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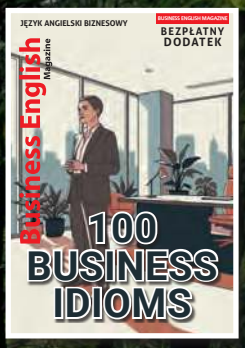
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ISSN 1897-0796

dwumiesięcznik nr 114
lipiec-sierpień 2026 cena: 34,90 zł (w tym 8% VAT)

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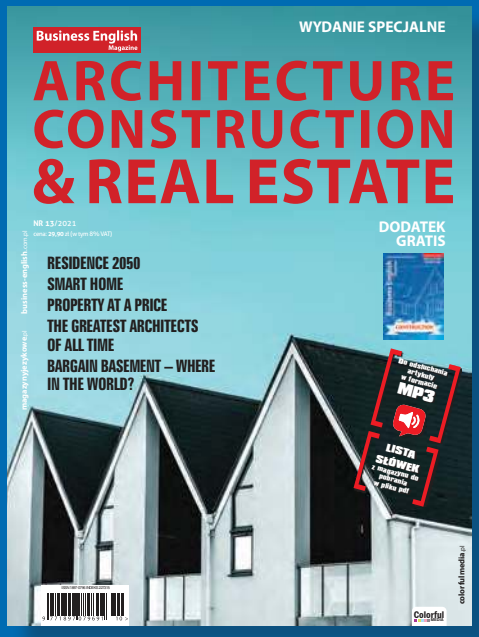
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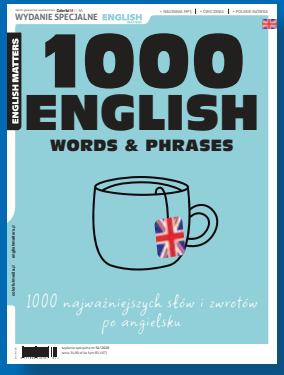
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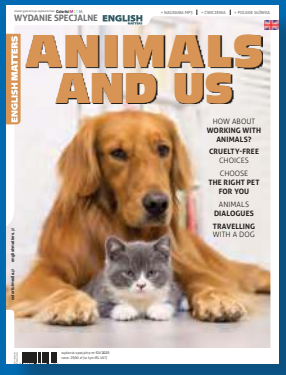
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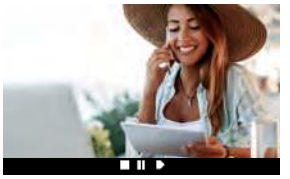
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MERMAIDING[1]

Infinity pools[2], coconut tree[3]-lined beaches, and even swimming with dolphins are starting to look a little… predictable[4] and passé[5]. For travellers searching for the next Instagram-worthy experience, there is a new watery trend making a splash[6]: mermaiding.

Yes, mermaiding is exactly what it sounds like. Participants[7] strap on[8] a colourful tailfin[9], slip into a bikini top, and glide through the water, connecting with their inner[10] mythical sea creature. What began as a niche hobby among freedivers[11] and underwater performers has evolved into a surprisingly organised global pastime[12].

Around the world, specialist schools now offer mermaid training courses. Students learn how to swim with a monofin[13] tail, practise graceful[14] underwater movements and master the signature[15] dolphin kick[16] that propels[17] mermaids through the water. Some programmes even include underwater choreography and breath-holding[18] techniques borrowed from freediving.

Tourism operators[19] have been quick to spot[20] the opportunity[21]. Resorts[22] in tropical locations, such as Bali, the Maldives and Hawaii, are adding mermaid experiences to their activity menus, allowing guests to don[23] shimmering[24] tails and pose for underwater photo shoots. In some places, participants can complete multi-day "mermaid camps[25]," combining swimming lessons with costume fittings[26], underwater photography and social- media-ready video footage[27].

The quest for[28] something out of the ordinary[29] is driving the interest in this unusual[30] aquatic recreational activity. In an era when many holiday experiences feel standardised, mermaiding offers something more whimsical[31] and theatrical. It also taps into[32] the booming[33] "experience economy[34]," where travellers are increasingly paying for memorable[35] activities rather than just comfortable accommodation[36] and a good restaurant.

There is also a thriving[37] supply chain[38] behind the trend. Tail makers produce high-end[39] silicone fins that can cost hundreds – sometimes thousands – of dollars.

