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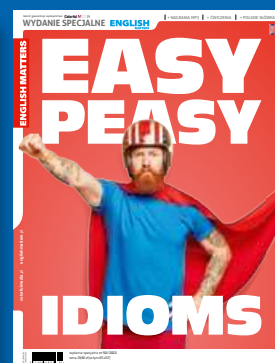
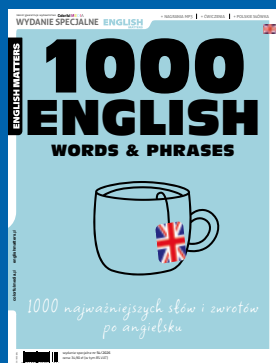
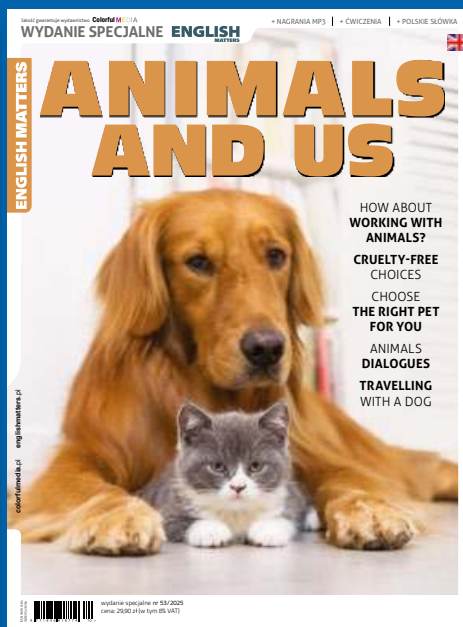
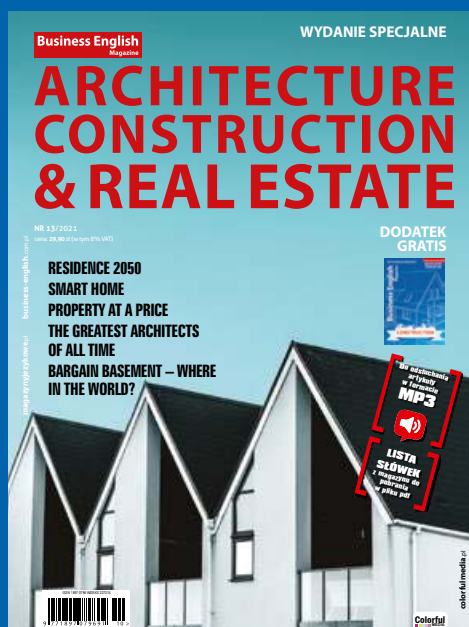
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by Paul Martin from
www.go-native.pl

NEW WORDS OF 2025: HOW ENGLISH KEEPS EVOLVING

"*SHE MIGHT HAVE butter skin¹, but she spends too much time bed-rotting² and reading rage bait³ – she should touch grass⁴ more often.*"

Not a clue⁵ 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 tome⁶**, **reflecting⁷** shifts in technology, culture, social behaviour, and global interaction. Here is an **overview⁸** of some of the **weird⁹** and wonderful **supplements¹⁰** **derived from¹¹** social media, **AI¹²**, and **cross-cultural exchange¹³**.

Standing out¹⁴ is "rage bait," chosen by Oxford University Press as its Word of the Year for 2025.

It describes **online content¹⁵** deliberately designed to provoke anger or **outrage¹⁶** to **boost¹⁷** **engagement¹⁸** (likes, shares, comments). **Unlike¹⁹** clickbait, which **attracts attention²⁰** with sensational **headlines²¹**, rage bait specifically **triggers²²** emotional anger to manipulate user behaviour.

Other Notable²³ New Words and Trends in 2025

Some of these were added to major **dictionaries²⁴** like Dictionary.com, Cambridge Dictionary, or Oxford English Dictionary; others became notable as **trending²⁵** words.

- Parasocial – (adjective/noun) – A one-sided emotional connection people feel with a **public figure²⁶**, celebrity, or digital persona they don't **actually²⁷** 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" **cues²⁸** into actual code or digital systems.

- AI slop – (noun) – A pejorative term **referring to²⁹** low-quality or **messy³⁰** content generated by AI – content **perceived as³¹** **sloppy³²** or **substandard³³**.
- Rizz – (noun) – Slang for someone's **charm³⁴** 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 **visibility³⁵** on a platform without their **knowledge³⁶**.
- Biohack – (verb/noun) – Optimising health or **performance³⁷** through unconventional lifestyle, diet, or tech strategies.
- Aura **farming³⁸** – (verb) – Cultivating or projecting a particular personal image or vibe, often online – to appear **confident³⁹**, cool, or charismatic.
- Bed rotting – (noun) – The act of spending long, **idle⁴⁰** periods in bed with minimal activity.
- Butter skin – (noun) – A beauty trend describing extremely smooth, **glowing⁴¹** skin achieved with **skincare⁴²** and makeup.
- Brologarchy – (noun) – A **playful⁴³** blend of "bro"⁴⁴ and "oligarchy," describing a powerful, **predominantly⁴⁵** 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 ,eɪ 'aɪ =,ɑːtɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

¹³ cross-cultural exchange kros 'kʌltʃərəl ɪks'tʃeɪndʒ wymiana międzykulturowa

¹⁴ to stand out tə stænd aʊt wyróżniać się, rzucać się w oczy

¹⁵ online content ,ɒn'laɪn 'kɒntent treści 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 tə 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 'dɪkʃənəri słownik

²⁵ trending 'trendɪŋ popularny

²⁶ public figure 'pʌblɪk 'fɪgə osoba publiczna

²⁷ actually 'æktʃʊəli w rzeczywistości

²⁸ cue kjuː sygnał, znak

²⁹ to refer to sth tə rɪ'fɜː tə 'sʌmθɪŋ odnosić się do czegoś

³⁰ messy 'mesi niechlujny, bałaganiarski, nieuporządkowany

³¹ perceived as X pə'siːvd æz postrzegany jako X

³² sloppy 'slɒpi niedbały, niechlujny

³³ substandard 'sʌb'stændəd gorszej jakości

³⁴ charm tʃɑːm urok, wdzięk osobisty

³⁵ visibility ,vɪzɪ'bɪləti widzialność

³⁶ knowledge 'nɒlɪdʒ wiedza

³⁷ performance pə'fɔːməns wyniki

³⁸ farming 'fɑːmɪŋ uprawa

³⁹ confident 'kɒnfɪdənt pewny siebie

⁴⁰ idle 'aɪdl beczny

⁴¹ glowing 'gləʊɪŋ promienny

⁴² skincare 'skɪnkeə(r) pielęgnacja skóry

⁴³ playful 'pleɪfʊl żartobliwy

⁴⁴ bro 'brɔ pot. slang: brachu, brachol, brat

⁴⁵ predominantly prɪ'dɒmɪnəntli głównie

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

Not content with⁴⁸ 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-jāmeḥ*, “leg garment⁵¹”
- safari – Swahili/East Africa – “journey,” from Arabic *safar*
- bungalow – Hindi/Indian – *banglā*, “Bengali-style house”
- chocolate, avocado – Nahuatl/Mexican
- tattoo – Tahitian/Polynesian – *tatau*, to mark the skin
- algebra – Arabic – *al-jabr*, “reunion⁵² 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 cabin⁵⁷, 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** ə'fekʃən **sympatia**
- ⁴⁷ **camaraderie** ,kæmə'rɑ:dəri: **koleżeństwo**
- ⁴⁸ **not content with sth** nɒt 'kɒntent wɪð 'sʌmθɪŋ **nie zadowolając się czymś**
- ⁴⁹ **to plunder sth** tə 'plʌndə 'sʌmθɪŋ **grabić, plądrować coś**
- ⁵⁰ **to incorporate sth** tə ɪn'kɔ:pərt 'sʌmθɪŋ **przyłączać, włączać coś**
- ⁵¹ **garment** 'gɑ:mənt **część garderoby**
- ⁵² **reunion** 'ri:'ju:njən **ponowne połączenie, zjednoczenie**
- ⁵³ **intense urge** ɪn'tens ɜ:dʒ **silna chęć**
- ⁵⁴ **to squeeze** tə skwi:z **uściskać**
- ⁵⁵ **to pinch sth** tə pɪntʃ 'sʌmθɪŋ **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** kən'tentmənt **zadowolenie**
- ⁵⁷ **cabin** 'kæbɪn **domek, chatka**
- ⁵⁸ **longing for sb/sth** 'lɒŋŋɪŋ fə 'sʌmbədi 'sʌmθɪŋ **tęsknota za kimś/czymś**
- ⁵⁹ **absent** 'æbsənt **nieobecny**
- ⁶⁰ **bittersweet** 'bɪtəswi:t **słodko-gorzki**
- ⁶¹ **gradually** 'grædʒuəli **stopniowo**
- ⁶² **acquisitive** ə'kwɪzɪtɪv **zachłanny**
- ⁶³ **due to sth** dju: tə 'sʌmθɪŋ **z powodu czegoś**
- ⁶⁴ **innumerable** ɪ'nju:mərəbl **niezliczony**
- ⁶⁵ **touch point** tʌtʃ pɔɪnt **punkt styczny**
- ⁶⁶ **feedback** 'fi:dbæk **informacja zwrotna**
- ⁶⁷ **to occupy sb** tə 'ɒkjəpaɪ 'sʌmbədi **zajmować, interesować kogoś**

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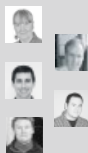
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by Janet Sandford

SNAIL¹ SNATCH²

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 *snaetʃ* 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'zɑː* dziwaczny

⁸ stately *'steɪtlɪ* okazały

⁹ felon *'felən* przestępca

¹⁰ audacious *ɔː'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 *tə 'estɪmeɪt* oszacować

¹⁵ burglary *'bɜːglərɪ* włamanie

¹⁶ to carry out *tə 'kæəri aʊt* wykonać, przeprowadzić

¹⁷ fence *fens* ogrodzenie

¹⁸ to smash into sth *tə smæʃ 'ɪntə 'sʌmθɪŋ tuː* sforsować coś, włamać się do czegoś

¹⁹ cold room *kəʊld ru:m* chłodnia

²⁰ to honour *tə 'ɒnə* realizować

²¹ order *'ɔːdə* zamówienie

²² busy *'bɪzi tuː* gorący

²³ to grab international headlines *tə græb ,ɪntə'næʃənl 'hedlaɪnz* zagościć w międzynarodowych nagłówkach gazet, tytułach informacyjnych

²⁴ to feature *tə 'fi:tʃə* znajdować się

²⁵ pattern *'pætən* schemat, wzorec

²⁶ to develop a taste for sth *tə dɪ'veləp ə teɪst fə 'sʌmθɪŋ* polubić coś

²⁷ foodstuffs *'fuːdstʌfs* artykuły żywnościowe

²⁸ until recently *ən'tɪl 'riːsntli* do niedawna

²⁹ stored *stɔːd* trzymany, przechowywany

³⁰ lightly secured *'laɪtlɪ sɪ'kjʊəd* słabo zabezpieczony

³¹ facility *fə'sɪlɪtɪ tuː* obiekt

³² tightly guarded *'taɪtlɪ 'gɑːdɪd* pilnie strzeżony



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 Eíríz 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 *'weəhəʊs* magazyn

³⁴ heist *haɪst* skok, napad

³⁵ sophisticated *sə'fɪstɪkətɪd tuː* zaawansowany

³⁶ knowledge *'nɒlɪdʒ* wiedza

³⁷ perishable goods *'perɪʃəbl ɡʊdz* łatwo psujące się towary

³⁸ informal market *ɪn'fɔːml 'mɑːkɪt* 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 tuː* pot. przekręt

⁴² fraudster *'frɔːdstə(r)* oszust

⁴³ to bilk *tə bɪlk* wyłudzać

⁴⁴ artisan *ˌɑːtɪ'zæn* rzemieślnicz

⁴⁵ haul *hɔːl* łup

⁴⁶ cloth-bound cheddar *klɒθ baʊnd 'tʃedə* tradycyjnie dojrzewający cheddar

⁴⁷ roughly *'rʌfli* mniej więcej, z grubszą

⁴⁸ scam *skæm* oszustwo, przekręt, szwindel

⁴⁹ uncovered *ʌn'kʌvəd* odkryty

⁵⁰ acorn-fed *'eɪkɔːnd tuː* ze świń karmionych żołędziami

⁵¹ to pilfer *tə 'pɪlfə* ukraść

⁵² leg *leg* udziec, nóżka

⁵³ family-run *'fæmɪli rʌn* rodzinny

⁵⁴ remote *rɪ'məʊt* odległy

⁵⁵ furtive *'fɜːtɪv* potajemny

⁵⁶ raid *reɪd* nalot



by Paul Martin from
www.go-native.pl

violence⁵⁷, given the stellar⁵⁸ value of the fungi⁵⁹ at peak season⁶⁰. For example, in 2025, black truffles, the most revered⁶¹ by chefs, typically fetch⁶² 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 matter⁶³. Many artisan suppliers operate on tight margins⁶⁴ and rely on a short, intense trading season to see them through⁶⁵ the year. While insurance policies⁶⁶ may cover their immediate financial loss, it may take years to re-establish⁶⁷ trust with their customers, for whom removing a signature dish⁶⁸ from the menu could damage their own fragile⁶⁹ reputations in the fickle⁷⁰ world of high-end⁷¹ restaurants.

It may be shutting the stable door after the horse has bolted⁷², but producers of niche, luxury food items⁷³ are going to have to wise up⁷⁴ to the fact that they are sitting on a gold mine⁷⁵ and can't allow culinary crooks⁷⁶ to walk in and clean them out⁷⁷. That is sure to mean the installation of security cameras⁷⁸ and stronger storage locks⁷⁹.

Meanwhile, back in France, police are on the trail⁸⁰ of the snail snatchers.

⁵⁷ violence 'vaɪələns przemoc

⁵⁸ stellar 'stelə super

⁵⁹ fungi 'fʌŋɡaɪ 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: 'sɑ:mθɪŋ przetrwać coś

⁶⁶ insurance policy ɪn'ʃʊərəns 'pɒlɪsɪ polisa ubezpieczeniowa

⁶⁷ to re-establish tə 'ri:ɪs'tæblɪʃ odbudować

⁶⁸ signature dish 'sɪɡnətʃə dɪʃ popisowe danie, specjalność zakładu

⁶⁹ fragile 'frædʒaɪl kruchy

⁷⁰ fickle 'fɪkl kapryśny, nieprzewidywalny

⁷¹ high-end ,haɪ '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 'bɔ:ltɪd 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 ɡəʊld maɪn siedzieć na żyłę złota

⁷⁶ crook krɒk oszust

⁷⁷ to clean sb out tə kli:n 'sʌmbədi aʊt okraść kogoś

⁷⁸ security camera sɪ'kjʊərəntɪ 'kæməərə kamera monitoringu

⁷⁹ lock lɒk zamek

⁸⁰ to be on the trail tə bi: ɒn ðə treɪl być na tropie

TWELVE GOOD MEN AND TRUE?

WITH A UK Crown Court backlog¹ exceeding² 80,000 cases³, the British government⁴ is proposing a controversial solution⁵: restricting the right to trial by jury⁶ for mid-level offences⁷. As new “Swift Courts” loom⁸, English Matters explores the origins⁹ of the jury system and what a shift to judge-only trials¹⁰ could mean for British justice.

Root and Branch¹¹

To understand the British legal system, we must look to the Middle Ages¹². Unlike the Civil Law¹³ systems common in Europe, which rely on¹⁴ comprehensive¹⁵ written codes to cover¹⁶

every eventuality, England uses Common Law¹⁷.

Established during the reign¹⁸ of King Henry II in the 12th century, this system relies entirely on precedent¹⁹. Instead of interpreting a rulebook²⁰, judges²¹ follow the decisions made in previous²² similar cases. Over centuries, these rulings²³ have built up like bricks²⁴ in a wall, creating the complex legal architecture we see today.

Trial By Fire²⁵

Before the jury system existed, English justice was a terrifying²⁶ affair²⁷. In the early medieval²⁸ period, guilt²⁹ or innocence³⁰ was often decided by “Trial by Ordeal³¹.” This was based on the belief³² that God would intervene to protect the innocent and expose³³ the guilty.

¹ backlog 'bækɒlɒɡ zaległości

² to exceed tə ɪk'si:d przekroczyć

³ case keɪs sprawa

⁴ government 'ɡʌvnmənt rząd

⁵ solution sə'lju:ʃən rozwiązanie

⁶ trial by jury 'traɪəl baɪ 'dʒʊəri 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 ri:'laɪ ɒn 'sʌmθɪŋ polegać na czymś

¹⁵ comprehensive ,kɒmpri'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 ,medi:'vəl średniowieczny

²⁹ guilt ɡɪlt 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 tə ɛks'pəʊz ujawniać

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'hot rozżarzony

³⁵ iron bar 'aɪən bɑː 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 fiʃ aʊt wyławić

⁴¹ to float tə fləʊt unosić się na wodzie, dryfować

⁴² pope pəʊp papież

⁴³ to forbid tə fə'brɪd zabraniać

⁴⁴ to bless tə bles błogosławić

⁴⁵ divine intervention dɪ'vaɪn ,ɪntə'veɪʃən boska interwencja

⁴⁶ sworn swɔːn zaprzysiężony

⁴⁷ Magna Carta ,mæɡnə 'kɑːtə Wielka Karta Swobód

⁴⁸ equal 'iːkwəl równy sobie

⁴⁹ split splɪt rozdział

⁵⁰ inquisitorial ɪn,kwɪzɪ'tɔːrɪəl śledczy

⁵¹ to investigate tə ɪn'vestɪɡeɪt prowadzić dochodzenie, badać, dociekać

⁵² alongside ə'lɒŋ'saɪd wraz z

⁵³ lawyer 'lɔːjə prawnik

⁵⁴ adversarial ,ædvə'seəriəl kontryktoryjny (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 kontryktoryjnym sędzia nie prowadzi śledztwa ani nie poszukuje dowodów na własną rękę - jego zadaniem jest obiektywne rozstrzygnięcie sporu między stronami)

⁵⁵ prosecution ,prɒsɪ'kjuːʃən oskarżenie

⁵⁶ defence dɪ'fens obrona

⁵⁷ referee ,refə'riː arbiter

Courtroom Lingo¹

- **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 'lɪŋɡəʊ język, żargon

² acquittal ə'kwɪtl uniewinnienie

³ dock dɒk ława oskarżonych

⁴ enclosed ɪn'kləʊzd odgradzony

⁵ hung jury hʌŋ 'dʒʊəri niejednomyślna ława przysięgłych

⁶ extended ɪks'tendɪd przeciągający się

⁷ deliberation dɪ,lɪbə'reɪʃən obrady

INFOBOX

⁵⁸ to ensure tə ɪn'ʃʊə zapewniać

⁵⁹ jury member 'dʒʊəri 'membə członek ławy przysięgłych

⁶⁰ to convict tə 'kɒnvɪkt uznawać za winnego, skazywać

⁶¹ roughly 'rʌfli mniej więcej

⁶² mandatory 'mændətəri obowiązkowy

⁶³ civic duty 'sɪvɪk 'djuːti obowiązek obywatelski

⁶⁴ citizen 'sɪtɪzn obywatel

⁶⁵ registered to vote 'redʒɪstəd tə vɔt zarejestrowany wyborca

⁶⁶ at random ət 'rændəm losowo

⁶⁷ summoned 'sʌmənd wezwany

⁶⁸ ballot 'bælət ciągnięcie losów

⁶⁹ solely 'seʊli jedynie

⁷⁰ evidence 'evidəns dowody, materiał dowodowy

⁷¹ under pressure 'ʌndə 'prefə pod naciskiem

⁷² victim 'vɪktɪm ofiara

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 rare¹ or sit in mixed panels² with judges. In Common Law, a jury of 12 ordinary people is the sole decision-maker³ regarding guilt or innocence in serious crimes.

