɑːsˈsʌmθɪŋ **pomijać coś**
[20] **tooling** ˈtuːlɪŋ ***tu:*** **potrzeba narzędzi**



[21] **mould** məʊld **forma**
[22] **rapid prototyping** ˈræpɪd ˈprəʊtətaɪpɪŋ **szybkie prototypowanie**
[23] **annual review** ˈænjʊəl rɪˈvjuː **coroczny przegląd**
[24] **additive manufacturing** ˈædɪtɪv ˌmænjʊˈfæktʃərɪŋ **druk przestrzenny**
[25] **to surpass** tə sɜːˈpɑːs **przewyższać**
[26] **mark** mɑːk ***tu:*** **próg**
[27] **printer** ˈprɪntə **drukarka**
[28] **hardware** ˈhɑːdweə **sprzęt**
[29] **software** ˈsɒftweə(r) **oprogramowanie**
[30] **findings** ˈfaɪndɪŋz **ustalenia**
[31] **to be mirrored by sth** tə biː ˈmɪrəd baɪ ˈsʌmθɪŋ **znaleźć odzwierciedlenie w czymś**

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A WORD WORTH REMEMBERING

mould
/məʊld/
forma

OGLĄDAJ VIDEO
business-english.com.pl

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

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

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

The Industries Where 3D Printing Has Become Integral

Aerospace: Weight Matters
In aerospace, every gram saved reduces fuel burn[36] and savings[37] compound[38] over the years of service. Printed metal components can be hollowed out[39] internally[40], using lattice[41] structures that keep strength but lose weight. They can also consolidate multiple parts into a single printed piece, reducing assembly[42] time.

[32] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja przemysłowa**
[33] **medical device** ˈmedɪkəl dɪˈvaɪs **wyrób medyczny**
[34] **aerospace** ˈeərəʊspeɪs **lotnictwo**
[35] **performance** pəˈfɔːməns **wydajność**
[36] **fuel burn** fjʊəl bɜːn **zużycie paliwa**
[37] **savings** ˈseɪvɪŋz **oszczędności**
[38] **to compound** tə ˈkɒmpaʊnd **kumulować się**
[39] **hollowed out** ˈhɒləʊd aʊt **wydrążony**

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

[40] **internally** ɪnˈtɜːnəlɪ **wewnątrz**
[41] **lattice** ˈlætɪs **kratownica**
[42] **assembly** əˈsemblɪ **montaż**

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

Healthcare[50]: Made-to-Measure[51]

Medicine

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

Manufacturing: Flexibility[72] Over Scale

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

For instance[76], companies such as BMW and Airbus use industrial 3D printing to create jigs[77], fixtures[78], custom housings[79] and rapid tooling[80], allowing them to iterate[81] designs quickly and cut development time, which is crucial[82] when product lines[83] change every few months.



Construction: House Printing, Not House Building

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

[43] **fastest-growing** 'fɑ:stəst 'grəʊɪŋ **najszybciej rozwijający się**

[44] **fuel-nozzle assembly** fjʊəl 'nɒzl ə'semblɪ **zespół dysz paliwowych**

[45] **heat exchanger** hi:t ɪks'tʃeɪndʒə **wymiennik ciepła**

[46] **bracket** 'brækɪt **wspornik**

[47] **to benefit from sth** tə 'benɪfɪt rɒm 'sʌmθɪŋ **korzystać z czegoś**

[48] **unprecedented** ʌn'presɪdəntɪd **niespotykany, bezprecedensowy**

[49] **design freedom** dɪ'zaɪn 'fri:dəm **swoboda projektowania**

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

[51] **made-to-measure** ˌmeɪd tə 'meʒə(r) **na miarę**

[52] **stride** straɪd **postęp**

[53] **dental aligner** 'dentl ə'laɪnə **nakładka ortodontyczna**

[54] **custom** 'kʌstəm ***tu:*** **spersonalizowany, na zamówienie**

[55] **hearing-aid shell** 'hɪərɪŋ'eɪd ʃel **obudowa aparatu słuchowego**

[56] **workflow** 'wɜ:kfləʊ ***tu:*** **proces (produkcji)**

[57] **surgery** 'sɜ:dʒərɪ **operacja**

[58] **striking** 'straɪkɪŋ **uderzający**

[59] **bioprinting** 'baɪəʊˌprɪntɪŋ **biodruk 3D**

[60] **research group** rɪ'sɜ:tʃ gru:p **grupa badawcza**

[61] **cartilage** 'kɑ:təlɪdʒ **chrząstka**

[62] **skin patch** skɪn pætʃ **płat skóry**

[63] **bone scaffold** bəʊn 'skæfəld **rusztowanie kostne**

[64] **vascular tissue** 'væskjʊlə 'tɪʃu: **tkanka naczyniowa**

[65] **cell** sel **komórka**

[66] **immune rejection** ɪ'mju:n rɪ'dʒekʃən **odrzucenie przeszczepu, odrzucenie immunologiczne**

[67] **immune incompatibility** ɪ'mju:n ˌɪnkəmˌpætə'bɪlətɪ **niezgodność immunologiczna**

[68] **principle** 'prɪnsəpl **zasada**

[69] **graft** grɑ:ft ***tu:*** **przeszczep**

[70] **virtually** 'vɜ:tjʊəlɪ **praktycznie**

[71] **on-site** ɒn saɪt **na miejscu**

[72] **flexibility** ˌfleksə'bɪlətɪ **elastyczność**

[73] **to excel at sth** tʊ ɪk'sel ət 'sʌmθɪŋ **celować w czymś, być bardzo dobrym w czymś**

[74] **uniform** 'ju:nɪfɔ:m **jednakowy**

[75] **quantity** 'kwɒntətɪ **ilość**

[76] **for instance** fər 'ɪnstəns **na przykład**

[77] **jig** dʒɪg **zacisk**

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

[79] **housing** 'haʊzɪŋ **osłona silnika**

[80] **rapid tooling** 'ræpɪd 'tu:lɪŋ **szybkie wytwarzanie narzędzi**

[81] **to iterate sth** tʊ 'ɪtəreɪt 'sʌmθɪŋ **powtarzać coś wielokrotnie**

[82] **crucial** 'kru:ʃəl **kluczowy**

[83] **product line** 'prɒdʌkt laɪn **linia produktów**

[84] **concrete printer** 'kɒnkri:t 'prɪntə **drukarka do betonu**

[85] **laboratory curiosity** lə'bɒrətərɪ ˌkjʊərɪ'ɒsətɪ **nowinka technologiczna, laboratoryjna ciekawostka**

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Companies such as ICON in the US and PERI/COBOD in Europe have printed full homes within days, while China's Winsun has demonstrated rapid multi-unit[86] builds[87], all featuring curved geometries and hollow wall sections designed for insulation[88].

Durability[89], regulation[90] and finishing remain challenges[91], but once the gremlins[92] are ironed out[93], printed homes could offer affordable[94], rapid solutions[95] for social housing[96] and disaster relief[97].

Consumer Products[98]: Quiet Successes

You may not realise how many products already have 3D-printed components. Sports brands such as Adidas use it to produce customised midsoles[99], while Decathlon prints spare parts[100] for bicycles and fitness equipment. In consumer electronics, companies like HP and Dyson rely on[101] 3D printing to prototype components within hours and to manufacture small-batch[102] parts that would be uneconomical with traditional moulds.

A major shift is the move toward localised, on-demand production. Instead of shipping[103] products across continents, companies can print components close to the customer, cutting lead times[104], freight costs[105] and emissions. This is already happening: IKEA, for example, has trialled[106] distributed manufacturing for replacement fittings[107], allowing stores to print parts on site.

3D printing has several advantages[108] that make it such an attractive technology:

Complexity is free: The cost of printing a simple cube[109] is almost the same as printing an intricate[110] shape with internal channels[111].

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

Material efficiency: Additive processes use only what is needed, reducing scrap[112].

Customisation: Every item[113] can be unique with no penalty[114].

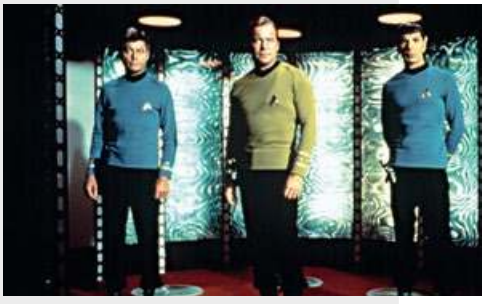
Rapid iteration: Designers can test dozens of versions in a single day.



[86] **multi-unit** ˈmʌltɪ ˈjuːnɪt **wielolokalowy**
[87] **build** bɪld ***tu:*** **budowa**
[88] **insulation** ˌɪnsjʊˈleɪʃən **izolacja**
[89] **durability** ˌdjʊərəˈbɪlətɪ **trwałość**
[90] **regulation** ˌregjʊˈleɪʃən **regulacje prawne, przepisy**
[91] **challenge** ˈtʃælɪndʒ **wyzwanie**
[92] **gremlin** ˈgremlɪn ***tu:*** **trudne do zidentyfikowania błędy, usterki**
[93] **to iron out sth** tʊ ˈaɪən aʊt ˈsʌmθɪŋ **rozwiązywać coś**
[94] **affordable** əˈfɔːdəbl **przystępny cenowo**
[95] **solution** səˈluːʃən **rozwiązanie**
[96] **social housing** ˈsəʊʃəl ˈhaʊzɪŋ **budownictwo socjalne**
[97] **disaster relief** dɪˈzɑːstə rɪˈliːf **pomoc w przypadku katastrof**
[98] **consumer product** kənˈsjuːmə ˈprɒdʌkt **towar konsumpcyjny**
[99] **midsole** ˌmɪdˈsəʊl **podeszwa środkowa**
[100] **spare parts** speə pɑːts **części zamienne**
[101] **to rely on sth** tə rɪˈlaɪ ɒn ˈsʌmθɪŋ **polegać na czymś**
[102] **small-batch** smɔːl bætʃ **w małych partiach, seriach**
[103] **to ship** tə ʃɪp **wysyłać**
[104] **lead time** liːd taɪm **czas realizacji zamówienia**
[105] **freight costs** freɪt kɒsts **koszty transportu**
[106] **to trial** tə ˈtraɪəl **testować**
[107] **replacement fittings** rɪˈpleɪsmənt ˈfɪtɪŋz **części zamienne**
[108] **advantage** ədˈvɑːntɪdʒ **przewaga; zaleta**
[109] **cube** kjuːb **sześcian**
[110] **intricate** ˈɪntrɪkət **skomplikowany**
[111] **channel** ˈtʃænl **kanał**
[112] **scrap** skræp **odpady**
[113] **item** ˈaɪtəm **element; rzecz, przedmiot**
[114] **penalty** ˈpenəltɪ **dodatkowy koszt**

"Beam me up, Scotty"

A famous line from the cult series, Star Trek, said by Captain Kirk to his chief engineer, 'Scotty.' It refers to the starship's fictional teleportation device[1], a transporter, which instantly moves people from one location to another. Beyond[2] science fiction, the phrase has entered popular culture as a humorous way to say, "Get me out of here[3]," in an awkward[4], difficult or unpleasant[5] situation.



[1] **a teleportation device** teleportation dɪˈvaɪs **urządzenie do teleportacji**
[2] **beyond sth** bɪˈjɒnd ˈsʌmθɪŋ **poza czymś**
[3] **Get me out of here.** get miː aʊt ɒv hɪə **Wydostań mnie stąd.**
[4] **awkward** ˈɔːkwəd ***tu:*** **niezręczny, kłopotliwy**
[5] **unpleasant** ʌnˈpleznt **nieprzyjemny**

INFOBOX

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An Astonishing[115] Future

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

In healthcare, the next frontier[116] is vascularisation[117] – creating a functioning blood-vessel[118] network within printed tissues. In aerospace, we are not yet at the "Beam me up, Scottie" phase, but future rockets, deep space probes[119], and satellites may include entirely printed assemblies[120], redesigned and reprinted during flight onboard when updates[121] are needed. In construction, houses may be child's play[122] to build, sitting in metropolitan areas alongside printed infrastructure such as bridges, culverts[123], and bypasses[124].

For businesses and customers, we will soon get used to collecting items produced at the local 3D print hub[125] as we currently do with parcel lockers[126]. The economic and environmental benefits include reduced stock holding[127], shorter supply chains[128] and a lower carbon footprint[129]. It would replace, or significantly change the drop shipping[130] model that has become commonplace[131] on sites like Amazon and Allegro.



Barriers Slowing the Revolution

Speed and Scale – Traditional moulding[132] still outpaces[133] printing for high-volume[134] items. Additive excels at complexity, not repetition, so true mass production[135] remains limited.

Materials and Consistency[136] – Different machines, powders and operators produce different results. Industries need tighter standards for reliability[137], fatigue strength[138] and long-term performance.

Cost and Post-Processing[139] – High-end[140] metal printers and powders are costly, and many parts still need machining, polishing[141] or heat treatment[142], adding time and expense[143].

Regulation, Certification and Liability[144] – If a printed part fails, who is responsible: the designer, software provider, materials supplier[145] or printer operator? Current law is still catching up[146].

Intellectual Property[147] – Design files can be copied, shared or pirated as easily as music. Companies need stronger protection for digital designs and better tools to prevent[148] unauthorised reproduction.

Subtractive[1] and Additive Manufacturing

Traditional manufacturing is subtractive – cutting, drilling[2] or milling[3] material away from a solid block. 3D printing is additive – building objects layer by layer only where needed, reducing waste and enabling[4] shapes impossible to machine.

[1] **subtractive** səb'træktɪv **subtraktywny**
[2] **drilling** 'drɪlɪŋ **wiercenie**
[3] **milling** 'mɪlɪŋ **mielenie**
[4] **to enable sth** tʊ ɪ'neɪbl 'sʌmθɪŋ **umożliwiać coś**

INFOBOX

[115] **astonishing** əs'tɒnɪʃɪŋ **niesamowity**
[116] **frontier** 'frʌntɪə **granica**
[117] **vascularisation** ˌvæskjələraɪ'zeɪʃən **unaczynienie, waskularyzacja**
[118] **blood-vessel** 'blʌdˌvesl **naczynie krwionośne**
[119] **space probe** speɪs prəʊb **sonda kosmiczna**
[120] **assembly** ə'semblɪ **podzespół**
[121] **update** ʌp'deɪt **aktualizacja**
[122] **child's play** tʃaɪldz pleɪ **bułka z masłem**
[123] **culvert** 'kʌlvət **przepust, kanał pod drogą**
[124] **bypass** 'baɪpɑːs **obwodnica**
[125] **3D print hub** θriː diː prɪnt hʌb **centrum druku 3D**
[126] **parcel locker** 'pɑːsl 'lɒkə **paczkomat**
[127] **stock holding** stɒk 'həʊldɪŋ **magazynowanie zapasów**
[128] **supply chain** sə'plaɪ tʃeɪn **łańcuch dostaw**
[129] **carbon footprint** 'kɑːbən 'fʊtprɪnt **ślad węglowy**
[130] **drop shipping** drɒp 'ʃɪpɪŋ **model sprzedaży, w którym sprzedawca nie przechowuje produktów we własnym magazynie, lecz przekazuje zamówienie bezpośrednio do producenta lub hurtownika, który wysyła towar bezpośrednio do klienta**
[131] **commonplace** 'kɒmənpleɪs **powszechny**
[132] **moulding** 'məʊldɪŋ **odlewanie**
[133] **to outpace sth** tʊ aʊt'peɪs 'sʌmθɪŋ **pozostawiać w tyle za czymś**
[134] **high-volume** haɪ 'vɒljʊm **wielkoobjętościowy**
[135] **mass production** mæs prə'dʌkʃən **produkcja masowa**
[136] **consistency** kən'sɪstənsɪ ***tu:*** **zgodność, spójność**
[137] **reliability** rɪˌlaɪə'bɪlətɪ **niezawodność**
[138] **fatigue strength** fə'tiːg streŋθ **wytrzymałość zmęczeniowa**
[139] **post-processing** pəʊst 'prəʊsesɪŋ **końcowa obróbka**
[140] **high-end** ˌhaɪ 'end **z górnej półki**
[141] **polishing** 'pɒlɪʃɪŋ **polerowanie**
[142] **heat treatment** hiːt 'triːtmənt **obróbka cieplna**
[143] **expense** ɪks'pens **nakład pieniężny**
[144] **liability** ˌlaɪə'bɪlətɪ **odpowiedzialność prawna**
[145] **supplier** sə'plaɪə **dostawca**
[146] **to catch up** tə kætʃ ʌp **nadrabiać zaległości**
[147] **intellectual property** ˌɪntɪ'lektjʊəl 'prɒpətɪ **własność intelektualna**
[148] **to prevent sth** tə prɪ'vent 'sʌmθɪŋ **zapobiegać czemuś, uniemożliwiać coś**

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

Skills Gap[149] – Engineers must learn to design for additive using new software, new geometries and different validation[150] methods.

Digital Security[151] – We have already entered the era of cyberhacking at airports, hospitals and banks. Attacking, stealing or corrupting[152] the data transfer and storage[153] in 3D printed products in healthcare and aviation[154] could be catastrophic.

Warm and Sunny With A Little Cloud and Possible Storms

The forecast[155] for tomorrow's 3D printing is a mixed bag[156]. As a society[157], we are already benefitting from it much more than we realise[158]. Given its merits[159], its use will increase, bringing speed, efficiency, cost-savings and a cleaner environment[160]. However, as with all fast-moving technologies, legislation, regulation, and security are lagging behind[161]. Authorities[162] need to fully comprehend[163] all of the technology's possible applications[164] and ramifications[165].

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

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

[149] **skills gap** skɪlz gæp **brak wykwalifikowanych pracowników**
[150] **validation** ˌvælɪˈdeɪʃən **walidacja**
[151] **digital security** ˈdɪdʒɪtl sɪˈkjʊərətɪ **bezpieczeństwo cyfrowe**
[152] **to corrupt sth** tə kəˈrʌpt ˈsʌmθɪŋ **uszkadzać coś**
[153] **storage** ˈstɔːrɪdʒ **przechowywanie**
[154] **aviation** ˌeɪvɪˈeɪʃən **lotnictwo**
[155] **forecast** ˈfɔːkɑːst **prognoza**
[156] **mixed bag** mɪkst bæg **mieszany**
[157] **society** səˈsaɪətɪ **społeczeństwo**
[158] **to realise sth** tə ˈriːəlaɪz ˈsʌmθɪŋ **zdawać sobie z czegoś sprawę**
[159] **merit** ˈmerɪt **zasługa**
[160] **environment** ɪnˈvaɪərənmənt **środowisko naturalne**
[161] **to lag behind** tə læg bɪˈhaɪnd **pozostawać w tyle**
[162] **authorities** ɔːˈθɒrɪtɪz **władze**
[163] **to comprehend sth** tə ˌkɒmprɪˈhend ˈsʌmθɪŋ **zrozumieć coś**
[164] **application** ˌæplɪˈkeɪʃən **zastosowanie**
[165] **ramification** ˌræmɪfɪˈkeɪʃən **konsekwencja, następstwo**
[166] **integrity** ɪnˈtegrətɪ **integralność**
[167] **damaging** ˈdæmədʒɪŋ **szkodliwy**
[168] **mutant gene** ˈmjuːtənt dʒiːn **zmutowany gen**
[169] **tower block** ˈtaʊə blɒk **wieżowiec**
[170] **to collapse** tə kəˈlæps **zawalić się**
[171] **outcry** ˈaʊtkraɪ **protesty**
[172] **loss of faith** lɒs ɒv feɪθ **utrata wiary**
[173] **dispelled** dɪsˈpeld **rozwiany**
[174] **pure** pjʊə **czysty**

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It's Alive! The Emergence[1] of Biobots.

by Paul Martin from
www.go-native.pl

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

Not Born, Not Made

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

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

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

[1] **emergence** ɪ'mɜːdʒəns **pojawienie się**
[2] **circuit** 'sɜːkɪt **obwód, układ**
[3] **living tissue** 'lɪvɪŋ 'tɪʃuː **żywa tkanka**
[4] **unsettling** 'ʌn'setlɪŋ **niepokojący**
[5] **alongside X** ə'lɒŋ'saɪd eks **wraz z X**
[6] **to unveil sth** tʊ ʌn'veɪl 'sʌmθɪŋ **ujawnić coś**
[7] **to defy sth** tə dɪ'faɪ 'sʌmθɪŋ **sprzeciwić się, przeciwstawić się czemuś**
[8] **developmental biologist** dɪˌveləp'mentl baɪ'ɒlədʒɪst **biolog rozwoju**
[9] **to repurpose oneself** tə 'riː 'pɜːpəs wʌn'self **zmienić swoje przeznaczenie, nadać sobie nowe zastosowanie**
[10] **African clawed frog** 'æfrɪkən klɔːd frɒg **afrykańska żaba szponiasta**
[11] **entity** 'entɪtɪ **byt, jednostka, podmiot**
[12] **genetically modified organism** genetically 'mɒdɪfaɪd 'ɔːgənɪzm **genetycznie zmodyfikowany organizm**
[13] **nor** nɔː **ani**
[14] **millimetre-scale** 'mɪlɪˌmiːtə skeɪl **w milimetrowej skali**
[15] **embryonic cell** ˌembrɪ'ɒnɪk sel **komórka embrionalna**

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

POBIERZ NAGRANIA MP3

KOD DOSTĘPU: hpm

LUB ODSŁUCHAJ NA STRONIE business-english.com.pl

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

A WORD WORTH REMEMBERING

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

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

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

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

The Human Element

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

Unlike[31] Xenobots, which require[32] embryonic cells, Anthrobots are grown from adult human tracheal cells[33]; the cells lining the windpipe[34].

However, when isolated in a lab, these cells exhibit[35] a startling[36] plasticity. They form a spheroid[37] shape where the cilia[38] face outward[39], acting like hundreds of tiny oars[40] that propel[41] the bot through aqueous[42] environments. Unlike Xenobots, which require complex manual microsurgery to assemble[43], Anthrobots self-assemble. The cells spontaneously form functional shapes, a key element in achieving the scalability[44] required for future mass production.