[1] **mermaiding** ˈmɜːmeɪdɪŋ **pływanie w ogonie syreny**
[2] **infinity pool** ɪnˈfɪnɪtɪ puːl **basen bez krawędzi**
[3] **coconut tree** ˈkəʊkənʌt triː **palma kokosowa**
[4] **predictable** prɪˈdɪktəbl **przewidywalny**
[5] **passé** pɑːs **niemodny**
[6] **to make a splash** tə meɪk ə splæʃ **robić furorę**
[7] **participant** pɑːˈtɪsɪpənt **uczestnik**
[8] **to strap on sth** tə stræp ɒn ˈsʌmθɪŋ **zakładać coś**
[9] **tailfin** ˈteɪlˌfɪn **płetwa ogonowa**
[10] **inner** ˈɪnə **wewnętrzny**
[11] **freediver** ˈfriːdaɪvə **nurkujący na wstrzymanym oddechu**
[12] **pastime** ˈpɑːstaɪm **hobby**
[13] **monofin** ˈmɒnəˌfɪn **monopłetwa**
[14] **graceful** ˈgreɪsfʊl **pełen wdzięku, elegancki**
[15] **signature** ˈsɪgnɪtʃə **charakterystyczny**
[16] **dolphin kick** ˈdɒlfɪn kɪk **technika pracy nóg stosowana w pływaniu (swoją nazwę zawdzięcza temu, że ruch pływaka przypomina sposób, w jaki poruszają się delfiny lub mitologiczne syreny)**
[17] **to propel** tə prəˈpel **napędzać, wprawiać w ruch**
[18] **breath-holding** breθ ˈhəʊldɪŋ **wstrzymywanie oddechu**
[19] **tourism operator** ˈtʊərɪzəm ˈɒpəreɪtə ***tu:*** **branża turystyczna**
[20] **to spot sth** tə spɒt ˈsʌmθɪŋ **dostrzegać, zauważać coś**
[21] **opportunity** ˌɒpəˈtjuːnɪtɪ **możliwość, okazja**
[22] **resort** rɪˈzɔːt **kurort**
[23] **to don sth** tə dɒn ˈsʌmθɪŋ **przywdziewać coś**
[24] **shimmering** ˈʃɪmərɪŋ **błyszczący, połyskujący**
[25] **camp** kæmp **obóz**
[26] **costume fitting** ˈkɒstjuːmˈfɪtɪŋ **przymierzanie kostiumu**
[27] **video footage** ˈvɪdɪəʊ ˈfʊtɪdʒ ***tu:*** **filmiki**
[28] **quest for sth** kwest fə ˈsʌmθɪŋ **poszukiwanie czegoś**
[29] **out of the ordinary** aʊt ɒv ðiː ˈɔːdnrɪ **niezwykły**



[30] **unusual** ʌnˈjuːʒʊəl **niezwykły**
[31] **whimsical** ˈwɪmzɪkəl **dziwaczny, cudaczny**
[32] **to tap into sth** tə tæp ˈɪntʊ ˈsʌmθɪŋ **czerpać z czegoś, wykorzystywać coś**
[33] **booming** ˈbuːmɪŋ **szybko rozwijający się**
[34] **experience economy** ɪksˈpɪərɪəns iːˈkɒnəmɪ **ekonomia doświadczeń**
[35] **memorable** ˈmemərəbl **zapadający w pamięć**
[36] **accommodation** əˌkɒməˈdeɪʃən **zakwaterowanie**
[37] **thriving** ˈθraɪvɪŋ **dobrze prosperujący**
[38] **supply chain** səˈplaɪ tʃeɪn **łańcuch dostaw**
[39] **high-end** ˌhaɪ ˈend **z górnej półki**

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Training academies offer certification programmes for aspiring instructors. So yes, you could become an officially certificated mermaid, which could add something quite outstanding[40] to your CV! Meanwhile, content creators[41] and influencers have discovered that underwater mermaid imagery[42] amasses[43] hits[44] on social platforms – a surefire[45] winner for TikTokers and vloggers.