¹ rare reə rzadki

² mixed panel mɪkst 'pæni skład mieszany

³ decision-maker dɪ'sɪʒn meɪkə(r)

osoba decyzyjna, decydent

INFOBOX

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 Doubt⁷³

Supporters⁷⁴ argue this change is vital to reduce delays⁷⁵. They note that complex fraud⁷⁶ cases already function without juries and that the modern legal system is often too technical for laypeople⁷⁷. Critics, however, warn of a dangerous slide⁷⁸. They argue that removing juries turns courtrooms⁷⁹ into bureaucratic chambers⁸⁰ and that judges may become 'case-hardened'⁸¹ and cynical. As Karl

Turner MP⁸² warned, "this is an 800-year-old right we are being asked to discard⁸³ for the sake of⁸⁴ expediency⁸⁵."

The jury system is slow and expensive, but it remains a powerful check on⁸⁶ state power⁸⁷. It ensures the law is applied by⁸⁸ ordinary⁸⁹ citizens, not just elites.

The future of the English jury now rests on a difficult choice between tradition and efficiency⁹⁰. As Swift Courts prepare to open, the English courtroom may soon look much more like its European neighbours⁹¹, with the fate⁹² of defendants⁹³ resting in the hands of a single professional judge rather than twelve equals.

⁷³ beyond reasonable doubt brɪ'jɒnd 'ri:znəbl

daut ponad wszelką wątpliwość

⁷⁴ supporter sə'pɔ:tə zwolennik

⁷⁵ delay dɪ'leɪ opóźnienie

⁷⁶ fraud frɔ:d oszustwo

⁷⁷ layperson 'leɪpɜːsn laik

⁷⁸ slide slaɪd tu: pogorszenie sytuacji

⁷⁹ courtroom 'kɔ:tru:m sala sądowa

⁸⁰ chamber 'tʃeɪmbə tu: pej. komora

⁸¹ case-hardened 'keɪs,hɑ:dnd zobojętniały z powodu prowadzonych spraw

⁸² MP = Member of Parliament ,em 'piː= 'membə ɒv 'pɑ:ləmənt poseł, członek



parlamentu

⁸³ to discard tə 'dɪskɑ:d odrzucać

⁸⁴ for the sake of sth fə ðə seɪk ɒv 'sʌmθɪŋ w imię czegoś

⁸⁵ expediency ɪks'pi:djənsɪ 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'plɑɪd baɪ 'sʌmbədɪ tu: wymierzany przez kogoś

⁸⁹ ordinary 'ɔ:dənəri zwykły

⁹⁰ efficiency ɪ'fɪjənsɪ efektywność

⁹¹ neighbour 'neɪbə sąsiad

⁹² fate feɪt los

⁹³ defendant dɪ'fendənt podsądny



The Scandinavian Nexus¹

Scandinavia is often treated as a single success story. In this article, **Paul Martin** aims to **unpack²** that **assumption³**, exploring what truly **binds⁴** Denmark, Norway and Sweden **together⁴**, and where history, economics and **identity⁵** quietly push them in different directions.

Distinct⁶ Societies⁷

To an **external⁸** observer, Scandinavia can seem **unusually⁹** easy to understand. The image is **familiar¹⁰**: snow-covered **landscapes¹¹**, well-organised cities, high **taxes¹²**, and **citizens¹³** 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 **common¹⁴** **solution¹⁵** to **modern¹⁶** social and economic problems.

This **perception¹⁷** is not entirely wrong, but it is incomplete. These countries do cooperate closely and share many **values¹⁸**, particularly around **welfare¹⁹**, **equality²⁰** and **social**

trust²¹. Yet **beneath the surface²²**, they remain distinct societies with different histories, different economic **foundations²³**, and different **strategic instincts²⁴**. Treating Scandinavia as a single, **uniform²⁵** space risks missing what makes each country function the way it does.

¹ nexus 'neksəs sieć, ogniwo

² to unpack sth to 'an'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'dentəti tożsamość

⁶ distinct dɪs'tɪŋkt różny, odmienny, odrębny

⁷ society sə'saɪəti społeczeństwo

⁸ external ɛks'tɜːnl z zewnątrz

⁹ unusually ən'juːʒəbli 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'ljuːʃən rozwiązanie

¹⁶ modern 'mɒdən współczesny

¹⁷ perception pə'sepʃən postrzeżenie, odbiór

¹⁸ values 'væljuːz wartości

¹⁹ welfare 'welfeə tu: interes społeczny

²⁰ equality i:'kwɒləti równość

²¹ social trust 'səʊʃəl trʌst zaufanie społeczne

²² beneath the surface bɪ'niːθ ðə 'sɜːfɪs pod powierzchnią

²³ foundation faʊn'deɪʃən fundament, podstawa

²⁴ strategic instinct strə'tiːdʒɪk 'ɪnstɪŋkt instykt strategiczny

²⁵ uniform 'juːnɪfɔːm jednolity

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NORWAY

SWEDEN

DENMARK



Red cottages by coastline
Hamnøylofoten 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, Rarely³⁴ Peaceful³⁵

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.

tə'geðə baɪ 'sʌmθɪŋ być połączonym czymś

³¹ Faroe Islands 'fearəʊ ,aɪləndz Wyspy Owcze

³² to erase tə 'ri:z usuwać

³³ neighbour 'neɪbə sʌsiəd

³⁴ rarely 'reəli rzadko

³⁵ peaceful 'pi:sfəl spokojny

³⁶ historical roots hɪs'tɔɪrɪkəl ru:ts historyczne korzenie

³⁷ tangled 'tæŋɡld poplątany, splątany

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.

³⁸ violent 'vaɪələnt pełen przemocy

³⁹ locked into sth lɒkt 'ɪntə '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:nəti wspólnota

⁴⁴ arrangement ə'reɪnzdʒmənt porozumienie

⁴⁵ kingdom 'kɪŋdəm królestwo

⁴⁶ unstable 'ʌn'steɪbl niestabilny

⁴⁷ resentment rɪ'zentmənt niechęć, rozżalenie

⁴⁸ nobility nəʊ'bɪləti szlachta

⁴⁹ tension 'tenʃən napięcie

⁵⁰ Stockholm Bloodbath 'stɒkħəʊm 'blʌdə:θ krwawa łaźnia sztokholmska

⁵¹ to trigger sth tə 'trɪgə 'sʌmθɪŋ wywołać coś

⁵² rebellion rɪ'beljən powstanie

⁵³ to redraw sth tə ,ri:'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 'ɪntə 'sʌmθɪŋ przymuszony do czegoś

⁵⁷ independence ,ɪndɪ'pendəns niepodległość

⁵⁸ state steɪt państwo

²⁶ confusion kən'fju:ʒən zamieszanie

²⁷ interchangeably ,ɪntə'tʃeɪndʒəbli wymiennie

²⁸ to matter tə 'mætə mieć znaczenie

²⁹ core kɔ: rdzeń, centrum

³⁰ to be bound together by sth tə bi: baʊnd

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

Despite⁶³ 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



⁵⁹ cautious 'kɔːʃəs ostrożny

⁶⁰ institutionalised ˌɪnstɪˈtjuːʃənəlaɪzd
zinstytucjonalizowany

⁶¹ sovereignty 'sɒvrənəti suwerenność,
niezależność

⁶² learned behaviour lɜːnd bɪˈhɛvɪə nabyte,
wyuczone zachowanie

⁶³ despite sth dɪsˈpaɪt 'sʌmθɪŋ pomimo czegoś

⁶⁴ outlook 'aʊtlʊk tu: sposób postrzegania świata

⁶⁵ social habits 'səʊʃəl 'hæbɪts nawyki społeczne

⁶⁶ inherently ɪnˈhɛrəntli z natury

⁶⁷ superior suːˈpɪəriə lepszy

⁶⁸ display of wealth dɪsˈpleɪ ɒv welθ afiszowanie
się bogactwem

⁶⁹ to reinforce sth tə ˌrɪːnˈfɔːs 'sʌmθɪŋ wzmacniać
coś

⁷⁰ purely 'pjʊəli: czysto

⁷¹ mindset 'maɪndset nastawienie, sposób myślenia

⁷² to underpin sth tə ˌʌndəˈpɪn 'sʌmθɪŋ wzmacniać
coś

⁷³ commitment to sth kəˈmɪtmənt tə 'sʌmθɪŋ
przywiązanie do czegoś

⁷⁴ welfare state 'welfeə steɪt państwo opiekuńcze

⁷⁵ framed as sth freɪmd æz 'sʌmθɪŋ postrzegany
jako coś

⁷⁶ charity 'tʃærəti dobroczynność

⁷⁷ reward rɪˈwɔːd nagroda

⁷⁸ attached to sth əˈtætʃt tə 'sʌmθɪŋ przynależny
do czegoś

⁷⁹ citizenship 'sɪtɪznʃɪp obywatelstwo

⁸⁰ resources rɪˈsɔːsɪz zasoby, środki finansowe

⁸¹ efficiently ɪˈfɪʃjəntli wydajnie

⁸² influential ˌɪnflʊˈenʃəl posiadający wpływ

⁸³ contested kənˈtestɪd kwestionowany

⁸⁴ opinion corridor əˈpɪnjən 'kɒrɪdɔː korytarz opinii

⁸⁵ deviation ˌdɪːvɪˈeɪʃən odstępstwo, odchylenie

⁸⁶ consensus kənˈsɛnsəs zgodna opinia, konsensus

⁸⁷ sensitive issues 'sensɪtɪv ˈɪʃuːz 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 ˈlɑːstɪŋ mɑːk trwały ślad

³ public memory ˈpʌblɪk ˈmeməri świadomość
społeczna

⁴ in particular ɪn pəˈtɪkjʊlə w szczególności

⁵ to attract sth tə əˈtrækt 'sʌmθɪŋ przyciągać
coś

⁶ industry ˈɪndəstri przemysł

⁷ personal freedom ˈpɜːsnl ˈfrɪdəm wolność
osobista

⁸ collective responsibility kəˈlektɪv
rɪs,pɒnsəˈbɪləti odpowiedzialność zbiorowa

⁹ work culture wɜːk ˈkʌltʃə kultura pracy

¹⁰ crime fiction kraɪm ˈfɪkʃən kryminał

¹¹ to contribute to sth tə kənˈtrɪbjʊːt tə 'sʌmθɪŋ
przyczynić się do czegoś

INFOBOX



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

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.

Cracks⁹⁰?

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

Copenhagen, Denmark



⁸⁸ **entrepreneur** ˌɒntɹəprəˈnɜː **przedsiębiorca**

⁸⁹ **to reject sth** tə ˈrɪdʒekt **odrzucać coś**

⁹⁰ **crack** kræk **pęknięcie**

⁹¹ **security** sɪˈkjʊərəti **bezpieczeństwo**

⁹² **challenge** ˈtʃælɪndʒ **wyzwanie**

⁹³ **to weaken sth** tə ˈwiːkən **osłabiać coś**

⁹⁴ **shared path** ʃeəd pɑːθ **wspólna ścieżka**

⁹⁵ **weight-loss** weɪt lɒs **utrata wagi**

⁹⁶ **diabetes** ˌdaɪəˈbiːtɪz **cukrzyca**

⁹⁷ **downturn** ˈdaʊntɜːn **spadek koniunktury**

⁹⁸ **fortunes** ˈfɔːtʃuːnz **losy**

⁹⁹ **global demand** ˈɡləʊbəl dɪˈmɑːnd **światowy popyt**

¹⁰⁰ **regulations** ˌregjʊˈleɪʃnz **przepisy**

¹⁰¹ **healthcare** ˈhelθ keə(r) **opieka zdrowotna**

¹⁰² **puzzle** ˈpʌzl **zagadka**

¹⁰³ **enormous** ɪˈnɔːməs **olbrzymi**



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.

Internal¹¹⁸ 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** 'seɪvɪŋz ə'kaʊnt **konto oszczędnościowe**
- ¹⁰⁵ **currency** 'kʌrənsɪ **waluta**
- ¹⁰⁶ **household** 'haʊshəʊld **gospodarstwo domowe**
- ¹⁰⁷ **fragile** 'frædʒaɪl **kruchy**
- ¹⁰⁸ **manufacturing** ,mænju'fæktʃərɪŋ **produkcja przemysłowa**
- ¹⁰⁹ **serious blow** 'sɪəriəs bləʊ **poważny cios**
- ¹¹⁰ **collapse** kə'læps **upadek**
- ¹¹¹ **intended to anchor** ɪn'tendɪd tə 'æŋkə **mający dawać oparcie**
- ¹¹² **transition to sth** træn'sɪʒən tə 'sʌmθɪŋ **przejście na coś**
- ¹¹³ **flexibility** ,fleksə'bɪləti **elastyczność**
- ¹¹⁴ **weakness** 'wi:knəs **słabość**
- ¹¹⁵ **to fuel sth** tə fjʊəl 'sʌmθɪŋ **podsycać coś**
- ¹¹⁶ **eventually** ɪ'ventʃʊəli **w końcu, ostatecznie**
- ¹¹⁷ **to adopt sth** tə ə'dɒpt 'sʌmθɪŋ **przyjąć coś**
- ¹¹⁸ **internal** ɪn'tɜːnl **wewnętrzny**
- ¹¹⁹ **dramatic rise** drə'mætɪk raɪz **dramatyczny wzrost**
- ¹²⁰ **shooting** 'ʃuːtɪŋ **strzelanina**
- ¹²¹ **in response** ɪn rɪs'pɒns **w odpowiedzi**
- ¹²² **to move away** tə muːv ə'weɪ **odejść**
- ¹²³ **right-wing** 'raɪtɪŋ **prawicowy**
- ¹²⁴ **tougher measures** 'tʌfə 'meʒəz **ostrzejsze środki**
- ¹²⁵ **significant shift** sɪg'nɪfɪkənt ʃɪft **znacząca zmiana**
- ¹²⁶ **punishment** 'pʌnɪʃmənt **kara**
- ¹²⁷ **violence** 'vaɪələns **przemoc**
- ¹²⁸ **to reintroduce sth** tə ,riːɪntrə'djuːs 'sʌmθɪŋ **przywrócić coś**
- ¹²⁹ **border check** 'bɔːdə tʃek **kontrola graniczna**
- ¹³⁰ **to suspend sth** tə səs'pend 'sʌmθɪŋ **zawieszać coś**
- ¹³¹ **promise** 'prɒmɪs **obietnica**
- ¹³² **to dismiss sth** tə dɪs'mɪs 'sʌmθɪŋ **deprecjonować coś**
- ¹³³ **relevance** 'reləvəns **znaczenie, ważność**
- ¹³⁴ **relationship** rɪ'leɪʃənʃɪp **związek**
- ¹³⁵ **mistake** mɪs'teɪk **błąd**
- ¹³⁶ **cultural ties** 'kʌltʃərəl 'taɪz **więzi kulturowe**
- ¹³⁷ **sameness** 'seɪmənəs **tu: jedność**
- ¹³⁸ **to resist sth** tə rɪ'zɪst 'sʌmθɪŋ **odrzucać coś**
- ¹³⁹ **simple labels** 'sɪmpl 'leɪblz **proste etykiety**
- ¹⁴⁰ **collaboration** kə'læbə'reɪʃən **współpraca**
- ¹⁴¹ **refined** rɪ'faɪnd **dopracowany**
- ¹⁴² **distinctly** dɪs'tɪŋktli **wyraźnie**
- ¹⁴³ **trait** treɪ **cecha**

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** OpenAI. Under the agreement, which **went into effect**⁸ 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**⁹ Disney). Some of these creations made by users will be **available**¹⁰ for streaming on the Disney+ platform, and the **tie-up**¹¹ will also **cover**¹² image generation on ChatGPT.

How it Works

A subscriber to OpenAI's Sora, a **standalone**¹³ generative AI video app can, by giving **text prompts**¹⁴, make short clips which feature famous movie characters. So, it's possible, for example, for a user to **type in**¹⁵ a few **commands**¹⁶ which **enable**¹⁷ the creation of a video in which an avatar of themselves interacts with others. That

¹ landmark deal 'lændmɑ:k di:l przelomowa, historyczna umowa

² inked ɪŋkt podpisany, zawarty

³ to unleash sth tʊ 'ʌn'li:ʃ 'sʌmθɪŋ uwolnić, uruchomić, zapoczątkować coś

⁴ impactful ɪm'pæktɪfl 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 ɡəʊ 'ɪntʊ 'ɪfekt 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 prompt 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 'ɪneɪbl 'sʌmθɪŋ umożliwić coś

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 'gɪvn eks zważywszy na X

²⁰ it appears that ɪt ə'pɪəz dəet wydaje się, że

²¹ to seek to do sth tə si:k tə du: 'sʌmθɪŋ dążyć do zrobienia czegoś, starać się zrobić coś

²² to reach out to sb tə ri:tʃ aʊt tə 'sʌmbədi skontaktować się z kimś, odezwać się do kogoś

²³ advancement əd'vɑ:nsmənt postęp, rozwój

²⁴ to extend sth tə ɪks'tend 'sʌmθɪŋ rozszerzyć coś

²⁵ reach of sth ri:tʃ ɒv 'sʌmθɪŋ zasięg czegoś

²⁶ to put sth directly into the hands of sb tə pʊt 'sʌmθɪŋ dɪ'rektli 'ɪntə ðə hændz ɒv 'sʌmbədi przekazać coś bezpośrednio w ręce kogoś, oddać coś bezpośrednio komuś

²⁷ equity investment 'ekwɪtɪ ɪn'vestmənt inwestycja kapitałowa

²⁸ it stands to further increase ɪt stændz tə 'fɜ:ðər 'ɪnkri:s może jeszcze bardziej wzrosnąć

²⁹ exposure ɪks'pəʊʒə ekspozycja (np. na ryzyko), narażenie

³⁰ according to X ə'kɔ:dɪŋ tə eks według X

OGIADAJ 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 ɡəʊ 'ɪntə
ɪ'fekt/
wejść w życie

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 *tə ə'laʊ* **pozwalać**

² to generate sth *tə 'dʒenəreɪt 'sʌmθɪŋ*
generować coś

³ to recognise sth *tə 'rekəɡnaɪz 'sʌmθɪŋ*
rozpoznawać coś

⁴ to improve sth *tə ɪm'pru:v 'sʌmθɪŋ*
polepszać coś

⁵ to be capable of sth *tə bi: 'keɪpəbl ɒv 'sʌmθɪŋ*

być zdolnym do czegoś

⁶ respectively *rɪs'pektɪvli* **odpowiednio**

⁷ to influence sth *tə ɪn'fluəns 'sʌmθɪŋ* **wpływać na coś**

⁸ to predict sth *tə prɪ'dɪkt 'sʌmθɪŋ* **przewidzieć coś**

⁹ to exceed sth *tə ɪk'si:d 'sʌmθɪŋ* **przekroczyć, przewyższyć coś**

¹⁰ to surpass sth *tə sɜ:'pa:s 'sʌmθɪŋ*

przewyższyć, prześcignąć coś

¹¹ enabled by sth *ɪ'neɪbld baɪ 'sʌmθɪŋ*

umożliwiony przez coś, dzięki czemuś

INFOBOX

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 si:m wydawać się

³² to offset tɒ 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 tɒ ɪksˈpænd ˈsʌmθɪŋ rozszerzyć, rozwinąć coś

³⁶ poised ˌpɔɪzd gotowy (do czegoś)

³⁷ game-changer ɡeɪm 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 ˈɒnəʃɪp własność, prawo własności

⁴¹ compared to sb kəmˈpeəd tə ˈsʌmbədɪ w porównaniu do kogoś

⁴² curated ˈkjʊərəɪtɪd wyselekcjonowany, starannie dobrany

⁴³ agreement əˈɡri:mənt 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 ˌvoɪst wyrażony

⁵⁰ to undermine sth tɒ ˌʌndəˈmaɪn ˈsʌmθɪŋ podważać/osłabiać coś (np. czyjś autorytet lub zaufanie)

⁵¹ among others əˈmɒŋ ˈʌðəz między innymi

⁵² off-brand ɒf brænd niemarkowy, gorszej jakości (często używane, gdy coś nie pasuje do czyjegós wizerunku lub standardów)

⁵³ outcome ˈaʊtkʌm wynik, rezultat

⁵⁴ on the upside ɒn ðɪ 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 ˈæktʃʊəli 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 tɒ ɪnkrɪːs zwiększać (się), wzrastać

⁶⁵ quarterly ˈkwɔːtəli 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

Is Car-sharing a Profitable Ride¹?