Designed by AI

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

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

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

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

[16] **frog embryo** frɒg 'embrɪəʊ **zarodek żaby**
[17] **to self-assemble into sth** tə selfə'sembl 'ɪntʊ 'sʌmθɪŋ **samoorganizować się w coś, samoczynnie coś tworzyć**
[18] **tadpole** 'tædpəʊl **kijanka**
[19] **to fend off sth** tə fend ɒf 'sʌmθɪŋ **odeprzeć coś, o/bronić się przed czymś**
[20] **to circulate sth** tə 'sɜ:kjʊleɪt 'sʌmθɪŋ **krążyć, wprawiać coś w obieg**
[21] **to dissociate sth** tə dɪ'səʊʃɪeɪt 'sʌmθɪŋ **rozdzielać, odłączać coś**
[22] **instead** ɪn'sted **w zamian**
[23] **to reassemble** tə 'ri:ə'sembl **ponownie złożyć (się,) zrekonstruować (się)**
[24] **to contract** tə 'kɒntrækt **kurczyć się**
[25] **to drive sth** tə draɪv 'sʌmθɪŋ **napędzać, powodować coś**
[26] **locomotion** ˌləʊkə'məʊʃən **poruszanie się**
[27] **reconfigurable** ˌri:kən'fɪgə(r)'əbl **możliwy do rekonfiguracji, przestawialny**
[28] **liberated from sth** 'lɪbəreɪtɪd frɒm 'sʌmθɪŋ **uwolniony od czegoś**
[29] **genomic developmental constraints** dʒi'nɒmɪk dɪˌveləp'mentl kən'streɪnts **genomowe ograniczenia rozwojowe**
[30] **reshaped into sth** 'ri:'ʃeɪpt 'ɪntʊ 'sʌmθɪŋ **przekształcony w coś**
[31] **unlike X** 'ʌn'laɪk eks **w przeciwieństwie do X**
[32] **to require sth** tə rɪ'kwaɪə 'sʌmθɪŋ **wymagać czegoś**
[33] **adult human tracheal cells** 'ædʌlt 'hju:mən trə'ki:əl selz **komórki tchawicy dorosłego człowieka**
[34] **windpipe** 'wɪndpaɪp ***pot.*** **tchawica**
[35] **to exhibit sth** tʊ ɪg'zɪbɪt 'sʌmθɪŋ **przejawiać coś**
[36] **startling** 'stɑ:tlɪŋ **zadziwiający, zaskakujący, zdumiewający**
[37] **spheroid** 'sferɔɪd **sferoida, bryła o kształcie zbliżonym do kuli**
[38] **cilia** 'sɪlɪə **rzęski (struktury komórkowe)**
[39] **to face outward** tə feɪs 'aʊtwəd **być skierowanym na zewnątrz**
[40] **oar** ɔ: **wiosło**
[41] **to propel sth** tə prə'pel 'sʌmθɪŋ **napędzać coś, wprawiać coś w ruch**
[42] **aqueous** 'ækwɪəs **wodny**
[43] **to assemble** tʊ ə'sembl **gromadzić się, składać w całość**
[44] **scalability** ˌskeɪlə'bɪlətɪ **skalowalność (zdolność systemu do pracy przy zwiększającej się skali)**
[45] **to employ sth** tʊ ɪm'plɔɪ 'sʌmθɪŋ **stosować coś, wykorzystywać coś**
[46] **to cluster at X** tə 'klʌstər æt eks **skupiać się w okolicach X, tworzyć gromady w punkcie X**
[47] **to accelerate** tʊ ək'seləreɪt **przyspieszać**
[48] **random** 'rændəm **losowy, przypadkowy**
[49] **to apply sth** tʊ ə'plaɪ 'sʌmθɪŋ **zastosować coś**
[50] **to fail to do sth** tə feɪl tə du: 'sʌmθɪŋ **nie zdołać czegoś zrobić**
[51] **retained** rɪ'teɪnd **zachowany, zatrzymany**
[52] **to retain sth** tə rɪ'teɪn 'sʌmθɪŋ **zachować, zatrzymać coś**

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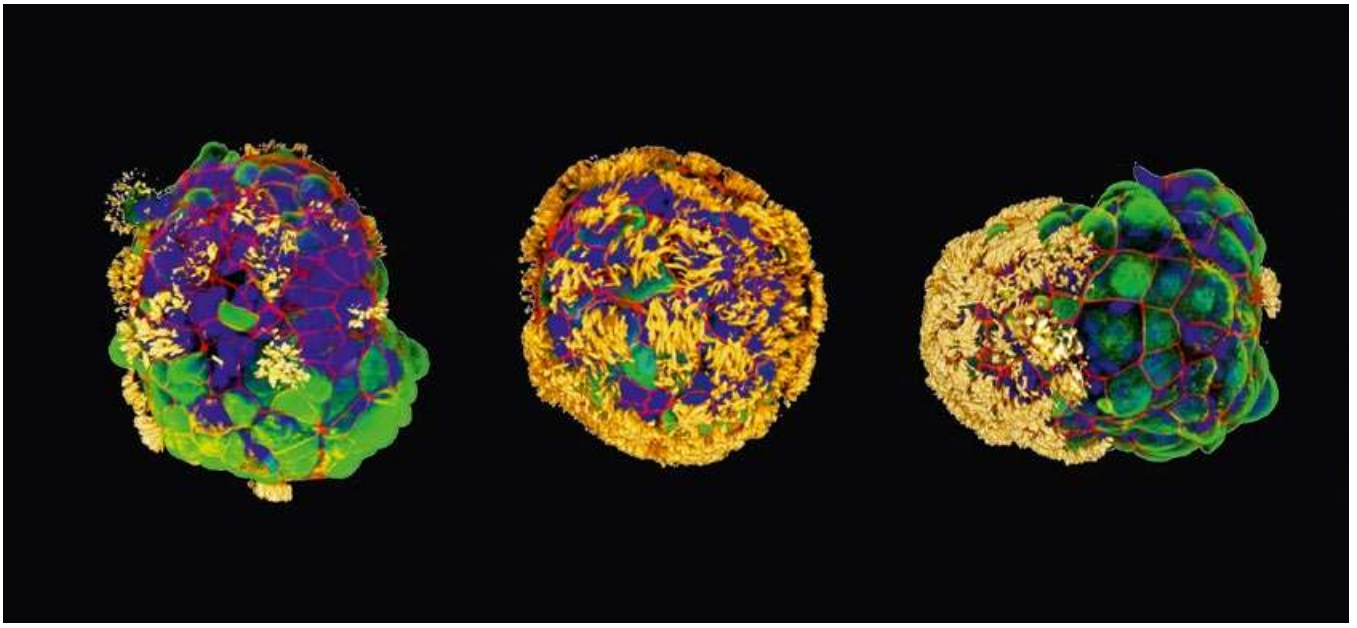

shape reduces drag[53], or that placing heart cells at the rear[54] produces a more effective kicking motion[55].

Once the algorithm converges on[56] a high-performance design, the blueprint[57] is sent to the biologists at Tufts University to be built in the real world, a process known as the "Sim-to-Real" transfer.

Pac-Man

This AI-driven approach[58] led to one of the most surprising discoveries in the project.

Researchers asked the computer to find a shape that could make copies of itself. After running countless[59] simulations, the AI suggested an unexpected design: a shape similar to the video-game character Pac-Man.

When scientists built this Pac-Man-shaped Xenobot and placed it in a dish with loose[60] stem cells[61], something remarkable happened. The tiny living machine swam around, collecting[62] cells in its open "mouth." As it pushed the cells together, they clumped into[63] small, solid balls. Over time, these balls developed into new Xenobots.

This isn't reproduction in the normal biological sense, like cells dividing[64]. And it isn't manufactured either. Instead, it's a new process: a living machine that builds copies of itself using materials it finds in its surroundings, something scientists had never seen before in complex living organisms.

The Third State

This research challenges[65] our fundamental understanding of life and death. Traditionally, biology recognises two states: the developing life (embryogenesis) and death (decomposition).

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

This refers to cells from a dead organism (or removed from[66] a living one) that continue to function and evolve[67] new capabilities that were never part of their original nature. It suggests that our cells possess a "latent morphospace[68]," a hidden menu of shapes and behaviours that they can access when liberated from the strict instructions of the body.

The Killer App: Regenerative Medicine

The transition from "cool science experiment" to "product" is already underway[69], driven by[70] the potential for medical revolution.

[53] **drag** dræg **opór (np. aerodynamiczny lub hydrodynamiczny)**
[54] **at the rear** æt ðə rɪə **z tyłu, w tylnej części**
[55] **kicking motion** ˈkɪkɪŋ ˈməʊʃən **ruch kopiący**
[56] **to converge on sth** tə kənˈvɜːdʒ ɒn ˈsʌmθɪŋ **zbiegać się w jakimś punkcie, dążyć do wspólnego celu**
[57] **blueprint** ˈbluːprɪnt **plan, schemat, projekt (w biologii: zapis genetyczny)**
[58] **approach** əˈprəʊtʃ **podejście**
[59] **countless** ˈkaʊntləs **niezliczone**
[60] **loose** luːs **swobodny**
[61] **stem cells** stem selz **komórki macierzyste**
[62] **to collect sth** tə kəˈlekt ˈsʌmθɪŋ **zbierać, gromadzić coś**
[63] **clumped into sth** klʌmpt ˈɪntʊ ˈsʌmθɪŋ **zbity w coś**
[64] **cells dividing** selz dɪˈvaɪdɪŋ **dzielenie się komórek**
[65] **to challenge sth** tə ˈtʃælɪndʒ ˈsʌmθɪŋ **rzucać wyzwanie czemuś**
[66] **removed from sth** rɪˈmuːvd frɒm ˈsʌmθɪŋ **usunięty z czegoś**
[67] **to evolve** tʊ ɪˈvɒlv **ewoluować, rozwijać się**
[68] **latent morphospace** ˈleɪtənt morphospace **ukryta przestrzeń morfogenetyczna (potencjał komórek do przybierania różnych kształtów poza naturalnym organizmem)**
[69] **to be underway** tə biː ˌʌndəˈweɪ **być w toku**
[70] **driven by sth** ˈdrɪvn baɪ ˈsʌmθɪŋ **napędzany przez coś**

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Because Anthrobots are autologous[71] (made from the patient's own cells), they bypass[72] the massive hurdle of[73] immune rejection[74]. This opens the door to "smart" drug delivery, where biobots could be programmed to navigate to deep-tissue tumours[75] or specific organs to release a pharmaceutical payload[76].

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

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

Industry and Ethics

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

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

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

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

Bio-Babble

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

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

[1] **kinematic** ˌkɪnəˈmætɪk **kinematyczny, dotyczący ruchu**
[2] **in silico** ɪn sɪlɪkəʊ **przeprowadzany za pomocą komputera (np. symulacja komputerowa)**
[3] **morphospace** mɔːfəspeɪs **przestrzeń morfogenetyczna (możliwe formy, jakie może przyjąć organizm)**
[4] **somatic cells** sɒˈmætɪk selz **komórki somatyczne (komórki ciała, z wyłączeniem płciowych)**

INFOBOX

[71] **autologous** ɔːˈtɒlәgәs **autologiczny (pochodzący z organizmu tego samego pacjenta, np. przeszczep)**
[72] **to bypass sth** tə ˈbaɪpɑːs ˈsʌmθɪŋ **omijać coś**
[73] **hurdle of sth** ˈhɜːdl ɒv ˈsʌmθɪŋ **przeszkoda, trudność w czymś**
[74] **immune rejection** ɪˈmjuːn rɪˈdʒekʃən **odrzut immunologiczny**
[75] **deep-tissue tumour** diːp ˈtɪʃuː ˈtjuːmə **nowotwór tkanek głębokich**
[76] **pharmaceutical payload** ˌfɑːməˈsuːtɪkəl ˈpeɪləʊd **ładunek farmaceutyczny (np. lek transportowany przez roboty do guza)**
[77] **seminal** ˈsemɪnəl **przełomowy, nowatorski, o doniosłym znaczeniu**
[78] **scratch "wound"** skrætʃ wuːnd **„rana" powstała przez zadrapanie (używana w testach regeneracji tkanek)**
[79] **to induce sth to do sth** tʊ ɪnˈdjuːs ˈsʌmθɪŋ tə duː ˈsʌmθɪŋ **skłaniać coś do zrobienia czegoś**
[80] **to stitch sth back together** tə stɪtʃ ˈsʌmθɪŋ bæk təˈgeðə **zszywać coś z powrotem**
[81] **swarms of sth** swɔːmz ɒv ˈsʌmθɪŋ **roje czegoś**
[82] **injected into sth** ɪnˈdʒektɪd ˈɪntʊ ˈsʌmθɪŋ **wstrzyknięty do czegoś**
[83] **to scrape away sth** tə skreɪp əˈweɪ ˈsʌmθɪŋ **zdrapywać, zeskrobywać (np. płytkę miażdżycową z naczyń)**
[84] **atherosclerotic plaque** æθərəʊsklәˈrɒtɪk plæk **blaszka miażdżycowa**
[85] **living scrubbers** ˈlɪvɪŋ ˈskrʌbəz **„żywe szorowarki" (metaforyczne określenie robotów czyszczących naczynia krwionośne)**
[86] **to dissolve** tə dɪˈzɒlv **rozpuszczać (się)**
[87] **custom-designed** ˈkʌstəm dɪˈzaɪnd **zaprojektowany na zamówienie, specjalnie zaprojektowany**
[88] **tailored to sth** ˈteɪlәd tə ˈsʌmθɪŋ **dopasowany do czegoś, skrojony na miarę**
[89] **to raise a question** tə reɪz ə ˈkwestʃən **nasuwać pytanie, podnosić kwestię**
[90] **deliberately** dɪˈlɪbərətlɪ **celowo, umyślnie**
[91] **to point out sth** tə pɔɪnt aʊt ˈsʌmθɪŋ **wskazywać coś**
[92] **neither... nor...** ˈnaɪðə... nɔː... **ani... ani...**
[93] **device** dɪˈvaɪs **urządzenie**
[94] **to allow sth to do sth** tʊ əˈlaʊ ˈsʌmθɪŋ tə duː ˈsʌmθɪŋ **pozwalać/umożliwiać czemuś zrobienie czegoś**
[95] **to be misused** tə biː ˈmɪsˈjuːzd **zostać nadużytym, zostać niewłaściwie wykorzystanym**

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

To address this risk[96], researchers are already discussing built-in[97] safety mechanisms. These include biological "kill switches," such as making the bots dependent on nutrients[98] that only exist in controlled lab environments, ensuring they cannot survive or reproduce outside approved[99] settings.

As with many powerful technologies, the challenge is not simply whether we can create these living machines, but how, and under what rules[100], we choose to use them.

INSTRUCTIONS

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

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

BEM TEST

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

[96] **to address this risk** tʊ ə'dres ðɪs rɪsk **żeby wyjść naprzeciw temu ryzyku**
[97] **built-in** bɪlt ɪn **wbudowany**
[98] **nutrients** 'nju:trɪənts **składniki odżywcze**
[99] **approved** ə'pru:vd **zatwierdzony**
[100] **under what rules** 'ʌndə wɒt ru:lz **na jakich zasadach, według jakich reguł**

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Uprooting[1]: A Quick Guide to Buying Property[2] Abroad[3]

by Paul Martin from
www.go-native.pl

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



A WORD WORTH REMEMBERING

townhouse
/ˈtaʊn.haʊs/
szeregowiec

OGLĄDAJ VIDEO
business-english.com.pl

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

POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

[1] **uprooting** ʌpˈruːtɪŋ ***tu:*** **zmiana miejsca zamieszkania z powodów życiowych lub rynkowych**
[2] **property** ˈprɒpətɪ **nieruchomość**
[3] **abroad** əˈbrɔːd **za granicą**
[4] **soil** sɔɪl **ziemia**
[5] **unease** ʌnˈiːz **niepokój**

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The Polish Dream

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

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

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

Taking Flight

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

With average apartment prices in Warsaw now exceeding[23] PLN 16,400 per square metre, and premium districts[24] far higher, many have realised that they can secure a spacious[25] townhouse[26] with a sea view[27] in Valencia or Alicante for the cost of a compact flat[28] in Mokotów.

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

Spanish Fever

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

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

Higher-budget buyers often turn to the Costa del Sol, where Málaga, Marbella and Estepona offer premium developments, international schools, and stronger long-term rental[41] demand[42] at higher entry costs[43].

[6] **slate-grey** ˌsleɪt ˈgreɪ **szaroniebieski**
[7] **warning** ˈwɔːnɪŋ **ostrzeżenie**
[8] **to spark sth** tə spɑːk ˈsʌmθɪŋ **wywoływać coś**
[9] **to scroll through sth** skrəʊl θruː ˈsʌmθɪŋ **przewijać, przeglądać coś**
[10] **property listings** ˈprɒpətɪ ˈlɪstɪŋs **ogłoszenia z nieruchomościami**
[11] **in the suburbs** ɪn ðə ˈsʌbɜːbz **na przedmieściach**
[12] **to secure sth** tə sɪˈkjʊə ˈsʌmθɪŋ ***tu:*** **posiadać coś**
[13] **plot** plɒt ***tu:*** **działka**
[14] **so-called** ˈsəʊˈkɔːld **tak zwany**
[15] **labour mobility** ˈleɪbə məʊˈbɪlətɪ **mobilność zawodowa**
[16] **bread-earning** bred ˈɜːnɪŋ **za chlebem**
[17] **exodus to X** ˈeksədəs tʊ eks **emigracja do X**
[18] **to be on the move** tə biːɒn ðə muːv **być w ruchu**
[19] **citizen** ˈsɪtɪzn **obywatel**
[20] **foreign countries** ˈfɒrɪn ˈkʌntrɪz **zagraniczne kraje**
[21] **to purchase sth** tə ˈpɜːtʃəs ˈsʌmθɪŋ **nabywać, kupować coś**
[22] **year-on-year** jɪər ɒn jɪə **rok do roku**
[23] **to exceed** tʊ ɪkˈsiːd **przekroczyć**
[24] **district** ˈdɪstrɪkt **dzielnica**
[25] **spacious** ˈspeɪʃəs **przestronny**
[26] **townhouse** ˈtaʊn.haʊs **szeregowiec**
[27] **sea view** siː vjuː **widok na morze**
[28] **compact flat** ˈkɒmpækt flæt **niewielkie mieszkanie**
[29] **guide** gaɪd **przewodnik**
[30] **handbook** ˈhændbʊk **podręcznik, poradnik**
[31] **legal traps** ˈliːgəl træps **pułapki, kruczki prawne**
[32] **undisputed** ˈʌndɪsˈpjuːtɪd **niekwestionowany**
[33] **expat** ˈekspæt **ekspat**
[34] **mature** məˈtjʊə **dojrzały**
[35] **flight connections** flaɪt kəˈnekʃənz **połączenia lotnicze**
[36] **major** ˈmeɪdʒə **główny**
[37] **community** kəˈmjuːnətɪ **społeczność**
[38] **particularly** pəˈtɪkjʊləlɪ **szczególnie**
[39] **value** ˈvælju: **wartość**
[40] **rare** reə **rzadki**
[41] **long-term rental** ˈlɒŋtɜːm ˈrentl **wynajem długoterminowy**
[42] **demand** dɪˈmɑːnd **popyt**
[43] **entry costs** ˈentrɪ kɒsts **koszty wejścia**

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

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

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

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

[44] **hurdle** 'hɜ:dl **przeszkoda**
[45] **obtained** əb'teɪnd **uzyskany**
[46] **via X** 'vaɪə eks **poprzez, za pośrednictwem X**
[47] **appointment availability** ə'pɔɪntmənt ə,veɪlə'bɪlətɪ **dostępność terminów**
[48] **bottleneck** 'bɒtlnek **wąskie gardło**
[49] **to grant** tə grɑ:nt **przyznawać**
[50] **Power of Attorney** 'paʊər ɒv ə'tɜ:nɪ **pełnomocnictwo pisemne**
[51] **lawyer** 'lɔ:jə **prawnik**
[52] **reliable** rɪ'laɪəbl **niezawodny**
[53] **solution** sə'lu:ʃən **rozwiązanie**
[54] **secured** sɪ'kjʊəd **uzyskany**
[55] **binding** 'baɪndɪŋ **wiążący**
[56] **notary** 'nəʊtərɪ **notariusz**
[57] **tax** tæks **podatek**
[58] **fee** fi: **opłata**
[59] **tax rate** tæks reɪt **stawka podatkowa**
[60] **transfer tax** 'trænsfɜ: tæks **podatek od przeniesienia własności**
[61] **resale** 'ri:'seɪl **odsprzedaż**
[62] **stamp duty** stæmp 'dju:tɪ **opłata skarbowa**
[63] **build** bɪld **budynek**
[64] **common concern** 'kɒmən kən'sɜ:n **powszechna obawa**
[65] **legal landscape** 'li:gəl 'lændskeɪp **otoczenie prawne**

The "Golden Documents" & Market Snapshot

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

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

INFOBOX

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THE AFFORDABILITY QUESTION

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

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

BEM TEST

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



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

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

The Italian Job

Where Spain appeals to sun-seeking pragmatists, Italy attracts romantics seeking espresso-fuelled piazzas[80], historic architecture, and a slower rhythm of life. While headlines[81] often highlight "EUR 1 homes," these schemes[82] frequently disappoint[83], tying buyers to[84] remote villages[85], strict renovation deadlines[86] and significant hidden costs[87].

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

[66] **introduction** ˌɪntrəˈdʌkʃən **wprowadzenie**
[67] **empowered** ɪmˈpaʊəd **upoważniony, uprawniony**
[68] **to evict sb** tʊ iˈvɪkt ˈsʌmbədɪ **eksmitować kogoś**
[69] **prior** ˈpraɪə **uprzedni**
[70] **judicial order** dʒuːˈdɪʃəl ˈɔːdə **nakaz sądowy**
[71] **intrusion** ɪnˈtruːʒən **wtargnięcie**
[72] **flagrant** ˈfleɪgrənt ***tu:*** **rażący**
[73] **immediately** ɪˈmiːdjətlɪ **od razu**
[74] **deterrent** dɪˈterənt **środek odstraszający**
[75] **legal tool** ˈliːgəl tuːl **narzędzie prawne**
[76] **verifiable** ˈverɪfaɪəbl **wiarygodny, weryfikowalny**
[77] **timestamp** ˈtaɪmstæmp **znacznik czasu**
[78] **to trigger sth** tə ˈtrɪgə ˈsʌmθɪŋ **uruchamiać coś**
[79] **thereby** ˈðeəˈbaɪ **tym samym**
[80] **piazza** pɪˈætsə **plac**
[81] **headlines** ˈhedlaɪnz **nagłówki**
[82] **scheme** skiːm ***tu:*** **program, projekt**
[83] **to disappoint sb** tə ˌdɪsəˈpɔɪnt ˈsʌmbədɪ **rozczarowywać kogoś**
[84] **to tie sb to sth** tə taɪ ˈsʌmbədɪ tə ˈsʌmθɪŋ **wiązać kogoś z czymś**
[85] **remote village** rɪˈməʊt ˈvɪlɪdʒ **odległa wioska**
[86] **deadline** ˈdedlaɪn **termin**
[87] **hidden costs** ˈhɪdn kɒsts **ukryte koszty**
[88] **to emerge** tʊ ɪˈmɜːdʒ **pojawiać się**
[89] **habitable** ˈhæbɪtəbl **nadający się do zamieszkania**

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

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

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

Italy's biggest, and often overlooked[95], advantage lies in taxation. Under the Prezzo-Valore system, transfer taxes for private sales are calculated on the cadastral value[96], not the market price, which means that they often end up[97] being 30-50 percent lower. While non-residents nominally pay a 9 percent registration tax[98] (*Seconda Casa*), the effective tax burden[99] is frequently far lower than in Spain. Buyers who transfer[100] residency[101] within 18 months may qualify for *Prima Casa* status, reducing the rate to just 2 percent.