However, the industry[46] comes with practical considerations[47]. It must be interesting to read what the health and safety manual[48] says about the risks and dangers of being a mermaid. Swimming with a large tail requires technique and safety supervision[49], which is why many operators insist on[50] training sessions before participants are allowed to venture into[51] deeper water. But the learning curve[52] is part of the fun.

Whether it proves a lasting[53] movement or simply a fad[54], mermaiding illustrates a familiar[55] business lesson: when it comes to tourism and leisure[56], novelty[57] sells. After all[58], anyone can swim in a pool, but how many people can say they've done it as a mermaid?

[40] **outstanding** aʊt'stændɪŋ **wyjątkowy**
[41] **content creator** 'kɒntent kri:'eɪtə **twórca treści internetowych**
[42] **imagery** 'ɪmɪdʒərɪ **wizerunki**
[43] **to amass sth** tʊ ə'mæs 'sʌmθɪŋ ***tu:*** **generować coś**
[44] **hits** hɪts **ogromne zasięgi**
[45] **surefire** 'ʃʊəˌfaɪə **pewny, murowany**
[46] **industry** 'ɪndəstrɪ **branża**
[47] **consideration** kənˌsɪdə'reɪʃən ***tu:*** **kwestia, wyzwanie**
[48] **safety manual** 'seɪftɪ 'mænjʊəl **instrukcja bezpieczeństwa**
[49] **safety supervision** 'seɪftɪ ˌsju:pə'vɪʒən **nadzór bezpieczeństwa**
[50] **to insist on sth** tə ɪn'sɪst ɒn 'sʌmθɪŋ **nalegać na coś**
[51] **to venture into sth** tə 'ventʃə 'ɪntʊ 'sʌmθɪŋ **zapuszczać się gdzieś**
[52] **learning curve** 'lɜ:nɪŋ kɜ:v ***tu:*** **uczenie się**
[53] **lasting** 'lɑ:stɪŋ **trwały**
[54] **fad** fæd **moda**
[55] **familiar** fə'mɪljə **znany, znajomy**
[56] **leisure** 'leʒə **wypoczynek**
[57] **novelty** 'nɒvəltɪ **nowość**
[58] **after all** 'ɑ:ftər ɔ:l **w końcu**

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BUSINESS ENGLISH MAGAZINE
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DOGGY TV

For years, guilty[1] dog owners[2] heading off[3] to work have tried all sorts of tricks to keep their pets calm[4]. Some leave the radio on. Others play relaxing music or nature sounds. A few even apologise to[5] the dog before leaving the house. Now, there's the latest trending[6] solution[7] - television channels made specifically for dogs.

Yes, really – some pampered[8] pooches[9] now have their own TV programmes.

The programmes are carefully tailored to[10] canine[11] tastes. Colours are adjusted[12], because dogs do not see the world in the same way humans do. Bright reds and greens are less important to them, while blues and yellows stand out[13] more clearly. Fast editing[14] and flashing[15] images are usually avoided[16] because they may overstimulate[17] nervous pets[18].

The content[19] can sound slightly surreal[20] to human viewers. There are endless[21] scenes of happy dogs trotting through[22] parks, splashing into lakes or lounging[23] peacefully on sofas. Some programmes feature[24] dogs gently playing together in slow motion[25]. Others show peaceful[26] countryside accompanied by soft music and reassuring[27] background noises. Videos with oceans, forests or rain are also available[28].

More recently, artificial intelligence[29] has entered the picture[30] as well. AI-generated animals and scenery are increasingly being used to create ideal dog-friendly visuals[31] without the cost or difficulty of filming real animals in expensive[32] locations. In theory, producers can now generate the perfect endlessly relaxing canine paradise[33] at the click of a button.

Channels such as DOGTV divide their programming into[34] categories including relaxation, stimulation and exposure[35]. Relaxation shows aim to calm stressed pets, while stimulation programmes provide mental engagement[36] for energetic dogs staring at[37] the same four walls all day. Exposure content is designed to help dogs become familiar with[38] things that often frighten[39] them, such as traffic[40] noise, thunderstorms[41] or the sound of domestic appliances[42] like the vacuum cleaner[43] or washing machine[44].

Some owners swear by[45] it. They claim their dogs settle down[46] more quickly when the television is on and seem less agitated[47] when left alone. In homes where barking[48] disturbs[49] the neighbours, any distraction[50] that keeps the dog occupied[51] is likely to be welcomed.