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 Wheels²³

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 'prɒfɪtəbl raɪd dochodowy interes

² al fresco æl 'freskəʊ na świeżym powietrzu

³ convenient kən'vi:njənt wygodny

⁴ to buckle up tə 'bʌkl ʌp zapinać pasy

⁵ test drive test draɪv jazda próbna

⁶ solution sə'lu:ʃən rozwiązanie

⁷ cluster 'klʌstə zbitka

⁸ urban 'ɜ:bən miejski

⁹ congestion kən'dʒestʃən korki, tłok

¹⁰ pollution pə'lu:ʃən zanieczyszczenie

¹¹ shortage 'ʃɔ:tɪdʒ niedobór, deficyt

¹² ownership 'əʊnəʃɪp posiadanie

¹³ unimpeachable ,ʌnɪm'pi:tʃəbl bezsporny

¹⁴ to sit idle sɪt 'aɪdl stać i być nieużywanym

¹⁵ on demand ɒn dɪ'mɑ:nd na żądanie

¹⁶ clutter 'klʌtə rupiecie

¹⁷ vast vɑ:st szeroki

¹⁸ profitability ,prɒfɪtə'bɪləti rentowność

¹⁹ stubbornly 'stʌbənli uparcie

²⁰ elusive ɪ'lu:sɪv nieosiągalny

²¹ sustainable sə'steɪnəbl trwały

²² return rɪ'tɜ:n zysk

²³ wheels wi:lz **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

A WORD WORTH REMEMBERING

unimpeachable
 /,ʌnɪm'pi:tʃəbl/
 bezsporny



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 share access to underused assets such as cars, homes or tools – usually via digital platforms. Instead of owning products outright, users pay for temporary access. Well-known examples include car-sharing, accommodation platforms and peer-to-peer services. Supporters argue it improves efficiency and sustainability, while critics highlight issues around regulation, labour rights and profitability.

¹ to enable sb to do sth *tə ɪˈneɪbl 'sʌmbədi tə du: 'sʌmθɪŋ* umożliwić komuś robienie czegoś

² underused *ˌʌndəˈju:zd* mało wykorzystywany

³ outright *'aʊtraɪt tu: na własność*

⁴ temporary access *'tempərəri 'ækses* czasowy dostęp

⁵ accommodation platform *ə,kɒmə'deɪʃən 'plætfɔ:m* platforma do rezerwacji zakwaterowania

⁶ peer-to-peer *ˌpiə tə 'piə(r)* model komunikacji w sieci komputerowej zapewniający wszystkim hostom te same uprawnienia

⁷ supporter *sə'pɔ:tə* zwolennik

⁸ sustainability *sə'steɪnə'bɪləti* zrównoważony rozwój

⁹ labour rights *'leɪbə raɪts* prawa pracownicze

INFOBOX

City CarClub in the UK introduced²⁷ membership models²⁸, hourly pricing²⁹ and on-line reservations.

The concept evolved in two directions. Station-based car-sharing required users to

²⁷ to introduce *tə ɪn'troʊ'dju:s* wprowadzać

²⁸ membership model *'membəʃɪp'mɒdl* model

pick up³⁰ and return a car to the same location, usually a fixed³¹ parking bay³². Free-floating³³ 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 payments³⁴ poured petrol on³⁵ the idea. Cities began to see car-sharing as part of a broader “mobility-as-a-service³⁶” vision, sitting alongside public transport, cycling and ride-hailing³⁷. Venture capital³⁸ followed, and by the mid-2010s, car-sharing looked like it would become a cornerstone³⁹ of the post-ownership⁴⁰ shared economy⁴¹ (see *Fact Box*) future.

Globally, car-sharing expanded rapidly. Millions of users signed up⁴², particularly in dense⁴³ European cities. Some schemes showed impressive utilisation rates⁴⁴, and studies suggested that each shared car could replace⁴⁵ between five and ten privately owned vehicles. From a societal⁴⁶ perspective, this was a clear win⁴⁷.

Cars are depreciating assets⁴⁸. They cost money even when stationary, and car-sharing fleets spend much of their lives idle between bookings⁴⁹. Add insurance⁵⁰, cleaning, servicing, parking permits⁵¹, customer support⁵², and the not-insignificant⁵³ cost of vandalism and minor accidents⁵⁴, and margins⁵⁵ shrink⁵⁶ quickly. Unlike traditional car rental⁵⁷, car-sharing involves many short trips rather than fewer long ones, increasing wear⁵⁸ and operational overhead⁵⁹.

Roadblock⁶⁰

Zipcar, often cited as the global pioneer, struggled with⁶¹ profitability long before it exited the UK. Avis acquired⁶² the company in 2013, seeing strategic value rather

członkowski

²⁹ hourly pricing *'aʊəli 'praɪsɪŋ* rozliczanie godzinowe

³⁰ to pick up *tə pɪk ʌp* odbierać

³¹ fixed *fɪkst* stały

³² parking bay *'pɑ:kɪŋ beɪ* miejsce parkingowe

³³ free-floating *'fri: 'fləʊtɪŋ tu:* swobodny

³⁴ digital payments *'dɪdʒɪtl 'peɪmənts* płatności

cyfrowe

³⁵ to pour petrol on sth *tə pɔ: 'petrəl ɒn 'sʌmθɪŋ tu: dolać oliwy do ognia przyspieszając coś*

³⁶ mobility-as-a-service *məʊ'bɪləti æz ə 'sɜ:vɪs* 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 *'kɔ:nəstəʊn* kamień węgielny

⁴⁰ post-ownership *pəʊst 'əʊnəʃɪp*

postwłasnościowy

⁴¹ shared economy *ʃeɪd 'i:kɒnəmi* gospodarka współdzielenia

⁴² to sign up *tə saɪn ʌp* zarejestrować się

⁴³ dense *dens tu:* gęsto zaludniony

⁴⁴ utilisation rate *'ju:təlaɪ'zeɪʃn reɪt* wskaźnik wykorzystania

⁴⁵ to replace sth *tə rɪ'pleɪs 'sʌmθɪŋ* zastępować coś

⁴⁶ societal *sə'saɪətəl* społeczny

⁴⁷ clear win *klɪə wɪn* ewidentne zwycięstwo

⁴⁸ depreciating assets *dɪ'pri:ʃeɪtɪŋ 'æsets* aktywa tracące wartość

⁴⁹ booking *'bʊkɪŋ* rezerwacja

⁵⁰ insurance *ɪn'ʃʊərəns* ubezpieczenie

⁵¹ parking permit *'pɑ:kɪŋ 'pɜ:mɪt* pozwolenie parkingowe

⁵² customer support *'kʌstəmə sə'pɔ:t* obsługa klienta

⁵³ not-insignificant *nɒt ɪn'sɪŋɪfɪkənt* niemały

⁵⁴ minor accident *'maɪnə 'æksɪdɪnt* drobny wypadek

⁵⁵ margin *'mɑ:dʒɪn* marża

⁵⁶ to shrink *tə ʃrɪŋk* zmniejszać się

⁵⁷ car rental *kɑ: 'rentl* wypożyczalnia samochodów

⁵⁸ wear *weə* zużycie

⁵⁹ operational overhead *ɒpə'reɪʃənl 'əʊvəhed* koszty operacyjne

⁶⁰ roadblock *'rəʊdblɒk* blokada drogowa

⁶¹ to struggle with sth *tə 'strʌgl wɪð 'sʌmθɪŋ* zmagać się z czymś

⁶² to acquire sth *tə ə'kwəɪə 'sʌmθɪŋ* nabywać coś

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 Achieve⁹³?

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 'r'mi:dʒət natychmiastowy

⁶⁴ affordable ə'fɔ:dəbl przystępny cenowo

⁶⁵ reasonably 'ri:znəblɪ w miarę

⁶⁶ usage 'ju:ʒɪdʒ 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 tə ə'bændən 'sʌmθɪŋ rezygnować z czegoś, porzucić coś

⁷¹ to double down tə 'dʌbl daʊn podwoić nakłady

⁷² broader pattern 'brɔ:ðə '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 ,haɪ 'prɒfaɪl głośny

⁷⁶ municipalities mju:,nɪs'tɪpælɪtɪz władze lokalne

⁷⁷ resilient rɪ'zɪlɪənt elastyczny

⁷⁸ to benefit from sth tə 'benɪfɪt korzystać z czegoś

⁷⁹ favourable 'feɪvərəbl przychylny

⁸⁰ regulation ,regjʊ'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 'veəriəbl zmienny

⁸⁵ to scale sth tə skeɪl 'sʌmθɪŋ skalować coś

⁸⁶ handful 'hændfʊl garstka

⁸⁷ white-label ,waɪt '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'plɑɪ 'sʌmθɪŋ dostarczać coś

⁸⁹ software 'sɒftweə(r) oprogramowanie

⁹⁰ to handle sth tə 'hændl 'sʌmθɪŋ zajmować się czymś

⁹¹ telematics ,telɪ'mæɪtɪks telematyka

⁹² barrier to entry 'bæriə tə 'entri próg wejścia

⁹³ to achieve sth tə ə'tʃi:v 'sʌmθɪŋ osiągać coś

⁹⁴ ongoing 'ɒŋgəʊŋ 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

– 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?

Proponents¹¹⁴ **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 *hai prə'pɔːʃən tu: większość*

⁹⁹ dip *dɪp spadek*

¹⁰⁰ to wipe out sth *tə waɪp aʊt 'sʌmθɪŋ zniszczyć coś*

¹⁰¹ pricing *'praɪsɪŋ ustalenie cen*

¹⁰² constrained *kən'streɪnd ograniczony*

¹⁰³ to revert to sth *tə rɪ'vɜːt tə 'sʌmθɪŋ wracać do czegoś*

¹⁰⁴ little room *'lɪtl ru:m mało miejsca*

¹⁰⁵ yield management *jɪ:ld 'mæɪnɪdʒmənt możliwości zarządzania przychodami*

¹⁰⁶ relentless *rɪ'lentləs bezwzględny*

¹⁰⁷ charged *tʃɑːdʒd naładowany*

¹⁰⁸ partnership *'pɑːtnəʃɪp partnerstwo*

¹⁰⁹ convenience *kən'viːnjəns 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'pɒnənt zwolennik*

¹¹⁵ to argue *tə 'ɑːɡjuː twierdzić*

¹¹⁶ implemented *'ɪmplɪmɛntɪd 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 *ɪɡ'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 *'pɜːpəs cel*

² mileage *'maɪlɪdʒ przebieg, kilometrówka*

³ expenses *ɪks'pensɪz tu: koszty służbowe*

⁴ duty *'djuːti obowiązek*

⁵ carbon-intensive *'kɑːbən ɪn'tensɪv wysokoemisyjny*

⁶ reimbursement *ˌrɪːɪm'bɜːsmənt zwrot kosztów*

INFOBOX

¹²² environment *ɪn'vaɪərənmənt tu: okolica*

¹²³ parking space *'pɑːkɪŋ speɪs miejsce parkingowe*

¹²⁴ local authorities *'lɒkəl ɔː'θɔːrɪtɪz władze lokalne*

¹²⁵ route *ruːt droga*

¹²⁶ widespread *'waɪdspred powszechny*

¹²⁷ rollout *'rɒl aʊt wejście na rynek*

¹²⁸ upfront *ˌʌp'frʌnt bezpośrednio*

¹²⁹ to align well with sth *tə ə'laɪn wel wɪð 'sʌmθɪŋ dobrze się do czegoś dopasować*

¹³⁰ willing *'wɪlɪŋ chętny*

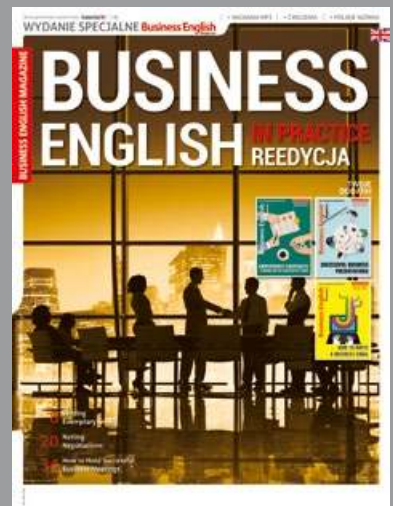
¹³¹ regulatory incentives *'regjələtəri ɪn'sentɪvz zachęty regulacyjne*

¹³² headache *'hedɪk ból głowy, problem*

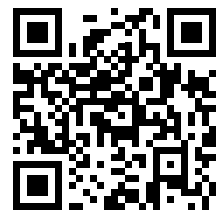
¹³³ charging downtime *'tʃɑːdʒɪŋ 'daʊntaɪm przestój związany z ładowaniem*

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range anxiety¹³⁴ and the need for active fleet management to keep cars available. Once again, the economics hinge on¹³⁵ utilisation and intelligent software.

This is where technology providers argue the next wave will succeed. Better data, predictive analytics and dynamic pricing can squeeze¹³⁶ more revenue from the same asset. Whether that is enough to tip the balance¹³⁷ remains an open question. Further setbacks¹³⁸ are possible if charging infrastructure lags behind¹³⁹ and maintaining¹⁴⁰ charge in vehicles dispersed¹⁴¹ across a city becomes a logistical and economic challenge.

¹³⁴ range anxiety reindʒ æŋ'zaiəti 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 przechylić szalę

¹³⁸ setback 'setbæk problem

¹³⁹ to lag behind tə læg br'haɪnd pozostawać w tyle

¹⁴⁰ to maintain sth tə meɪn'teɪn 'sʌmθɪŋ utrzymywać,

Car-sharing is unlikely¹⁴² to become the highly profitable, winner-takes-all¹⁴³ business once imagined, but that does not mean it is an economic write-off¹⁴⁴. Instead, it looks set to become a minor player¹⁴⁵ 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 lines¹⁴⁶ and at best, the jury is out¹⁴⁷ on the future viability¹⁴⁸ and certainly, business attractiveness of the car-sharing business.

zachowywać coś

¹⁴¹ dispersed dɪs'pɜ:st rozproszony

¹⁴² unlikely ʌn'laɪkli 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 'dʒʊəri ɪz aʊt sprawa jest otwarta

¹⁴⁸ viability ,vaɪə'bɪləti zdolność do utrzymania się na rynku

Living in a Future 3D World

3D printing¹ has been around² for a while, but as the technology develops apace³, a world populated by 3D-printed objects may be closer than we think.

3D printing did not arrive with a bang⁴. It crept up⁵ quietly in the 1980s, beginning with a simple idea: build objects not by cutting material away⁶, but by adding it. (see Fact Box)

In 1986, Charles “Chuck” Hull patented the first stereolithography⁷ machine. This was a device that used ultraviolet light to solidify⁸ thin layers⁹ of resin¹⁰. According to historical accounts¹¹ of the industry¹², this invention¹³ gave birth to¹⁴ the first commercial 3D-printing company and set the entire sector in motion¹⁵.

By the 1990s, new techniques such as laser sintering¹⁶ and fused-filament fabrication¹⁷ broadened the palette of printable materials. Engineers could now shape plastics, metals and composites¹⁸ directly from digital files, bypassing¹⁹ tooling²⁰ and moulds²¹. Throughout the 2000s, the technology became synonymous with rapid prototyping²².

The last decade has been transformative. According to Wohlers Associates Report 2024 (a long-running, industry-standard annual review²³). The additive manufacturing²⁴ (AM) market surpassed²⁵ the USD 20 bln mark²⁶ with growth from the previous year of 11 percent.

The market describes all aspects of the 3D printing economy, such as printers²⁷ and hardware²⁸, materials, software²⁹ and services.

Wohlers’s findings³⁰ were mirrored by³¹ McKinsey & Company in their report *The mainstreaming of additive manufacturing*,

¹ 3D printing ˌθri:ˈdi:ˈprɪntɪŋ druk przestrzenny

² to be around tə bi: əˈraʊnd istnieć

³ apace əˈpeɪs szybko

⁴ with a bang wɪð ə bæŋ z przytupem

⁵ to creep up tə kri:p ʌp zakradać się, pojawiać się

⁶ to cut sth away tə kʌt ˈsʌmθɪŋ əˈweɪ odcinać coś

⁷ stereolithography ˈsteriəʊlɪθəˈgræfi 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 ˈɪndəstri branża

¹³ invention ɪnˈvenʃən wynalazek

¹⁴ to give birth to sth tə ɡɪv bɜ:θ 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 ˈfju:zɪd ˈfɪləmənt ˈprɪntɪŋ osadzanie topionego materiału

¹⁸ composite ˈkɒmpəzɪt kompozyt

¹⁹ to bypass sth tə ˈbaɪpɑ:s ˈsʌmθɪŋ pomijać coś

²⁰ tooling ˈtu:lɪŋ tu: potrzeba narzędzi

²¹ mould məʊld forma

²² rapid prototyping ˈræpɪd ˈprəʊtətaɪpɪŋ szybkie prototypowanie

²³ annual review ˈænjʊəl rɪˈvju: coroczny przegląd

²⁴ additive manufacturing ˈædɪtɪv ˌmænjʊˈfæktʃərɪŋ druk przestrzenny

²⁵ to surpass tə sɜ:ˈpɑ:s przewyższać

²⁶ mark mɑ:k tu: próg

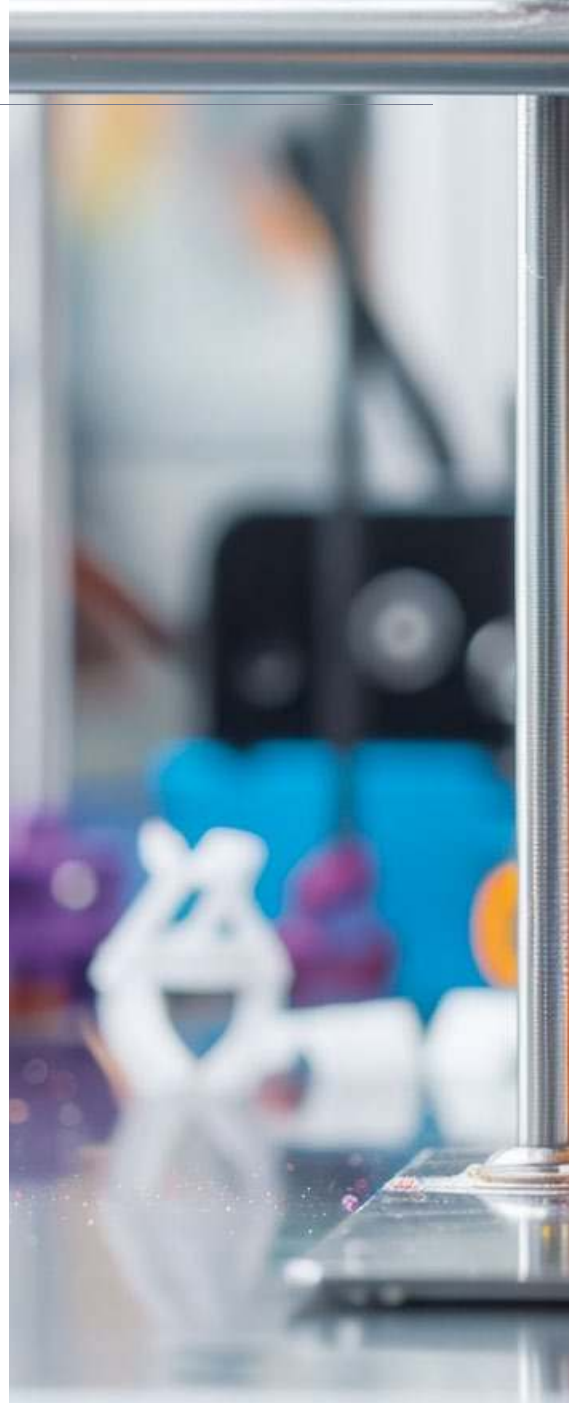
²⁷ printer ˈprɪntə drukarka

²⁸ hardware ˈhɑ:dwɛə sprzęt

²⁹ software ˈsɒftweə(r) oprogramowanie

³⁰ findings ˈfaɪndɪŋz ustalenia

³¹ to be mirrored by sth tə bi: ˈmɪrəd baɪ ˈsʌmθɪŋ znaleźć odzwierciedlenie w czymś



A WORD WORTH REMEMBERING

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/məʊld/
forma

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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 fjuəl bɜːn zużycie paliwa

³⁷ savings ˈseɪvɪŋz oszczędności

³⁸ to compound təˈkɒmpaʊnd kumulować się

³⁹ hollowed out ˈhɒləʊd aʊt wydrążony

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

⁴⁰ internally ɪnˈtɜːnəli wewnątrz

⁴¹ lattice ˈlætsɪs kratownica

⁴² assembly əˈsembli montaż

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.