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

The "Drive-To" Market

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

[90] **studio** 'stju:dɪəʊ **kawalerka**
[91] **accessible** ək'sesəbl **przystępny**
[92] **obtainable** əb'teɪnəbl **dostępny, możliwy do uzyskania**
[93] **preliminary contract** prɪ'lɪmɪnərɪ 'kɒntrækt **umowa przedwstępna**
[94] **completion** kəm'pli:ʃən **sfinalizowanie umowy**
[95] **to overlook** tʊ ˌəʊvə'lʊk **przeoczyć, pomijać**
[96] **cadastral value** kə'dæstrəl 'vælju: **wartość katastralna**
[97] **to end up** tʊ end ʌp **kończyć**
[98] **registration tax** ˌredʒɪs'treɪʃən tæks **podatek rejestracyjny**
[99] **tax burden** tæks 'bɜ:dn **obciążenie podatkowe**
[100] **to transfer sth** tə 'trænsfɜ: 'sʌmθɪŋ **przenosić coś**
[101] **residency** 'rezɪdənsɪ **rezydencja, pobyt**
[102] **medieval** ˌmedɪ'i:vəl **średniowieczny**
[103] **layout** 'leɪaʊt ***tu:*** **układ zabudowy**
[104] **contractor** kən'træktə **wykonawca**
[105] **to inflate sth** tʊ ɪn'fleɪt 'sʌmθɪŋ **podnosić coś**
[106] **to occupy sth** tʊ 'ɒkjʊpaɪ 'sʌmθɪŋ **zajmować coś**
[107] **scenic** 'si:nɪk **malowniczy**
[108] **reachable** 'ri:tʃəbl **dostępny**

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

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

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

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

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

Atlantic Premium

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

The essential document is the NIF (*Número de Identificação Fiscal*), Portugal's tax identification number, required for buying property, opening a bank account and paying taxes. Although EU citizens are no longer legally required to appoint[135] a fiscal representative[136], many banks still prefer one to ensure[137] tax correspondence is properly[138] handled[139].

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

New Horizons

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

[109] **neighbour** 'neɪbə **sąsiad**
[110] **distant** 'dɪstənt **odległy**
[111] **to adopt sth** tʊ ə'dɒpt 'sʌmθɪŋ **przyjmować coś**
[112] **frictionless** 'frɪkʃnləs ***tu:*** **bezproblemowy**
[113] **sharply** 'ʃɑ:pli **gwałtownie**
[114] **secondary** 'sekəndərɪ **drugorzędny**
[115] **hub** hʌb **ośrodek**
[116] **essential** ɪ'senʃəl **niezbędny**
[117] **virtually** 'vɜ:tjʊəlɪ **praktycznie**
[118] **tax office** tæks 'ɒfɪs **urząd skarbowy**
[119] **trap** træp **pułapka**
[120] **ownership** 'əʊnəʃɪp **stan własności**
[121] **valid** 'vælɪd **aktualny, ważny**
[122] **use permit** ju:s 'pɜ:mɪt **pozwolenie na użytkowanie**
[123] **to designate** tə 'dezɪgneɪt **wyznaczać**
[124] **shoreline** 'ʃɔ:laɪn **linia brzegowa**
[125] **public property** 'pʌblɪk 'prɒpətɪ **mienie publiczne**
[126] **fenced off** fenst ɒf **ogrodzony**
[127] **to attract** tʊ ə'trækt **przyciągać**
[128] **digital nomad** 'dɪdʒɪtl 'nəʊməd **cyfrowy nomada**
[129] **year-round** ˌjɪə 'raʊnd **całoroczny**
[130] **hotspot** 'hɒtspɒt ***tu:*** **popularne miejsce**
[131] **mild** maɪld **umiarkowany**
[132] **inland** 'ɪnlənd **w głębi lądu**
[133] **so-called** 'səʊ'kɔ:ld **tak zwany**
[134] **capital** 'kæpɪtl **stolica**
[135] **to appoint sb** tʊ ə'pɔɪnt 'sʌmbədɪ **wyznaczyć kogoś**
[136] **fiscal representative** 'fɪskəl ˌreprɪ'zentətɪv **przedstawiciel podatkowy**
[137] **to ensure sth** tʊ ɪn'ʃʊə 'sʌmθɪŋ **zapewniać coś**
[138] **properly** 'prɒpəlɪ **odpowiednio**
[139] **handled** 'hændld **prowadzony**
[140] **rural** 'rʊərəl **wiejski**
[141] **to lack sth** tə læk 'sʌmθɪŋ **nie mieć czegoś**
[142] **usage licence** 'ju:zɪdʒ 'laɪsəns **pozwolenie na użytkowanie**
[143] **residence** 'rezɪdəns ***tu:*** **miejsce zamieszkania**
[144] **to obtain sth** tʊ əb'teɪn 'sʌmθɪŋ **uzyskać coś**
[145] **retrospective approval** ˌretrəʊ'spektɪv ə'pru:vəl **zgoda z mocą wsteczną**
[146] **extremely** ɪks'tri:mlɪ **wyjątkowo**
[147] **difficult** 'dɪfɪkəlt **trudny**
[148] **inevitably** ɪn'evɪtəblɪ **niewątpliwie**
[149] **layers of complexity** 'leɪəz ɒv kəm'pleksɪtɪ **dodatkowe warstwy złożoności, dodatkowe trudności**
[150] **mortgage** 'mɔ:gɪdʒ **kredyt hipoteczny**
[151] **substantial** səb'stænʃəl **znaczny**
[152] **upfront** ˌʌp'frʌnt **z góry**



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While Poland's double-taxation treaties[153] still apply, the mechanism has changed under international agreements[154]: tax paid abroad is now credited against[155] Polish tax rather than exempted[156]. Therefore, foreign rental income[157] must still be reported[158] in Poland (PIT-28), even if no additional tax is due[159].

Owning property abroad while remaining resident in Poland also demands[160] organisation: reliable[161] keyholders[162], professional management, and careful budgeting for community fees[163] are essential to making both the numbers, and the lifestyle, work.

Yet foreign property ownership is no longer the preserve[164] of the ultra-wealthy. With remote work[165] now normalised and low-cost flights more accessible than ever, the barriers have quietly fallen. Just remember to leave the rush[166] at the airport, because in the south, time moves differently.

[153] **double-taxation treaty** ˈdʌbl tækˈseɪʃən ˈtriːtɪ **umowa o unikaniu podwójnego opodatkowania**
[154] **international agreement** ˌɪntəˈnæʃənl əˈgriːmənt **umowa międzynarodowa**
[155] **credited against** ˈkredɪtɪd əˈgenst **zaliczany na poczet**
[156] **exempted** ɪgˈzemptɪd **zwolniony**
[157] **rental income** ˈrentl ˈɪnkʌm **dochód z wynajmu**
[158] **reported** rɪˈpɔːtɪd **zgłaszany**
[159] **due** djuː **należny**
[160] **to demand sth** tə dɪˈmɑːnd ˈsʌmθɪŋ **wymagać czegoś**
[161] **reliable** rɪˈlaɪəbl **godny zaufania**
[162] **keyholder** ˈkiːhəʊldər **zarządca nieruchomości, zaufana osoba posiadająca klucze**
[163] **community fees** kəˈmjuːnətɪ fiːz **opłaty wspólnotowe**
[164] **preserve** prɪˈzɜːv ***tu:*** **domena**
[165] **remote work** rɪˈməʊt wɜːk **praca zdalna**
[166] **rush** rʌʃ **pośpiech**



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Kadri Tuisk

by Paul Martin from
www.go-native.pl

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

[1] **to punch above your weight** tə pʌntʃ əˈbʌv jə weɪt **boksować w cięższej wadze (być lepszym, niż można by oczekiwać)**
[2] **entrepreneur** ˌɒntrəprəˈnɜː **przedsiębiorca**

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

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

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

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

Starting Up

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

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

[3] **yoke** jəʊk **jarzmo**
[4] **to gain independence** tə geɪn ˌɪndɪ'pendəns **uzyskać niepodległość**
[5] **to try sth out** tə traɪ 'sʌmθɪŋ aʊt **próbować czegoś**
[6] **to dare** tə deə **odważyć się**
[7] **adulthood** 'ædʌlthʊd **dorosłość**
[8] **master's thesis** 'mɑːstəz 'θiːsɪs **praca magisterska**
[9] **international business management** ˌɪntə'næʃənl 'bɪznɪs 'mænɪdʒmənt **zarządzanie w biznesie międzynarodowym**
[10] **service design** 'sɜːvɪs dɪ'zaɪn **projektowanie usług**
[11] **foundation** faʊn'deɪʃən **fundament**

A WORD WORTH REMEMBERING

to retain sth
/tə rɪ'teɪn 'sʌmθɪŋ/
zachowywać coś

Hackathon

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

[1] **software** 'sɒftweə(r) **oprogramowanie**
[2] **to encourage sth** tʊ ɪn'kʌrɪdʒ 'sʌmθɪŋ **zachęcać do czegoś**
[3] **under time pressure** 'ʌndə taɪm 'preʃə **pod presją czasu**

INFOBOX

[12] **to launch** tə lɔːntʃ **rozpoczynać**
[13] **venture** 'ventʃə **przedsięwzięcie**
[14] **advertising agency** 'ædvətaɪzɪŋ 'eɪdʒənsɪ **agencja reklamowa**
[15] **fashion model** 'fæʃən 'mɒdl **modelka**
[16] **funding pitch** 'fʌndɪŋ pɪtʃ **prezentacja dla inwestorów**
[17] **to co-found** tə kəʊ faʊnd **współzałożyć**
[18] **initially** ɪ'nɪʃəlɪ **początkowo**
[19] **one-to-one** ˌwʌn tə 'wʌn **indywidualny**
[20] **personal growth** 'pɜːsnl grəʊθ **rozwój osobisty**

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Self-directed learning

Self-directed learning is an approach in which individuals take responsibility for identifying what they need to learn, setting goals[1], choosing resources, and evaluating[2] their progress.
In schools, it encourages pupils to manage their own projects, explore interests, and build independence rather than relying solely[3] on teacher instruction.
In companies, it is used in professional development programmes where employees select courses, set skill-building goals, and learn at their own pace[4] using digital platforms or coaching support.

[1] **setting goals** 'setɪŋ gəʊlz **wyznaczanie celów**
[2] **to evaluate** tʊ ɪ'væljʊeɪt **oceniać**
[3] **solely** 'səʊllɪ **wyłącznie**
[4] **pace** peɪs **tempo**

INFOBOX

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

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

The product was underpinned by[29] a belief that growth does not happen in isolation inside an app but requires community[30], support, mentoring and human connection. As she explained, her mission was to enable people to become self-aware[31], self-managed individuals capable of[32] fulfilling[33] their potential.

Exponential[34] Expansion

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

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

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

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

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

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

[21] **business owner** 'bɪznɪs 'əʊnə **właściciel firmy**
[22] **to address issue** tʊ ə'dres 'ɪʃu: **rozwiązać problem, kwestię**
[23] **fast-paced workplace** ˌfɑ:st 'peɪst 'wɜ:kpleɪs **dynamiczne środowisko pracy**
[24] **to undergo** tʊ ˌʌndə'gəʊ **przechodzić**
[25] **pivot** 'pɪvət **zmiana**
[26] **youth** ju:θ **młodzież**
[27] **pupil** 'pju:pl **uczeń**
[28] **self-directed learning** self dɪ'rektɪd 'lɜ:nɪŋ **samodzielne uczenie się, samokształcenie**
[29] **underpinned by sth** ˌʌndə'pɪnd baɪ 'sʌmθɪŋ **oparty na czymś**
[30] **community** kə'mju:nɪtɪ **wspólnota**
[31] **self-aware** ˌself ə'weə(r) **samoświadomy**
[32] **capable of sth** 'keɪpəbl ɒv 'sʌmθɪŋ **zdolny do czegoś**
[33] **to fulfil** tə fʊl'fɪl **wykorzystywać**
[34] **exponential** ˌekspə'nenʃl **wykładniczy**
[35] **limited resources** 'lɪmɪtɪd rɪ'sɔ:sɪz **ograniczone środki**
[36] **external** eks'tɜ:nl **zewnętrzny**
[37] **capital injection** 'kæpɪtl ɪn'dʒekʃən **zastrzyk finansowy**
[38] **seed funding** si:d 'fʌndɪŋ **finansowanie zalążkowe**
[39] **backed** bækt **wspierany**
[40] **angel investor** 'eɪndʒəl ɪn'vestə **anioł biznesu, inwestor prywatny, posiadający doświadczenie w prowadzeniu działalności gospodarczej, który inwestuje w przedsiębiorstwa będące we wczesnych fazach rozwoju w zamian za objęcie części ich akcji lub udziałów.**
[41] **to accelerate** tʊ ək'seləreɪt **przyspieszać**
[42] **recognition** ˌrekəg'nɪʃən **uznanie**
[43] **accolade** ækəʊleɪd **wyróżnienie**
[44] **to acknowledge** tʊ ək'nɒlɪdʒ **uznawać**
[45] **contribution to sth** ˌkɒntrɪ'bju:ʃən tə 'sʌmθɪŋ **wkład w coś**
[46] **to reflect** tə rɪ'flekt **odzwierciedlać**
[47] **remit** rɪ'mɪt ***tu:*** **zakres działalności firmy**
[48] **leadership** 'li:dəʃɪp **przywództwo**
[49] **to improve sth** tʊ ɪm'pru:v 'sʌmθɪŋ **poprawić, polepszyć coś**
[50] **organisational performance** organisational pə'fɔ:məns **wyniki organizacji**
[51] **worldwide** 'wɜ:ldwaɪd **na całym świecie**
[52] **to detect** tə dɪ'tekt **zauważać, wykrywać**
[53] **behavioural pattern** bɪ'heɪvjərəl 'pætən **wzorzec zachowań**
[54] **growth opportunity** grəʊθ ˌɒpə'tju:nɪtɪ **możliwość rozwoju**
[55] **blind spot** blaɪnd spɒt **słaby punkt**
[56] **approach to sth** ə'prəʊtʃ tə 'sʌmθɪŋ **podejście do czegoś**
[57] **to retain** tə rɪ'teɪn **zachowywać**

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Kadri Tuisk

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

From Model to Mentor

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

She also belongs to networks supporting female founders and serves as a mentor, advocating for[65] more inclusive[66] gender[67] representation in venture funding[68]. She has spoken publicly about the need to break biases[69] in VC funding and help next-generation women founders succeed on equal footing[70].

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

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

[58] **layer** 'leɪə **warstwa, *tu:* część**
[59] **peer** pɪə ***tu:* inny przedstawiciel branży**
[60] **umbrella organisation** ʌm'brelə ˌɔ:gənaɪ'zeɪʃn **organizacja patronacka**
[61] **established** ɪs'tæblɪʃt **założony**
[62] **collaboration** kəˌlæbə'reɪʃən **współpraca**
[63] **to provide** tə prə'vaɪd **dostarczać**
[64] **to raise the profile** tə reɪz ðə 'prəʊfaɪl **podnosić rangę, nadawać rozgłos**
[65] **to advocate for sth** tʊ 'ædvəkɪt fə 'sʌmθɪŋ **wspierać coś publicznie, opowiadać się za czymś**
[66] **inclusive** ɪn'klu:sɪv **inkluzywny, niewykluczający**
[67] **gender** 'dʒendə **płeć**
[68] **venture funding** 'ventʃə 'fʌndɪŋ **forma inwestowania w młode, innowacyjne firmy (startupy), które mają ogromny potencjał wzrostu, ale jednocześnie niosą ze sobą wysokie ryzyko niepowodzenia**
[69] **bias** 'baɪəs **uprzedzenie**
[70] **on equal footing** ɒn 'i:kwəl 'fʊtɪŋ **na równych zasadach**
[71] **opportunity** ˌɒpə'tju:nɪtɪ **szansa, możliwość**
[72] **to contribute to sth** tə kən'trɪbju:t tə 'sʌmθɪŋ **przyczyniać się do czegoś**
[73] **consistent thread** kən'sɪstənt θred **jeden wątek**
[74] **plants** plɑ:nts **rośliny**
[75] **gardener** 'gɑ:dnə **ogrodnik**

Estonia's Start-up Ecosystem

Often called the Silicon Valley of Europe, Estonia has one of the highest start-up densities[1] per capita[2] in the world.
Pioneering e-government and digital ID[3] systems make it easy to start and operate a company.
Tallinn, Tartu and Tartu Science Park are major hubs[4] for tech innovation (Tallinn and Tartu are Estonia's two largest cities and Tartu Science Park is a specific business incubation area).
Homegrown[5] successes include Skype, Bolt, Pipedrive, and TransferWise (Wise).
Strong support infrastructure: government grants[6], accelerators (e.g., Startup Wise Guys), co-working spaces, and investor networks.
Focus areas: fintech, EdTech, AI, cybersecurity[7], and health-tech.
Culture encourages risk-taking, rapid prototyping[8], and international scaling.
Estonia ranks high globally for digital literacy[9] and entrepreneurship, attracting both local and foreign[10] founders.

[1] **density** 'densɪtɪ **zagęszczenie**
[2] **per capita** pɜ: 'kæpɪtə **na osobę**
[3] **ID = identity document** ˌaɪ 'di: = aɪ'dentɪtɪ 'dɒkjʊmənt **dokument tożsamości**
[4] **hub** hʌb **centrum, ośrodek**
[5] **homegrown** 'həʊm'grəʊn **lokalny, krajowy**
[6] **government grants** 'gʌvnmənt grɑ:nts **dotacje rządowe**
[7] **cybersecurity** 'saɪbəsɪkjʊərətɪ **cyberbezpieczeństwo**
[8] **prototyping** 'prəʊtəʊtaɪpɪŋ **prototypowanie**
[9] **digital literacy** 'dɪdʒɪtl 'lɪtərəsɪ **alfabetyzm cyfrowy**
[10] **foreign** 'fɒrɪn **zagraniczny**

INFOBOX

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Unilever: Anatomy of a Fast-Moving Giant

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

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

Unilever's origins[10] date back to two 19th-century industries shaped by mass consumption. In the Netherlands, the companies Jurgens, and Van den Bergh, built large businesses producing margarine after its invention[11] in 1871, offering an affordable[12] alternative to butter. In Britain, Lever Brothers transformed soap from a commodity[13] into a branded product with Sunlight, sold in uniform blocks from the 1880s onward[14].

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

[1] **consumer-goods** kən'sju:mə gʊdz **dobra konsumpcyjne**
[2] **to manage** tə 'mænɪdʒ **dawać sobie radę, radzić sobie (z czymś)**
[3] **immense** ɪ'mens **ogromny**
[4] **capacity** kə'pæsətɪ **zdolność**
[5] **reinvention** ˌri:ɪn'venʃən **wymyślenie siebie na nowo**
[6] **skincare** 'skɪnkeə(r) **produkty do pielęgnacji skóry**
[7] **nutrition** nju:'trɪʃən **żywienie**
[8] **pruning** 'pru:nɪŋ *tu:* **selektywne usuwanie zbędnych elementów**
[9] **to endure** tʊ ɪn'djʊə **przetrwać**
[10] **origins** 'ɒrɪdʒɪnz **początki**
[11] **invention** ɪn'venʃən **wynalezienie**
[12] **affordable** ə'fɔ:dəbl **przystępny cenowo**
[13] **commodity** kə'mɒdətɪ **towar; surowiec**
[14] **onward** 'ɒnwəd **wprzód**
[15] **overseas** 'əʊvə'si:z **zagraniczny**
[16] **oil mill** ɔɪl mɪl **olejarnia**
[17] **supplies** sə'plaɪz **zaopatrzenie**
[18] **fats** fæts **tłuszcze**
[19] **falling** 'fɔ:lɪŋ **spadający**
[20] **to squeeze sth** tə skwi:z *tu:* **uderzać w coś**

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



Unilever

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A WORD WORTH REMEMBERING

compelling
/kəm'pelɪŋ/
przekonujący


Unilever main office

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

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

Surviving[30] War and Learning to Decentralise

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

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

The 1950s and 1960s saw the launch[45] of enduring[46] brands such as Sunsilk (1954) and Dove (1957). Margarine moved from wrapped blocks to tubs[47], while health-positioned[48] products like Becel responded to growing concerns[49] about cholesterol. By the mid-1960s, Unilever had evolved from a fats-and-soap producer into a diversified FMCG[50] group spanning[51] food, personal care and home care[52]. In 1967, it introduced its first corporate "U" logo, signalling a more unified[53] identity[54].

Size Matters[55]

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

[21] **compelling** kəm'pelɪŋ **przekonujący**
[22] **raw material** rɔ: mə'tɪərɪəl **surowiec**
[23] **tightly linked** 'taɪtlɪ lɪŋkt **ściśle powiązany**
[24] **board** bɔ:d **zarząd**
[25] **to adopt sth** tʊ ə'dɒpt 'sʌmθɪŋ **przyjąć coś**
[26] **alliance** ə'laɪəns **sojusz**
[27] **merger** 'mɜ:dʒə **połączenie, fuzja**
[28] **genuinely** 'dʒenjʊɪnlɪ **autentycznie**
[29] **multinational** 'mʌltɪ'næʃənl **międzynarodowy**
[30] **to survive** tə sə'vaɪv **przetrwać**
[31] **to disrupt sth** tə dɪs'rʌpt 'sʌmθɪŋ **przerwać coś**
[32] **trade route** treɪd ru:t **szlak handlowy**
[33] **political division** pə'lɪtɪkəl dɪ'vɪʒən **podział polityczny**
[34] **subsidiary** səb'sɪdjərɪ **spółka córka**
[35] **to cut off** tə kʌt ɒf **odciąć, odseparować**
[36] **to respond** tə rɪs'pɒnd **reagować**
[37] **rigid** 'rɪdʒɪd **niezmienny, sztywny**
[38] **to struggle** tə 'strʌgl **zmagać się**
[39] **lasting mark** 'lɑ:stɪŋ mɑ:k **trwały ślad**
[40] **income** 'ɪnkʌm **dochód**
[41] **demand for sth** dɪ'mɑ:nd fə 'sʌmθɪŋ **popyt na coś**
[42] **packaged** 'pækɪdʒd **pakowany**
[43] **R&D = research and development** ˌɑ:r ən 'di: = rɪ'sɜ:tʃ ənd dɪ'veləpmənt **badania i rozwój**
[44] **brand development** brænd dɪ'veləpmənt **rozwój marki**
[45] **launch** lɔ:ntʃ **wprowadzenie na rynek**
[46] **enduring** ɪn'djʊərɪŋ **nieprzemijający**
[47] **tub** tʌb **pojemnik**
[48] **health-positioned** helθ pə'zɪʃənd **pozycjonowany jako zdrowszy**
[49] **growing concerns** 'grəʊɪŋ kən'sɜ:nz **rosnące obawy**
[50] **FMCG = fast moving consumer goods** ɛf ɛm si: dʒi: = fɑ:st 'mu:vɪŋ kən'sju:mə gʊdz **produkty szybkozbywalne**
[51] **spanning** 'spænɪŋ **obejmujący**
[52] **home care** həʊm keə **środki do dbania o dom**
[53] **unified** 'ju:nɪfaɪd **spójny**
[54] **identity** aɪ'dentətɪ **tożsamość**
[55] **size matters** saɪz 'mætəz **rozmiar ma znaczenie**
[56] **enormous** ɪ'nɔ:məs **olbrzymi**
[57] **diverse** daɪ'vɜ:s **różnorodny**
[58] **shipping** 'ʃɪpɪŋ **transport**

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was no longer an advantage and began refocusing on core[59], fast-moving consumer goods.