Critics may argue that it is way too indulgent[52] and that we shouldn't think of dogs like people. Scientists[53] remain cautious[54].

[1] **guilty** ˈgɪltɪ **zmagający się z poczuciem winy**
[2] **dog owner** dɒg ˈəʊnə **właściciel psa**
[3] **to head off** tə hed ɒf ***tu:*** **wychodzić**
[4] **to keep sb/sth calm** tə kiːp ˈsʌmbɑːdiː ˈsʌmθɪŋ kɑːm **uspokoić kogoś/coś**
[5] **to apologise to sb/sth** tu əˈpɒlədʒaɪz ˈsʌmbɑːdiː ˈsʌmθɪŋ **przepraszać kogoś/coś**
[6] **trending** ˈtrendɪŋ **zyskujący popularność**
[7] **solution** səˈluːʃən **rozwiązanie**
[8] **pampered** ˈpæmpəd **rozpieszczony**
[9] **pooch** puːtʃ ***pot.*** **psiak, psisko**
[10] **tailored to sth** ˈteɪləd tə ˈsʌmθɪŋ **dopasowany do czegoś**
[11] **canine** ˈkeɪnaɪn **psi**
[12] **adjusted** əˈdʒʌstɪd **dostosowany**
[13] **to stand out** tə stænd aʊt **wyróżniać się**
[14] **fast editing** fɑːst ˈedɪtɪŋ **szybki montaż**
[15] **flashing** ˈflæʃɪŋ **migający**
[16] **to avoid sth** tʊ əˈvɔɪd ˈsʌmθɪŋ **unikać czegoś**
[17] **to overstimulate sb/sth** tu ˌəʊ.vəˈstɪm.jə.leɪt ˈsʌmbɑːdiː ˈsʌmθɪŋ **nadmiernie pobudzić, przebodźcować kogoś/coś**
[18] **pet** pet **zwierzak**
[19] **content** ˈkɒntent **treść**
[20] **surreal** səˈriːəl **surrealistyczny**
[21] **endless** ˈendlɪs **niekończący się**
[22] **to trot through sth** tə trɒt θruː ˈsʌmθɪŋ **kłusować przez coś, po czymś**
[23] **to lounge** tə laʊndʒ **wylegiwać się**
[24] **to feature** tə ˈfiːtʃə **prezentować**

A WORD WORTH REMEMBERING

indulgent
/ɪnˈdʌldʒənt/
pobłażliwy

[25] **in slow motion** ɪn sləʊ ˈməʊʃən **w zwolnionym tempie**
[26] **peaceful** ˈpiːsfʊl **sielski**
[27] **reassuring** ˌriːəˈʃʊərɪŋ **uspokajający**
[28] **available** əˈveɪləbl **dostępny**
[29] **artificial intelligence** ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**
[30] **to enter the picture** tʊ ˈentə ðə ˈpɪktʃə **wkroczyć na scenę**
[31] **visuals** ˈvɪzjʊəlz **obrazy, efekty wizualne**
[32] **expensive** ɪksˈpensɪv **kosztowny**
[33] **paradise** ˈpærədaɪs **raj**
[34] **to divide sth into sth** tə dɪˈvaɪd ˈsʌmθɪŋ ˈɪntuː ˈsʌmθɪŋ **dzielić coś na coś**
[35] **exposure** ɪksˈpəʊʒə ***tu:*** **ekspozycja na bodźce**
[36] **mental engagement** ˈmentl ɪnˈgeɪdʒmənt **intelektualne zaangażowanie**
[37] **to stare at sth** tə steə ʌt ˈsʌmθɪŋ **wpatrywać się w coś, gapić się na coś**
[38] **familiar with sth** fəˈmɪljə wɪð ˈsʌmθɪŋ **zaznajomiony z czymś**
[39] **to frighten** tə ˈfraɪtn **wystraszyć**
[40] **traffic** ˈtræfɪk **ruch uliczny**
[41] **thunderstorm** ˈθʌndəstɔːm **burza**
[42] **domestic appliances** dəʊˈmestɪk əˈplaɪənsɪz **sprzęt AGD**
[43] **vacuum cleaner** ˈvækjʊəm ˈkliːnə **odkurzacz**
[44] **washing machine** ˈwɒʃɪŋ məˈʃiːn **pralka**
[45] **to swear by sth** tə sweə baɪ ˈsʌmθɪŋ **wierzyć w skuteczność działania czegoś**
[46] **to settle down** tə ˈsetl daʊn **uspokoić się**
[47] **agitated** ˈædʒɪteɪtɪd **zdenerwowany**
[48] **barking** ˈbɑːkɪŋ **szczekanie**
[49] **to disturb** tə dɪsˈtɜːb **zakłócać spokój**
[50] **distraction** dɪsˈtrækʃən **rozrywka, coś, co odwraca uwagę**
[51] **occupied** ˈɒkjʊpaɪd **zajęty**
[52] **indulgent** ɪnˈdʌldʒənt **pobłażliwy**
[53] **scientist** ˈsaɪəntɪst **naukowiec**
[54] **cautious** ˈkɔːʃəs **ostrożny**