Healthcare⁵⁰: **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: Flexibility⁷² 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 instance⁷⁶, 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.

⁴³ fastest-growing 'fa:stəst 'grəʊɪŋ **najszybciej rozwijający się**



Construction: House Printing, Not House Building

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

⁴⁴ fuel-nozzle assembly 'fju:əl 'nəʊzl ə'sembli **zespół dysz paliwowych**

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

⁴⁶ bracket 'brækt **wspornik**

⁴⁷ to benefit from sth tə 'benɪfɪt frəm 'sʌmθɪŋ **korzystać z czegoś**

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

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

⁵⁰ healthcare 'helθ keə(r) **szużba zdrowia, opieka medyczna**

⁵¹ made-to-measure ,meɪd tə 'meɪʒə(r) **na miarę**

⁵² stride straɪd **postępowanie**

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:dʒəri **operacja**

⁵⁸ striking 'straɪkɪŋ **uderzający**

⁵⁹ bioprinting 'baɪəʊ,prɪntɪŋ **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 bæʊn 'skæfəld **rusztowanie kostne**

⁶⁴ vascular tissue 'væskjələ 'tɪʃu: **tkanka naczyniowa**

⁶⁵ cell sel **komórka**

⁶⁶ immune rejection ɪ'mju:n nɪ'dʒekʃən **odrzucenie przeszczepu, odrzucenie immunologiczne**

⁶⁷ immune incompatibility ɪ'mju:n ɪn'kɒmpə'tə'bɪlətɪ **niezgodność immunologiczna**

⁶⁸ principle 'prɪnsəpl **zasada**

⁶⁹ graft gra:ft **tu: przeszczep**

⁷⁰ virtually 'vɜ:tʃjəli **praktycznie**

⁷¹ on-site ɒn saɪt **na miejscu**

⁷² flexibility 'fleksə'bɪlətɪ **elastyczność**

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

⁷⁴ uniform 'ju:nɪfɔ:m **jednakowy**

⁷⁵ quantity 'kwɒntə'tɪ **ilość**

⁷⁶ for instance fɜ: '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 tə ɪ'teɪreɪt '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 læ'bɒrətəri ,kjʊəri'bsə'tɪ **nowinka technologiczna, laboratoryjna ciekawostka**

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-unit⁸⁶ builds⁸⁷**, all featuring curved geometries and hollow wall sections designed for **insulation⁸⁸**.

Durability⁸⁹, regulation⁹⁰ and finishing remain **challenges⁹¹**, but once the **gremlins⁹²** are **ironed out⁹³**, printed homes could offer **affordable⁹⁴, rapid solutions⁹⁵** for **social housing⁹⁶** and **disaster relief⁹⁷**.

Consumer Products⁹⁸: Quiet Successes

You may not realise how many products already have 3D-printed components. Sports brands such as Adidas use it to produce customised **midsoles⁹⁹**, while Decathlon prints **spare parts¹⁰⁰** for bicycles and fitness equipment. In consumer electronics, companies like HP and Dyson **rely on¹⁰¹** 3D printing to prototype components within hours and to manufacture **small-batch¹⁰²** parts that would be uneconomical with traditional moulds.

A major shift is the move toward localised, on-demand production. Instead of

shipping¹⁰³ products across continents, companies can print components close to the customer, cutting **lead times¹⁰⁴, freight costs¹⁰⁵** and emissions. This is already happening: IKEA, for example, has **tri-alled¹⁰⁶** distributed manufacturing for **replacement fittings¹⁰⁷**, allowing stores to print parts on site.

3D printing has several **advantages¹⁰⁸** that make it such an attractive technology:

Complexity is free: The cost of printing a simple **cube¹⁰⁹** is almost the same as printing an **intricate¹¹⁰** shape with internal **channels¹¹¹**.

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

Material efficiency: Additive processes use only what is needed, reducing **scrap¹¹²**.

Customisation: Every **item¹¹³** can be unique with no **penalty¹¹⁴**.

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

⁸⁶ multi-unit 'mʌlti 'ju:nɪt wielolokalowy

⁸⁷ build bɪld tu: budowa

⁸⁸ insulation ˌɪnsjʊ'leɪʃən izolacja

⁸⁹ durability ˌdʒʊərə'bɪləti trwałość

⁹⁰ regulation ˌregjʊ'leɪʃən regulacje prawne, przepisy

⁹¹ challenge 'tʃælɪndʒ wyzwanie

⁹² gremlin 'ɡremlɪn tu: trudne do zidentyfikowania błędy, usterki

⁹³ to iron out sth tʊ 'aɪən aʊt 'sʌmθɪŋ rozwiązywać coś

⁹⁴ affordable ə'fɔːdəbl przystępny cenowo

⁹⁵ solution sə'luːʃən rozwiązanie

⁹⁶ social housing 'səʊʃəl 'hʌʊzɪŋ budownictwo socjalne

⁹⁷ disaster relief dɪ'zɑːstə rɪ'liːf pomoc w przypadku katastrof

⁹⁸ consumer product kən'sjuːmə 'prɒdʌkt towar konsumpcyjny

⁹⁹ midsole ˌmɪd'səʊl podeszwa środkowa

¹⁰⁰ spare parts speə pɑːts części zamienne

¹⁰¹ to rely on sth tə rɪ'laɪ ɒn 'sʌmθɪŋ polegać na czymś

¹⁰² small-batch smɔːl bæʃ w małych partiach, seriach

¹⁰³ to ship tə ʃɪp wysłać

¹⁰⁴ lead time liːd taɪm czas realizacji zamówienia

¹⁰⁵ freight costs freɪt kɒsts koszty transportu

¹⁰⁶ to trial tə 'traɪəl testować

¹⁰⁷ replacement fittings rɪ'pleɪsmənt 'fɪtɪŋz części zamienne

¹⁰⁸ advantage əd'vɑːntɪdʒ przewaga; zaleta

¹⁰⁹ cube kjuːb sześcian

¹¹⁰ intricate ˈɪntrɪkət skomplikowany

¹¹¹ channel 'tʃænl kanał

¹¹² scrap skræp odpady

¹¹³ item ˈaɪtəm element; rzecz, przedmiot

¹¹⁴ penalty 'penəltɪ 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 device¹**, a transporter, which instantly moves people from one location to another. **Beyond²** science fiction, the phrase has entered popular culture as a humorous way to say, "Get me out of here³," in an **awkward⁴**, difficult or **unpleasant⁵** situation.



¹ a teleportation device telepɔr'teɪʃən dɪ'vaɪs urządzenie do teleportacji

² beyond sth bɪ'jɒnd 'sʌmθɪŋ poza czymś

³ Get me out of here. get miː aʊt ɒv hɪə Wydostań mnie stąd.

⁴ awkward ˈɔːkwəd tu: niezręczny, kłopotliwy

⁵ unpleasant ʌn'pleznt nieprzyjemny

INFOBOX



An Astonishing¹¹⁵ Future

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

In healthcare, the next frontier¹¹⁶ is vascularisation¹¹⁷ – creating a functioning blood-vessel¹¹⁸ network within printed tissues. In aerospace, we are not yet at the “Beam me up, Scottie” phase, but future rockets, deep space probes¹¹⁹, and satellites may include entirely printed assemblies¹²⁰, redesigned and reprinted during flight on-board when updates¹²¹ are needed. In construction, houses may be child’s play¹²² to build, sitting in metropolitan areas alongside printed infrastructure such as bridges, culverts¹²³, and bypasses¹²⁴.

For businesses and customers, we will soon get used to collecting items produced at the local 3D print hub¹²⁵ as we currently do with parcel lockers¹²⁶. The economic and environmental benefits include reduced stock holding¹²⁷, shorter supply chains¹²⁸ and a lower carbon footprint¹²⁹. It would replace, or significantly change the drop shipping¹³⁰ model that has become

commonplace¹³¹ on sites like Amazon and Allegro.

Barriers Slowing the Revolution

Speed and Scale – Traditional moulding¹³² still outpaces¹³³ printing for high-volume¹³⁴ items. Additive excels at complexity, not repetition, so true mass production¹³⁵ remains limited.

Materials and Consistency¹³⁶ – Different machines, powders and operators produce different results. Industries need tighter standards for reliability¹³⁷, fatigue strength¹³⁸ and long-term performance.

Cost and Post-Processing¹³⁹ – High-end¹⁴⁰ metal printers and powders are costly, and many parts still need machining, polishing¹⁴¹ or heat treatment¹⁴², adding time and expense¹⁴³.

Regulation, Certification and Liability¹⁴⁴ – If a printed part fails, who is responsible: the designer, software provider, materials supplier¹⁴⁵ or printer operator? Current law is still catching up¹⁴⁶.

Intellectual Property¹⁴⁷ – Design files can be copied, shared or pirated as easily as music. Companies need stronger protection for digital designs and better tools to prevent¹⁴⁸ unauthorised reproduction.

Subtractive¹ and Additive Manufacturing

Traditional manufacturing is subtractive – cutting, drilling² or milling³ material away from a solid block. 3D printing is additive – building objects layer by layer only where needed, reducing waste and enabling⁴ shapes impossible to machine.

¹ subtractive səb'træktiv subtraktywny

² drilling 'drɪlɪŋ wiercenie

³ milling 'mɪlɪŋ mielenie

⁴ to enable sth tə 'i:neɪbl 'sʌməθɪŋ umożliwiać coś

INFOBOX

¹¹⁵ astonishing əs'tɒnɪʃɪŋ niesamowity

¹¹⁶ frontier 'frʌntɪə granica

¹¹⁷ vascularisation ,væskjələraɪ'zeɪʃən unaczynienie, waskularyzacja

¹¹⁸ blood-vessel 'blʌd,vesl naczynie krwionośne

¹¹⁹ space probe speɪs prəʊb sonda kosmiczna

¹²⁰ assembly ə'sembli podzespół

¹²¹ update ʌp'det aktualizacja

¹²² child's play tʃaɪldz pleɪ bułka z masłem

¹²³ culvert 'kʌlvət przepust, kanał pod drogą

¹²⁴ bypass 'baɪpɑ:s obwodnica

¹²⁵ 3D print hub θri: di: prɪnt hʌb centrum druku 3D

¹²⁶ parcel locker 'pɑ:sl 'lɒkə paczkomat

¹²⁷ stock holding stɒk 'həʊldɪŋ magazynowanie zapasów

¹²⁸ supply chain sə'plai tʃeɪn łańcuch dostaw

¹²⁹ carbon footprint 'kɑ:bən '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 tə ʌʊt'peɪs 'sʌməθɪŋ 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 rɪ,lɪə'bɪlətɪ niezawodność

¹³⁸ fatigue strength feɪ'ti:g streŋθ wytrzymałość zmęczenia

¹³⁹ post-processing pəʊst 'prəʊsesɪŋ końcowa obróbka

¹⁴⁰ high-end ,haɪ 'end z górnej półki

¹⁴¹ polishing 'pɒlɪʃɪŋ polerowanie

¹⁴² heat treatment hi:t 'tri:tment obróbka cieplna

¹⁴³ expense ɪks'pens nakład pieniędzy

¹⁴⁴ liability ,laɪə'bɪlətɪ odpowiedzialność prawna

¹⁴⁵ supplier sə'plaɪə dostawca

¹⁴⁶ to catch up tə kætʃ ʌp nadrabiać zaległości

¹⁴⁷ intellectual property ,ɪntɪ'lektʃjʊəl 'prɒpərtɪ własność intelektualna

¹⁴⁸ to prevent sth tə prɪ'vent 'sʌməθɪŋ zapobiegać czemuś, uniemożliwiać coś





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

Skills Gap¹⁴⁹ – Engineers must learn to design for additive using new software, new geometries and different **validation**¹⁵⁰ methods.

Digital Security¹⁵¹ – 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 ɡæp brak wykwalifikowanych pracowników

¹⁵⁰ validation ˌvæɪlɪˈdeɪʃən walidacja

¹⁵¹ digital security ˈdɪdʒɪtl sɪˈkjʊərəti 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 mɪksɪt bæɡ mieszany

¹⁵⁷ society səˈsaɪəti 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 læɡ brˈhaɪnd pozostawać w tyle

¹⁶² authorities ɔːˈθɔːrɪtiz władze

¹⁶³ to comprehend sth tə ˌkɒmpriˈhend ˈsʌmθɪŋ zrozumieć coś

¹⁶⁴ application ˌæplɪˈkeɪʃən zastosowanie

¹⁶⁵ ramification ˌræmɪfɪˈkeɪʃən konsekwencja, następstwo

¹⁶⁶ integrity ɪnˈteɡrəti integralność

¹⁶⁷ damaging ˈdæmədʒɪŋ szkodliwy

¹⁶⁸ mutant gene ˈmjuːtənt dʒiːn zmutowany gen

¹⁶⁹ tower block ˈtaʊə blɒk wieżowiec

¹⁷⁰ to collapse tə kəˈlæps zawałić się

¹⁷¹ outcry ˈaʊtkraɪ protesty

¹⁷² loss of faith lɒs ɒv feɪθ utrata wiary

¹⁷³ dispelled dɪsˈpeld rozwiany

¹⁷⁴ pure pjʊə czysty

It's Alive!

The Emergence¹ 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 'ɪmɜːdʒəns pojawienie się

² circuit 'sɜːkt obwód, układ

³ living tissue 'lɪvɪŋ 'tɪʃuː żywa tkanka

⁴ unsettling 'ʌn'setlɪŋ niepokojący

⁵ alongside X ə'ləŋ'saɪd eks wraz z X

⁶ to unveil sth tə ʌn'veɪl 'sʌmθɪŋ ujawnić coś

⁷ to defy sth tə dɪ'faɪ 'sʌmθɪŋ sprzeciwić się, przeciwstawić się czemuś

⁸ developmental biologist dɪ'veləp'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 'entɪti byt, jednostka, podmiot

¹² genetically modified organism genetically 'mɒdɪfaɪd 'dʒ:ɡənɪzm genetycznie zmodyfikowany organizm

¹³ nor nɔː ani

¹⁴ millimetre-scale 'mɪlɪ,mɪ:tə skeɪl w milimetrowej skali

¹⁵ embryonic cell 'embri'ɒnɪk sel komórka embrionalna

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 di'səʊʃieɪt
'sʌmθɪŋ/
rozdzielać, odłączać
coś

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.

Unlike³¹ 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

oars⁴⁰ 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 frog 'embriəʊ zarodek żaby

¹⁷ to self-assemble into sth tə selfə'sembli 'into 'sʌmθɪŋ samoorganizować się w coś, samoczynnie coś tworzyć

¹⁸ tadpole 'tædpəʊl kijanka

¹⁹ to fend off sth tə fend əf 'sʌmθɪŋ odeprzeć coś, o/bronić się przed czymś

²⁰ to circulate sth tə 'sɜ:kjələt 'sʌmθɪŋ krążyć, wprawiać coś w obieg

²¹ to dissociate sth tə dɪ'səʊʃjət 'sʌmθɪŋ rozdzielać, odłączać coś

²² instead ɪn'sted w zamian

²³ to reassemble tə 'ri:ə'sembli 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 frəm 'sʌmθɪŋ uwolniony od czegoś

²⁹ genomic developmental constraints dʒɪ'nɒmɪk dɪˌveləp'menti kən'streɪnts genomowe ograniczenia rozwojowe

³⁰ reshaped into sth 'ri:'ʃeɪpt 'ɪntə '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 tə ɪg'zɪbɪt 'sʌmθɪŋ przejawiać coś

³⁶ startling 'stɑ:tɪŋ 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 tə ə'sembɪ gromadzić się, składać w całość

⁴⁴ scalability ˌsketlə'bɪləti skalowalność (zdolność systemu do pracy przy zwiększającej się skali)

⁴⁵ to employ sth tə ɪm'plɔɪ 'sʌmθɪŋ stosować coś, wykorzystywać coś

⁴⁶ to cluster at X tə 'klʌstə æt eks skupiać się w okolicach X, tworzyć gromady w punkcie X

⁴⁷ to accelerate tə ək'seləreɪt przyspieszać

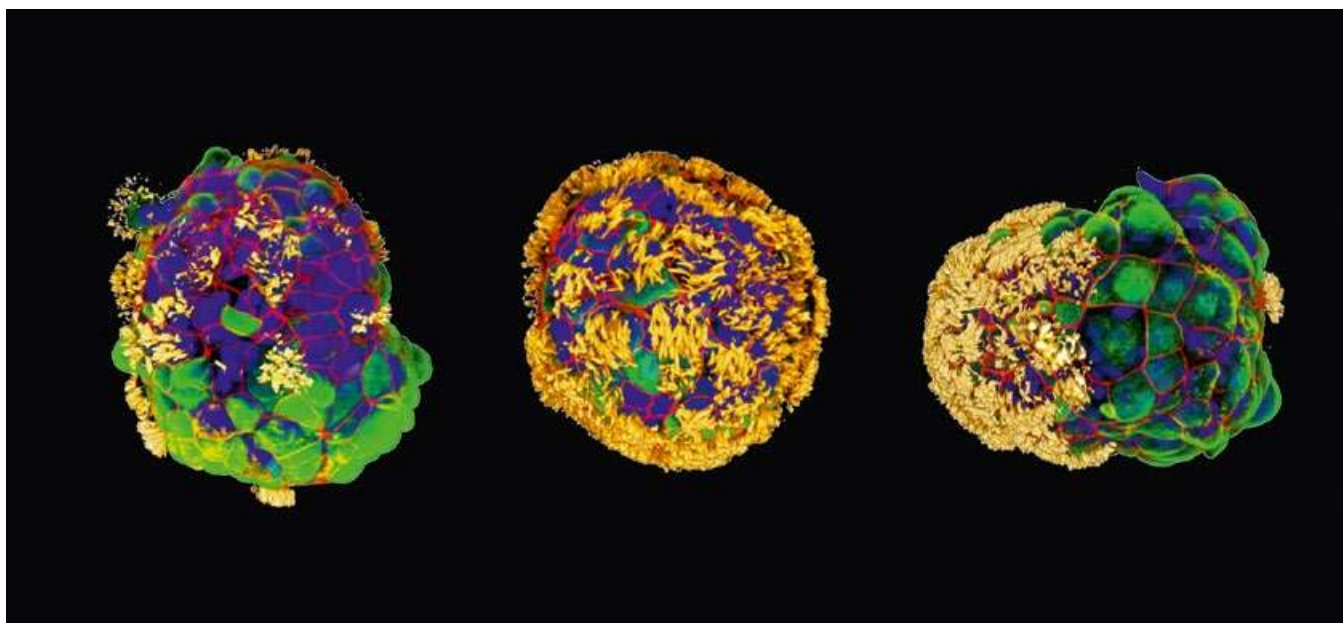
⁴⁸ random 'rændəm losowy, przypadkowy

⁴⁹ to apply sth tə ə'plai '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



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 riə* **z tyłu, w tylnej części**

⁵⁵ **kicking motion** *'kɪkɪŋ 'məʊʃən* **ruch kopiący**

⁵⁶ **to converge on sth** *tə kən'vɜːdʒ ɒn 'sʌmθɪŋ* **zbiegać się w jakims punkcie, dążyć do wspólnego celu**

⁵⁷ **blueprint** *'bluːprɪnt* **plan, schemat, projekt (w biologii: zapis genetyczny)**

⁵⁸ **approach** *ə'prəʊtʃ* **podejście**

⁵⁹ **countless** *'kaʊntləs* **niezliczone**

⁶⁰ **loose** *luːs* **swobodny**

⁶¹ **stem cells** *stem selz* **komórki macierzyste**

⁶² **to collect sth** *tə kə'lekt 'sʌmθɪŋ* **zbierać, gromadzić coś**

⁶³ **clumped into sth** *klʌmpt 'ɪntə 'sʌmθɪŋ* **zbity w coś**

⁶⁴ **cells dividing** *selz dɪ'vaɪdɪŋ* **dzielenie się komórek**

⁶⁵ **to challenge sth** *tə 'tʃælɪndʒ 'sʌmθɪŋ* **rzucać wyzwanie czemuś**

⁶⁶ **removed from sth** *rɪ'muːvd frɒm 'sʌmθɪŋ* **usunięty z czegoś**

⁶⁷ **to evolve** *tə ɪ'vɒlv* **ewoluować, rozwijać się**

⁶⁸ **latent morphospace** *'leɪtənt mɔːfospes* **ukryta przestrzeń morfogenetyczna (potencjał komórek do przybierania różnych kształtów poza naturalnym organizmem)**

⁶⁹ **to be underway** *tə biː ʌndə'rweɪ* **być w toku**

⁷⁰ **driven by sth** *'drɪvn baɪ 'sʌmθɪŋ* **napędzany przez coś**

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

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 *ˌkɪnəˈmæɪtɪk* kinematyczny, dotyczący ruchu

² in silico *ɪn ˈsɪlɪkəʊ* przeprowadzany za pomocą komputera (np. symulacja komputerowa)

³ morphospace *mɔːfəʊspes* przestrzeń morfogenetyczna (możliwe formy, jakie może przyjąć organizm)

⁴ somatic cells *səˈmæɪtɪk selz* komórki somatyczne (komórki ciała, z wyłączeniem płciowych)

INFOBOX

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.