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

In food, ice cream emerged[65] as a global pillar[66], supported by acquisitions such as Breyers in the United States. The turning point[67] came in 2000, when Unilever acquired Bestfoods in a landmark[68] deal that brought brands including Knorr, Hellmann's and Marmite into the portfolio[69]. Alongside[70] purchases[71] such as Ben & Jerry's and SlimFast, the acquisition reshaped[72] Unilever into one of the world's largest food companies.

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

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

[59] **core** kɔ: **podstawowy**
[60] **to preclude** tə prɪ'klu:d **przeszkadzać, uniemożliwiać**
[61] **acquisition** ˌækwɪ'zɪʃən **przejęcie, nabycie**
[62] **brand** brænd **marka**
[63] **top tier** tɒp 'tɪə **czołówka**
[64] **global beauty** 'gləʊbəl 'bju:tɪ **globalny rynek kosmetyczny**
[65] **to emerge** tʊ ɪ'mɜ:dʒ **wyłaniać się**
[66] **pillar** 'pɪlə **filar**
[67] **turning point** 'tɜ:nɪŋ pɔɪnt **punkt zwrotny**
[68] **landmark** 'lændmɑ:k **przełomowy, doniosły**
[69] **portfolio** pɔ:t'fəʊljəʊ **portfel**
[70] **alongside X** ə'lɒŋ'saɪd eks **wraz z X**
[71] **purchase** 'pɜ:tʃəs **zakup**
[72] **to reshape sth** tə 'ri:'ʃeɪp 'sʌmθɪŋ **przekształcać coś**
[73] **to shed sth** tə ʃed 'sʌmθɪŋ **pozbywać się czegoś**
[74] **to fit sth** tə fɪt 'sʌmθɪŋ **pasować do czegoś**
[75] **speciality chemicals** ˌspeʃɪ'ælətɪ 'kemɪkəlz **chemia specjalistyczna**
[76] **entirely** ɪn'taɪəlɪ **całkowicie**
[77] **decisive shift away from sth** dɪ'saɪsɪv ʃɪft ə'weɪ frɒm 'sʌmθɪŋ **zdecydowane odejście od czegoś**
[78] **clarity** 'klærətɪ **przejrzystość**
[79] **management time** 'mænɪdʒmənt taɪm **zarządzanie czasem**



Controversies

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

[1] **to face accusations** tə feɪs ˌækju:'zeɪʃənz **mierzyć się z oskarżeniami**
[2] **to overstate sth** tʊ 'əʊvə'steɪt 'sʌmθɪŋ **zawyżać coś**
[3] **recyclability** ri:ˌsaɪklə'bɪləti **zdolność recyklingu**
[4] **waste infrastructure** weɪst 'ɪnfrəstrʌktʃə(r) **infrastruktura w zakresie gospodarki odpadami**
[5] **supply chain** sə'plaɪ tʃeɪn **łańcuch dostaw**
[6] **deforestation** ˌdi:ˌfɒrɪ'steɪʃn **wylesianie**
[7] **habitat loss** 'hæbɪtæt lɒs **utrata siedlisk**
[8] **labour standards** 'leɪbə 'stændədz **standardy, normy pracy**
[9] **supplier** sə'plaɪə **dostawca**
[10] **tension** 'tenʃən **napięcie**
[11] **to clash with sth** tə klæʃ wɪð 'sʌmθɪŋ **zderzyć się z czymś**
[12] **to expose limits to sth** tʊ eks'pəʊzeɪ 'lɪmɪts tə 'sʌmθɪŋ **ujawniać ograniczenia czegoś**
[13] **NGO = non-governmental organisation** ˌen dʒi: 'əʊ = nɒn ˌgʌvən'mentl ˌɔ:gənaɪ'zeɪʃən **organizacja pozarządowa**
[14] **to delay sth** tə dɪ'leɪ 'sʌmθɪŋ **opóźniać coś**

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

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

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

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

Always Prepared to Reinvent Itself

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

[80] **to reframe sth** tə ˌriːˈfreɪm ˈsʌmθɪŋ **przeformułować coś**
[81] **zeitgeist** ˈzaɪtgaɪst **zeitgeist, duch czasu, klimat epoki**
[82] **consumer awareness** kənˈsjuːmə əˈweənəs **świadomość konsumencka**
[83] **sustainability** səˌsteɪnəˈbɪlətɪ **zrównoważony rozwój**
[84] **explicitly** ɪksˈplɪsɪtlɪ **wyraźnie, jednoznacznie**
[85] **quality of life** ˈkwɒlətɪ ɒv laɪf **jakość życia**
[86] **ethical sourcing** ˈeθɪkəl ˈsɔːsɪŋ **etyczne pozyskiwanie surowców**
[87] **to phase out sth** tə feɪz aʊt ˈsʌmθɪŋ **wycofywać coś stopniowo**
[88] **emphasis on sth** ˈemfəsɪs ɒn ˈsʌmθɪŋ **nacisk na coś**
[89] **responsible sourcing** rɪsˈpɒnsəbl ˈsɔːsɪŋ **odpowiedzialne pozyskiwanie surowców**
[90] **spreads** spredz **produkty do smarowania, tłuszcze do smarowania**
[91] **clean break** kliːn breɪk **całkowite odejście**
[92] **deployed** dɪˈplɔɪd **lokowany**
[93] **to narrow one's focus to sth** tə ˈnærəʊ wʌnz ˈfəʊkəs tə ˈsʌmθɪŋ **zawężać swój obszar działania do czegoś**
[94] **holistically** həˈlɪstɪkli **całościowo**
[95] **relentless** rɪˈlentləs **bezwzględny, nieustający**
[96] **repositioning** ˌriːpəˈzɪʃənɪŋ **repozycjonowanie**

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

tea when they no longer bring home the bacon[97].

This approach[98] has been at the core of its modus operandi[99] and DNA, but may also carry a seed of self-destruction[100]; an elephant in the room[101] that almost came to an ugly head[102]. In 2020, Unilever resolved[103] a long-running internal governance dispute[104] among board members[105] by choosing London over Rotterdam as its single legal headquarters[106], after shareholder[107] resistance[108] to a Dutch-based structure blocked the plan. The unified group was registered at Unilever House on Victoria Embankment, bringing an end to its historical dual Anglo-Dutch arrangement[109], highlighting the growing strain[110] within.

The marriage may yet endure[111] another 100 years. On the other hand[112], the minute it starts to look like a liability[113], decisive action[114] will follow swiftly[115].

[97] **to bring home the bacon** tə brɪŋ həʊm ðə 'beɪkən **zarabiać na chleb**
[98] **approach** ə'prəʊtʃ **podejście**
[99] **modus operandi** ˌməʊdəs ˌɒpə'rændaɪ **sposób działania**
[100] **self-destruction** 'selfdɪs'trʌkʃən **autodestrukcja**
[101] **elephant in the room** 'elɪfənt ɪn ðə ru:m **oczywisty problem, który jest ignorowany**
[102] **to come to an ugly head** tə kʌm tʊ ən 'ʌglɪ hed **doprowadzić do poważnego kryzysu**
[103] **to resolve sth** tə rɪ'zɒlv 'sʌmθɪŋ **rozwiązać coś**
[104] **governance dispute** 'gʌvənəns dɪs'pju:t **spór korporacyjny**
[105] **member** 'membə **członek**
[106] **headquarters** 'hed'kwɔ:təz **centrala**
[107] **shareholder** 'ʃeəˌhəʊldə **akcjonariusz, udziałowiec**
[108] **resistance** rɪ'zɪstəns **opór, sprzeciw**
[109] **arrangement** ə'reɪndʒmənt **porozumienie**
[110] **strain** streɪn **napięcie**
[111] **to endure** tʊ ɪn'djʊə **przetrwać**
[112] **on the other hand** ɒn ði: 'ʌðə hænd **z drugiej strony**
[113] **liability** ˌlaɪə'bɪlətɪ **obciążenie**
[114] **decisive action** dɪ'saɪsɪv 'ækʃən **zdecydowane działanie**
[115] **to follow swiftly** tə 'fɒləʊ 'swɪftli **nastąpić szybko**

Former Major Brands / Product Lines (Sold or Spun Off[1])

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

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

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

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

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

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

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

Beauty & Personal Care
- Dove
- Rexona / Sure
- Axe / Lynx
- Sunsilk
- TRESemmé
- Vaseline
- Lux
- Pond's

Home Care
- Persil
- Omo
- Surf
- Comfort
- Domestos
- Cif

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

Food, Condiments & Nutrition
- Knorr
- Hellmann's
- Marmite
- Maille
- Bovril
- Horlicks (selected markets)

Health & Wellbeing
- Liquid I.V.
- Olly
- Nutrafol

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

INFOBOX

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Malaysia – A Magical Kingdom[1] of Contrasts

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

[1] kingdom ˈkɪŋdəm **królestwo**
[2] remarkable rɪˈmɑːkəbl **niezwykły**
[3] cuisine kwiˈziːn **kuchnia**
[4] stunning ˈstʌnɪŋ **zachwycający**
[5] landscape ˈlændskeɪp **krajobraz, pejzaż**
[6] to have sth on one's plate tə hæv ˈsʌmθɪŋ ɒn wʌnz pleɪt **mieć dużo na głowie**

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



A WORD WORTH REMEMBERING

foodie
/ˈfuːdi/
pot. smakosz

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

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

Today, Malaysia is a constitutional monarchy with a unique rotating kingship[24], where the Yang di-Pertuan Agong is chosen every five years from nine hereditary[25] Malay rulers. Its parliamentary system follows the Westminster model, with competitive multiparty[26] elections. Modern Malaysia is outward-looking[27], business-friendly and focused on economic development and social stability.

Geographic and Ethnic Diversity

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

[7] **diverse** daɪ'vɜːs **zróżnicowany**
[8] **multicultural exchange** ˌmʌlti'kʌltʃərəl ɪks'tʃeɪndʒ **wymiana międzykulturowa**
[9] **trade network** treɪd 'netwɜːk **sieć handlowa**
[10] **spice route** spaɪs ruːt **szlak przypraw**
[11] **to vie for** tə vaɪ fə **rywalizować**
[12] **ultimately** 'ʌltɪmətli **koniec końców**
[13] **rule** ruːl **rządy**
[14] **lasting** 'lɑːstɪŋ **trwały**
[15] **influence** 'ɪnflʊəns **wpływ**
[16] **peninsula** pə'nɪnsjʊlə **półwysep**
[17] **unified** 'juːnɪfaɪd **zjednoczony**
[18] **rubber** 'rʌbə **kauczuk**
[19] **tin** tɪn ***tu:*** **cyna**
[20] **industry** 'ɪndəstrɪ **branża**
[21] **Malayan Emergency** mə'leɪən ɪ'mɜːdʒənsɪ **powstanie malajskie**
[22] **to gain independence** tə geɪn ˌɪndɪ'pendəns **zdobyć niepodległość**
[23] **briefly** 'briːfli **na krótko**
[24] **kingship** 'kɪŋʃɪp **panowanie**
[25] **hereditary** hɪ'redɪtərɪ **dziedziczny**
[26] **multiparty** ˌmʌlti'pɑːti **wielopartyjny**
[27] **outward-looking** 'aʊtwəd lʊkɪŋ **otwarty, ukierunkowany na zewnątrz**







and East Malaysia on northern Borneo. Peninsular Malaysia borders[28] Thailand to the north and Singapore to the south, with forested mountains flanked by fertile[29] coastal plains[30]. East Malaysia, which is dominated by rugged[31] highlands[32], dense[33] rainforests[34] and extensive[35] river systems, shares borders on the island of Borneo with Indonesia and Brunei.

Its equatorial[36] climate brings consistent heat, high humidity[37] and heavy rainfall, supporting remarkable biodiversity, including Malayan tigers, orangutans and Bornean pygmy elephants[38]. Sustainability[39] has become a growing priority, as Malaysia balances conservation[40] with pressures from urban[41] growth, agriculture[42] and industry. Issues such as deforestation[43], flash flooding[44] and coastal erosion[45] have prompted[46] government[47] commitments[48] to reforestation, renewable energy[49] and climate-resilient[50] infrastructure.

Malaysia's population is roughly[51] 34 million, concentrated in the west. Kuala Lumpur, the national capital[52], is known for its iconic skyline[53], retail districts[54] and cultural landmarks[55], while the administrative capital, Putrajaya, lies 25 km south and hosts[56] key ministries.

Other major urban centres include George Town in Penang, a UNESCO-listed city with heritage[57] architecture and a strong services and technology sector; Johor Bahru, a growing industrial hub[58] adjacent[59] to Singapore; Ipoh, historically linked to tin mining; and Kota Kinabalu and Kuching in East Malaysia, gateways[60] to ecotourism and local industry.

It is one of Asia's most ethnically varied countries. Malays and other indigenous[61]

[28] **to border sth** tə 'bɔ:də 'sʌmθɪŋ **graniczyć z czymś**
[29] **fertile** 'fɜ:taɪl **żyzny**
[30] **plain** pleɪn **równina**
[31] **rugged** 'rʌgɪd ***tu:*** **surowy, nierówny**
[32] **highland** 'haɪlənd **wyżyna**
[33] **dense** dens **gęsty**
[34] **rainforest** 'reɪnfɒrɪst **las deszczowy**
[35] **extensive** ɪks'tensɪv **rozległy**
[36] **equatorial** ˌekwə'tɔ:rɪəl **równikowy**
[37] **humidity** hju:'mɪdətɪ **wilgotność**
[38] **pygmy elephant** 'pɪgmɪ 'elɪfənt **słoń karłowaty**
[39] **sustainability** səˌsteɪnə'bɪlətɪ **zrównoważony rozwój**
[40] **conservation** ˌkɒnsɜ:'veɪʃən ***tu:*** **ochrona przyrody**
[41] **urban** 'ɜ:bən **miejski**
[42] **agriculture** 'ægrɪkʌltʃə **rolnictwo**
[43] **deforestation** ˌdi:ˌfɒrɪ'steɪʃn **wylesianie**
[44] **flash flooding** flæʃ 'flʌdɪŋ **powódź błyskawiczna**
[45] **coastal erosion** 'kəʊstəl ɪ'rəʊʒən **erozja przybrzeżna**
[46] **to prompt sb to do sth** tə prɒmpt 'sʌmbədɪ tə du: 'sʌmθɪŋ **skłaniać kogoś do czegoś**
[47] **government** 'gʌvnmənt **rząd**
[48] **commitment** kə'mɪtmənt **zobowiązanie**
[49] **renewable energy** rɪ'nju:əbl 'enədʒɪ **energia odnawialna**
[50] **climate-resilient** 'klaɪmɪt rɪ'zɪlɪənt **odporny na zmiany klimatu**
[51] **roughly** 'rʌflɪ **w przybliżeniu**
[52] **capital** 'kæpɪtl **stolica**
[53] **skyline** 'skaɪlaɪn **panorama**
[54] **retail district** 'ri:teɪl 'dɪstrɪkt **dzielnica handlowa**
[55] **landmark** 'lændmɑ:k **zabytek**
[56] **to host sth** tə həʊst'sʌmθɪŋ **mieścić coś**
[57] **heritage** 'herɪtɪdʒ **dziedzictwo**
[58] **hub** hʌb **centrum, ośrodek**
[59] **adjacent** ə'dʒeɪsənt **graniczący**
[60] **gateway** 'geɪtweɪ **brama**
[61] **indigenous** ɪn'dɪdʒɪnəs **rdzenny, tubylczy**

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

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

Tourism and Major Attractions

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

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

1. Kuala Lumpur and the Petronas Twin Towers

The capital is Malaysia's most visited city and a natural starting point. The

NOT ONLY IS THERE A HUGE VARIETY OF DISHES, BUT MEALS OFTEN COST LITTLE MORE THAN A BOTTLE OF WATER IN EUROPE.

Petronas Twin Towers, once the world's tallest buildings, dominate the skyline and offer panoramic views from the Skybridge and observation decks[75]. Beyond the architecture, visitors can explore Chinatown's bustling[76] markets, Little India's colourful streets, the Islamic Arts Museum, or the modern retail precincts[77] of Bukit Bintang. KL, as it is often called, is also a transport hub, facilitating[78] onward travel across the country.

2. George Town, Penang

Penang's capital is one of Southeast Asia's most atmospheric heritage cities. Its mix of British colonial buildings, clan houses[79], temples and shophouses earned UNESCO World Heritage status. The city is celebrated for its food scene, blending Malay, Chinese and Indian flavours in vibrant[80] street food traditions. Cultural highlights[81] include Armenian Street murals, the Blue Mansion and Kek Lok Si Temple, while Penang Hill offers cooler air and sweeping[82] coastal views.

3. Langkawi Island

Langkawi, off the northwest coast, is Malaysia's premier[83] beach destination. Long sandy bays, warm seas, high-end[84] resorts and protected mangroves[85] draw tourists year-round. The Langkawi Sky Bridge, suspended between hilltops, is one of the island's most photographed landmarks. Visitors can enjoy island-hopping[86], snorkelling[87], kayaking in mangroves or duty-free shopping[88], which adds to the island's appeal[89].

4. Mount Kinabalu, Sabah

At 4,095 metres, Mount Kinabalu is Malaysia's highest peak[90] and a highlight of Borneo. The climb is non-technical but demanding[91], usually completed over two days with an overnight stay in mountain lodges[92]. Kinabalu National Park, a UNESCO site, surrounds the mountain and boasts[93] remarkable biodiversity, including rare[94] orchids, pitcher plants[95] and over 300 bird species[96].

5. Borneo Rainforests and Sepilok Orangutan Rehabilitation Centre

East Malaysia's rainforests are among the world's oldest. At Sabah's Sepilok Orangutan Rehabilitation Centre, rescued orangutans are prepared for return to the wild. Nearby, the Bornean Sun Bear Conservation Centre and Kinabatangan River offer encounters[97] with proboscis monkeys[98], pygmy elephants and

[62] **descendant** dɪ'sendənt **potomek**
[63] **minority** maɪ'nɒrətɪ **mniejszość**
[64] **state religion** steɪt rɪ'lɪdʒən **religia państwowa**
[65] **freedom of worship** 'fri:dəm ɒv 'wɜ:ʃɪp **wolność wyznania**
[66] **community** kə'mju:nətɪ **wspólnota, społeczność**
[67] **to contribute to sth** tə kən'trɪbju:t tə'sʌmθɪŋ **wnosić wkład w coś**
[68] **to enrich sth** tʊ ɪn'rɪtʃ 'sʌmθɪŋ **wzbogacić coś**
[69] **society** sə'saɪətɪ **społeczeństwo**
[70] **management** 'mænɪdʒmənt **zarządzanie**
[71] **economic equity** ˌekə'nɒmɪk 'ekwɪtɪ **równość ekonomiczna**
[72] **cultural identity** 'kʌltʃərəl aɪ'dentətɪ **tożsamość kulturowa**
[73] **urban buzz** 'ɜ:bən bʌz **miejski gwar**
[74] **pristine** 'prɪsti:n **dziewiczy**
[75] **Observation Deck** ˌɒbzə'veɪʃən dek **taras widokowy**
[76] **bustling** 'bʌslɪŋ **tętniący życiem**
[77] **retail precinct** 'ri:teɪl 'pri:sɪŋkt **dzielnica handlowa**
[78] **to facilitate sth** tə fə'sɪlətеɪt 'sʌmθɪŋ **umożliwiać coś**
[79] **clan house** klæn haʊs **dom klanowy**
[80] **vibrant** 'vaɪbrənt **ekscytujący**
[81] **highlight** 'haɪlaɪt **atrakcja**
[82] **sweeping** 'swi:pɪŋ **rozległy**
[83] **premier** 'premjə **główny**
[84] **high-end** ˌhaɪ 'end **ekskluzywny**
[85] **mangroves** 'mæŋgrəʊvz **namorzyny**
[86] **island-hopping** 'aɪlənd hɒpɪŋ **przemieszczanie się pomiędzy wieloma wyspami w trakcie jednej podróży**
[87] **snorkelling** 'snɔ:kəlɪŋ **nurkowanie z rurką**
[88] **duty-free shopping** 'dju:tɪ'fri: 'ʃɒpɪŋ **zakupy bezcłowe**
[89] **appeal** ə'pi:l **atrakcyjność**
[90] **peak** pi:k **szczyt**
[91] **demanding** dɪ'mɑ:ndɪŋ **wymagający**
[92] **mountain lodge** 'maʊntɪn lɒdʒ **schronisko górskie**
[93] **to boast sth** tə bəʊst 'sʌmθɪŋ **szczycić się czymś**
[94] **rare** reə **rzadki**
[95] **pitcher plant** 'pɪtʃə plɑ:nt **dzbanecznik**
[96] **species** 'spi:ʃi:z **gatunek**
[97] **encounter** ɪn'kaʊntə **spotkanie**
[98] **proboscis monkey** prəʊ'bɒskɪs 'mʌŋkɪ **nosacz sundajski**

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crocodiles. Multi-day river safaris and guided[99] night walks maximise wildlife spotting[100] opportunities.

6. Melaka (Malacca)

Melaka, on the west coast, showcases[101] centuries of Portuguese, Dutch and British influence. Visitors can explore Dutch Square, the remains of A Famosa fort, or take a river cruise[102] past colonial façades and street art. Jonker Street comes alive at weekends with a vibrant night market. Melaka appeals to travellers interested in multicultural heritage and maritime[103] history.

7. The Cameron Highlands

For a cooler climate, travellers head inland[104] to the Cameron Highlands, 1,000-1,500 metres above sea level. Developed by the British as a hill station, the region retains[105] a colonial feel, with tea plantations, strawberry farms and Tudor-style buildings. Highlights include the BOH Tea Estate, mossy[106] forest walks[107] and scenic[108] viewpoints. The area is popular for trekking, photography and escaping the tropical heat.