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Research[55] suggests that dogs can recognise images on modern television screens much better than they could in the past. Some react enthusiastically to animals appearing[56] on screen, particularly other dogs. However, evidence[57] that dog television genuinely[58] reduces separation anxiety[59] is still limited.

Part of the difficulty is that dogs vary[60] enormously[61]. Some are fascinated by television, while others couldn't care less. One dog may happily stare at squirrels[62] on the screen for half an hour, while another could bark incessantly[63] at the irritating creature.

Experts also point out[64] that anxious dogs usually need exercise[65], training and attention[66], rather than simply being parked in front of the television all day. Dog television may help create a relaxing ambience[67], but it is unlikely to solve serious behavioural[68] problems on its own[69].

Nonetheless[70], dog television fits perfectly into the booming[71] pet-care industry[72], where owners increasingly treat pets like family members[73], holidaying them in luxury dog hotels, and joining them on (believe it or not) dog yoga sessions. For special occasions, there are birthday cakes and dog ice cream. In fact, there is even dog popcorn, which seems like the perfect accompaniment[74] to watching *Beethoven, Marley and Me*, or the rather appropriate[75] *Secret Life of Pets*.

Joking aside[76], calming music, colours and reassuring images can certainly have a therapeutic effect, so many owners leaving their dogs at home alone might think it's worth a try – and as a special treat[77], mummy and daddy will watch together with the housebound[78] hound[79] when they return from work. Lassie again?

55 **research** rɪ'sɜ:tʃ **badania**
56 **to appear** tʊ ə'pɪə **pojawiać się**
57 **evidence** 'evɪdəns **dowody**
58 **genuinely** 'dʒenjʊɪnlɪ **rzeczywiście**
59 **separation anxiety** ˌsepə'reɪʃən æŋ'zaɪətɪ **lęk separacyjny**
60 **to vary** tə 'veərɪ **różnić się**
61 **enormously** ɪ'nɔ:məslɪ **ogromnie**
62 **squirrel** 'skwɪrəl **wiewiórka**
63 **incessantly** ɪn'sesntli **nieustannie**
64 **to point out** tə pɔɪnt aʊt **wskazywać, zwracać uwagę**
65 **exercise** 'eksəsaɪz **ćwiczenia**
66 **attention** ə'tenʃən **uwaga**
67 **ambience** 'æmbɪəns **atmosfera; otoczenie**
68 **behavioural** bɪ'heɪvjərəl **behawioralny**
69 **on its own** ɒn ɪts əʊn ***tu:*** **samoistnie**
70 **nonetheless** ˌnʌnðə'les **niemniej jednak**
71 **booming** 'bu:mɪŋ **szybko rosnący, rozkwitający**
72 **industry** 'ɪndəstrɪ **branża**
73 **family member** 'fæmɪlɪ 'membə **członek rodziny**

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by Paul Martin from www.go-native.pl

MATCHES MADE IN HEAVEN[1]

In a world where love can begin with a swipe[2] and end with a ghost[3], Paul Martin traces[4] the surprisingly long history of the matchmaking[5] business. From village gossip[6] networks to billion-dollar apps[7]. It turns out romance has always had a price tag[8], and finding "the one" has rarely been accidental[9].