⁷¹ autologous *ɔːˈtɒləgəs* 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 *tə 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 ɪntə ˈsʌmθɪŋ* wstrzyknięty do czegoś

⁸³ to scrape away sth *tə skreɪp əˈweɪ ˈsʌmθɪŋ* zdrapywać, zeszkrobywać (np. płytkę miażdżycową z naczyń)

⁸⁴ atherosclerotic plaque *æθərəʊskləˈrɒtɪk 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 dɪˈzajnd* zaprojektowany na zamówienie, specjalnie zaprojektowany

⁸⁸ tailored to sth *ˈteɪləd tə ˈsʌmθɪŋ* dopasowany do czegoś, skrojony na miarę

⁸⁹ to raise a question *tə reɪz ə ˈkwɛstʃən* nasuwać pytanie, podnosić kwestię

⁹⁰ deliberately *dɪˈlɪbərətli* celowo, umyślnie

⁹¹ to point out sth *tə pɔɪnt aʊt ˈsʌmθɪŋ* wskazywać coś

⁹² neither... nor... *ˈnaɪðə... nɔː... ʌni... ʌni...*

⁹³ device *dɪˈvaɪs* urządzenie

⁹⁴ to allow sth to do sth *tə əˈlɔː ˈsʌmθɪŋ tə duː ˈsʌmθɪŋ* pozwalać/umożliwiać czemuś zrobienie czegoś

⁹⁵ to be misused *tə biː ˈmɪsˈjuːzd* zostać nadużyty, zostać niewłaściwie wykorzystany



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 risk⁹⁶, researchers are already discussing built-in⁹⁷ safety mechanisms. These include biological “kill switches,” such as making the bots dependent on nutrients⁹⁸ that only exist in controlled lab environments, ensuring they cannot survive or reproduce outside approved⁹⁹ settings.

As with many powerful technologies, the challenge is not simply whether we can create these living machines, but how, and under what rules¹⁰⁰, we choose to use them.



INSTRUCTIONS

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

- 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*
- 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*
- 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*
- 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*
- 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*
- 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*
- 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*
- 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 would'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). 8. B) could have (Possibility: It was possible for the AI to choose other shapes). 9. A) would have (It was a good idea, but they didn't do it).

⁹⁶ to address this risk *to ə'dres ðis risk zɛby*
wyjść naprzeciw temu ryzyku

⁹⁷ built-in *bɪlt ɪn* wbudowany

⁹⁸ nutrients *'nju:trɪənts* składniki odżywcze

⁹⁹ approved *ə'pru:v* zatwierdzony

¹⁰⁰ under what rules *'ʌndə wɒt ru:lz* na jakich zasadach, według jakich reguł



Uprooting¹: A Quick Guide to Buying Property² Abroad³



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
/'taʊn.haus/
szeregowiec



¹ uprooting *ap'ru:tɪŋ tu:* zmiana miejsca zamieszkania z powodów życiowych lub rynkowych

² property *'prɒpəti* nieruchomości

³ abroad *e'brɔ:d* za granicą

⁴ soil *sɔɪl* ziemia

⁵ unease *ʌn'i:z* niepokój



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**

view²⁷ 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 costs⁴³.

⁶ slate-grey 'slet 'grei szaroniebieski

⁷ warning 'wɔ:nɪŋ ostrzeżenie

⁸ to spark sth tə spɑ:k 'sɑ:mθɪŋ wywoływać coś

⁹ to scroll through sth skrɔ:l θru: 'sɑ:mθɪŋ przewijać, przeglądać coś

¹⁰ property listings 'prɒpərti 'lɪstɪŋs ogłoszenia z nieruchomościami

¹¹ in the suburbs ɪn ðə 'sʌbɜ:bz na przedmieściach

¹² to secure sth tə sɪ:kjə 'sɑ:mθɪŋ tu: posiadać coś

¹³ plot plot tu: działka

¹⁴ so-called 'səʊ'kɔ:ld tak zwany

¹⁵ labour mobility 'leɪbə məʊ'bɪləti mobilność zawodowa

¹⁶ bread-earning bred 'ɜ:nɪŋ za chlebem

¹⁷ exodus to X 'eksədəs tu eks emigracja do X

¹⁸ to be on the move tə bi:ɒn ðə mu:v być w ruchu

¹⁹ citizen 'sɪtɪzn obywatel

²⁰ foreign countries 'fɔ:rn 'kɑ:ntrɪz zagraniczne kraje

²¹ to purchase sth tə 'pɜ:tʃəs 'sɑ:mθɪŋ nabywać, kupować coś

²² year-on-year jɪər ɒn jɪər rok do roku

²³ to exceed tu ɪk'si:d przekroczyć

²⁴ district 'dɪstrɪkt dzielnica

²⁵ spacious 'speɪʃəs przestronny

²⁶ townhouse 'taʊn.haʊs szeregowiec

²⁷ sea view si: vju: widok na morze

²⁸ compact flat 'kɒmpækt flæt niewielkie mieszkanie

²⁹ guide gaɪd przewodnik

³⁰ handbook 'hændbʊk podręcznik, poradnik

³¹ legal traps 'li:ɡəl træps pułapki, kruczki prawne

³² undisputed 'ʌndɪs'pjʊ:tɪd niekwestionowany

³³ expat 'ekspæt ekspat

³⁴ mature mə'tjʊə dojrzały

³⁵ flight connections flaɪt kə'nekʃənz połączenia lotnicze

³⁶ major 'meɪdʒə główny

³⁷ community kə'mju:nəti społeczność

³⁸ particularly pə'tɪkjʊləli szczególnie

³⁹ value 'vælju: wartość

⁴⁰ rare reə rzadki

⁴¹ long-term rental 'lɒŋtɜ:m 'rentl wynajem długoterminowy

⁴² demand dɪ'mɑ:nd popyt

⁴³ entry costs 'entri kɒsts koszty wejścia

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 'vɪə eks poprzez, za pośrednictwem X

⁴⁷ appointment availability ə'pɔɪntmənt ə'veɪlə'bɪləti dostępność terminów

⁴⁸ bottleneck 'bɒtlnek wąskie gardło

⁴⁹ to grant tə grɑ:nt przyznawać

⁵⁰ Power of Attorney 'paʊər ɒv ə'tɜ:nɪ pɛlnomocnictwo pisemne

⁵¹ lawyer 'lɔ:jə prawnik

⁵² reliable rɪ'laɪəbl niezawodny

⁵³ solution sə'lju:ʃən rozwiązanie

⁵⁴ secured sɪ'kjʊəd uzyskany

⁵⁵ binding 'baɪndɪŋ wiążący

⁵⁶ notary 'nəʊtəri 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:ti opłata skarbową

⁶³ build bɪld budynek







⁶⁴ common concern 'kɒmən kən'sɜ:n

powszechna obawa

⁶⁵ legal landscape 'li:ɡəl '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/m ²)	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/m ²)	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



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** tə ɪˈvɪkt ˈsʌmbədi eksmitować kogoś

⁶⁹ **prior** ˈpraɪə uprzedni

⁷⁰ **judicial order** dʒuːˈdʃjəl ˈɔːdə nakaz sądowy

⁷¹ **intrusion** ɪnˈtruːʒən wtargnięcie

⁷² **flagrant** ˈfleɪɡrənt **tu: rażący**

⁷³ **immediately** ɪˈmiːdiətli od razu



⁷⁴ **deterrent** dɪˈtərənt środek odstraszący

⁷⁵ **legal tool** ˈliːɡəl tuːl narzędzie prawne

⁷⁶ **verifiable** ˈverɪfaɪəbl wiarygodny, weryfikowalny

⁷⁷ **timestamp** ˈtaɪmstæmp znacznik czasu

⁷⁸ **to trigger sth** tə ˈtrɪɡə ˈsʌmθɪŋ uruchamiać coś

⁷⁹ **thereby** ˈðeəˈbaɪ tym samym

⁸⁰ **piazza** piˈætʃə plac

⁸¹ **headlines** ˈhedlaɪnz nagłówki

⁸² **scheme** skiːm **tu: program, projekt**

⁸³ **to disappoint sb** tə ˈdɪsəˈpɔɪnt ˈsʌmbədi rozczarowywać kogoś

⁸⁴ **to tie sb to sth** tə taɪ ˈsʌmbədi 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** tə ɪˈmɜːdʒ pojawiać się

⁸⁹ **habitable** ˈhæbɪtəbl nadający się do zamieszkania



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:drəʊ **kawalerka**

⁹¹ **accessible** ək'sesəbl **przystępny**

⁹² **obtainable** əb'teɪnəbl **dostępny, możliwy do uzyskania**

⁹³ **preliminary contract** pri'lɪmɪnəri 'kɒntrækt

umowa przedwstępna

⁹⁴ **completion** kəm'pli:ʃən **sfinalizowanie umowy**

⁹⁵ **to overlook** tʊ ˌoʊvə'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** tʊ 'trænsfɜ: 'sʌmθɪŋ **przenieść coś**

¹⁰¹ **residency** 'rezɪdənsɪ **rezydencja, pobyt**

¹⁰² **medieval** ˌmedi:'vi:əl **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 ˈɒkjʊpaɪ 'sʌmθɪŋ **zajmować coś**

¹⁰⁷ **scenic** 'si:nɪk **malowniczy**

¹⁰⁸ **reachable** 'ri:tʃəbl **dostępny**

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 **capita**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 sjaɪad

¹¹⁰ **distant** 'dɪstənt odległy

¹¹¹ **to adopt sth** tə ə'dɒpt 'sʌmθɪŋ przyjmować coś

¹¹² **frictionless** 'frɪkʃnləs tu: bezproblemowy

¹¹³ **sharply** 'ʃɑ:pli gwałtownie

¹¹⁴ **secondary** 'sekəndəri drugorzędny

¹¹⁵ **hub** hʌb ośrodek

¹¹⁶ **essential** ɪ'senʃəl niezbędny

¹¹⁷ **virtually** 'vɜ:tʃʊəli praktycznie

¹¹⁸ **tax office** tæks 'ɒfɪs urząd skarbowy

¹¹⁹ **trap** træp pułapka

¹²⁰ **ownership** 'ɔ:ənəʃɪp stan własności

¹²¹ **valid** 'vælɪd aktualny, ważny

¹²² **use permit** ju:s 'pɜ:mɪt pozwolenie na użytkowanie

¹²³ **to designate** tə 'deɪzɪneɪt wyznaczać

¹²⁴ **shoreline** 'ʃɔ:ləɪn linia brzegowa

¹²⁵ **public property** 'pʌblɪk 'prɒpərti mienie publiczne

¹²⁶ **fenced off** fensd ɒf ogrodzony

¹²⁷ **to attract** tə ə'trækt przyciągać

¹²⁸ **digital nomad** 'dɪdʒɪtl 'nəʊməd cyfrowy nomada

¹²⁹ **year-round** jɪə 'raʊnd całoroczny

¹³⁰ **hotspot** 'hɒtspt tu: popularne miejsce

¹³¹ **mild** maɪld umiarkowany

¹³² **inland** 'ɪnlənd w głębi lądu

¹³³ **so-called** 'səʊ'kɔ:lɪd tak zwany

¹³⁴ **capital** 'kæpɪtl stolica

¹³⁵ **to appoint sb** tə ə'pɔɪnt 'sʌmbədi wyznaczyć

kogoś

¹³⁶ **fiscal representative** 'fɪskəl ,reprɪzɛntətɪv przedstawiciel podatkowy

¹³⁷ **to ensure sth** tə ɪnʃʊə 'sʌmθɪŋ zapewniać coś

¹³⁸ **properly** 'prɒpəli odpowiednio

¹³⁹ **handled** 'hændld prowadzony

¹⁴⁰ **rural** 'rʊərəl wiejski

¹⁴¹ **to lack sth** tə læk 'sʌmθɪŋ nie mieć czegoś

¹⁴² **usage licence** 'ju:zɪdʒ 'ləɪsəns pozwolenie na użytkowanie

¹⁴³ **residence** 'rezɪdəns tu: miejsce zamieszkania

¹⁴⁴ **to obtain sth** tə əb'teɪn 'sʌmθɪŋ uzyskać coś

¹⁴⁵ **retrospective approval** ,retɹəʊ'spektɪv ə'pru:vəl zgoda z mocą wsteczną

¹⁴⁶ **extremely** ɪks'tri:mli wyjątkowo

¹⁴⁷ **difficult** 'dɪfɪkəlt trudny

¹⁴⁸ **inevitably** ɪn'evɪtəbli niewątpliwie

¹⁴⁹ **layers of complexity** 'leɪəz ɒv kəm'pleksɪti dodatkowe warstwy złożoności, dodatkowe trudności

¹⁵⁰ **mortgage** 'mɔ:ɡɪdʒ kredyt hipoteczny

¹⁵¹ **substantial** səb'stænʃəl znaczny

¹⁵² **upfront** ,ʌp'frʌnt z góry



While Poland's double-taxation treaties¹⁵³ still apply, the mechanism has changed under international agreements¹⁵⁴: tax paid abroad is now credited against¹⁵⁵ Polish tax rather than exempted¹⁵⁶. Therefore, foreign rental income¹⁵⁷ must still be reported¹⁵⁸ in Poland (PIT-28), even if no additional tax is due¹⁵⁹.

Owning property abroad while remaining resident in Poland also demands¹⁶⁰ organisation: reliable¹⁶¹ keyholders¹⁶², professional management, and careful budgeting for community fees¹⁶³ are essential to making both the numbers, and the lifestyle, work.

Yet foreign property ownership is no longer the preserve¹⁶⁴ of the ultra-wealthy. With remote work¹⁶⁵ now normalised and low-cost flights more accessible than ever, the barriers have quietly fallen. Just remember to leave the rush¹⁶⁶ at the airport, because in the south, time moves differently.

¹⁵³ double-taxation treaty 'dʌbl tæk'seɪʃən
'tri:ti umowa o unikaniu podwójnego
opodatkowania

¹⁵⁴ international agreement ,ɪntə'næʃənəl
ə'grɪ:mənt umowa międzynarodowa

¹⁵⁵ credited against 'kredɪtɪd ə'genst zaliczany
na poczet

¹⁵⁶ exempted ɪg'zemptɪd zwolniony

¹⁵⁷ rental income 'rentl 'ɪnkʌm dochód
z wynajmu

¹⁵⁸ reported rɪ'pɔ:tɪd zgłaszany

¹⁵⁹ due dju: należny

¹⁶⁰ to demand sth tə dɪ'mɑ:nd 'sʌmθɪŋ wymagać
czegoś

¹⁶¹ reliable rɪ'laɪəbl godny zaufania

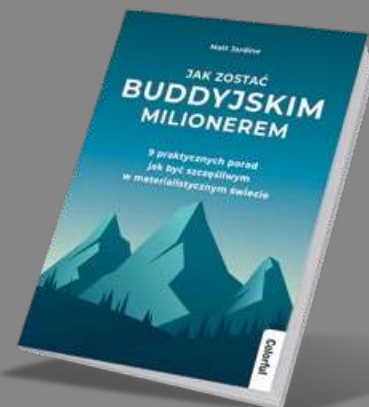
¹⁶² keyholder 'ki:həʊldər zarządca
nieruchomości, zaufana osoba posiadająca
klucze

¹⁶³ community fees kə'mju:nəti fi:z opłaty
wspólnotowe

¹⁶⁴ preserve prɪ'zɜ:v tu: domena

¹⁶⁵ remote work rɪ'məʊt wɜ:k 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 weight¹ in the technology world. One of its shining examples is entrepreneur² and business mentor, Kadri Tuisk.

¹ to punch above your weight *tə ˈpʌntʃ əˈbʌv jə weɪt* bokować w cięższej wadze (być lepszym, niż można by oczekiwać)

² entrepreneur *ˌɒntɹəˈprɛnɪz*: przedsiębiorca

Kadri Tuisk



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 ɡeɪn ˌɪndɪˈpendəns
uzyskać niepodległość

⁵ to try sth out tə traɪ ˈsʌmθɪŋ aʊt próbować czegoś

⁶ to dare tə deə odważyć się

⁷ adulthood ˈædʌlthʊd dorosłość

⁸ master's thesis ˈmɑːstəz ˈθiːsɪs praca
magisterska

⁹ international business
management ˌɪntəˈnæʃənl ˈbɪznɪs ˈmænɪdʒmənt
zarządzanie w biznesie międzynarodowym

¹⁰ service design ˈsɜːvɪs dɪˈzaɪn projektowanie
usług

¹¹ foundation faʊnˈdeɪʃən fundament

A WORD WORTH REMEMBERING

to retain sth
/tə riˈteɪn
ˈsʌmθɪŋ/
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 ˈsɒftweə(r) oprogramowanie

² to encourage sth tə ɪnˈkʌrɪdʒ ˈsʌmθɪŋ
zachęcać do czegoś

³ under time pressure ˈʌndə taɪm ˈpreʃə
pod presją czasu

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¹² to launch tə ɒːntʃ rozpoczynać

¹³ venture ˈventʃə przedsięwzięcie

¹⁴ advertising agency ˈædʌvətaɪzɪŋ ˈeɪdʒənsɪ
agencja reklamowa

¹⁵ fashion model ˈfæʃən ˈmɒdl modelka

¹⁶ funding pitch ˈfʌndɪŋ pɪtʃ prezentacja dla
inwestorów

¹⁷ to co-found tə kəʊ faʊnd współzałożyć

¹⁸ initially ɪˈnɪʃəli początkowo

¹⁹ one-to-one ˌwʌn tə ˈwʌn indywidualny

²⁰ personal growth ˈpɜːsnl grəʊθ rozwój
osobisty

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 ɡəʊls wyznaczanie celów

² **to evaluate** tə 'ɪvælju:et oceniać

³ **solely** 'səʊli 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.