8. Taman Negara National Park

One of the world's oldest rainforests, Taman Negara spans[109] over 4,000 km² across Peninsular Malaysia. Visitors enjoy jungle trekking, river cruises and canopy walkways[110], with chances to spot wildlife such as tapirs, gibbons and the elusive[111] Malayan tiger. The park caters to[112] eco-tourists of all experience levels seeking immersive[113] rainforest adventures.

9. The Perhentian Islands

On the northeast coast, the Perhentians are famed for turquoise waters, coral reefs and a laid-back[114] backpacker[115] atmosphere. Snorkellers can encounter turtles, reef sharks[116] and colourful fish. With no major roads, travel is by foot or water taxi, preserving[117] a sense of simplicity and natural beauty. The surrounding waters are ideal for diving[118], offering excellent visibility[119].

10. Kuching and Bako National Park

Kuching, the riverside capital of Sarawak, is known for its relaxed charm, museums, colonial architecture and food markets. Nearby Bako National Park introduces[120] visitors to Borneo's wildlife, with sightings[121] of proboscis monkeys, monitor lizards[122] and unusual coastal rock formations. Well-marked[123] trails and half-day accessibility make the park suitable[124] for travellers with limited time.

[99] **guided** 'gaɪdɪd **z przewodnikiem**
[100] **spotting** 'spɒtɪŋ **podglądanie**
[101] **to showcase sth** tə 'ʃəʊkeɪs 'sʌmθɪŋ **prezentować coś**
[102] **river cruise** 'rɪvə kru:z **rejs po rzece**
[103] **maritime** 'mærɪtaɪm **morski**
[104] **inland** 'ɪnlænd **w głąb lądu**
[105] **to retain** tə rɪ'teɪn **zachowywać**
[106] **mossy** 'mɒsɪ **pokryty mchem**
[107] **walk** wɔ:k **trasa spacerowa**
[108] **scenic** 'si:nɪk **malowniczy**
[109] **to span** tə spæn **rozciągać się, obejmować**
[110] **canopy walkway** 'kænəpɪ 'wɔ:kweɪ **kładka linowa**
[111] **elusive** ɪ'lu:sɪv **nieuchwytny**
[112] **to cater to sb** tə 'keɪtə tə 'sʌmbədɪ **adresować swoją ofertę do kogoś, spełniać czyjeś potrzeby**
[113] **immersive** ɪ'mɜ:sɪv **wciągający**
[114] **laid-back** ˌleɪd 'bæk **wyluzowany**
[115] **backpacker** 'bækpækə(r) **turysta wędrujący z plecakiem**
[116] **reef shark** ri:f ʃɑ:k **rekin rafowy**
[117] **to preserve sth** tə prɪ'zɜ:v 'sʌmθɪŋ **zachowywać coś**
[118] **diving** 'daɪvɪŋ **nurkowanie**
[119] **visibility** ˌvɪzɪ'bɪlətɪ **widoczność**
[120] **to introduce sth** tʊ ˌɪntrə'dju:s 'sʌmθɪŋ **przedstawiać coś**
[121] **sighting** 'saɪtɪŋ ***tu:*** **obserwacja**
[122] **monitor lizard** 'mɒnɪtə 'lɪzəd **waran**
[123] **well-marked** 'wel'mɑ:kt **dobrze oznakowany**
[124] **suitable** 'su:təbl **odpowiedni**

ITINERARIES AND INEVITABILITIES

Fill the gaps with the correct form of be bound to or be due to. (Remember to conjugate "be": am / is / are)
[Remember: Use bound to for things that are certain to happen. Use due to for things that are scheduled to happen.]

1. The views from the Petronas Towers' Skybridge _____ take your breath away.
2. According to the timetable, the train to Ipoh _____ arrive at 14:30.
3. Visitors to Penang's hawker centres _____ gain a few kilos because the food is so delicious.
4. The monsoon season _____ bring heavy rain, so pack your waterproofs.
5. Our team's flights _____ touch down in Kuala Lumpur early tomorrow morning.
6. Our trip to the ancient rainforests of Borneo _____ be an unforgettable experience.
7. Beginning next June, boats for the Perhentian Islands _____ depart twice daily, weather permitting.
8. If you walk around KL for too long in this heat, you _____ get sweaty!

BEM TEST

Answer Key: 1. are bound to (Certainty – Plural Subject), 2. is due to (Schedule – Singular Subject), 3. are bound to (Certainty – Plural Subject), 4. is bound to (Certainty/Inevitability – Singular Subject), 5. are due to (Schedule – Plural Subject), 6. is bound to (Certainty – Singular Subject), 7. are due to (Schedule – Plural Subject), 8. are bound to (Certainty – You)

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If you are the outdoor, active type, there is no end of activities that might tickle your fancy[125] or give you an adrenaline rush[126]. You might want to:

- snorkel or dive around the Perhentians, Tioman, Sipadan and Langkawi
- trek in Kinabalu Park, the Cameron Highlands, Taman Negara or Borneo's rainforest reserves
- explore heritage cities such as Melaka, George Town and Kuala Lumpur
- go island-hopping
- take part in adventure sports like ziplining[127] and rafting
- enjoy food tours in Penang, KL and Ipoh.

Flights, Travel and Getting Around[128] Malaysia

OK, let's say you are sold on[129] the idea of visiting Malaysia. How easy is it to get there and travel around the country? For starters[130], EU citizens[131] don't need visas, so you can start searching for flight bargains[132] right away.

Malaysia is well-connected to Europe, with Kuala Lumpur International Airport (KLIA) as the main entry point. Direct flights[133] from London and other European hubs operate, with indirect connections via cities like Singapore, Doha, Dubai and Frankfurt. Flight times are typically 12-14 hours direct, or 15-18 hours with stopovers[134]. It pays to book[135] well in advance[136] as, depending on whether you book a long-duration multistop route or go direct, prices could range[137] from EUR 500-1200 per person.

Within Malaysia, domestic[138] travel is efficient[139]. Frequent flights link Kuala Lumpur to Penang, Langkawi, Kota Kinabalu and Kuching, making air travel the quickest way to cover[140] long distances, particularly to East Malaysia. Airlines like Malaysia Airlines and AirAsia offer competitive[141] prices.

For ground transport, Malaysia has reliable[142] train services. The Electric Train Service (ETS) connects Kuala Lumpur with key destinations like Ipoh, Penang and the Thai border. Intercity buses are affordable[143] and connect most major towns, with modern coaches[144] on long-distance routes.

Car hire[145] is also an option for confident[146] drivers, though Kuala Lumpur's traffic[147] can be heavy and hair-raising[148] for the faint-hearted[149]. They may prefer to use KL's public transport network with its integrated metro and monorail[150] system. Alternatively, they could grab a Grab (similar to Uber), which is widely used in Malaysian cities.

Boats and ferries[151] are essential for reaching islands like Langkawi, the Perhentians, and Tioman. They run several times daily with typical one-way fares[152] of around MYR 25-50 (EUR 5-10). Services are generally reliable, but crossings[153] can be choppy[154] or suspended[155] in rough weather[156], especially during the monsoon months.

Malaysia is generally safe for tourists, with low crime rates[157]; however, you might be pestered by pesky[158] midges[159]. Mosquito protection is advisable[160], especially in jungle regions, and remember to stay hydrated[161] in high humidity. In Borneo, travel is equally safe, but visitors should be aware[162] that rainforest areas are more remote[163], with limited transport and medical facilities[164], so taking only planned guided tours is recommended.

Cuisine and Food Culture

Malaysia's cuisine, with Malay, Indian and Chinese influences, is one of its major attractions for foodies[165] drawn to the vibrant fusion[166] of spices, ingredients and cooking styles. Eating out[167] is a big part of daily life, and hawker centres, open-air food courts[168] where individual stalls[169] specialise in particular dishes[170], sit at the heart of local dining culture, alongside night markets and simple street cafés.

Not only is there a huge variety[171] of dishes to choose from, but meals often

[125] **to tickle sb's fancy** tə 'tɪkl 'sʌmbədɪz 'fænsɪ **podobać się komuś**
[126] **adrenaline rush** ə'drenəlɪn rʌʃ **zastrzyk adrenaliny**
[127] **ziplining** 'zɪp laɪnɪŋ **zjeżdżanie tyrolką**
[128] **to get around** tə get ə'raʊnd **poruszać się**
[129] **to be sold on sth** tə bi: səʊld ɒn 'sʌmθɪŋ **być przekonanym do czegoś**
[130] **for starters** fə 'stɑ:təz **na początek**
[131] **citizen** 'sɪtɪzn **obywatel**
[132] **bargain** 'bɑ:gɪn **okazja**
[133] **direct flight** dɪ'rekt flaɪt **lot bezpośredni**
[134] **stopover** 'stɒp,əʊvə **przerwa w podróży, międzylądowanie**
[135] **to book sth** tə bʊk 'sʌmθɪŋ **rezerwować coś**
[136] **in advance** ɪn əd'vɑ:ns **z wyprzedzeniem**
[137] **to range** tə reɪndʒ ***tu:*** **wahać się**
[138] **domestic** də'mestɪk **krajowy**
[139] **efficient** ɪ'fɪʃənt **sprawny**
[140] **to cover sth** tə 'kʌvə 'sʌmθɪŋ ***tu:*** **przemierzać coś**
[141] **competitive** kəm'petɪtɪv **konkurencyjny**
[142] **reliable** rɪ'laɪəbl **niezawodny**
[143] **affordable** ə'fɔ:dəbl **przystępny cenowo**
[144] **coach** kəʊtʃ **autokar**
[145] **car hire** kɑ: 'haɪə **wynajem auta**
[146] **confident** 'kɒnfɪdənt **pewny siebie**
[147] **traffic** 'træfɪk **ruch uliczny**
[148] **hair-raising** 'heə,reɪzɪŋ **jeżący włosy na głowie**
[149] **faint-hearted** 'feɪnt'hɑ:tɪd **bojaźliwy**
[150] **monorail** 'mɒnəʊreɪl **kolej jednoszynowa**
[151] **ferry** 'ferɪ **prom**
[152] **fare** feə ***tu:*** **bilet**
[153] **crossing** 'krɒsɪŋ **przeprawa**
[154] **choppy** 'tʃɒpɪ **wzburzony (w odniesieniu do wody)**
[155] **suspended** səs'pendɪd **zawieszony**
[156] **rough weather** rʌf 'weðə **trudne warunki pogodowe**
[157] **crime rate** kraɪm reɪt **wskaźnik przestępczości**
[158] **pesky** 'peskɪ **dokuczliwy**
[159] **midge** mɪdʒ **komar**
[160] **advisable** əd'vaɪzəbl **wskazany**
[161] **hydrated** 'haɪdreɪtɪd **nawodniony**
[162] **aware** ə'weə **świadomy**
[163] **remote** rɪ'məʊt **trudno dostępny**
[164] **medical facility** 'medɪkəl fə'sɪlətɪ **placówka służby zdrowia**
[165] **foodie** 'fu:di ***pot.*** **smakosz**
[166] **fusion** 'fju:ʒən **połączenie**
[167] **eating out** 'i:tɪŋ aʊt **jedzenie na mieście**
[168] **open-air food court** 'əʊpən eə fu:d kɔ:t **otwarte place, strefy gastronomiczne**
[169] **stall** stɔ:l **stoisko**
[170] **dish** dɪʃ **danie**
[171] **variety** və'raɪətɪ **różnorodność**

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cost little more than a bottle of water in Europe. Mid-range[172] restaurants remain inexpensive, and even high-end dining offers excellent value.

What to Eat

You could do worse than starting with nasi lemak, often considered the national dish. It features coconut rice with sambal, fried anchovies, peanuts, egg, cucumber, and sometimes fried chicken or rendang. Char kway teow, a Penang speciality, is wok-fried flat noodles[173] with prawns[174], egg, bean sprouts, and chives[175], celebrated for its distinctive[176] "wok hei." Laksa (a noodle soup) comes in regional variations such as curry laksa, tangy Penang asam laksa, and Sarawak laksa with its unique spice paste.

Other staples[177] include roti canai (flatbread with dhal or curry), satay (skewered meat[178] with peanut sauce), Hainanese chicken rice, banana leaf rice, nasi kandar, and beef rendang. Drinks are integral to the experience, with teh tarik, Malaysia's frothy[179] "pulled tea," a national favourite.

Each region has its specialities. Penang is the culinary capital, famed for char kway teow, asam laksa, and Penang rojak. Sabah offers hinava (lime-marinated raw fish[180]) and Tuaran mee. Sarawak is known for kolo mee and its distinctive laksa. The east coast (Kelantan and Terengganu) serves nasi kerabu (blue herb rice with grilled meat) and keropok lekor (fried fish crackers[181]).

Desserts and snacks[182] are coconut-rich and colourful. Cendol is shaved ice[183] with coconut milk and palm sugar. Bite-sized[184] kuih, peanut-filled apam balik, and pisang goreng are widely available and inexpensive[185].

Where to Eat

The options are as varied as the menu. Hawker centres and food courts form the heart of Malaysian dining, letting visitors mix dishes at low prices (MYR 10-25 / EUR 2-5 per meal). Night markets offer rotating street foods, with snacks around MYR 2-10 (EUR 0.40-2) and fuller meals MYR 8-20 (EUR 1.60-4.00).

Mid-range restaurants across Kuala Lumpur, Penang, and other cities serve Malay, Chinese, Indian, and fusion cuisine. Main dishes typically cost MYR 25-50 (EUR 5-10), with full meals MYR 60-120 (EUR 12-24). High-end dining is growing, including tasting menus[186] and hotel buffets (MYR 90-600 / EUR 18-120).

Alcohol is available, but pricey[187] due to tax[188], except in duty-free Langkawi.

Where to Stay

If you are an avid[189] backpacker, Malaysia offers excellent-value accommodation[190] for independent travellers. The more hardcore you are, the less you'll pay. Budget options include hostels, capsule hotels[191] and simple guesthouses[192]: dormitory beds[193] in a hostel usually cost MYR 25–50 (EUR 5–10), and basic private rooms MYR 60–120 (EUR 12–24).

For those seeking a little more comfort and privacy, mid-range hotels are abundant[194] in cities and tourist areas; a standard double room in a 3-4 star property[195] typically costs MYR 150-300 (EUR 30-60). Boutique heritage hotels[196] in Penang and Melaka are slightly higher at MYR 250-400 (EUR 50-80).

Beach destinations offer chalet-style[197] rooms from MYR 120-250 (EUR 24-50) and resorts[198] from MYR 450+ (EUR 90+). Serviced apartments[199] are another good-value option, generally MYR 200-350 (EUR 40-70) per night.

Selamat Jalan (Safe Journey)

So there you go. You might need to save your pennies to fork out[200] for the long-haul flight[201], but once there, you will find you get plenty of bang for your buck[202] in terms of[203] reasonably priced food, accommodation, and travel. It is sure to be an adventure of a lifetime!



172 **mid-range** ˌmɪd 'reɪndʒ **ze średniej półki**
173 **flat noodles** flæt 'nuːdlz **makaron wstążki (np. ryżowy)**
174 **prawns** prɔːnz **krewetki**
175 **chives** tʃaɪvz **szczypiorek**
176 **distinctive** dɪs'tɪŋktɪv **charakterystyczny**
177 **staple** 'steɪpl ***tu:*** **podstawowa potrawa**
178 **skewered meat** 'skjʊəd miːt **szaszłyk, mięso na patyku**
179 **frothy** 'frɒθɪ **z pianką**
180 **raw fish** rɔː fɪʃ **surowa ryba**
181 **fish crackers** fɪʃ 'krækəz **krakersy rybne**
182 **snack** snæk **przekąska**
183 **shaved ice** ʃeɪvd aɪs **deser z kruszonego lodu**
184 **bite-sized** 'baɪt saɪzd **na jeden kęs**
185 **inexpensive** ˌɪnɪks'pensɪv **niedrogi**
186 **tasting menu** 'teɪstɪŋ 'menjuː **menu degustacyjne**
187 **pricey** 'praɪsi **drogi**
188 **tax** tæks **podatek**
189 **avid** 'ævɪd **zagorzały**
190 **accommodation** əˌkɒmə'deɪʃən **zakwaterowanie**
191 **capsule hotel** 'kæpsjuːl həʊ'tel **hotel kapsułowy**
192 **guesthouse** 'gest haʊs **pensjonat**
193 **dormitory bed** 'dɔːmɪtrɪ bed **łóżko w pokoju wieloosobowym**
194 **abundant** ə'bʌndənt **liczny**
195 **property** 'prɒpətɪ ***tu:*** **obiekt**
196 **boutique heritage hotel** buː'tiːk 'herɪtɪdʒ həʊ'tel **hotel butikowy w zabytkowym budynku**
197 **chalet-style** 'ʃæleɪ staɪl **w stylu nawiązującym do drewnianych domków letniskowych lub górskich chat**
198 **resort** rɪ'zɔːt **kurort**
199 **serviced apartment** 'sɜːvɪst ə'pɑːtmənt **apartament z obsługą**
200 **to fork out** tə fɔːk aʊt ***pot.*** **wybulić**
201 **long-haul flight** ˌlɒŋ 'hɔːl flaɪt **daleki lot**
202 **bang for the buck** bæŋ fə ðə bʌk **warte swojej ceny**
203 **in terms of sth** ɪn tɜːmz ɒv 'sʌmθɪŋ **pod względem czegoś**

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Business and Economy in Malaysia

Malaysia is one of Southeast Asia's most dynamic economies, known for rapid industrialisation, export-oriented growth and strong integration into global trade[1].

Once reliant on[2] tin[3], rubber[4] and palm oil[5], the country has diversified[6] into electronics, petrochemicals, automotive production and financial services. Its strategic location along major shipping routes[7], modern infrastructure and ASEAN (*see Fact Box*) membership[8] make it attractive to foreign investors[9].

Key Industries[10]

- Manufacturing[11]: Electronics, semiconductors[12], automotive components, medical devices[13]
- Natural resources[14]: Petroleum[15], liquefied natural gas, palm oil, rubber
- Services[16]: Banking, fintech, logistics, healthcare[17], education, tourism
- Agriculture[18] and ecotourism: Particularly in East Malaysia, including Sabah and Sarawak

Exports are dominated by electronics and electrical products, followed by petroleum, palm oil (*see Fact Box*), machinery and rubber products. Tourism contributes to foreign exchange[19] earnings, while the service sector is increasingly significant, reflecting[20] Malaysia's shift toward[21] a knowledge-based[22] economy.

Opportunities[23] for Foreign Investors

- Manufacturing: Electronics, semiconductors, automotive parts, medical devices
- Services and start-ups: Fintech, healthtech, logistics, education
- Regional HQ[24] and supply chains[25]: Strategic location and skilled workforce[26] facilitate ASEAN market access
- High-value sectors: Renewable energy[27], biotechnology, advanced manufacturing
- Special economic zones[28] and free-trade agreements[29] further simplify trade and investment for foreign businesses.

Government Support[30] and Incentives[31]

The government provides incentives to encourage foreign investment:

- Tax breaks[32] and reduced corporate rates[33] for approved industries
- Investment allowances[34] and grants through the Malaysian Investment Development Authority (MIDA)
- Priority support for high-tech manufacturing, renewable energy and biotechnology

These measures[35], combined with competitive operational costs and a skilled workforce, make Malaysia an attractive destination for investors and entrepreneurs[36].

Challenges and Risks

While Malaysia is generally business-friendly, there are some hurdles[37]:

- Bureaucracy: Multiple agencies involved in permits[38] and approvals[39]
- Corruption: Lower than many regional peers[40], but vigilance[41] is required
- Regulatory restrictions: Foreign ownership[42] limitations in certain sectors and local content requirements[43]

[1] **global trade** 'gləʊbəl treɪd **światowy handel**
[2] **reliant on sth** rɪ'laɪənt ɒn 'sʌmθɪŋ **zależny od czegoś, opierający się na czymś**
[3] **tin** tɪn **cyna**
[4] **rubber** 'rʌbə **kauczuk**
[5] **palm oil** pɑ:m ɔɪl **olej palmowy**
[6] **to diversify** tə daɪ'vɜ:sɪfaɪ **dywersyfikować, poszerzać zakres**
[7] **shipping route** 'ʃɪpɪŋ ru:t **szlak handlowy**
[8] **membership** 'membəʃɪp **członkostwo**
[9] **foreign investor** 'fɒrɪn ɪn'vestə **inwestor zagraniczny**
[10] **key industries** ki: 'ɪndəstrɪz **kluczowe gałęzie przemysłu**
[11] **manufacturing** ˌmænjʊ'fæktʃərɪŋ **produkcja przemysłowa**
[12] **semiconductor** 'semɪkən'dʌktə **półprzewodnik**
[13] **medical device** 'medɪkəl dɪ'vaɪs **wyrób medyczny**
[14] **natural resources** 'nætʃrəl rɪ'sɔ:sɪz **zasoby naturalne**
[15] **petroleum** pɪ'trəʊljəm **ropa naftowa**
[16] **services** 'sɜ:vɪsɪz **usługi**
[17] **healthcare** 'helθ keə(r) **opieka zdrowotna**
[18] **agriculture** 'ægrɪkʌltʃə **rolnictwo**
[19] **foreign exchange** 'fɒrɪn ɪks'tʃeɪndʒ **wymiana walut**
[20] **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ **pokazywać, odzwierciedlać coś**
[21] **shift toward sth** ʃɪft tə'wɔ:d 'sʌmθɪŋ **zwrot ku czemuś**
[22] **knowledge-based** 'nɒlɪdʒ beɪst **oparty na wiedzy**
[23] **opportunities** ˌɒpə'tju:nɪtɪz **możliwości**
[24] **HQ = headquarters** ˌeɪtʃ 'kju: 'hed'kwɔ:təz **siedziba**
[25] **supply chain** sə'plaɪ tʃeɪn **łańcuch dostaw**
[26] **workforce** 'wɜ:kfɔ:s **siła robocza**
[27] **renewable energy** rɪ'nju:əbl 'enədʒɪ **odnawialne źródła energii**
[28] **special economic zone** 'speʃəl ˌekə'nɒmɪk zəʊn **specjalna strefa ekonomiczna**
[29] **free-trade agreement** 'fri:'treɪd ə'gri:mənt **umowa o wolnym handlu**
[30] **government support** 'gʌvnmənt sə'pɔ:t **wsparcie rządowe**
[31] **incentive** ɪn'sentɪv **zachęta**
[32] **tax break** tæks breɪk **ulga podatkowa**
[33] **corporate rates** 'kɔ:pərət reɪts **stawki CIT**
[34] **investment allowance** ɪn'vestmənt ə'laʊəns **ulga inwestycyjna**
[35] **measures** 'meʒəz **środki**
[36] **entrepreneur** ˌɒntrəprə'nɜ: **przedsiębiorca**
[37] **hurdle** 'hɜ:dl **przeszkoda, problem**
[38] **permit** 'pɜ:mɪt **zezwolenie**
[39] **approval** ə'pru:vəl **zgoda**
[40] **regional peer** 'ri:dʒənl pɪə **regionalny konkurent**
[41] **vigilance** 'vɪdʒɪləns **czujność**
[42] **foreign ownership** 'fɒrɪn 'əʊnəʃɪp **udział zagraniczny**
[43] **requirement** rɪ'kwaɪəmənt **wymóg**

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- Market and environmental compliance[44]: Labour rules[45], safety standards and sustainability[46] regulations must be observed
- Political factors[47]: Coalition governments and periodic electoral shifts[48] can affect policy priorities

Despite these challenges, careful planning and local partnerships can help investors navigate the market successfully. Malaysia's financial system is stable and well-regulated, balancing conventional and Islamic banking, with liquid capital markets[49] and generally prudent[50] fiscal management. Growth can fluctuate with global trends and commodity prices[51], but the overall investment climate is predictable[52].