Social Technology[10]

Long before Silicon Valley[11] existed, the love business was managed by social technology. While we usually think of technology as computers, social technology refers to the invisible rules and human experts, like village elders[12] or priests[13], that societies[14] use to organise relationships[15]. In ancient[16] Mesopotamia, as early as 2000 BCE, marriage was already a formal business deal[17]. Historical records[18] from the Old Babylonian period show that families used written contracts to guarantee the financial and social status of a couple[19]. In this world, the "matchmaker"[20] was not an app, but a trusted, even feared, community guardian[21].

The first steps towards a commercial love match market began on July 19, 1695, when the first recorded lonely hearts advertisement[22] appeared in a London newspaper. It was placed by a 30-year-old gentleman seeking a "young gentlewoman."

Later, as the Industrial Revo- lution moved people from small villages into crowded, anonymous cities, they lost their

1 **match made in heaven** mætʃ meɪd ɪn 'hevn **idealna para**
2 **swipe** swaɪp **przesunięcie**
3 **ghost** gəʊst ***tu:*** **nagłe zniknięcie**
4 **to trace** tə treɪs **śledzić**
5 **matchmaking** 'mætʃˌmeɪkɪŋ **swatanie**
6 **village gossip** 'vɪlɪdʒ 'gɒsɪp **sąsiedzkie plotki**
7 **app** æp ***pot.*** **aplikacja**
8 **price tag** praɪs tæg **metka z ceną**
9 **accidental** ˌæksɪ'dentl **przypadkowy**
10 **social technology** 'səʊʃəl tek'nɒlədʒɪ **w ujęciu cyfrowym: narzędzia i platformy internetowe (takie jak media społecznościowe, komunikatory czy aplikacje do pracy zespołowej), które umożliwiają ludziom komunikację, budowanie sieci kontaktów oraz zdalną współpracę; w ujęciu socjologicznym: metody, procedury, prawa lub struktury organizacyjne (np. system edukacji, biurokracja), które służą do zarządzania zachowaniami ludzi i organizowania życia w dużych grupach społecznych**
11 **Silicon Valley** 'sɪlɪkən 'vælɪ **Dolina Krzemowa**
12 **village elders** 'vɪlɪdʒ 'eldəz **starszyzna**
13 **priest** pri:st **ksiądz**
14 **society** sə'saɪətɪ **społeczeństwo**
15 **relationship** rɪ'leɪʃənʃɪp **związek**
16 **ancient** 'eɪnʃənt **starożytny**
17 **business deal** 'bɪznəs di:l **transakcja biznesowa**
18 **historical records** hɪs'tɒrɪkəl 'rekɔ:dz **zapisy historyczne**
19 **couple** 'kʌpl **para**
20 **matchmaker** 'mætʃˌmeɪkə **swat, swatka**
21 **community guardian** kə'mju:nətɪ 'gɑ:djən **strażnik społeczności, opiekun społeczności**
22 **lonely hearts advertisement** 'ləʊnlɪ hɑ:ts əd'vɜ:tɪsmənt **anons towarzyski**

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traditional social circles[23]. This meant they could no longer rely on their neighbours[24] or village elders to find a partner. By the 1800s, professional matrimonial bureaus[25] began charging fees[26] to solve[27] what they called "search frictions[28]", the difficulty of meeting a suitable[29] person in a city of strangers. These early brokers[30] proved that access to a pool[31] of single people was a service people were more than willing[32] to buy.

Swipe Right

For a long time, using a matchmaking service was seen as a source of shame[33]; it was something people did only if they were desperate. However, everything changed in the 1960s. During this decade, the Sexual Revolution[34] began to change traditional ideas about dating[35], and the arrival[36] of the first computers offered a scientific solution to loneliness[37]. In 1964, Joan Ball launched[38] Com-Pat (Computerised Compatibility) in London. She took information from paper questionnaires and moved it onto punch cards[39], early data storage[40] tools, to be processed by[41] a computer. This made matchmaking feel modern and smart rather than embarrassing[42]. In 1965, a service called Operation Match used these computer systems to process thousands of students, proving that technology could make romance scalable[43].