Exponential³⁴ 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** tə 'ədres 'ɪʃu: rozwiązać problem, kwestię

²³ **fast-paced workplace** 'fɑ:st 'peɪst 'wɜ:kpleɪs

dynamiczne środowisko pracy

²⁴ **to undergo** tə ,ʌndə'ɡəʊ pɹɛtʃədʒɪtɪ

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** ,ʌndə'pɪnd baɪ 'sʌmθɪŋ

oparty na czymś

³⁰ **community** kə'mju:nɪti wspólnota

³¹ **self-aware** ,self ə'weə(r) samoświadomy

³² **capable of sth** 'keɪpəbl əv 'sʌmθɪŋ zdolny do czegoś

³³ **to fulfil** tə fʊl'fɪl wykorzystywać

³⁴ **exponential** ,ekspə'nenʃl wykładniczy

³⁵ **limited resources** 'lɪmɪtɪd rɪ'sɔ:sɪz

ograniczone środki

³⁶ **external** ɛks'tɜ:nl zewnętrzny

³⁷ **capital injection** 'kæpɪtl ɪn'dʒɛkʃən zastrzyk finansowy

³⁸ **seed funding** si:d 'fʌndɪŋ finansowanie

załączkowe

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** tə ək'seləreɪt przyspieszać

⁴² **recognition** ,rekəg'nɪʃən uznanie

⁴³ **accolade** ækəʊleɪd wyróżnienie

⁴⁴ **to acknowledge** tə ək'nɒlɪdʒ uznawać

⁴⁵ **contribution to sth** ,kɒntrɪ'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:dʃɪp przywództwo

⁴⁹ **to improve sth** tə ɪm'pru:v 'sʌmθɪŋ poprawić, polepszyć coś

⁵⁰ **organisational performance** ɔrgənɪsəʃənəl

pa:fɔ:məns wyniki organizacji

⁵¹ **worldwide** 'wɜ:ldwaɪd na całym świecie

⁵² **to detect** tə dɪ'tekt zauważać, wykrywać

⁵³ **behavioural pattern** bi'heɪvjərəl 'pætən

wzorec zachowań

⁵⁴ **growth opportunity** grəʊθ ,ɒpə'tju:nɪti

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



of personal growth. According to its founder, while human connection remains central, the AI layer⁵⁸ 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 peers⁵⁹) of EdTech Estonia, a non-profit umbrella organisation⁶⁰ established⁶¹ in 2020 to represent and support Estonian EdTech companies, help coordinate collaboration⁶², provide⁶³ export contacts, resources and raise the profile⁶⁴ of education technology in the country.

She also belongs to networks supporting female founders and serves as a mentor, advocating for⁶⁵ more inclusive⁶⁶ gender⁶⁷ representation in venture funding⁶⁸.

She has spoken publicly about the need to break biases⁶⁹ in VC funding and help next-generation women founders succeed on equal footing⁷⁰.

She has said in interviews that she wants her own daughter and other young women to have equal opportunity⁷¹ to build businesses without gender-based bias, contributing to⁷² a more balanced entrepreneurial ecosystem.

Throughout her career, a consistent thread⁷³ in Kadri Tuisk's thinking has been that technology should serve human growth, not replace it. In her words, people are not plants⁷⁴ to be forced into a structure; rather, technology's role is like that of a gardener⁷⁵, 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 piə tu: inny przedstawiciel branży

⁶⁰ umbrella organisation ʌm'brɛlə ɔ:ɡənə'zeɪʃn organizacja patronacka

⁶¹ established ɪs'tæblɪʃt założony

⁶² collaboration kə,læbə'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 tə 'ædvəkeɪt fə 'sʌmθɪŋ wspierać coś publicznie, opowiadać się za czymś

⁶⁶ inclusive ɪn'klu:sv inkluzywny, niewykluczający

⁶⁷ gender 'dʒendə płęć

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 'bi:əs uprzedzenie

⁷⁰ on equal footing ɒn 'i:kwəl 'fʊtɪŋ na równych zasadach

⁷¹ opportunity ɔpə'tju:nɪ szansa, możliwość

⁷² to contribute to sth tə kən'trɪbjʊ:t tə 'sʌmθɪŋ przyczynić się do czegoś

⁷³ consistent thread kən'sɪstənt θred jeden wątek

⁷⁴ plants plɑ:nts rośliny

⁷⁵ gardener 'gɑ:dən ogrodnik

Estonia's Start-up Ecosystem

Often called the Silicon Valley of Europe, Estonia has one of the highest start-up densities¹ per capita² in the world.

Pioneering e-government and digital ID³ systems make it easy to start and operate a company.

Tallinn, Tartu and Tartu Science Park are major hubs⁴ for tech innovation (Tallinn and Tartu are Estonia's two largest cities and Tartu Science Park is a specific business incubation area).

Homegrown⁵ successes include Skype, Bolt, Pipedrive, and TransferWise (Wise).

Strong support infrastructure: government grants⁶, accelerators (e.g., Startup Wise Guys), co-working spaces, and investor networks.

Focus areas: fintech, EdTech, AI, cybersecurity⁷, and health-tech.

Culture encourages risk-taking, rapid prototyping⁸, and international scaling.

Estonia ranks high globally for digital literacy⁹ and entrepreneurship, attracting both local and foreign¹⁰ founders.

¹ density 'densɪtɪ zagęszczenie

² per capita pɜ: 'kæpɪtə nɑ osobę

³ ID = identity document ɪdɪ 'di: = ɪdɪ'tentɪtɪ '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 'prəʊtəʊtɪpɪŋ prototypowanie

⁹ digital literacy 'dɪdʒɪtl 'lɪtərəsɪ alfabetyzm cyfrowy

¹⁰ foreign 'fɒrɪn zagraniczny

INFOBOX

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 'mænidʒ dawać sobie radę, radzić sobie (z czymś)

³ **immense** i'mens ogromny

⁴ **capacity** kə'pæsəti zdolność

⁵ **reinvention** ,ri: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** tə ɪn'dʒʊə 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'plɑ:z zaopatrzenie

¹⁸ **fats** fæts tłuszcze

¹⁹ **falling** 'fɔ:lɪŋ spadający

²⁰ **to squeeze sth** tə skwi:z tu: uderzać w coś

OGIADAJ

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POBIERZ

NAGRANIA MP3



KOD DOSTĘPU:
hpm

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



Unilever

A WORD WORTH REMEMBERING

compelling
/kəm'pelɪŋ/
przekonujący

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.

Surviving³⁰ 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



Unilever main office

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 Matters⁵⁵

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'tɪəriəl surowiec

²³ **tightly linked** 'taɪtlɪ lɪŋkt ściśle powiązany

²⁴ **board** bɔ:d zarząd

²⁵ **to adopt sth** tə ə'dɒpt 'sʌmθɪŋ przyjąć coś

²⁶ **alliance** ə'laɪəns sojusz

²⁷ **merger** 'mɜ:ʒə połączenie, fuzja

²⁸ **genuinely** 'dʒenjuɪnli 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'ɪtɪkəl dɪ'vɪʒən podział

polityczny

³⁴ **subsidiary** səb'sɪdjəri 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** ,ɑ: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'dʒʊərɪŋ 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** ef em si: dʒi: = fɑ:st 'mu:vɪŋ kən'sju:mə gʊdz produkty szybkozbywalne

⁵¹ **spanning** 'spæɪnɪŋ obejmujący

⁵² **home care** həʊm keə środki do dbania o dom

⁵³ **unified** 'ju:nɪfaɪd spójny

⁵⁴ **identity** aɪ'dentɪtɪ tożsamość

⁵⁵ **size matters** saɪz 'mæɪtəz rozmiar ma znaczenie

⁵⁶ **enormous** ɪ'nɔ:məs olbrzymi

⁵⁷ **diverse** daɪ'vɜ:s różnorodny

⁵⁸ **shipping** 'ʃɪpɪŋ transport

was no longer an advantage and began re-focusing 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

portfolio⁶⁹. **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 pri'klu:d przeszkadzać, uniemożliwiać

⁶¹ acquisition ,ækwɪ'zɪʃən przejęcie, nabycie

⁶² brand brænd marka

⁶³ top tier tɒp 'tiə czołówka

⁶⁴ global beauty 'glɔ:əbəl 'bjju:tɪ globalny rynek kosmetyczny

⁶⁵ to emerge tə i'mɜ:dʒz 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 ə'lonʒ'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 fit 'sʌmθɪŋ pasować do czegoś

⁷⁵ speciality chemicals ,speʃɪ'ælətɪ 'kemɪkəlz chemia specjalistyczna

⁷⁶ entirely ɪn'taɪəli całkowicie

⁷⁷ decisive shift away from sth dɪ'saɪsɪv ʃɪft ə'weɪ frəm '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 ,ækjuz'eɪʃnz mierzyć się z oskarżeniami

² to overstate sth tə 'əʊvə'steɪt 'sʌmθɪŋ zawyżać coś

³ recyclability ri:'saɪklə'bɪlətɪ zdolność recyklingu

⁴ waste infrastructure weɪst 'ɪnfɹəstrʌktʃə(r) infrastruktura w zakresie gospodarki odpadami

⁵ supply chain sə'plɑɪ tʃeɪn łańcuch dostaw

⁶ deforestation ,di:fo:ri'steɪʃn wylesianie

⁷ habitat loss 'hæbɪtæt lɒs utrata siedlisk

⁸ labour standards 'leɪbə 'stændərdz standardy, normy pracy

⁹ supplier sə'plɑɪə dostawca

¹⁰ tension 'tenʃən napięcie

¹¹ to clash with sth tə klæʃ wɪð 'sʌmθɪŋ zderzyć się z czymś

¹² to expose limits to sth tə eks'pəʊz tə 'lɪmɪts tə 'sʌmθɪŋ ujawniać ograniczenia czegoś

¹³ NGO = non-governmental organisation ,en dʒɪ: 'əʊ = nɒn ,gʌvən'mentl ɔ:ganəɪ'zeɪʃən organizacja pozarządowa

¹⁴ to delay sth tə dɪ'leɪ 'sʌmθɪŋ opóźniać coś

INFOBOX





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 life⁸⁵.

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 ˈriːˈfreɪm ˈsʌmθɪŋ**
przeformułować coś

⁸¹ zeitgeist **ˈzaɪtɡaɪst** zeitgeist, duch czasu, klimat epoki

⁸² consumer awareness **kənˈsjuːmə əˈweənəs**
świadomość konsumenta

⁸³ sustainability **səˈsteɪnəˈbɪləti** zrównoważony rozwój

⁸⁴ explicitly **ɪksˈplɪsɪtli** wyraźnie, jednoznacznie

⁸⁵ quality of life **ˈkwɒləti 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 **ˈemfəɪs ɒn ˈsʌmθɪŋ** nacisk na coś

⁸⁹ responsible sourcing **rɪˈspɒnsəbəl 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

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 hæʊm ðə
'beɪkən **zarabiać na chleb**

⁹⁸ **approach** ə'prəʊtʃ **podejście**

⁹⁹ **modus operandi** ,mɒdəs ,ɒpə'rændɑː **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 tə ən 'ʌɡli
hed doprowadzić do poważnego kryzysu

¹⁰³ **to resolve sth** tə rɪ'zɒlv 'sʌmθɪŋ **rozwiązać coś**

¹⁰⁴ **governance dispute** 'ɡʌvənəns dɪs'pju:t **spór korporacyjny**

¹⁰⁵ **member** 'membə **członek**

¹⁰⁶ **headquarters** 'hed'kwɔ:təz **centrala**

¹⁰⁷ **shareholder** 'ʃeə,həʊldə **akcjonariusz, udziałowiec**

¹⁰⁸ **resistance** rɪ'zɪstəns **opór, sprzeciw**

¹⁰⁹ **arrangement** ə'reɪndʒmənt **porozumienie**

¹¹⁰ **strain** streɪn **napięcie**

¹¹¹ **to endure** tə ɪn'dʒə **przetrwąć**

¹¹² **on the other hand** ɒn ði: 'ʌðə hænd **z drugiej**

strony

¹¹³ **liability** ,laɪə'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 Off¹)

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.
- Oly
- Nutrafol

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

INFOBOX

Malaysia

– A Magical Kingdom¹ 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 **królestwo**
- ² remarkable **niezwykły**
- ³ cuisine **kuchnia**
- ⁴ stunning **zachwycający**
- ⁵ landscape **krajobraz, pejzaż**
- ⁶ to have sth on one's plate **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
/'fu:di/
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

kingship²⁴, 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 *spɑːs ruːt* szlak przypraw

¹¹ to vie for *tə vaɪ fə* rywalizować

¹² ultimately *ˌʌltɪmətli* koniec końców

¹³ rule *rul* rządy

¹⁴ lasting *'lɑːstɪŋ* trwały

¹⁵ influence *'ɪnfluəns* wpływ

¹⁶ peninsula *pə'nɪnsjələ* półwysep

¹⁷ unified *'juːnɪfaɪd* zjednoczony

¹⁸ rubber *'rʌbər* kauczuk

¹⁹ tin *tɪn* cyna

²⁰ industry *'ɪndəstri* branża

²¹ Malayan Emergency *mə'leɪən ɪ'mɜːdʒənəsi* powstanie malajskie

²² to gain independence *tə ɡeɪn ˌɪndɪ'pendəns* zdobyć niepodległość

²³ briefly *'brɪːfli* na krótko

²⁴ kingship *'kɪŋdəm* panowanie

²⁵ hereditary *hɪ'redɪtəri* dziedziczny

²⁶ multiparty *ˌmʌlti'pɑːti* wielopartyjny

²⁷ outward-looking *'aʊtwəd lʊkɪŋ* otwarty, ukierunkowany na zewnątrz





²⁸ to border sth tə 'bɔːdə 'sʌmθɪŋ graniczyć z czymś

²⁹ fertile 'fɜːtaɪl żyzny

³⁰ plain pleɪn równina

³¹ rugged 'rʌɡɪd tu: surowy, nierówny

³² highland 'haɪlənd wyżyna

³³ dense dens gęsty

³⁴ rainforest 'reɪnfɔːrɪst las deszczowy

³⁵ extensive ɪks'tensɪv rozległy

³⁶ equatorial ,ekwə'tɔːriəl równikowy

³⁷ humidity hju:'mɪdətɪ wilgotność

³⁸ pygmy elephant 'pɪɡmɪ 'elɪfənt słoń karłowaty

³⁹ sustainability sə'steɪnə'bɪlətɪ zrównoważony rozwój

⁴⁰ conservation ,kɒnsə:'veɪʃən tu: ochrona przyrody

⁴¹ urban 'ɜːbən miejski

⁴² agriculture 'æɡrɪkʌltʃə rolnictwo

⁴³ deforestation ,di:'fɔːrɪ'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 'ɡʌvnmənt rząd

⁴⁸ commitment kə'mɪtmənt zobowiązanie

⁴⁹ renewable energy rɪ'njuːəbl 'enədʒɪ energia odnawialna

⁵⁰ climate-resilient 'klaɪmət rɪ'zɪlɪənt odporny na zmiany klimatu

⁵¹ roughly 'rʌfli w przybliżeniu

and East Malaysia on northern Borneo. Peninsular Malaysia borders²⁸ Thailand to the north and Singapore to the south, with forested mountains flanked by fertile²⁹ coastal plains³⁰. East Malaysia, which is dominated by rugged³¹ highlands³², dense³³ rainforests³⁴ and extensive³⁵ river systems, shares borders on the island of Borneo with Indonesia and Brunei.

Its equatorial³⁶ climate brings consistent heat, high humidity³⁷ and heavy rainfall, supporting remarkable biodiversity, including Malayan tigers, orangutans and Bornean pygmy elephants³⁸. Sustainability³⁹ has become a growing priority, as Malaysia balances conservation⁴⁰ with pressures from urban⁴¹ growth, agriculture⁴² and industry. Issues such as deforestation⁴³, flash flooding⁴⁴ and coastal erosion⁴⁵ have prompted⁴⁶ government⁴⁷ commitments⁴⁸ to reforestation, renewable energy⁴⁹ and climate-resilient⁵⁰ infrastructure.

Malaysia's population is roughly⁵¹ 34 million, concentrated in the west. Kuala Lumpur, the national capital⁵², is known for its iconic skyline⁵³, retail districts⁵⁴ and cultural landmarks⁵⁵, while the administrative capital, Putrajaya, lies 25 km south and hosts⁵⁶ key ministries.

Other major urban centres include George Town in Penang, a UNESCO-listed city with heritage⁵⁷ architecture and a strong services and technology sector; Johor Bahru, a growing industrial hub⁵⁸ adjacent⁵⁹ to Singapore; Ipoh, historically linked to tin mining; and Kota Kinabalu and Kuching in East Malaysia, gateways⁶⁰ to ecotourism and local industry.

It is one of Asia's most ethnically varied countries. Malays and other indigenous⁶¹

⁵² capital 'kæpɪtl stolica

⁵³ skyline 'skaɪlɪn 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 'ɡetweɪ brama

⁶¹ indigenous ɪn'dɪdʒɪnəs rdzenny, tubylczy

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'nɔrəti mniejszość

⁶⁴ state religion steɪt rɪ'lɪdʒən religia państwowa

⁶⁵ freedom of worship 'fri:dəm ɒv 'wɜ:ʃɪp wolność wyznania

⁶⁶ community kə'mju:nəti wspólnota, społeczność

⁶⁷ to contribute to sth tə kən'trɪbjʊ:t tə'sʌmθɪŋ wnosić wkład w coś

⁶⁸ to enrich sth tə ɪn'ri:tʃ 'sʌmθɪŋ wzbogacić coś

⁶⁹ society sə'saɪəti społeczeństwo

⁷⁰ management 'mænɪdʒmənt zarządzanie

⁷¹ economic equity ,ekə'nɒmɪk 'ekwɪti równość ekonomiczna

⁷² cultural identity 'kʌltʃərəl aɪ'dentəti tożsamość kulturowa

⁷³ urban buzz 'ɜ:bən bʌz miejski gwar

⁷⁴ pristine 'prɪsti:n dziewiczy

⁷⁵ Observation Deck ,ɒbzə'veɪʃən dek taras widokowy

⁷⁶ bustling 'bʌslɪŋ tętniący życiem

⁷⁷ retail precinct 'ri:teɪl 'pri:sɪŋkt dzielnica handlowa

⁷⁸ to facilitate sth tə fə'sɪləteɪt '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 ,haɪ'end ekskluzywny

⁸⁵ mangroves 'mæŋgrəʊvz namorzyny

⁸⁶ island-hopping 'aɪlənd hɒpɪŋ przemieszczanie

się pomiędzy wieloma wyspami w trakcie jednej podróży

⁸⁷ snorkelling 'snɔ:kələɪŋ 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 szczić 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 'mʌŋki nosacz sundajski

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 lizards¹²² 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** 'gaidɪd z przewodnikiem

¹⁰⁰ **spotting** 'spɒtɪŋ podglądanie

¹⁰¹ **to showcase sth** tə 'ʃəʊkɛɪs 'sʌmθɪŋ prezentować coś

¹⁰² **river cruise** 'rɪvə kru:z rejs po rzece

¹⁰³ **maritime** 'mæɪrɪtaɪm morski

¹⁰⁴ **inland** 'ɪnlænd w głąb lądu

¹⁰⁵ **to retain** tə rɪ'teɪn zachowywać

¹⁰⁶ **mossy** 'mɒsi pokryty mchem

¹⁰⁷ **walk** wɔ:k trasa spacerowa

¹⁰⁸ **scenic** 'si:nɪk malowniczy

¹⁰⁹ **to span** tə spæn rozciągać się, obejmować

¹¹⁰ **canopy walkway** 'kænəpi 'wɔ:kweɪ kładka linowa

¹¹¹ **elusive** ɪ'lu:sɪv nieuchwytny

¹¹² **to cater to sb** tə 'keɪtə tə 'sʌmbədi adresować swoją ofertę do kogoś, spełniać czyjeś potrzeby

¹¹³ **immersive** ɪ'mɜ:sɪv wciągający

¹¹⁴ **laid-back** 'leɪd 'bæk wyluzowany

¹¹⁵ **backpacker** 'bækpækə(r) turysta wędrujący z plecakiem

¹¹⁶ **reef shark** rɪf 'ʃɑ:k rekin rafowy

¹¹⁷ **to preserve sth** tə pɪ'zɜ:v 'sʌmθɪŋ zachowywać coś

¹¹⁸ **diving** 'daɪvɪŋ nurkowanie

¹¹⁹ **visibility** ,vɪzɪ'bɪləti widoczność

¹²⁰ **to introduce sth** tə ,ɪntrə'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.]

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

BEM TEST

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

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 Around¹²⁸ 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

affordable¹⁴³ and connect most major towns, with modern **coaches**¹⁴⁴ on long-distance routes.