Malaysia continues to offer strong fundamentals for business: a diversified economy (manufacturing, services, natural resources[53], tourism), a strategic location with access to ASEAN and wider Indo-Pacific markets, modern transport and digital infrastructure[54], a multilingual[55], skilled workforce, and a range of government incentives.

While bureaucracy, regulatory complexity and occasional political shifts pose[56] some risk, Malaysia remains one of Asia's more pragmatic and accessible[57] destinations for foreign investment, regional headquarters and high-tech[58] ventures[59].

Palm Oil

Palm oil is a major Malaysian export, but also a source of environmental criticism. Concerns focus on deforestation[1], habitat loss[2] and emissions from land clearing[3]. Malaysia has introduced sustainability standards, including MSPO certification, but enforcement[4] varies. The industry is improving, yet its environmental record remains mixed, keeping pressure[5] on Malaysia to prove its palm oil is produced responsibly.

[1] **deforestation** ˌdiːˌfɒrɪˈsteɪʃn **wylesianie**
[2] **habitat loss** ˈhæbɪtæt lɒs **utrata siedlisk**
[3] **land clearing** lænd ˈklɪərɪŋ **karczowanie gruntów**
[4] **enforcement** ɪnˈfɔːsmənt **wprowadzanie w życie**
[5] **pressure** ˈpreʃə **presja**

INFOBOX

[44] **compliance** kəmˈplaɪəns **zgodność, stosowanie się**
[45] **labour rules** ˈleɪbə ruːlz **prawo pracy**
[46] **sustainability** səˌsteɪnəˈbɪləti **zrównoważony rozwój**
[47] **factor** ˈfæktə **czynnik**
[48] **electoral shift** ɪˈlektərəl ʃɪft **zmiany w poparciu wyborców, przetasowania wyborcze**
[49] **capital markets** ˈkæpɪtl ˈmɑːkɪts **rynki kapitałowe**
[50] **prudent** ˈpruːdənt **rozważny, ostrożny**
[51] **commodity prices** kəˈmɒdətɪ ˈpraɪsɪz **ceny surowców**
[52] **predictable** prɪˈdɪktəbl **przewidywalny**
[53] **natural resources** ˈnætʃrəl rɪˈsɔːsɪz **zasoby naturalne**
[54] **digital infrastructure** ˈdɪdʒɪtl ˈɪnfrəstrʌktʃə(r) **infrastruktura cyfrowa**
[55] **multilingual** ˌmʌltiˈlɪŋgwəl **znający języki obce**
[56] **to pose a risk** tə pəʊz ə rɪsk **stanowić ryzyko**
[57] **accessible** əkˈsesəbl **dostępny, przystępny**
[58] **high-tech** ˌhaɪ ˈtek **zaawansowany technologicznie**
[59] **venture** ˈventʃə **przedsięwzięcie**

ASEAN

- Full Name: Association of Southeast Asian Nations
- Founded: 1967
- Members: Brunei, East Timor, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam.
- Purpose: To promote regional stability, economic cooperation, political dialogue and cultural exchange across Southeast Asia.

Economic Role:

- Represents a combined population of over 650 million.
- One of the world's fastest-growing economic blocs.
- Operates the ASEAN Free Trade Area (AFTA), reducing tariffs[1] and encouraging[2] cross-border trade[3].
- Encourages investment flows through harmonised standards, economic integration and shared initiatives.

Business Significance[4]:

- Forms a single regional market with increasing intra[5]-ASEAN trade and supply-chain development.
- Attracts substantial[6] foreign investment due to its strategic location between India and China.
- A key platform for economic cooperation, infrastructure projects and digital-economy expansion.

[1] **tariff** ˈtærɪf **cło**
[2] **to encourage** tʊ ɪnˈkʌrɪdʒ **pobudzać, wspierać, zachęcać**
[3] **cross-border trade** ˈkrɒs bɔːdə(r) treɪd **handel transgraniczny**
[4] **business significance** ˈbɪznəs sɪgˈnɪfɪkəns **znaczenie biznesowe**
[5] **intra** ˈɪntrə **wewnątrz**
[6] **substantial** səbˈstænʃəl **pokaźny, znaczny**

INFOBOX

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The Droid You're Looking For?

by Paul Martin from
www.go-native.pl

For decades, science fiction has promised robotic helpers. As 2026 arrives, truly automated assistance may finally be here. **Paul Martin** explores the rise of "embodied intelligence[1]" and meets the new houseguests[2] competing for[3] a place in your living room.



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1X NEO

A WORD WORTH REMEMBERING

convenience
/kənˈviːnjəns/
wygoda, udogodnienie

[1] **embodied intelligence** ɪmˈbɒdɪd ɪnˈtelɪdʒəns **ucieleśniona inteligencja**
[2] **houseguest** haʊsgest **gość**
[3] **to compete for sth** tə kəmˈpiːt fə ˈsʌmθɪŋ **rywalizować, konkurować o coś**

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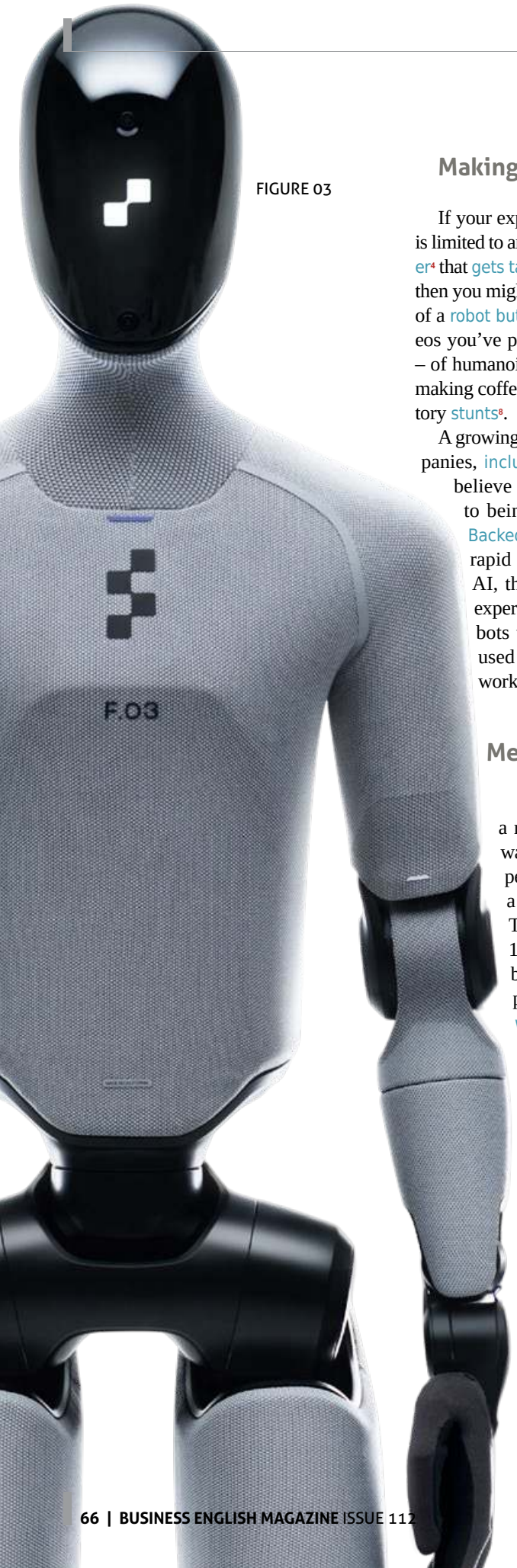

FIGURE 03

Making Moves

If your experience with home robotics is limited to an autonomous vacuum cleaner[4] that gets tangled up in[5] phone chargers, then you might be sceptical about the idea of a robot butler[6]. However, the viral videos you've possibly seen online recently – of humanoid robots folding clothes[7] or making coffee – are no longer just laboratory stunts[8].

A growing number of technology companies, including[9] Tesla and Figure AI, believe humanoid robots are close to being ready for everyday use. Backed by[10] major investment and rapid progress in hardware[11] and AI, they are moving beyond lab experiments and focusing on[12] robots that can be built, sold, and used at scale in real homes and workplaces.

Meet Neo

If you are going to invite a machine into your home to walk among your children and pets, you probably don't want a 100 kg industrial crusher[13]. This is the philosophy behind 1X Technologies' flagship[14] bot, the Neo. Unlike[15] its competitors, who often resemble[16] walking car chassis[17], Neo is designed with a "safety-first" architecture.

The secret lies under the skin. Neo utilises a "tendon-driven[18]" system. Inspired by human biology,

[4] **vacuum cleaner** 'vækjʊəm 'kli:nə **odkurzacz**
[5] **to get tangled up in sth** tə get 'tæŋgld ʌp ɪn 'sʌmθɪŋ **zaplątać się w coś**
[6] **robot butler** 'rəʊbɒt 'bʌtlə **robot-kamerdyner, robot-lokaj**
[7] **to fold clothes** tə fəʊld kləʊðz **składać ubrania**



[8] **stunt** stʌnt **wyczyn**
[9] **including X** ɪn'klu:dɪŋ eks **w tym X, wliczając w to X**
[10] **backed by sth** bækt baɪ 'sʌmθɪŋ **wspierany przez coś**
[11] **hardware** 'hɑ:dweə **sprzęt**
[12] **to focus on sth** tə 'fəʊkəs ɒn 'sʌmθɪŋ **skupiać się, koncentrować się na czymś**
[13] **industrial crusher** ɪn'dʌstrɪəl 'krʌʃə **kruszarka przemysłowa**
[14] **flagship** 'flægʃɪp **flagowy**
[15] **unlike X** 'ʌn'laɪk eks **w przeciwieństwie do X, inaczej niż X**
[16] **to resemble sth** tə rɪ'zembl 'sʌmθɪŋ **przypominać coś, być podobnym do czegoś**
[17] **car chassis** kɑ: 'ʃæsɪ **podwozie samochodowe**
[18] **tendon-driven** 'tendən 'drɪvn **napędzany ścięgnami (często w robotyce bioinspirowanej)**

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TESLA OPTIMUS

motors in the torso[19] pull cables, or tendons, to move the limbs[20]. This means the robot has "inherent compliance[21]," effectively acting like a muscle that can absorb[22] impact[23] safely, rather than a rigid[24] beam[25] that might cause injury[26]. Wrapped in[27] a soft suit rather than exposed metal, it is designed to be pinch-proof[28] and silent, a stark contrast to[29] the whirring[30] gears[31] of its rivals.

The Brains: Physical AI

But how does it know how to fold a shirt? The magic ingredient is something called a VLA model: Vision-Language-Action, part of a broader idea known as embodied intelligence, where understanding comes from having a body that can see and act in the world.

Just as ChatGPT works by being able to predict[32] the next word in a sentence, V-L-A robots predict their next physical movement based on what they see. Because these models have "read" the

[19] **torso** ˈtɔːsəʊ **tułów**
[20] **to move the limbs** tə muːv ðə lɪmz **poruszać kończynami**
[21] **inherent compliance** ɪnˈhɪərənt kəmˈplaɪəns **naturalna podatność, własna elastyczność (zdolność konstrukcji do odkształcenia się pod wpływem siły zewnętrznej)**
[22] **to absorb sth** tʊ əbˈsɔːb ˈsʌmθɪŋ **absorbować, pochłaniać, przyjąć coś**
[23] **impact** ˈɪmpækt ***tu:*** **uderzenie**
[24] **rigid** ˈrɪdʒɪd **sztywny**
[25] **beam** biːm **belka**
[26] **to cause injury** tə kɔːz ˈɪndʒərɪ **spowodować krzywdę**
[27] **wrapped in sth** ræpt ɪn ˈsʌmθɪŋ **owinięty, zapakowany w coś**
[28] **pinch-proof** pɪntʃ pruːf **zabezpieczony przed przytrzaśnięciem (np. palców)**
[29] **a stark contrast to X** ə stɑːk ˈkɒntrɑːst tʊ eks **ogromna różnica w stosunku do X**
[30] **whirring** ˈwɜːrɪŋ **warkoczący**
[31] **gear** gɪə **koło zębate, bieg**
[32] **to predict sth** tə prɪˈdɪkt ˈsʌmθɪŋ **przewidywać coś**

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internet, they possess semantic understanding[33]. This means that they don't need to be told that a wine glass is fragile[34]; they are simply empowered to[35] associate the visual concept of a glass with[36] the linguistic concept of fragility, and therefore they adjust[37] their grip[38] accordingly.

The "Expert" in the Loop[39]

However, before you fire your cleaner, there is a catch[40]. While AI excels at writing poetry or analysing text, it still struggles with[41] the messiness[42] of the physical world. Researchers often describe this as the "100,000-year data gap": humans have been learning how to grasp[43], balance and manipulate objects through embodied experience for millennia[44], but we have only a relatively tiny amount of recorded, digital data showing how bodies actually[45] do this. As a result, tasks that feel trivial to people, picking up[46] a mug without spilling[47] it, folding laundry[48], or navigating a cluttered[49] room, remain unexpectedly hard for machines.

The solution? A human safety net. When Neo encounters[50] something it doesn't understand, it pauses and calls for help[51] via[52] "Expert Mode". A human operator, potentially miles away wearing a VR headset, steps in[53] to guide the robot's hands. Crucially, every time a human helps, the robot learns, creating a flywheel effect[54] that slowly moves the machine toward full autonomy.

The Competition[55]

Neo isn't the only bot on the block[56]. The market has become a battleground of competing philosophies. Tesla Optimus, championed by Elon Musk, bets on scale[57]: by leveraging[58] existing automotive supply chains[59], Tesla aims to push prices below USD 20,000, though critics point out that[60] some headline-grabbing[61] demos[62] relied heavily on[63] human teleoperation.

At the other end sits Figure AI, the Silicon Valley favourite backed by OpenAI, whose Figure 02 and 03 models prioritise high-level reasoning[64] and natural conversation alongside[65] physical agility[66]. Meanwhile, China's Unitree plays the role of budget disruptor[67]: its smaller, acrobatic G1 can reportedly backflip[68] at around USD 16,000, even if its "brain power[69]" lags behind[70] its Western rivals.



[33] **semantic understanding** sɪ'mæntɪk ˌʌndə'stændɪŋ **rozumienie semantyczne (zrozumienie znaczenia, a nie tylko danych)**
[34] **fragile** 'frædʒaɪl **delikatny, kruchy**
[35] **empowered to do sth** ɪm'paʊəd tə duː 'sʌmθɪŋ **mający możliwości, by coś zrobić**
[36] **to associate sth with sth** tʊ ə'səʊʃɪeɪt 'sʌmθɪŋ wɪð 'sʌmθɪŋ **kojarzyć coś z czymś**
[37] **to adjust sth** tʊ ə'dʒʌst 'sʌmθɪŋ **dopasować, dostosować coś**
[38] **grip** grɪp **chwyt**
[39] **in the loop** ɪn ðə luːp **na bieżąco, w obiegu (często w kontekście human-in-the-loop, czyli z udziałem człowieka)**
[40] **catch** kætʃ **haczyk, ukryta trudność**
[41] **to struggle with sth** tə 'strʌgl wɪð 'sʌmθɪŋ **zmagać się, borykać się z czymś**
[42] **messiness** mesɪnəs **nieład, nieporządek**
[43] **to grasp sth** tə grɑːsp 'sʌmθɪŋ **chwytać coś**
[44] **millennia** mɪ'leniə **tysiąclecia**
[45] **actually** 'æktʃʊəlɪ **właściwie, w rzeczywistości, naprawdę**
[46] **to pick up sth** tə pɪk ʌp 'sʌmθɪŋ ***tu:*** **podnosić coś**
[47] **to spill sth** tə spɪl 'sʌmθɪŋ **wylać coś**
[48] **to fold laundry** tə fəʊld 'lɔːndrɪ **składać pranie**
[49] **cluttered** 'klʌtəd **zagracony, zaśmiecony**
[50] **to encounter sth** tʊ ɪn'kaʊntə 'sʌmθɪŋ **napotkać coś, zetknąć się z czymś**
[51] **to call for help** tə kɔːl fə help **wzywać pomoc**
[52] **via X** 'vaɪə eks **przez X, za pośrednictwem X**
[53] **to step in** tə step ɪn **wkroczyć, włączyć się do akcji**
[54] **flywheel effect** 'flaɪwiːl ɪ'fekt **efekt koła zamachowego (mechanizm, w którym sukces napędza kolejne etapy rozwoju)**
[55] **competition** ˌkɒmpə'tɪʃən **konkurencja**
[56] **on the block** ɒn ðə blɒk ***tu:*** **na rynku**
[57] **to bet on scale** tə bet ɒn skeɪl **stawiać na skalę (np. rozwoju/produkcji)**
[58] **to leverage sth** tə 'liːvərɪdʒ 'sʌmθɪŋ **wykorzystać coś jak najefektywniej**
[59] **automotive supply chain** ˌɔːtə'məʊtɪv sə'plaɪ tʃeɪn **motoryzacyjny łańcuch dostaw**
[60] **to point out that** tə pɔɪnt aʊt ðæt **wskazać na to, że**
[61] **headline-grabbing** 'hedlaɪn 'græbɪŋ **przyciągający uwagę, trafiający na nagłówki informacyjne**
[62] **demo** 'deməʊ **wersja demonstracyjna**
[63] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**
[64] **high-level reasoning** haɪ 'levl 'riːznɪŋ **rozumowanie na wysokim poziomie**
[65] **alongside X** ə'lɒŋ'saɪd eks **obok X, wraz z X**
[66] **physical agility** 'fɪzɪkəl ə'dʒɪlətɪ **sprawność, zwinność fizyczna**
[67] **budget disruptor** 'bʌdʒɪt dɪs'rʌptər **produkt budżetowy zmieniający zasady gry na rynku**
[68] **to backflip** tə bækflɪp **zrobić salto w tył**
[69] **brain power** breɪn 'paʊə **potencjał intelektualny**
[70] **to lag behind sth** tə læg bɪ'haɪnd 'sʌmθɪŋ **pozostawać w tyle za czymś**

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Robot Rumble – Who is who?

Thinking of adopting a metallic friend? Here is how the top contenders[1] stack up[2].

FEATURE	1X NEO	TESLA OPTIMUS	FIGURE 02/03	UNITREE G1
				
Philosophy	**Safety First:** Soft, silent, and safe for kids.	**Mass Production:** Built like a car, priced to sell.	**Big Brains:** Powered by OpenAI for smart conversations.	**Budget Gymnast:** Cheap, small, and very agile.
Body Type	Soft suit, "muscle-like" tendons.	Hard metal, industrial screws.	Sleek, high-performance metal.	Toddler-sized, lightweight.
Height	1.65 m (5'5")	1.73 m (5'8")	1.68 m (5'6")	1.32 m (4'3")
Est. Price	~USD 20,000 (or subscription)	Target <USD 30,000	Lease / Pilot only	~USD 16,000

[1] **top contender** tɒp kən'tendə **czołowy rywal**
[2] **to stack up** tə stæk ʌp **wypadać w porównaniu**

INFOBOX

The Elephant in the Room

Of course, having a camera-equipped, internet-connected humanoid in your hallway raises some eyebrows. Privacy is the "elephant in the room". To train these robots, they need to see our homes. Furthermore, "Expert Mode" implies that a remote human operator could theoretically peer into your kitchen. While companies promise privacy filters, the legal implications of a robot witnessing a crime, or the "right to be forgotten" under GDPR, remain largely untested.

A New Era

We are moving from a world where we stare at screens to a world where technology looks back at us, understands our physical needs, and reaches out a hand to help. Whether you view them as the ultimate[71] convenience[72] or a privacy nightmare, one thing is certain: the age of the domestic droid has arrived. Just remember to be polite to them. You know, just in case[73].

[71] **ultimate** 'ʌltɪmət ***tu:*** **fundamentalny, najważniejszy**
[72] **convenience** kən'vi:njəns **wygoda, udogodnienie**
[73] **just in case** dʒʌst ɪn keɪs **na wszelki wypadek**

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

In the modern business culture obsessed with achievement[1], this revered[2] business guru has championed[3] how admission of failure[4] is often an indicator of success[5].

As a Harvard Business School professor, award-winning author and regular presence on global lists of top management thinkers[6], Ms Edmondson has reshaped[7] how leaders understand failure, learning and human behaviour at work. Her central contribution[8], the concept of psychological safety, has moved from academic theory to boardroom[9] priority. In a world of rapid change, complex systems and artificial intelligence[10], her message is strikingly[11] human: organisations learn faster and perform better when people feel safe enough to speak up[12] and express what might be perceived as[13] a "stupid idea."

Amy C. Edmondson was born in the United States in 1962 and grew up in an intellectually curious[14] environment[15]. She originally pursued a technical path, earning a bachelor's degree[16] in engineering from Stanford University. This early training gave her a strong grounding[17] in systems thinking and problem-solving[18], skills that later shaped her approach[19] to organisational research[20].

However, she soon became interested in the human dimensions[21] of work and performance[22]. She went on to earn a doctorate in organisational behaviour from Harvard University, shifting her focus from technical systems to social systems[23]. Rather than viewing organisations as machines to be optimised, she came to see them as complex human networks where emotions, relationships[24] and unspoken[25] norms strongly influence[26] outcomes[27].