The most significant[44] change arrived in February 2009 with the launch of Grindr. This app for LGBTQ people used GPS technology to show users exactly how far away other people were. It made proximity[45], being physically close to someone, the most important factor in meeting. In 2012, Tinder introduced the swipe feature[46], swipe right if you like somebody, swipe left if you're not interested, which turned dating into a fast, game-like[47] experience on a phone. The impact[48] was enormous[49]: research[50] by Stanford University's Michael Rosenfeld shows that by 2017, the internet became the most common[51] way for couples to meet in the US. By 2025, the Match Group (which owns Tinder) reported an annual revenue[52] of USD 3.487 billion, leaving little doubt[53] about how much the love economy is now a massive global business.

[23] **social circle** 'səʊʃəl 'sɜ:kl **krąg społeczny**
[24] **neighbour** 'neɪbə **sąsiad**
[25] **matrimonial bureau** ˌmætrɪ'məʊnjəl bjʊə'rəʊ **biuro matrymonialne**
[26] **to charge a fee** tə tʃɑ:rdʒ ə fi: **pobierać opłatę**
[27] **to solve** tə sɒlv **rozwiązywać**
[28] **search friction** 'frɪkʃən **tarcia w poszukiwaniach, bariery i trudności w poszukiwaniu (pary)**
[29] **suitable** 'su:təbl **odpowiedni**
[30] **broker** 'brəʊkə **pośrednik**
[31] **pool** pu:l **pula**
[32] **more than willing** mɔ: ðæn 'wɪlɪŋ **więcej niż chętny**
[33] **source of shame** sɔ:s ɒv ʃeɪm **powód do wstydu**
[34] **Sexual Revolution** 'sekʃʊəl ˌrevə'lu:ʃən **rewolucja seksualna**
[35] **dating** 'deɪtɪŋ **randkowanie**
[36] **arrival** ə'raɪvəl **pojawienie się**
[37] **loneliness** 'ləʊnlinəs **samotność**
[38] **to launch sth** tə lɔ:ntʃ 'sʌmθɪŋ **rozpocząć działalność, wejść z czymś na rynek**
[39] **punch card** pʌntʃ kɑ:d **karta perforowana**
[40] **data storage tools** 'deɪtə 'stɔ:rɪdʒ tu:lz **narzędzia do przechowywania danych**
[41] **processed by sth** 'prəʊsest baɪ 'sʌmθɪŋ **przetwarzany przez coś**
[42] **embarrassing** ɪm'bærəsɪŋ **zawstydzający**
[43] **scalable** 'skeɪləbl **skalowalny**
[44] **significant** sɪg'nɪfɪkənt **znaczący**
[45] **proximity** prɒk'sɪmətɪ **bliskość**
[46] **swipe feature** swaɪp 'fi:tʃə **funkcja przesuwania**
[47] **game-like** geɪm laɪk **przypominający grę**
[48] **impact** 'ɪmpækt **efekt**
[49] **enormous** ɪ'nɔ:məs **olbrzymi**
[50] **research** rɪ'sɜ:tʃ **badania**
[51] **common** 'kɒmən **powszechny**
[52] **annual revenue** 'ænjʊəl 'revənju: **roczny przychód**
[53] **to leave little doubt** tə li:v 'lɪtl daʊt **nie pozostawiać wątpliwości**



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Ghosting the Machine

As the industry[54] grew to serve millions of users, the "move fast" style of big tech companies[55], whereby products are launched quickly and scaled aggressively, created serious problems regarding privacy and data security[56]. The first major reality check[57] happened in 2015 when the Ashley Madison website was hacked. This breach[58] exposed the private information of millions of users, proving that a lack of security in the dating industry could cause real-world harm[59]. Governments[60] began to realise that dating data is "special category" information, highly sensitive[61] because it includes a person's location, sexual orientation and private messages.

In the 2020s, the law began to catch up with[62] technology. In 2021, the Norwegian Data Protection Authority gave Grindr a record-breaking[63] fine[64] for sharing user data without proper permission[65]. By 2024, legal battles[66] became a normal part of doing business; the Match Group had to settle a lawsuit[67] regarding[68] their pricing strategies. In 2026, the FTC (a US government agency) reached a settlement[69] with another app, OkCupid, after the company shared user photos with a facial recognition[70] company. At the same time, people began to report dating fatigue[71], a feeling of being tired of the endless, game-like nature of apps. Critics argue that these apps make people feel "disposable[72]," perhaps even contributing to[73] the long-term decline in[74] marriage rates[75] seen in the US and Europe since the 1960s.

True Romance[76]?