Car hire¹⁴⁵ 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
podoać się komuś

¹²⁶ adrenaline rush ə'drenəlɪn rʌʃ zastrzyk
adrenalin

¹²⁷ ziplining 'zipl 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 nɑ pɔczątek

¹³¹ citizen 'sɪtɪzn obywatel

¹³² bargain 'bɑ:ɡɪn 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: przemieszać 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'ha:td bojaźliwy

¹⁵⁰ monorail 'mɒnə'reɪl kolej
jednoszynowa

¹⁵¹ ferry 'ferɪ prom

¹⁵² fare feə tu: bilet

¹⁵³ crossing 'krɒsɪŋ przeprawa

¹⁵⁴ choppy 'tʃɒpi wzbudzony (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 'peski 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'reɪəti różnorodność

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 (flat-bread 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 of²⁰³ reasonably priced food, accommodation, and travel. It is sure to be an adventure of a lifetime!

¹⁷² **mid-range** ˌmɪd ˈreɪndʒ ze ʃrɛdnjɛj pɔʊki

¹⁷³ **flat noodles** flæt ˈnuːdlz makaron wstążki (np. ryżowy)

¹⁷⁴ **prawns** prɔːnz krewetki



¹⁷⁵ **chives** tʃaɪvz szczypiorek

¹⁷⁶ **distinctive** dɪsˈtɪŋktɪv charakteryistyczny

¹⁷⁷ **staple** ˈsteɪpl tu: podstawowa potrawa

¹⁷⁸ **skewered meat** ˈskjʊəd mi:t szaszłyk, mięso na patyku

¹⁷⁹ **frothy** ˈfrɒθɪ z pianką

¹⁸⁰ **raw fish** rɔ: fɪʃ surowa ryba

¹⁸¹ **fish crackers** fɪʃ ˈkrækəz krakersy rybne

¹⁸² **snack** snæk przekąska

¹⁸³ **shaved ice** ʃeɪvd aɪs deser z kruszonego lodu

¹⁸⁴ **bite-sized** ˈbaɪt saɪzd na jeden kęs

¹⁸⁵ **inexpensive** ˌɪnɪksˈpensɪv niedrogi

¹⁸⁶ **tasting menu** ˈteɪstɪŋ ˈmenju: menu degustacyjne

¹⁸⁷ **pricey** ˈpraɪsi drogi

¹⁸⁸ **tax** tæks podatek

¹⁸⁹ **avid** ˈævɪd zagorzaly

¹⁹⁰ **accommodation** əˌkɒməˈdeɪʃən zakwaterowanie

¹⁹¹ **capsule hotel** ˈkæpsju:l hæʊˈtel hotel kapsułowy

¹⁹² **guesthouse** ˈgest haʊs pensjonat

¹⁹³ **dormitory bed** ˈdɔːmɪtri bed łóżko w pokoju wieloosobowym

¹⁹⁴ **abundant** əˈbʌndənt liczny

¹⁹⁵ **property** ˈprɒpərti tu: obiekt

¹⁹⁶ **boutique heritage hotel** buːˈti:k ˈherɪtɪdʒ hæʊˈtel hotel butikowy w zabytkowym budynku

¹⁹⁷ **chalet-style** ˈʃælɪː stɑɪl w stylu nawiązującym do drewnianych domków letniskowych lub górskich chat

¹⁹⁸ **resort** rɪˈzɔːt kurort

¹⁹⁹ **serviced apartment** ˈsɜːvɪst əˈpɑːtmənt apartament z obsługą

²⁰⁰ **to fork out** tə ˈfɔːk aʊt pot. wybulić

²⁰¹ **long-haul flight** ˌlɒŋ ˈhɔːl flaɪt daleki lot

²⁰² **bang for the buck** bæŋ fə ðə bʌk warte swojej ceny

²⁰³ **in terms of sth** ɪn tɜːmz ɒv ˈsʌmtɪŋ pod względem czegoś

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 trade¹.

Once **reliant on**² tin³, rubber⁴ and palm oil⁵, 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 Industries¹⁰

- **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.

Opportunities²³ for Foreign Investors

- **Manufacturing**: Electronics, semiconductors, automotive parts, medical devices
- **Services and start-ups**: Fintech, health-tech, 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 Support³⁰ and Incentives³¹

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** 'glɔːbəl 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'vɜːsɪfaɪ dywersyfikować, poszerzać zakres

⁷ **shipping route** 'ʃɪpɪŋ ru:t szlak handlowy

⁸ **membership** 'membəʃɪp członkostwo

⁹ **foreign investor** 'fɔːrɪn ɪn'vestə inwestor zagraniczny

¹⁰ **key industries** ki: 'ɪndəstriːz kluczowe gałęzie przemysłu

¹¹ **manufacturing** ,mænɪʃʊ'fæktʃərɪŋ produkcja przemysłowa

¹² **semiconductor** 'semɪkən'dʌktə półprzewodnik

¹³ **medical device** 'medɪkəl dɪ'vaɪs wyrób medyczny

¹⁴ **natural resources** 'nætʃrəl rɪ'sɔːsɪz zasoby naturalne

¹⁵ **petroleum** pi'trɔʊljəm ropa naftowa

¹⁶ **services** 'sɜːvɪsɪz usługi

¹⁷ **healthcare** 'helθ keə(r) opieka zdrowotna

¹⁸ **agriculture** 'ægrɪkʌltʃə rolnictwo

¹⁹ **foreign exchange** 'fɔːrɪn ɪks'tʃeɪndʒ wymiana walut

²⁰ **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ pokazywać, odzwierciedlać coś

²¹ **shift toward sth** ʃɪft tə'wɔːd 'sʌmθɪŋ zwrot ku czemuś

²² **knowledge-based** 'nɒlɪdʒ beɪst oparty na wiedzy

²³ **opportunities** ,ɒpə'tjuːnɪtiz możliwości

²⁴ **HQ = headquarters** ,etʃ 'kjuː 'hed'kwɔːtəz siedziba

²⁵ **supply chain** sə'plai tʃeɪn łańcuch dostaw

²⁶ **workforce** 'wɜːkfoːs siła robocza

²⁷ **renewable energy** rɪ'njuːəbl 'enədʒɪ

odnawialne źródła energii

²⁸ **special economic zone** 'speʃəl ,ekə'nɒmɪk zəʊn specjalna strefa ekonomiczna

²⁹ **free-trade agreement** 'friː'treɪd ə'grɪ:mənt umowa o wolnym handlu

³⁰ **government support** 'gʌvnmənt sə'pɔːt wsparcie rządowe

³¹ **incentive** ɪn'sentɪv zachęta

³² **tax break** tæks breɪk ulga podatkowa

³³ **corporate rates** 'kɔːpəət reɪts stawki CIT

³⁴ **investment allowance** ɪn'vestmənt ə'laʊəns ulga inwestycyjna

³⁵ **measures** 'meʒəz środki

³⁶ **entrepreneur** ,ɒntrəprə'nɜː przedsiębiorca

³⁷ **hurdle** 'hɜːdl przeszkoda, problem

³⁸ **permit** 'pɜːmɪt zezwolenie

³⁹ **approval** ə'pruːvəl zgoda

⁴⁰ **regional peer** 'rɪ:dʒənl piə regionalny konkurent

⁴¹ **vigilance** 'vɪdʒɪləns czujność

⁴² **foreign ownership** 'fɔːrɪn ə'ʊnəʃɪp udział zagraniczny

⁴³ **requirement** rɪ'kwaɪəmənt wymóg



- 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.

⁴⁴ **compliance** kəm'plajəns zgodność, stosowanie się

⁴⁵ **labour rules** 'leɪbə ru:lz prawo pracy

⁴⁶ **sustainability** sə'steɪnə'bɪləti zrównoważony rozwój

⁴⁷ **factor** 'fæktə czynnik

⁴⁸ **electoral shift** i'lektərəl ʃɪft zmiany w poparciu wyborców, przetasowania wyborcze

⁴⁹ **capital markets** 'kæpɪtl 'mɑ:kɪts rynki kapitałowe

⁵⁰ **prudent** 'pru:dənt rozważny, ostrożny

⁵¹ **commodity prices** kə'mɒdətɪ 'praɪsɪz ceny surowców

⁵² **predictable** prɪ'dɪktəbl przewidywalny

⁵³ **natural resources** 'nætʃrəl ri'sɔ:sɪz zasoby naturalne

⁵⁴ **digital infrastructure** 'dɪdʒɪtl 'ɪnfɹəstrʌktʃə(r) infrastruktura cyfrowa

⁵⁵ **multilingual** ,mʌlti'liŋgwəl znający języki obce

⁵⁶ **to pose a risk** tə pəʊz ə rɪsk stanowić ryzyko

⁵⁷ **accessible** ək'sesəbl dostępny, przystępny

⁵⁸ **high-tech** ,haɪ 'tek zaawansowany technologicznie

⁵⁹ **venture** 'ventʃə 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 Significance⁴:

- 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** 'tærɪf cło

² **to encourage** tə ɪn'kʌrɪdʒ pobudzać, wspierać, zachęcać

³ **cross-border trade** 'krɒs bɔ:də(r) treɪd handel transgraniczny

⁴ **business significance** 'bɪznəs sɪɡ'nɪfɪkəns znaczenie biznesowe

⁵ **intra** 'ɪntrə wewnątrz

⁶ **substantial** səb'stænʃəl pokaźny, znaczny

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** ,di:ˌfɒrɪ'steɪʃn wylesianie

² **habitat loss** 'hæbɪtæt lɒs utrata siedlisk

³ **land clearing** lænd 'kliəriŋ karczowanie gruntów

⁴ **enforcement** ɪn'fɔ:smənt wprowadzanie w życie

⁵ **pressure** 'preʃə presja

INFOBOX

INFOBOX

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
 /kən'vi:njəns/
 wygoda, udogodnienie

¹ embodied intelligence **ɪm'bɒdɪd ɪn'telɪdʒəns** ucieleśniona inteligencja
² houseguest **haʊsgest** gość
³ to compete for sth **tə kəm'pi:t fə 'sʌmθɪŋ** rywalizować, konkurować o coś



FIGURE 03

Making Moves

If your experience with home robotics is limited to an autonomous vacuum cleaner⁴ that gets tangled up in⁵ phone chargers, then you might be sceptical about the idea of a robot butler⁶. However, the viral videos you've possibly seen online recently – of humanoid robots folding clothes⁷ or making coffee – are no longer just laboratory stunts⁸.

A growing number of technology companies, including⁹ Tesla and Figure AI, believe humanoid robots are close to being ready for everyday use. Backed by¹⁰ major investment and rapid progress in hardware¹¹ and AI, they are moving beyond lab experiments and focusing on¹² 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 crusher¹³. This is the philosophy behind 1X Technologies' flagship¹⁴ bot, the Neo. Unlike¹⁵ its competitors, who often resemble¹⁶ walking car chassis¹⁷, Neo is designed with a "safety-first" architecture.

The secret lies under the skin. Neo utilises a "tendon-driven¹⁸" system. Inspired by human biology,

⁴ vacuum cleaner 'vækjəsm 'kli:nə odkurzacz

⁵ to get tangled up in sth tə get 'tæŋɡld ʌp ɪn 'sʌmθɪŋ zaplątać się w coś

⁶ robot butler 'rəʊbət 'bʌtlə robot-kamerdyner, robot-lokaj

⁷ to fold clothes tə fəʊld kləʊðz składać ubrania



⁸ stunt stʌnt wyczyn

⁹ including X ɪn'klʊdɪŋ 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'dʌstriəl 'krʌʃə kruszarka przemysłowa

¹⁴ flagship 'flæɡʃɪp flagowy

¹⁵ unlike X 'ʌn'lʌk eks w przeciwieństwie do X, inaczej niż X

¹⁶ to resemble sth tə rɪ'zembəl 'sʌmθɪŋ przypominać coś, być podobnym do czegoś

¹⁷ car chassis kɑ: 'ʃæsi: podwozie samochodowe

¹⁸ tendon-driven 'tendən 'drɪvn napędzany ścięgnami (często w robotyce bioinspirowanej)



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** 'tɔːsə tułów

²⁰ **to move the limbs** tə muːv ðə lɪmz poruszać kończynami

²¹ **inherent compliance** ɪn'hiərənt kəm'plaiəns naturalna podatność, własna elastyczność (zdolność konstrukcji do odkształcenia się pod wpływem siły zewnętrznej)

²² **to absorb sth** tə əb'sɔːb 'sʌmθɪŋ absorbować, pochłaniać, przyjąć coś

²³ **impact** 'ɪmpækt tu: uderzenie

²⁴ **rigid** 'rɪdʒɪd sztywny

²⁵ **beam** bi:m belka

²⁶ **to cause injury** tə kɔːz 'ɪndʒəri spowodować krzywdę

²⁷ **wrapped in sth** ræpt ɪn 'sʌmθɪŋ owinięty, zapakowany w coś

²⁸ **pinch-proof** pɪntʃ pru:f zabezpieczony przed przytrzaśnięciem (np. palców)

²⁹ **a stark contrast to X** ə stɑːk 'kɒntrɑːst tə eks ogromna różnica w stosunku do X

³⁰ **whirring** 'wɜːrɪŋ warkoczący

³¹ **gear** ɡɪə koło zębate, bieg

³² **to predict sth** tə prɪ'dɪkt 'sʌmθɪŋ przewidywać coś

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 Loop³⁹

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**

effect⁵⁴ that slowly moves the machine toward full autonomy.

The Competition⁵⁵

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 (rozumienie znaczenia, a nie tylko danych)**

³⁴ **fragile** 'frædʒaɪl **delikatny, kruchy**

³⁵ **empowered to do sth** ɪm'pʌədəd tə du: 'sʌmθɪŋ **mający możliwości, by coś zrobić**

³⁶ **to associate sth with sth** tə ə'səʊʃieɪt 'sʌmθɪŋ wɪð 'sʌmθɪŋ **kojarzyć coś z czymś**

³⁷ **to adjust sth** tə ə'dʒʌst 'sʌmθɪŋ **dopasować,**

dostosować coś

³⁸ **grip** grɪp **chwyt**

³⁹ **in the loop** ɪn ðə lu:p **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 **zмагаć się, borykać się z czymś**

⁴² **messiness** mesɪnəs **nieład, nieporządek**

⁴³ **to grasp sth** tə grɑ:sp 'sʌmθɪŋ **chwycić coś**

⁴⁴ **millennia** mɪ'lenɪə **tyściecia**

⁴⁵ **actually** 'æktʃʊəli **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 'lɔ:ndrɪ **składać pranie**

⁴⁹ **cluttered** 'klʌtəd **zagracony, zaśmiecony**

⁵⁰ **to encounter sth** tə ɪn'kaʊntə 'sʌmθɪŋ

napotkać coś, zetknąć się z czymś

⁵¹ **to call for help** tə kɔ:l fə help **wzywać pomoc**

⁵² **via X** 'vɪə eks **przez X, za pośrednictwem X**

⁵³ **to step in** tə step ɪn **wkroczyć, włączyć się do akcji**

⁵⁴ **flywheel effect** 'flaɪwi:l 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 'li:vərɪdʒ 'sʌmθɪŋ **wykorzystać coś jak najefektywniej**

⁵⁹ **automotive supply chain** ˌɔ:tə'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 ri'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**

⁶⁴ **high-level reasoning** haɪ 'levl 'ri:zɪŋ **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'hɑɪnd 'sʌmθɪŋ **pozostawać w tyle za czymś**



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 *top 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**

Amy C. Edmondson

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VIDEO

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

In the modern business culture obsessed with achievement¹, this revered² business guru has championed³ how admission of failure⁴ is often an indicator of success⁵.

As a Harvard Business School professor, award-winning author and regular presence on global lists of top management thinkers⁶, Ms Edmondson has reshaped⁷ how leaders understand failure, learning and human behaviour at work. Her central contribution⁸, the concept of psychological safety, has moved from academic theory to boardroom⁹ priority. In a world of rapid change, complex systems and artificial intelligence¹⁰, her message is strikingly¹¹ human: organisations learn faster and perform better when people feel safe enough to speak up¹² and express what might be perceived as¹³ a “stupid idea.”

Amy C. Edmondson was born in the United States in 1962 and grew up in an intellectually curious¹⁴ environment¹⁵. She originally pursued a technical path, earning a bachelor's degree¹⁶ in engineering from Stanford University. This early training gave her a strong grounding¹⁷ in systems thinking and problem-solving¹⁸, skills that later shaped her approach¹⁹ to organisational research²⁰.

However, she soon became interested in the human dimensions²¹ of work and performance²². She went on to earn a doctorate in organisational behaviour from Harvard University, shifting her focus

from technical systems to social systems²³. Rather than viewing organisations as machines to be optimised, she came to see them as complex human networks where emotions, relationships²⁴ and unspoken²⁵ norms strongly influence²⁶ outcomes²⁷.

Amy Edmondson joined Harvard Business School as a faculty member²⁸ in the 1990s. Early in her academic career, she set out to²⁹ study medical teams, expecting to find that high-performing³⁰ 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 səks'ses wyznacznik sukcesu

⁶ thinker 'θɪŋkə myśliciel

⁷ to reshape tə'reɪ'ʃeɪp przekształcać

⁸ central contribution 'sentrəl ,kɒntri'bju:ʃən główny wkład

⁹ boardroom 'bɔ:dru:m sala posiedzeń (miejsce, w którym zbiera się dyrekcja firmy)

¹⁰ artificial intelligence ,ɑ: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:vɪd əz eks postrzegany jako X

¹⁴ intellectually curious ,ɪntrɪ'lektʃʊəli 'kjʊəriəs dociekliwy poznawczo

¹⁵ environment ɪn'vaɪərənmənt otoczenie

¹⁶ bachelor's degree 'bætʃələz dɪ'ɡri: tytuł licencjata

¹⁷ grounding 'graʊndɪŋ podstawa

¹⁸ problem-solving 'prɒbləm solvɪŋ 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 'səʃjəl 'sɪstəm system społeczny

²⁴ relationship rɪ'leɪʃənʃɪp związek, relacja

²⁵ unspoken 'ʌn'spəʊkən niewypowiedziany

²⁶ to influence sth tə 'ɪnfluəns '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



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 **push ahead**⁷.
- 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 ˈʃʌtl* wahadłowiec, prom kosmiczny

² overridden *ˌoʊvəˈrɪdn* odsunięty, oddalony

³ launch *lɔːntʃ* start

⁴ safety risk *ˈseɪftɪ rɪsk* zagrożenie dla bezpieczeństwa

⁵ well *wel tu:* platforma wiertnicza

⁶ cost overrun *kɒst ˌoʊvəˈrɪdn* przekroczenie kosztów

⁷ to lead sb to do sth *tə liːd ˈsʌmbədɪ tə duː ˈsʌmθɪŋ* skłonić kogoś do zrobienia czegoś

⁸ to push ahead *tə pʊʃ əˈhed* przeć naprzód

⁹ muted *ˈmjuːtɪd* wyciszony

¹⁰ regulatory approval *ˈregjələtəri əˈpruːvəl* zatwierdzenie przez organ regulacyjny

¹¹ downplayed *daʊn ˈpleɪd* zbagatelizowany

INFOBOX

made fewer mistakes. **Instead**³¹, her research produced a surprising and **counterintuitive**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 *ɪnˈsted* w zamian, zamiast tego

³² counterintuitive *ˌkaʊntər ɪnˈtjuːtɪv* sprzeczny z intuicją

³³ insight *ˈɪnsaɪt* obserwacja, spostrzeżenie

³⁴ realisation *ˌriːəlaɪˈzeɪʃn* uświadomienie sobie czegoś, zdanie sobie sprawy z czegoś

³⁵ workplace *ˈwɜːkpleɪs* miejsce pracy

³⁶ to hide sth *tə haɪd ˈsʌmθɪŋ* ukrywać coś

³⁷ uncertainty *ʌnˈsɜːntɪ* wątpliwość

³⁸ ridicule *ˈrɪdɪkjʊːl* śmieszność, kpiny, ośmieszenie

³⁹ lack of sth *læk ɒv ˈsʌmθɪŋ* niedostatek czegoś

⁴⁰ commitment *kəˈmɪtmənt* poświęcenie, oddanie

⁴¹ psychological safety *ˌsaɪkəˈlɒdʒɪkəl ˈseɪftɪ* bezpieczeństwo psychologiczne

⁴² shared belief *ˈʃeəd brɪˈliːf* wspólna wiara, dzielone przekonanie

⁴³ punishment *ˈpʌnɪʃmənt* kara

⁴⁴ humiliation *hjuːˈmɪlɪˈeɪʃn* upokorzenie

⁴⁵ early findings *ˈɜːli ˈfaɪndɪŋz* wstępne wyniki

⁴⁶ to challenge sth *tə ˈtʃælɪndʒ ˈsʌmθɪŋ* podważyć, kwestionować, rzucać czemuś wyzwanie

⁴⁷ assumption *əˈsʌmpʃən* założenie

⁴⁸ stigmatised *ˈstɪgmətəɪzd* piętnowany, stygmatyzowany

⁴⁹ to adapt *tə əˈdæpt* adaptować się, przystosowywać się

⁵⁰ to coin *tə kɔɪn* ukuć

⁵¹ established *ɪsˈtæblɪʃt* przyjęty

⁵² lexicon *ˈleksɪkən* słownik

⁵³ repertoire *ˈrepətwa:* repertuar

⁵⁴ to raise concerns *tə reɪz kənˈsɜːnz* wyrażać obawy

⁵⁵ identity *aɪˈdentɪti* tożsamość

⁵⁶ clear goals *klɪə ɡəʊls* jasne cele

⁵⁷ feedback *ˈfiːdbæk* informacja zwrotna

⁵⁸ essential *ɪˈsenʃəl* niezbędny

⁵⁹ inquiry *ɪnˈkwɪəri tu:* dociekanie

⁶⁰ to gain attention *tə ɡeɪn əˈtenʃən* przyciągnąć uwagę

⁶¹ study *ˈstʌdi* opracowanie, badanie

⁶² to echo *tə ˈekəʊ* powtarzać

⁶³ into the spotlight *ˈɪntə ðə ˈspɒtlaɪt* w centrum uwagi

⁶⁴ extensively *ɪksˈtensɪvli* szeroko

academic journals⁶⁵ and received multiple awards for her research and teaching. Her inclusion⁶⁶ in global rankings of top management thinkers reflects not only academic influence but real-world impact⁶⁷.