Amy Edmondson joined Harvard Business School as a faculty member[28] in the 1990s. Early in her academic career, she set out to[29] study medical teams, expecting to find that high-performing[30] teams

[1] **achievement** ə'tʃi:vmənt **osiągnięcie**
[2] **revered** rɪ'vɪəd **szanowany**
[3] **to champion** tə 'tʃæmpjən **propagować, opowiadać się za czymś**
[4] **admission of failure** əd'mɪʃən ɒv 'feɪljə **przyznanie się do porażki**
[5] **indicator of success** 'ɪndɪkeɪtər ɒv sək'ses **wyznacznik sukcesu**
[6] **thinker** 'θɪŋkə **myśliciel**
[7] **to reshape** tə 'ri:'ʃeɪp **przekształcać**
[8] **central contribution** 'sentrəl ˌkɒntrɪ'bju:ʃən **główny wkład**
[9] **boardroom** 'bɔ:dru:m **sala posiedzeń (miejsce, w którym zbiera się dyrekcja firmy)**
[10] **artificial intelligence** ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**
[11] **strikingly** 'straɪkɪŋli **uderzająco, niezwykle**
[12] **to speak up** spi:k ʌp **wypowiadać się, powiedzieć coś głośno**
[13] **perceived as X** pə'si:vd əz eks **postrzegany jako X**
[14] **intellectually curious** ˌɪntɪ'lektjʊəli 'kjʊərɪəs **dociekliwy poznawczo**
[15] **environment** ɪn'vaɪərənmənt **otoczenie**
[16] **bachelor's degree** 'bætʃələz dɪ'gri: **tytuł licencjata**
[17] **grounding** 'graʊndɪŋ **podstawa**
[18] **problem-solving** 'prɒbləm sɒlvɪŋ **rozwiązywanie problemów**
[19] **approach** ə'prəʊtʃ **podejście**
[20] **research** rɪ'sɜ:tʃ **badania**
[21] **dimension** dɪ'menʃən **wymiar, aspekt**
[22] **performance** pə'fɔ:məns **wyniki**
[23] **social system** 'səʊʃəl 'sɪstəm **system społeczny**
[24] **relationship** rɪ'leɪʃənʃɪp **związek, relacja**
[25] **unspoken** 'ʌn'spəʊkən **niewypowiedziany**
[26] **to influence sth** tʊ 'ɪnflʊəns 'sʌmθɪŋ **wpływać, oddziaływać na coś**
[27] **outcome** 'aʊtkʌm **wynik, rezultat**
[28] **faculty member** 'fækəltɪ 'membə **członek wydziału**
[29] **to set out to do sth** tə set aʊt tə du: 'sʌmθɪŋ **zacząć coś robić**
[30] **high-performing** haɪ pə'fɔ:mɪŋ **wysoko efektywny**

A WORD WORTH REMEMBERING

downplayed
/daʊn 'pleɪd/
zbagatelizowany

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Disasters Caused by A Culture of Fear

- Challenger space shuttle[1] (1986): Engineers warned that cold temperatures could cause O-ring failure, but concerns were overridden[2] to avoid delaying a politically and publicly high-profile launch[3].
- Deepwater Horizon (2010): Safety risks[4] to the well[5] were raised, but time pressure and cost overruns[6] led managers to[7] push ahead[8].
- Boeing 737 MAX (2018–19): Internal concerns about the MCAS system were muted[9] within a culture prioritising speed to market and regulatory approval[10].
- Fukushima nuclear disaster (2011): Known tsunami risks were downplayed[11] to avoid costly upgrades and regulatory complications.
- Volkswagen emissions scandal (2015): Engineers knew emissions targets could not be met legally but felt unable to challenge strategic and commercial expectations.

[1] **space shuttle** speɪs 'ʃʌtl **wahadłowiec, prom kosmiczny**
[2] **overridden** ˌəʊvə'rɪdn **odsunięty, oddalony**
[3] **launch** lɔ:ntʃ **start**
[4] **safety risk** 'seɪftɪ rɪsk **zagrożenie dla bezpieczeństwa**
[5] **well** wel ***tu:*** **platforma wiertnicza**
[6] **cost overrun** kɒst ˌəʊvə'rɪdən **przekroczenie kosztów**
[7] **to lead sb to do sth** tə li:d 'sʌmbədɪ tə du: 'sʌmθɪŋ **skłonić kogoś do zrobienia czegoś**
[8] **to push ahead** tə pʊʃ ə'hed **przeć naprzód**
[9] **muted** 'mju:tɪd **wyciszony**
[10] **regulatory approval** 'regjələtərɪ ə'pru:vəl **zatwierdzenie przez organ regulacyjny**
[11] **downplayed** daʊn 'pleɪd **zbagatelizowany**

INFOBOX

made fewer mistakes. Instead[31], her research produced a surprising and counter-intuitive[32] result. The best teams often reported more errors, not because they were less competent, but because they were more willing to admit mistakes.

This insight[33] led Edmondson to a deeper realisation[34]. In many workplaces[35], people hide[36] errors, uncertainties[37] and unconventional ideas because they fear blame, ridicule[38] or career damage. The problem, she concluded, was not a lack of[39] intelligence or commitment[40], but a lack of psychological safety[41], a shared belief[42] that speaking up will not result in punishment[43] or humiliation[44].

Her early findings[45] challenged[46] deeply held managerial assumptions[47]. In environments where failure is stigmatised[48], learning slows down. In contrast, teams that openly discuss mistakes adapt[49] more quickly and innovate more effectively.

Psychological Safety

At the heart of Amy Edmondson's thinking is the concept of psychological safety. She did not coin[50] the term, but rigorously tested the concept and wrote about it to the point where it has become part of the established[51] management lexicon[52] and repertoire[53] (*see Fact Box*).

It describes an environment where people feel able to ask questions, admit errors, raise concerns[54] and offer ideas without fear of negative consequences to their status or identity[55]. Amy has repeatedly emphasised that psychological safety and high performance go together. Clear goals[56], high standards and honest feedback[57] are essential[58]. What changes is how people respond when things go wrong. Instead of blame, there is inquiry[59]. Instead of silence, there is dialogue.

Her work gained mainstream attention[60] when a major internal study[61] by Google identified psychological safety as the most important factor in effective teams. Although the study was independent, it echoed[62] Ms Edmondson's academic research, bringing her ideas into the corporate spotlight[63].

At Harvard Business School, Edmondson rose to become the Novartis Professor of Leadership and Management. She has published extensively[64] in leading

[31] **instead** ɪn'sted **w zamian, zamiast tego**
[32] **counterintuitive** ˌkaʊntər ɪn'tju:ɪtɪv **sprzeczny z intuicją**
[33] **insight** 'ɪnsaɪt **obserwacja, spostrzeżenie**
[34] **realisation** ˌri:əlaɪ'zeɪʃn **uświadomienie sobie czegoś, zdanie sobie sprawy z czegoś**
[35] **workplace** 'wɜ:kpleɪs **miejsce pracy**
[36] **to hide sth** tə haɪd 'sʌmθɪŋ **ukrywać coś**
[37] **uncertainty** ʌn'sɜ:tntɪ **wątpliwość**
[38] **ridicule** 'rɪdɪkju:l **śmieszność, kpiny, ośmieszenie**
[39] **lack of sth** læk ɒv 'sʌmθɪŋ **niedostatek czegoś**
[40] **commitment** kə'mɪtmənt **poświęcenie, oddanie**
[41] **psychological safety** ˌsaɪkə'lɒdʒɪkəl 'seɪftɪ **bezpieczeństwo psychologiczne**
[42] **shared belief** ʃeəd bɪ'li:f **wspólna wiara, dzielone przekonanie**
[43] **punishment** 'pʌnɪʃmənt **kara**
[44] **humiliation** hju:ˌmɪlɪ'eɪʃən **upokorzenie**
[45] **early findings** 'ɜ:lɪ 'faɪndɪŋz **wstępne wyniki**
[46] **to challenge sth** tə 'tʃælɪndʒ 'sʌmθɪŋ **podważyć, kwestionować, rzucać czemuś wyzwanie**
[47] **assumption** ə'sʌmpʃən **założenie**
[48] **stigmatised** 'stɪgmətaɪzd **piętnowany, stygmatyzowany**
[49] **to adapt** tʊ ə'dæpt **adaptować się, przystosowywać się**
[50] **to coin** tə kɔɪn **ukuć**
[51] **established** ɪs'tæblɪʃt **przyjęty**
[52] **lexicon** 'leksɪkən **słownik**
[53] **repertoire** 'repətwɑ: **repertuar**
[54] **to raise concerns** tə reɪz kən'sɜ:nz **wyrażać obawy**
[55] **identity** aɪ'dentətɪ **tożsamość**
[56] **clear goals** klɪə gəʊlz **jasne cele**
[57] **feedback** 'fi:dbæk **informacja zwrotna**
[58] **essential** ɪ'senʃəl **niezbędny**
[59] **inquiry** ɪn'kwaɪərɪ ***tu:*** **dociekanie**
[60] **to gain attention** tə geɪn ə'tenʃən **przyciągnąć uwagę**
[61] **study** 'stʌdɪ **opracowanie, badanie**
[62] **to echo** tʊ 'ekəʊ **powtarzać**
[63] **into the spotlight** 'ɪntʊ ðə 'spɒtlaɪt **w centrum uwagi**
[64] **extensively** ɪks'tensɪvlɪ **szeroko**

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academic journals[65] and received multiple awards for her research and teaching. Her inclusion[66] in global rankings of top management thinkers reflects not only academic influence but real-world impact[67].

Reframing[68] Failure

Amy Edmondson's ideas reached a broader audience[69] with her books, especially *The Fearless Organization*, which focused on psychological safety, and *Right Kind of Wrong: The Science of Failing Well*, which explored how leaders can learn from failure. The latter[70] was recognised as[71] Financial Times Business Book of the Year, a significant endorsement[72] in the business publishing world.

In *Right Kind of Wrong*, Ms Edmondson challenges the simplistic notion[73] that failure should be avoided at all costs[74]. Instead, she distinguishes[75] between different types of failure. Some failures are preventable[76] and stem from[77] negligence[78] or lack of discipline. Others are unavoidable[79] in complex systems. Crucially[80], there are intelligent failures, well-designed experiments in new territory that generate valuable learning.

This framework[81] encourages organisations to stop treating all failures as equal. When companies punish every misstep[82], they discourage[83] experimentation. When they tolerate everything, they undermine[84] standards. She argues that progress requires leaders to actively design for intelligent failure, while reducing careless or repetitive[85] mistakes[86].

A recurring theme[87] in her work is voice, the willingness[88] of individuals to speak up even when doing so feels risky. In hierarchical organisations, especially, silence can be deadly. History offers many examples of disasters[89] caused not by lack of expertise[90], but by people knowing something was wrong and feeling unable[91] to say so, or their managers unprepared[92] to listen.

She encourages leaders to model curiosity[93] and fallibility[94]. Simple behaviours, such as asking open questions, acknowledging[95] uncertainty, and responding appreciatively to input[96], can dramatically change team dynamics. When leaders admit they do not have all the answers, they invite others to contribute.

In addition to her books, she is a prolific[97] writer of articles and case studies[98]. Her work is widely taught in business schools and leadership[99] programmes. She has also written for general business audiences,

[65] **academic journal** ˌækəˈdemɪk ˈdʒɜːnl **czasopismo naukowe**
[66] **inclusion** ɪnˈkluːʒən ***tu:*** **pojawienie się**
[67] **real-world impact** ˈriːəl wɜːld ˈɪmpækt **rzeczywisty wpływ**
[68] **to reframe sth** tə ˌriːˈfreɪm ˈsʌmθɪŋ **patrzeć na coś z innej perspektywy**
[69] **audience** ˈɔːdjəns **grupa odbiorców**
[70] **the latter** ðəˈlætə **drugi z wymienionych**
[71] **recognised as X** ˈrekəgnaɪzd æz eks **uznany za X**
[72] **endorsement** ɪnˈdɔːsmənt ***tu:*** **wyróżnienie**
[73] **simplistic notion** sɪmˈplɪstɪk ˈnəʊʃən **uproszczony pogląd**
[74] **at all costs** æt ɔːl kɒsts **za wszelką cenę**
[75] **to distinguish** tə dɪsˈtɪŋgwɪʃ **wprowadzać rozróżnienie**
[76] **preventable** prɪˈventəbl **możliwy do uniknięcia**
[77] **to stem from sth** tə stem frɒm ˈsʌmθɪŋ **wynikać z czegoś**
[78] **negligence** ˈneglɪdʒəns **zaniedbanie**
[79] **unavoidable** ˌʌnəˈvɔɪdəbl **nieunikniony**
[80] **crucially** ˈkruːʃəli **co najważniejsze**
[81] **framework** ˈfreɪmwɜːk ***tu:*** **podejście w określonym kontekście**
[82] **misstep** mɪsˈstep **pomyłka**
[83] **to discourage sth** tə dɪsˈkʌrɪdʒ ˈsʌmθɪŋ **zniechęcać do czegoś**
[84] **to undermine sth** tʊ ˌʌndəˈmaɪn ˈsʌmθɪŋ **podważać coś**
[85] **repetitive** rɪˈpetɪtɪv **powtarzający się**
[86] **careless mistake** ˈkeələs mɪsˈteɪk **błąd wynikający z nieuwagi**
[87] **recurring theme** rɪˈkɜːrɪŋ θiːm **powracający motyw**
[88] **willingness** ˈwɪlɪŋnəs **gotowość**
[89] **disaster** dɪˈzɑːstə **katastrofa**
[90] **expertise** ˌekspɜːˈtiːz **wiedza specjalistyczna**
[91] **unable** ˈʌnˈeɪbl **niezdolny, niebędący w stanie czegoś zrobić**
[92] **unprepared** ˈʌnprɪˈpeəd **niegotowy**
[93] **curiosity** ˌkjʊərɪˈɒsətɪ **ciekawość**
[94] **fallibility** ˌfælɪˈbɪlətɪ **gotowość do przyznawania się do błędów, omylności**
[95] **to acknowledge sth** tʊ əkˈnɒlɪdʒ ˈsʌmθɪŋ **przyznawać coś**
[96] **input** ˈɪnpʊt ***tu:*** **opinie, wkład innych**
[97] **prolific** prəˈlɪfɪk **płodny**
[98] **case study** keɪs ˈstʌdɪ **studium przypadku**
[99] **leadership** ˈliːdəʃɪp **przywództwo**

Psychological Safety

The term psychological safety was first used in an organisational context in 1965 by Edgar H. Schein and Warren Bennis, who linked it to learning and adaptation during change.
In the 1990s, William A. Kahn expanded the idea in research on employee engagement[1], identifying psychological safety as a condition that allows people to contribute fully at work.
Amy C. Edmondson did not coin the term, but from 1999 onwards[2] she defined it precisely, measured it empirically, and proved its impact on learning, error reporting and performance at team level.
Her work turned a loose concept[3] into a core principle[4] of modern leadership, later reinforced by[5] large-scale corporate research such as Google's team effectiveness studies.

[1] **employee engagement** ˌemplɔɪˈiː ɪnˈgeɪdʒmənt **zaangażowanie pracownika**
[2] **from now onwards** frɒm naʊ ˈɒnwədz **odtąd**
[3] **loose concept** luːs ˈkɒnsept **luźny koncept**
[4] **core principle** kɔː ˈprɪnsəpl **podstawowa zasada**
[5] **reinforced by sth** ˌriːɪnˈfɔːst baɪ ˈsʌmθɪŋ **wzmocniony przez coś**

INFOBOX

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helping translate academic research into practical guidance[100].

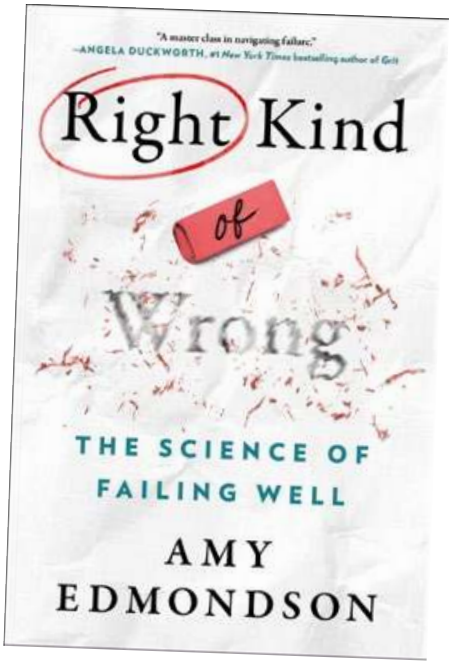
Not surprisingly, she is a sought-after[101] keynote speaker[102] at global conferences, valued for her clarity and evidence-based[103] approach. Her influence extends[104] beyond management. Concepts of psychological safety are now discussed in education, healthcare, public administration and even sport – a change to which she has greatly contributed.

Timely and Relevant[105] but Also Threatening[106]

Amy C. Edmondson's advice to leaders is both demanding[107] and practical. She argues that fear-based control undermines performance in complex environments and that leaders must replace[108] it with learning-focused leadership. This challenges the traditional business culture, replacing the myth of the infallible[109] leader with a model based on humility[110], curiosity and the courage to learn from failure.

Laudable[111] as that notion[112] is, in some countries and cultures, sticking your neck out[113] to admit failure is seen as a significant fault, or challenging the boss's ideas, might result in getting your head chopped off[114] – metaphorically at least. And, tragically, that could ultimately[115] result in a disaster. To create a truly safe environment, as with all significant cultural resets[116], authentic support from the top and not just paying lip service to[117] a fashionable[118] concept will be vital[119].

[100] **practical guidance** 'præktɪkəl 'gaɪdəns **praktyczne wskazówki**
[101] **sought-after** 'sɔːt'ɑːftə **pożądany, mający wzięcie**
[102] **keynote speaker** 'kiːnəʊt 'spiːkə **główny prelegent**
[103] **evidence-based** 'evɪdəns beɪst **oparty na dowodach**
[104] **to extend** tʊ ɪks'tend **rozciągać się**
[105] **relevant** 'reləvənt **właściwy**
[106] **threatening** 'θretənɪŋ **groźny, zagrażający**
[107] **demanding** dɪ'mɑːndɪŋ **wymagający**
[108] **to replace sth** tə rɪ'pleɪs 'sʌmθɪŋ **zastępować coś**
[109] **infallible** ɪn'fæləbl **nieomylny**
[110] **humility** hjuː'mɪlətɪ **pokora**
[111] **laudable** 'lɔːdəbl **godny pochwały**
[112] **notion** 'nəʊʃən **myśl, pogląd**
[113] **to stick one's neck out** tə stɪk wʌnz nek aʊt **nadstawiać karku**
[114] **chopped off** tʃɒpt ɒf **odrąbany**
[115] **ultimately** 'ʌltɪmətlɪ **ostatecznie**
[116] **cultural reset** 'kʌltʃərəl 'riː'set **kulturowy reset (skasowanie starych reguł, zasad)**
[117] **to pay lip service to sth** tə peɪ lɪp 'sɜːvɪs tə 'sʌmθɪŋ **składać gołosłowne deklaracje poparcia czegoś**
[118] **fashionable** 'fæʃnəbl **modny**
[119] **vital** 'vaɪtl **decydujący**



THE RESULT EFFECT

Choose the correct verb from the box to complete the sentences below. You must change the verb into the present participle form (-ing) to show the result or consequence of the first action.

a. bring b. challenge c. earn d. echo f. force g. invite h. shape i. shift

1. Amy Edmondson originally pursued a technical path at Stanford University, _____ a bachelor's degree in engineering.
2. Her early training provided a strong grounding in systems thinking, _____ her later approach to organisational research.
3. She later moved to Harvard to study organisational behaviour, _____ her focus from technical systems to social ones.
4. In many workplaces, employees fear blame or ridicule, _____ them to hide errors and uncertainties.
5. Google conducted a major internal study on effective teams, _____ Edmondson's academic findings on psychological safety.
6. The study highlighted the importance of safety in the workplace, _____ her ideas into the corporate spotlight.
7. In her book Right Kind of Wrong, Edmondson discusses failure, _____ the simplistic notion that all mistakes should be avoided.
8. Leaders should admit when they do not have all the answers, _____ others to contribute their own ideas.

BEM TEST

Answer Key: 1. c (earning), 2. h (shaping), 3. i (shifting), 4. f (forcing), 5. d (echoing), 6. a (bringing), 7. b (challenging), 8. g (inviting)

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by Paul Martin from
www.go-native.pl

Business Dialogues:

Viral Value[1]

Iga runs a private English language school. She wants to use social media[2] not only to promote her courses, but also to create an additional[3] revenue stream[4]. She meets with Mario, a digital marketing[5] consultant from Act Digital, to understand how this could work in practice.

Iga: Thanks for meeting me, Mario. I keep hearing that social media is essential[6] now, but honestly, I don't know where to start.
Mario: That's normal. Let me ask you something first. What do you want social media to do for your school?
Iga: Ideally, bring in more students. But I would also love it if it could earn money on its own. Right now it just feels like extra work.
Mario: That already tells me a lot. Most people treat social media only as marketing. In reality, it should do two jobs at the same time.
Iga: Two jobs?
Mario: Yes. Think of it as a two-engine[7] system. One engine makes money directly. The other sells your school and your courses.
Iga: So my Instagram or TikTok could actually generate income[8] on its own?
Mario: Exactly. Even before anyone buys your course.
Iga: That sounds much more motivating.
Mario: Good. But first, we need focus. What kind of English do you teach?
Iga: General English. Adults, professionals, some exam students.
Mario: That's the first issue[9]. General English is too broad[10] to monetise[11] well on social media.
Iga: Because it's not specific[12] enough?
Mario: Exactly. Advertisers[13] and algorithms prefer clear profiles. Software engineers[14] learning English are far more valuable than everyone learning English.
Iga: So I need a niche[15].
Mario: A monetisable niche. Business English for tech, IELTS Band 8 plus, Medical English. Something where people immediately recognise[16] themselves.
Iga: All right. And once I choose that?
Mario: Then we choose platforms. You don't need to be everywhere.
Iga: Thank goodness[17].
Mario: Pick two. Short video first, TikTok or Instagram Reels. That is where discovery happens. Then YouTube for trust[18] and authority[19].
Iga: YouTube feels more serious.
Mario: Exactly. It builds credibility[20] and long-term income through ads[21].
Iga: And the content[22] itself?
Mario: Four content pillars[23]. First, Viral Value. About sixty percent. Short, punchy[24] tips[25] designed for views.
Iga: Like stop saying very good, say this instead[26]?
Mario: Exactly. Views[27] bring reach[28], creator fund[29] money, and brand awareness[30].
Iga: And the second pillar?
Mario: Pain Killers[31]. About twenty percent. You talk about problems your students already feel and point gently to your course as the solution[32].
Iga: So it connects directly to my platform.
Mario: Yes, without hard selling[33].
Iga: What about trust?

[1] **value** 'vælju: **wartość**
[2] **social media** 'səʊʃəl 'miːdɪə **media społecznościowe**
[3] **additional** ə'dɪʃənl **dodatkowy**
[4] **revenue stream** 'revɪnjuː striːm **strumień przychodów**
[5] **digital marketing** 'dɪdʒɪtl 'mɑːkɪtɪŋ **marketing cyfrowy**
[6] **essential** ɪ'senʃəl **niezbędny**
[7] **two-engine** tuː 'endʒɪn **dwusilnikowy**
[8] **income** 'ɪnkʌm **dochód**
[9] **issue** 'ɪʃuː **kwestia**
[10] **broad** brɔːd **szeroki, ogólny**
[11] **to monetise** tə 'mʌnɪtaɪz **monetyzować**
[12] **specific** spə'sɪfɪk **konkretny, sprecyzowany**
[13] **advertiser** 'ædvətaɪzə **reklamodawca**
[14] **software engineer** 'sɒftweər endʒɪnɪə(r) **programista**
[15] **niche** nɪːʃ **nisza rynkowa**
[16] **to recognise** tə 'rekəgnaɪz **rozpoznawać**
[17] **thank goodness** θæŋk 'gʊdnəs **dzięki Bogu**
[18] **trust** trʌst **zaufanie**
[19] **authority** ɔː'θɒrətɪ **autorytet**
[20] **credibility** ˌkrədɪ'bɪlətɪ **wiarygodność**
[21] **ad** æd **reklama**
[22] **content** 'kɒntent **treść**
[23] **pillar** 'pɪlə **filar**
[24] **punchy** 'pʌntʃi **zwięzły, mocny**
[25] **tip** tɪp **wskazówka, rada**
[26] **instead** ɪn'sted **zamiast**
[27] **views** vjuːz **wyświetlenia**
[28] **reach** riːtʃ ***tu:*** **zasięgi**
[29] **creator fund** kriː'eɪtə fʌnd **fundusz dla twórców (specjalny program wypłat, np. na TikToku czy YouTube, gdzie platforma płaci twórcom bezpośrednio za dużą liczbę wyświetleń ich treści)**
[30] **brand awareness** brænd ə'weənəs **świadomość marki**
[31] **pain killers** peɪn 'kɪləz ***tu:*** **produkty, które rozwiązują palący, konkretny problem klienta**
[32] **solution** sə'luːʃən **rozwiązanie**
[33] **hard selling** hɑːd 'selɪŋ **sprzedaż agresywna**

A WORD WORTH REMEMBERING

credibility
/ˌkrədɪ'bɪlətɪ/
wiarygodność

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Mario: That's pillar three. About ten percent. Behind the scenes[34], student success stories, answering comments. People buy from people.
Iga: And the final pillar?
Mario: Direct Sell[35]. Also ten percent. Clear promos[36], course walkthroughs[37], limited offers.
Iga: That balance makes sense.
Mario: Now let us talk about Engine A. Direct monetisation.
Iga: This is the part I really want to understand.
Mario: Creator funds and ads come first. TikTok pays for high-engagement[38] videos over one minute. YouTube pays for longer videos through ads.
Iga: So length matters[39].
Mario: Yes, but structure matters more. Hook[40] first, teaching in the middle, summary[41] at the end.
Iga: And affiliates[42]?
Mario: Exactly. Grammar tools, audiobooks, tutoring platforms[43]. You recommend what learners already need and earn commission[44].
Iga: Without selling my course every time.
Mario: Right. It feels helpful, not pushy[45].
Iga: You also mentioned low-ticket[46] products.
Mario: Very powerful. A five to nine euro PDF or checklist. Easy to buy and it identifies serious learners.
Iga: And that feeds into[47] Engine B.
Mario: Yes. Your actual school and platform.
Iga: Because social media is rented land[48].
Mario: Exactly. You must move people to owned land, usually by email.
Iga: With a freebie[49].
Mario: Always. A short challenge[50] or cheat sheet[51]. Then value emails, then a clear offer.
Iga: This already feels much more strategic than what I imagined.
Mario: That's the goal[52]. Social media stops feeling random[53] and starts working like a system.
Iga: What's the biggest mistake you see language schools make?
Mario: Teaching like a classroom. Social media needs edutainment[54], not lectures[55].
Iga: So no, "today we will discuss the present perfect".
Mario: Exactly. Show mistakes, contrasts, stories. Make it human.
Iga: I feel excited, but also a bit overwhelmed[56].
Mario: That's absolutely normal. But don't worry, we'll start small. First, we'll define your niche. Then your bio[57].
Iga: My bio?
Mario: The most important piece of real estate[58] you have. If that's unclear, nothing converts[59].
Iga: Then let's start there.
Mario: Perfect. Tell me who you want to teach, and we'll build from that.

[34] **behind the scenes** bɪ'haɪnd ðə si:nz **materiały zakulisowe**
[35] **direct sell** dɪ'rekt sel **bezpośrednia sprzedaż**
[36] **promo** 'prəʊməʊ **zajawka, krótki film promocyjny**
[37] **walkthrough** 'wɔ:k θru: **instruktaż, poradnik**
[38] **high-engagement** haɪ ɪn'geɪdʒmənt **wysoce angażujący, wciągający**
[39] **to matter** tə 'mætə **mieć znaczenie**
[40] **to hook** tə hʊk **zainteresować**
[41] **summary** 'sʌmərɪ **podsumowanie**
[42] **affiliates** ə'fɪlɪəts ***tu:*** **programy partnerskie (w tym kontekście chodzi o polecanie produktów za prowizję od sprzedaży, zazwyczaj przez specjalne linki)**
[43] **tutoring platform** 'tju:tərɪŋ 'plætfɔ:m **platforma do nauki**
[44] **commission** kə'mɪʃən **prowizja**
[45] **pushy** 'pʊʃi **nachalny**
[46] **low-ticket** ləʊ 'tɪkɪt **tani**
[47] **to feed into sth** tə fi:d 'ɪntʊ 'sʌmθɪŋ **mieć na coś wpływ**
[48] **rented land** 'rentɪd lænd ***tu:*** **wynajęta przestrzeń (metafora w marketingu oznaczająca platformy, nad którymi nie masz kontroli - jeśli Instagram usunie Ci konto, tracisz zasięgi)**
[49] **freebie** 'fri:bi **gratis**
[50] **challenge** 'tʃælɪndʒ **wyzwanie**
[51] **cheat sheet** tʃi:t ʃi:t **ściąga, arkusz pomocniczy (krótki dokument z najważniejszymi informacjami, gotowy do wydruku lub szybkiego sprawdzenia)**
[52] **goal** gəʊl **cel**
[53] **random** 'rændəm **przypadkowy**
[54] **edutainment** ˌedʒu'teɪnmənt **połączenie zabawy z nauką**
[55] **lecture** 'lektʃə **wykład**
[56] **overwhelmed** ˌəʊvə'welmd **przytłoczony, oszołomiony**
[57] **bio** baɪəʊ ***pot.*** **notka biograficzna, biografia, *tu:* opis profilu**
[58] **real estate** rɪəl ɪs'teɪt **nieruchomość, *tu:* najatrakcyjniejsza część profilu**
[59] **to convert** tə 'kɒnvɜ:t ***tu:*** **przekładać się na efekt (sprzedaż)**



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Social Media Strategy & Content Creation

- **authority** – perceived expertise and credibility
  YouTube helps build authority over time.
- **content pillars** – recurring content categories that structure a posting strategy
  Mario suggested rotating between four content pillars.
- **discovery** – the process by which new users find content organically[60]
  Short videos are ideal for discovery on social platforms.
- **edutainment** – educational content presented in an entertaining way
  Edutainment works better than traditional lessons on social media.
- **monetisable niche** – a clearly defined audience[61] that is attractive to advertisers and buyers
  General English was too broad, so they looked for a monetisable niche.
- **two-engine strategy** – a system where social media earns money directly and also sells a main product
  Mario explained that social media should work as a two-engine strategy.
- **viral value** – short, engaging content designed to attract views and attention
  Viral value videos help grow reach quickly.

Monetisation & Digital Revenue

- **ad revenue** – money earned from advertisements placed on content
  YouTube offers long-term ad revenue potential.
- **affiliate commission** – earnings from recommending products or services
  She earned affiliate commission by recommending grammar tools.
- **conversion** – when an audience member becomes a buyer or student
  A strong bio improves conversion.
- **creator fund** – a platform payment system based on views and engagement
  High engagement videos can generate creator fund income.
- **direct monetisation** – earning money straight from content, not just from selling courses
  Creator funds allow for direct monetisation of videos.
- **low-ticket product** – an inexpensive digital item designed for easy purchase
  A low-ticket product helps identify serious learners.

Business Growth & Marketing Mindset

- **digital real estate** – an important online space that influences business results
  Your bio is valuable digital real estate.
- funnel[62] – a step-by-step process that leads users toward a purchase
  Social media acts as the top of the funnel.
- **hard sell** – direct and explicit promotion of a product
  Hard selling too often can turn people away.
- **lead magnet** – a free resource[63] exchanged for contact details
  A lead magnet encourages people to join your mailing list.
- **owned land** – channels you control, such as email lists or platforms
  Email is considered owned land.
- **rented audience** – followers on platforms you do not own
  Social media followers are a rented audience.
- **systematic approach** – a planned and repeatable method
  Social media stopped feeling random and became systematic.

[60] **organically** ɔ:ˈgænɪkli **w sposób naturalny**
[61] **audience** ˈɔ:djəns **grupa odbiorców**
[62] **funnel** ˈfʌnl **lejek sprzedażowy, proces prowadzący użytkowników krok po kroku w stronę zakupu**
[63] **resource** rɪˈsɔ:s **zasób**

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Ayaan Hirsi Ali

(b. 1969) is a Somali-born Dutch-American writer whose journey from devout[1] Muslim to atheist, and recently to Christian convert[2], has captivated[3] the West. Born in Mogadishu, she sought asylum in the Netherlands in 1992 to escape a forced marriage, eventually[4] serving in parliament. Her life was irrevocably[5] changed in 2004 after she wrote the short film Submission, which criticised the treatment of women in Islam; her collaborator Theo van Gogh was assassinated[6] on an Amsterdam street by an extremist who used a knife to pin a death threat[7] addressed to[8] Hirsi Ali to his chest. Fearful, she relocated to the United States, where she emerged as a fierce[9] polemicist, authoring memoirs like Infidel (2007) that championed free speech and warned against the rise of political Islam. In 2023, she announced her conversion to Christianity, arguing that secularism[10] is too weak to combat[11] the combined threats of authoritarianism, Islamism, and "woke" ideology.



Tyler Cowen

(b. 1962) is a famous American economist and professor at George Mason University. He co-writes *Marginal Revolution*, one of the most popular economics blogs in the world. Cowen changed how people think about the economy with his book *The Great Stagnation* (2011). He argued that the strong growth[12] of the 20th century came from "low-hanging fruit," easy advantages[13] that are now gone[14]. These included plenty of free land, educating uneducated children for the first time, and major inventions like electricity. In contrast, he believes that modern technology, such as the internet, mostly helps a small group of wealthy[15] people and does not create enough jobs, which stops average[16] salaries from rising. Despite[17] this, Cowen remains optimistic. He is actively searching for the next generation of innovators through his podcast, *Conversations with Tyler*, and his grant programme, Emergent Ventures.



Douglas Murray

(b. 1979) is a British author and journalist, famous for his criticism of mass immigration and "woke" culture[18]. He studied at Oxford University and now works as an editor for *The Spectator*, a conservative magazine. Murray became a bestseller with his book *The Strange Death of Europe* (2017). In it, he argued that Europe is "committing suicide[19]" by allowing[20] too much migration, which he believes is erasing[21] the continent's identity[22]. His later books, like *The Madness of Crowds* (2019) and *The War on the West* (2022), claim that focusing too much on group identities is dividing[23] society and that the West is being unfairly attacked for its colonial history. He appears often on TV in the UK and the US, fighting for free speech and defending[24] traditional Western values.

[1] **devout** dɪ'vaʊt **gorliwy, żarliwy**
[2] **convert** 'kɒnvɜ:t **konwertyta (osoba, która zmieniła wyznanie lub poglądy)**
[3] **to captivate sth** tə 'kæptɪveɪt 'sʌmθɪŋ **urzec, zafascynować coś**
[4] **eventually** ɪ'ventʃəlɪ **w końcu, ostatecznie**
[5] **irrevocably** ɪ'revəkəbli **nieodwołalnie, bezpowrotnie**
[6] **assassinated** ə'sæsɪneɪtɪd **zamordowany**
[7] **to pin sth to sth** tə pɪn 'sʌmθɪŋ tə 'sʌmθɪŋ **przypiąć coś do czegoś**
[8] **death threat** deθ θret **groźba śmierci**
[9] **fierce** fɪəs **zagorzały, zaciekły**
[10] **secularism** 'sekjʊlərɪzm **sekularyzm, świeckość**
[11] **to combat sth** tə kɒmbæt 'sʌmθɪŋ **zwalczać coś, walczyć z czymś**
[12] **growth** grəʊθ **wzrost**
[13] **advantage** əd'vɑ:ntɪdʒ **zaleta, korzyść**
[14] **to be gone** tə bi: gɒn **zniknąć, odejść, przeminąć**
[15] **wealthy** 'welθɪ **bogaty, zamożny**
[16] **average** 'ævərɪdʒ **przeciętny**
[17] **despite sth** dɪs'paɪt 'sʌmθɪŋ **pomimo czegoś**
[18] **„woke" culture** wəʊk 'kʌltʃə **termin określający postawę aktywnej świadomości i wrażliwości na niesprawiedliwości społeczne, rasowe i płciowe, który przez krytyków jest postrzegany jako przejaw skrajnej i narzucanej poprawności politycznej**
[19] **to commit suicide** tə kə'mɪt 'sʊɪsaɪd **popełnić samobójstwo**
[20] **to allow sth** tʊ ə'laʊ 'sʌmθɪŋ **pozwalać na coś**
[21] **to erase sth** tʊ ɪ'reɪz 'sʌmθɪŋ **wymazywać coś**
[22] **identity** aɪ'dentətɪ **tożsamość**
[23] **to divide sth** tə dɪ'vaɪd 'sʌmθɪŋ **dzielić coś**
[24] **to defend sth** tə dɪ'fend 'sʌmθɪŋ **bronić czegoś**

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The Six Billion Dollar Man

The Six Billion Dollar Man is a compelling[1] and timely[2] documentary from award-winning director Eugene Jarecki, whose impressive CV includes documentaries on Ronald Reagan and Henry Kissinger. This film revisits the extraordinary journey of WikiLeaks founder[3] Julian Assange, portraying Assange's fight against extradition and imprisonment, both as a personal struggle[4] and as a broader reflection on press freedom[5] and state power.

Drawing on exclusive archival footage[6], interviews with key figures such as Edward Snowden and Stella Assange, and rare behind-the-scenes[7] material, the documentary builds a richly detailed narrative that feels as tense as any political thriller. The editing[8] and atmospheric soundtrack help keep you on the edge of your seat.

While the director clearly sympathises with Assange and positions him as a figure battling overwhelming odds[9], the film doesn't shy away from issues such as the sexual abuse[10] allegations[11] levelled against him.

Premiering to strong festival acclaim and awards recognition, The Six Billion Dollar Man challenges viewers to reconsider the value of truth in an era of information warfare[12]. It is a must-see for anyone interested in journalism, politics, and the evolving nature of civil liberties[13] today.



Director: Eugene Jarecki
Starring: Julian Assange, Pamela Anderson, Jennifer Robinson, Edward Snowden
Production companies: Charlotte Street Films, Edgewood Way
Genre: Documentary

[1] **compelling** kəm'pelɪŋ **fascynujący**
[2] **timely** 'taɪmlɪ **na czasie, aktualny**
[3] **founder** 'faʊndə **założyciel**
[4] **personal struggle** 'pɜːsnl 'strʌgl **osobista walka**
[5] **press freedom** pres 'friːdəm **wolność prasy**
[6] **archival footage** ɑː'kaɪvəl 'fʊtɪdʒ **archiwalne nagrania**
[7] **behind-the-scenes** bɪ'haɪnd ðə siːnz **zakulisowy**
[8] **editing** 'edɪtɪŋ **montaż**
[9] **odds** ɒdz **przeszkody, trudności**
[10] **sexual abuse** 'seksjʊəl ə'bjuːs **przemoc seksualna**
[11] **allegation** ˌælɪ'geɪʃən **oskarżenie**
[12] **information warfare** ˌɪnfə'meɪʃən 'wɔːfeə **wojna informacyjna**
[13] **civil liberties** 'sɪvl 'lɪbətɪz **swobody obywatelskie**



Happy Habits[1]: A Happier, Healthier Life One Minute at a Time – Tal Ben-Shahar

Maybe for 2026, you made an undertaking[2] to stress less and enjoy your life more. If so, this book could point you in the right direction. Renowned[3] positive psychology pioneer and bestselling author Tal Ben-Shahar distils[4] decades of research[5] on well-being and behaviour change into Happy Habits. Rather than promising a dramatic overnight transformation, the book focuses on the cumulative power of small, consistent daily choices. At its core is an evidence-based framework[6] built around the "three R's of change": Reminders, Repetitions and Rituals, to help turn good intentions into lasting[7] habits.

The author explains how simple prompts[8] trigger action, how repeated behaviours become automatic, and how rituals embed[9] positive practices into everyday routines[10]. Designed with busy professionals in mind, it offers brief reflection exercises, short focus resets and manageable routines that support clarity, resilience and sustained performance.

The tone is warm and encouraging. Happy Habits provides a clear, accessible roadmap[11] to avoiding burnout[12] and finding more happiness in everyday life. Happiness isn't an expensive holiday but a habit that can be cultivated.



Author: Tal Ben-Shahar
Publisher: Alcove Press
Publication date: December 16, 2025
Price: Hardcover USD 24.99, Paperback USD 18.99, Kindle USD 13.65

[1] **habit** 'hæbɪt **nawyk**
[2] **undertaking** ˌʌndə'teɪkɪŋ **postanowienie**
[3] **renowned** rɪ'naʊnd **znany**
[4] **to distil** tə dɪs'tɪl **destylować, wydobywać istotę**
[5] **research** rɪ'sɜːtʃ **badania**
[6] **framework** 'freɪmwɜːk **struktura, szkielet**
[7] **lasting** 'lɑːstɪŋ **trwały**
[8] **prompt** prɒmpt **komunikat**
[9] **to embed** tʊ ɪm'bed **osadzać**
[10] **routines** ruː'tiːnz **zwyczaje, praktyki**
[11] **roadmap** 'rəʊd mæp **plan działania**
[12] **burnout** 'bɜːn'aʊt **wypalenie**

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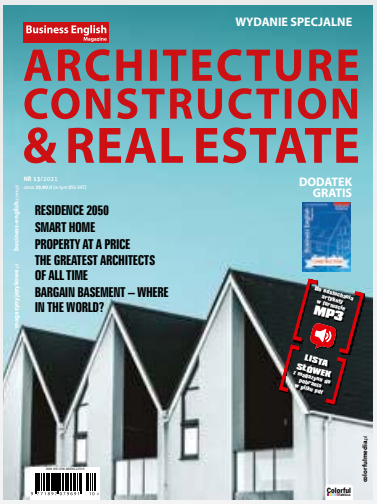



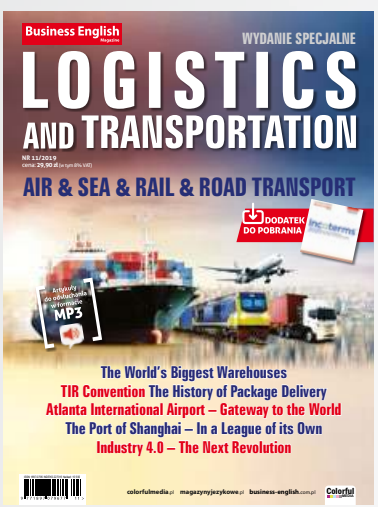











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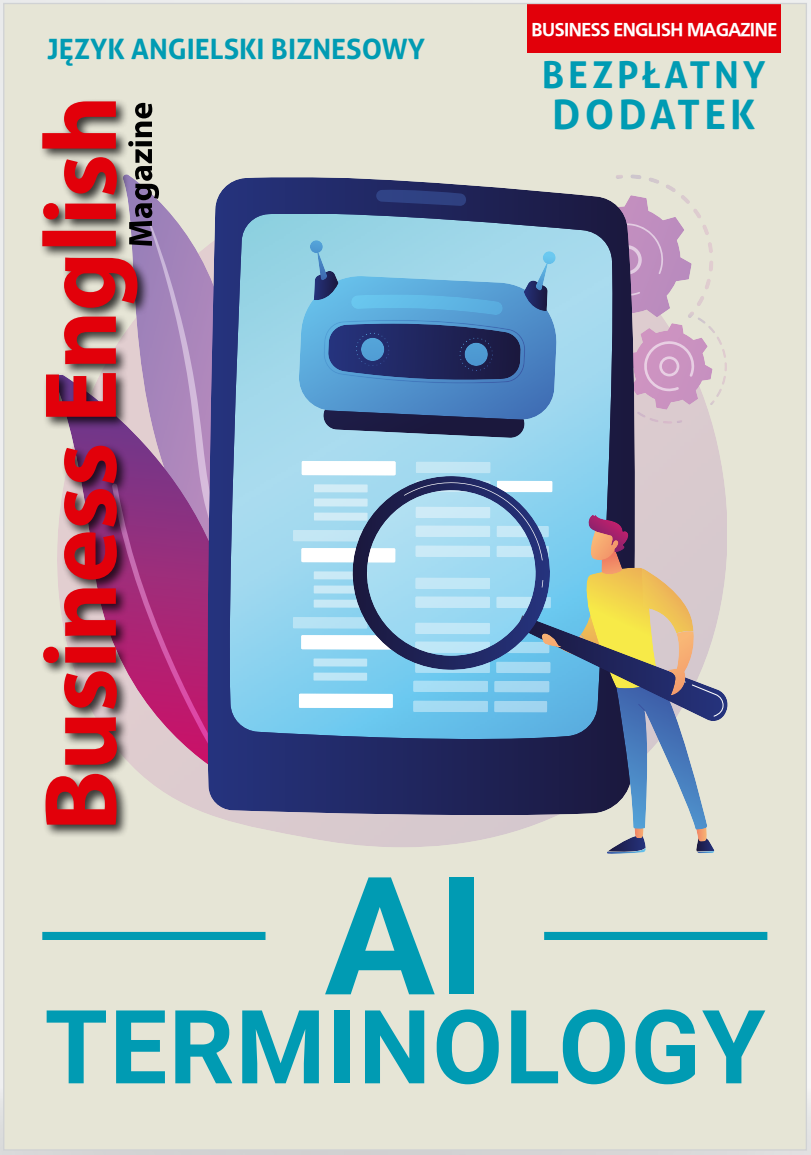

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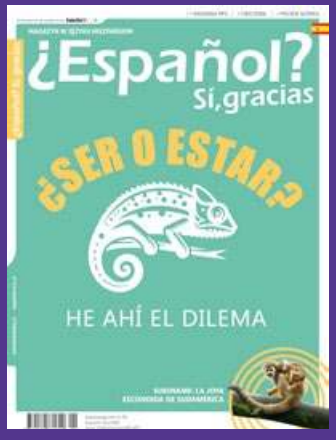

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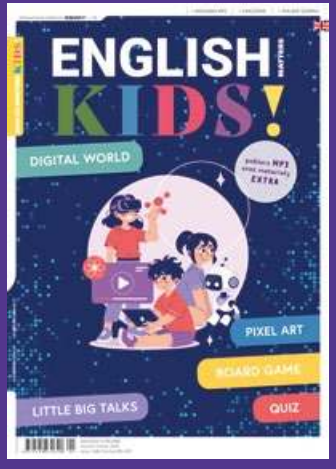

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