Reframing⁶⁸ Failure

Amy Edmondson's ideas reached a broader audience⁶⁹ 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 latter⁷⁰ was recognised as⁷¹ Financial Times Business Book of the Year, a significant endorsement⁷² in the business publishing world.

In *Right Kind of Wrong*, Ms Edmondson challenges the simplistic notion⁷³ that failure should be avoided at all costs⁷⁴. Instead, she distinguishes⁷⁵ between different types of failure. Some failures are preventable⁷⁶ and stem from⁷⁷ negligence⁷⁸ or lack of discipline. Others are unavoidable⁷⁹ in complex systems. Crucially⁸⁰, there are intelligent failures, well-designed experiments in new territory that generate valuable learning.

This framework⁸¹ encourages organisations to stop treating all failures as equal. When companies punish every misstep⁸², they discourage⁸³ experimentation. When they tolerate everything, they undermine⁸⁴ standards. She argues that progress requires leaders to actively design for intelligent failure, while reducing careless or repetitive⁸⁵ mistakes⁸⁶.

A recurring theme⁸⁷ in her work is voice, the willingness⁸⁸ of individuals to speak up even when doing so feels risky. In hierarchical organisations, especially, silence can be deadly. History offers many examples of disasters⁸⁹ caused not by lack of expertise⁹⁰, but by people knowing something was wrong and feeling unable⁹¹ to say so, or their managers unprepared⁹² to listen.

She encourages leaders to model curiosity⁹³ and fallibility⁹⁴. Simple behaviours, such as asking open questions, acknowledging⁹⁵ uncertainty, and responding

appreciatively to input⁹⁶, 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 prolific⁹⁷ writer of articles and case studies⁹⁸. Her work is widely taught in business schools and leadership⁹⁹ 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 ˈriːˈfreɪm ˈsʌmθɪŋ **patrzeć na**

coś z innej perspektywy

⁶⁹ audience ˈɔːdjəns **grupa odbiorców**

⁷⁰ the latter ðəˈlætə **drugi z wymienionych**

⁷¹ recognised as X ˈrekəɡnaɪzd æz eks **uznany za X**

⁷² endorsement ɪnˈdɔːsmənt **tu:** wyróżnienie

⁷³ simplistic notion ˌsɪmˈplɪstɪk ˈnəʊʃən

uproszczony pogląd

⁷⁴ at all costs æt ɔːl kɒsts **za wszelką cenę**

⁷⁵ to distinguish tə dɪˈstɪŋɡwɪʃ **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 ˈkruːʃli **co najważniejsze**

⁸¹ framework ˈfreɪmwɜːk **tu:** podejście w określonym kontekście

⁸² misstep ˈmɪsˈstep **pomyłka**

⁸³ to discourage sth tə dɪsˈkʌrɪdʒ ˈsʌmθɪŋ **zniechęcać do czegoś**

⁸⁴ to undermine sth tə 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 ˈwɪlɪŋɡnəs **gotowość**

⁸⁹ disaster dɪˈzɑːstə **katastrofa**

⁹⁰ expertise ˌeksɜːˈtiːz **wiedza specjalistyczna**

⁹¹ unable ˈʌnˈeɪbl **niezdolny, niebędący w stanie czegoś zrobić**

⁹² unprepared ˈʌnpriːpeəd **niegotowy**

⁹³ curiosity ˌkjʊəriˈɒsəti **ciekawość**

⁹⁴ fallibility ˌfæliˈbɪləti **gotowość do przyznawania się do błędów, omyślności**

⁹⁵ to acknowledge sth tə əkˈnɒlɪdʒ ˈsʌmθɪŋ **przyznawać coś**

⁹⁶ input ˈɪnpʊt **tu:** opinie, wkład innych

⁹⁷ prolific prəˈlɪfɪk **płodny**

⁹⁸ case study keɪs ˈstʌdi **studium przypadku**

⁹⁹ leadership ˈliːdʃɪp **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 engagement¹, 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 onwards² 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 concept³ into a core principle⁴ of modern leadership, later reinforced by⁵ large-scale corporate research such as Google's team effectiveness studies.

¹ employee engagement ˌemplɔɪˈiː ɪnˈɡeɪdʒmənt **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

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 Relevant¹⁰⁵ but Also Threatening¹⁰⁶

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.

Laudable¹¹¹ 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 'gɑɪdəns
praktyczne wskazówki

¹⁰¹ **sought-after** 'sɔ:t'ɑ:ftə požądany, mający
wzięcie

¹⁰² **keynote speaker** 'ki:nəʊt 'spi:kə główny
prelegent

¹⁰³ **evidence-based** 'eɪvɪdəns beɪst oparty na
dowodach

¹⁰⁴ **to extend** tə ɪks'tend rozciągać się

¹⁰⁵ **relevant** 'reləvənt właściwy

¹⁰⁶ **threatening** 'θretənɪŋ groźny, zagrażający

¹⁰⁷ **demanding** dɪ'mɑ:ndɪŋ wymagający

¹⁰⁸ **to replace sth** tə rɪ'pleɪs 'sɪmθɪŋ zastępować
coś

¹⁰⁹ **infallible** ɪn'fæləbl nieomylny

¹¹⁰ **humility** hju:'mɪləti pokora

¹¹¹ **laudable** 'lɔ:dəbl 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

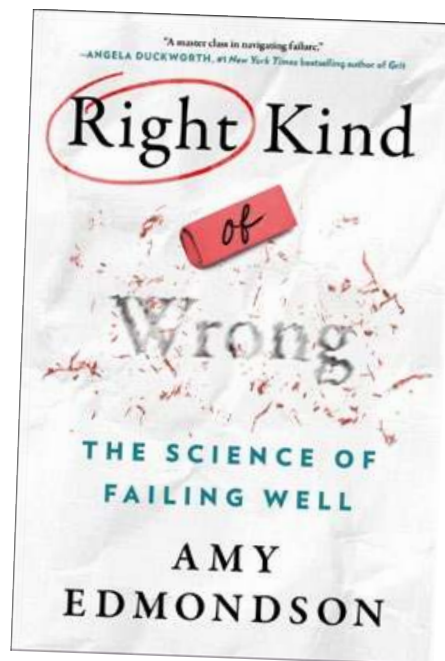
¹¹⁵ **ultimately** 'ʌltɪmətli ostatecznie

¹¹⁶ **cultural reset** 'kʌltʃərəl 'ri:'set kulturowy
reset (skasowanie starych reguł, zasad)

¹¹⁷ **to pay lip service to sth** tə peɪ lɪp 'sɜ:vɪs
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

- Amy Edmondson originally pursued a technical path at Stanford University, _____ a bachelor's degree in engineering.
- Her early training provided a strong grounding in systems thinking, _____ her later approach to organisational research.
- She later moved to Harvard to study organisational behaviour, _____ her focus from technical systems to social ones.
- In many workplaces, employees fear blame or ridicule, _____ them to hide errors and uncertainties.
- Google conducted a major internal study on effective teams, _____ Edmondson's academic findings on psychological safety.
- The study highlighted the importance of safety in the workplace, _____ her ideas into the corporate spotlight.
- In her book *Right Kind of Wrong*, Edmondson discusses failure, _____ the simplistic notion that all mistakes should be avoided.
- 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)



by Paul Martin from
www.go-native.pl

Business Dialogues:

Viral Value¹

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 goodness¹⁷.

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 'mediə media społecznościowe

³ additional ə'dɪʃənəl dodatkowy

⁴ revenue stream 'revɪnju: stri:m strumień przychodów

⁵ digital marketing 'dɪdʒɪtl 'mɑ:kɪtɪŋ marketing cyfrowy

⁶ essential r'senʃəl niezbędny

⁷ two-engine tu: 'endʒɪn dwusilnikowy

⁸ income 'ɪnkʌm dochód

⁹ issue 'ɪʃu: kwestia

¹⁰ broad brɔ:d szeroki, ogólny

¹¹ to monetise tə 'mɒnɪtaɪz monetyzować

¹² specific spə'sɪfɪk konkretny, sprecyzowany

¹³ advertiser 'ædʒvətaɪzə reklamodawca

¹⁴ software engineer 'sɒftweər endʒɪnɪə(r) programista

¹⁵ niche ni:ʃ nisza rynkowa

¹⁶ to recognise tə 'rekəɡnaɪz rozpoznawać

¹⁷ thank goodness θæŋk 'ɡʊdnəs dzięki Bogu

¹⁸ trust trʌst zaufanie

¹⁹ authority ɔ:'θɒrəti autorytet

²⁰ credibility 'krɛdɪ'bɪləti wiarygodność

²¹ ad æd reklama

²² content 'kɒntent treść

²³ pillar 'pɪlə filar

²⁴ punchy 'pʌntʃɪ zwięzły, mocny

²⁵ tip tɪp wskazówka, rada

²⁶ instead ɪn'sted zamiast

²⁷ views vju:z wyświetlenia

²⁸ reach ri:tʃ tu: zasięgi

²⁹ creator fund kri:'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'lju:ʃən rozwiązanie

³³ hard selling hɑ:d 'selɪŋ sprzedaż agresywna



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** bi'haind ðə si:nz materiały zakulisowe

³⁵ **direct sell** di'rekt sel bezpośrednia sprzedaż

³⁶ **promo** 'prəʊməʊ zajawka, krótki film promocyjny

³⁷ **walkthrough** 'wɔ:k θru: instruktaż, poradnik

³⁸ **high-engagement** haɪ ɪn'ɡeɪdʒmənt wysoce angażujący, wciągający

³⁹ **to matter** tə 'mætə mieć znaczenie

⁴⁰ **to hook** tə hʊk zainteresować

⁴¹ **summary** 'sʌməri podsumowanie

⁴² **affiliates** ə'fɪliəts **tu:** programy partnerskie (w tym kontekście chodzi o polecanie produktów za prowizję od sprzedaży,

zazwyczaj przez specjalne linki)

⁴³ **tutoring platform** 'tju:təriŋ 'plɑ:təʊ:m

platforma do nauki

⁴⁴ **commission** kə'mɪʃən **provizja**

⁴⁵ **pushy** 'pʊʃi **nachalny**

⁴⁶ **low-ticket** ləʊ 'tɪktɪ **tani**

⁴⁷ **to feed into sth** tə fi:d ɪn'tə '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** ɡəʊl **cel**

⁵³ **random** 'rændəm **przypadkowy**

⁵⁴ **edutainment** ,edʒu'teɪnmənt **połączenie zabawy z nauką**

⁵⁵ **lecture** 'lektʃə **wykład**

⁵⁶ **overwhelmed** ,əʊvə'welmd **przytłoczony, oszołomiony**

⁵⁷ **bio** baɪəʊ **pot.** notka biograficzna, **biografia, tu:** opis profilu

⁵⁸ **real estate** ri:əl ɪs'teɪt **nieruchomość, tu:** najatrakcyjniejsza część profilu

⁵⁹ **to convert** tə 'kɒnvɜ:t **tu:** przekładać się na efekt (sprzedaż)



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:'gænzikli w sposób naturalny

⁶¹ audience 'ɔ:dʒəns grupa odbiorców

⁶² funnel 'fʌnl lejek sprzedażowy, proces prowadzący użytkowników krok po kroku w stronę zakupu

⁶³ resource rɪ'sɔ:s zasób



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.

¹ **devout** di'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** i'ventʃəli w końcu, ostatecznie

⁵ **irrevocably** i'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** fiəs zagorzały, zaciekły

¹⁰ **secularism** 'sekjʊlərɪzəm sekularyzm, świeckość

¹¹ **to combat sth** tə kɒmbæt 'sʌmθɪŋ zwalczać coś, walczyć z czymś



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.

¹² **growth** grəʊθ wzrost

¹³ **advantage** əd'vɑ:ntɪdʒ zaleta, korzyść

¹⁴ **to be gone** tə bi: gɒn zniknąć, odejść, przeminąć

¹⁵ **wealthy** 'welθi bogaty, zamożny

¹⁶ **average** 'ævərɪdʒ przeciętny

¹⁷ **despite sth** dɪs'paɪt 'sʌmθɪŋ pomimo czegoś



Douglas Murray

(b. 1979) is a British author and journalist, famous for his criticism of mass immigration and “woke” culture¹⁸. He studied at Oxford University and now works as an editor for *The Spectator*, a conservative magazine. Murray became a best-seller 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.

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 'suɪsaɪd popełnić samobójstwo

²⁰ **to allow sth** tə ə'laʊ 'sʌmθɪŋ pozwalać na coś

²¹ **to erase sth** tə i'reɪz 'sʌmθɪŋ wymazywać coś

²² **identity** aɪ'dentəti tożsamość

²³ **to divide sth** tə di'vaɪd 'sʌmθɪŋ dzielić coś

²⁴ **to defend sth** tə di'fend 'sʌmθɪŋ bronić czegoś



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



Happy Habits¹: 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

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¹ **compelling** kəm'peltɪŋ
fascynujący

² **timely** 'taɪmlɪ na czasie,
aktualny

³ **founder** 'faʊndə założyciel

⁴ **personal struggle** 'pɜːsnl 'strʌɡl
osobista walka

⁵ **press freedom** pres 'friːdəm
wolność prasy

⁶ **archival footage** ɑː'kaɪvəl 'fʊtɪdʒ
archiwalne nagrania

⁷ **behind-the-scenes** br'haɪnd ðə
siːnz zakulisowy

⁸ **editing** 'edɪtɪŋ montaż

⁹ **odds** ɒdz przeszkody, trudności
¹⁰ **sexual abuse** 'seksʃʊəl ə'bjʊːs
przemoc seksualna

¹¹ **allegation** ˌæli'geɪʃən
oskarżenie

¹² **information**
warfare ˌɪnfə'meɪʃən 'wɔːfeə
wojna informacyjna

¹³ **civil liberties** 'sɪvl 'lɪbətɪz
swobody obywatelskie

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** tə ɪm'bed osadzać

¹⁰ **routines** ruː'tiːnz zwyczaje,
praktyki

¹¹ **roadmap** 'rəʊd məp plan
działania

¹² **burnout** 'bɜːn'aʊt wypalenie

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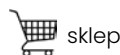
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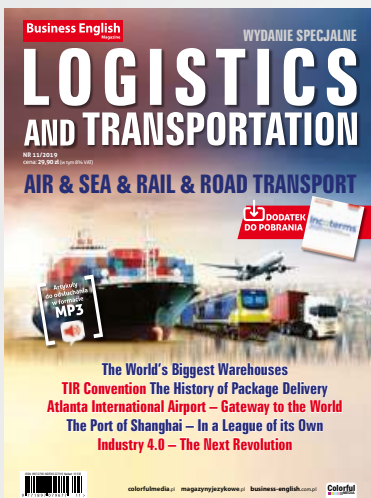
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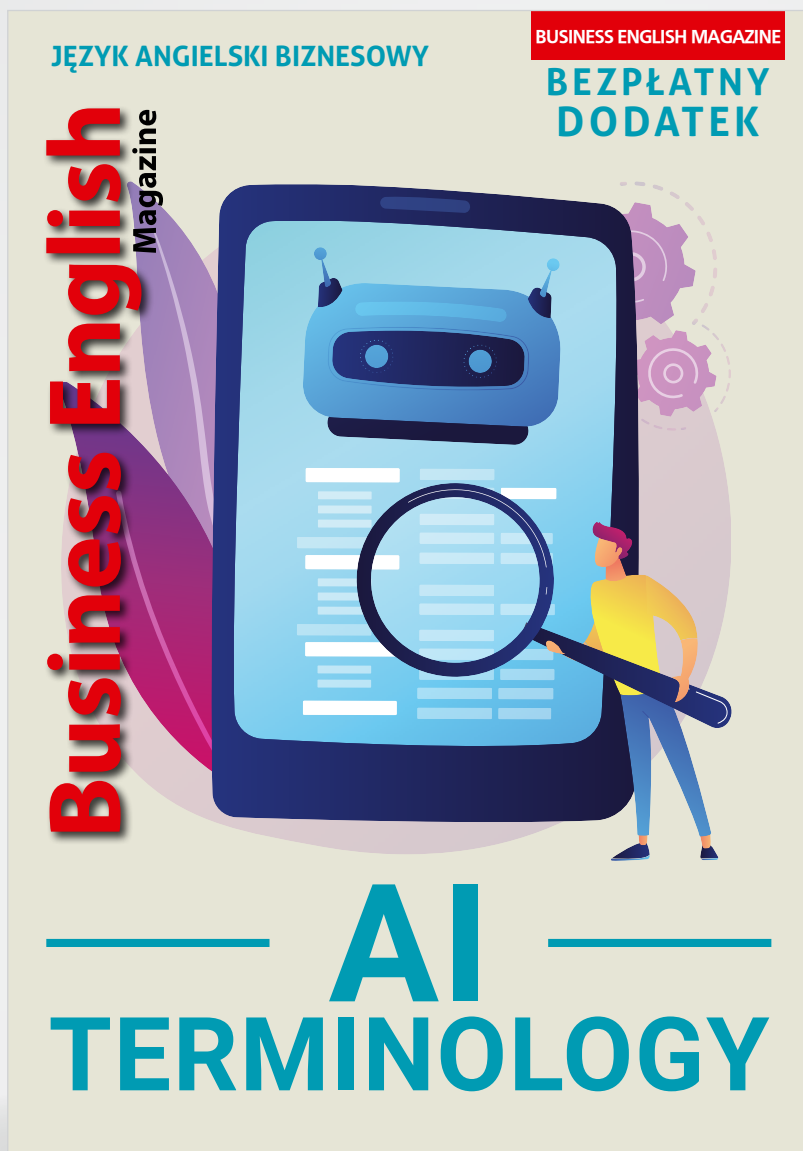
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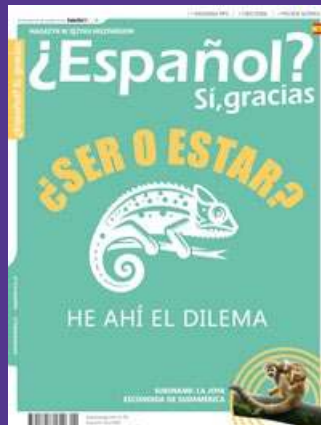
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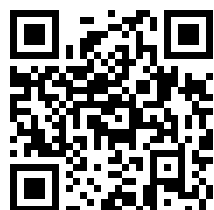
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