Today, the industry is moving toward what experts call the "Intentional Era." Users are tired of "swiping" and want more meaningful[77] connections. Platforms like Hinge (which earned USD 690.9 million in 2025) use the slogan "Designed to be deleted[78]" to attract[79] people who want serious relationships[80] rather than just quick entertainment[81].

As we look to the future, the next major changes[82] will occur[83] as a result of increased Artificial Intelligence[84] (AI). Apps like Bumble and Tinder are already using AI for "Face Checks" to verify that users are real people and not fake "bots." AI is also being used to help people write better profiles. However, this creates a new question: if an algorithm chooses our partners and writes our messages, do we lose the "human touch[85]"? The business of love has never been more efficient[86], but the challenge for the next decade will be making sure that technology doesn't replace the real, spontaneous, messy[87], even lucky moments that make true romance truly special.



[54] **industry** 'ɪndəstrɪ **branża**
[55] **big tech companies** ˌbɪg 'tek 'kʌmpənɪz **giganci technologiczni**
[56] **data security** 'deɪtə sɪ'kjʊərətɪ **bezpieczeństwo danych**
[57] **reality check** ri:'ælətɪ tʃek ***tu:*** **zderzenie z rzeczywistością**
[58] **breach** bri:tʃ ***tu:*** **wyciek danych**
[59] **harm** hɑ:m **szkoda**
[60] **government** 'gʌvnmənt **rząd**
[61] **highly sensitive** 'haɪlɪ 'sensɪtɪv **wysoce wrażliwy**
[62] **to catch up with sth** tə kætʃ ʌp ***tu:*** **doganiać coś**
[63] **record-breaking** 'rekɔ:d breɪkɪŋ **rekordowy**

A WORD WORTH REMEMBERING

reality check /ri:'ælɪtɪ tʃek/ zderzenie z rzeczywistością

[64] **fine** faɪn **kara, grzywna**
[65] **proper permission** 'prɒpə pə'mɪʃən **odpowiednia zgoda**
[66] **legal battle** 'li:gəl 'bætl **batalia prawna**
[67] **to settle a lawsuit** tə 'setl ə 'lɔ:su:t **zawrzeć ugodę, pójść na ugodę**
[68] **regarding sth** rɪ'gɑ:dɪŋ 'sʌmθɪŋ **dotyczący czegoś**
[69] **to reach a settlement** tə ri:tʃ ə 'setlmənt **zawrzeć ugodę**
[70] **facial recognition** 'feɪʃəl ˌrekəg'nɪʃən **rozpoznawanie twarzy**
[71] **fatigue** fə'ti:g **zmęczenie**
[72] **disposable** dɪs'pəʊzəbl **do jednorazowego użytku**
[73] **to contribute to sth** tə kən'trɪbju:t tə 'sʌmθɪŋ **przyczyniać się do czegoś**
[74] **decline in sth** dɪ'klaɪn ɪn 'sʌmθɪŋ **spadek czegoś**
[75] **marriage rate** 'mærɪdʒ reɪt **współczynnik małżeństw**
[76] **true romance** tru: rəʊ'mæns **prawdziwa miłość**
[77] **meaningful** 'mi:nɪŋfʊl **głęboki, znaczący**
[78] **designed to be deleted** dɪ'zaɪnd tə bi: dɪ'li:tɪd **stworzona po to, by ją odinstalować**
[79] **to attract** tʊ ə'trækt **przyciągać**
[80] **serious relationship** 'sɪərɪəs rɪ'leɪʃənʃɪp **poważny związek**
[81] **quick entertainment** kwɪk ˌentə'teɪnmənt **szybka rozrywka**
[82] **major change** 'meɪdʒə tʃeɪndʒ **poważna zmiana**
[83] **to occur** tʊ ə'kɜ: **występować**
[84] **Artificial Intelligence** ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**
[85] **human touch** 'hju:mən tʌtʃ **pierwiastek ludzki**
[86] **efficient** ɪ'fɪʃənt **wydajny, sprawny**
[87] **messy** 'mesɪ ***tu:*** **skomplikowany, pełen zawirowań**

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Green Energy[1] Makes a Comeback

Against a backdrop of[2] Middle East conflict and escalating petrol prices, renewable power[3] capacity[4] is set to grow quickly during the coming five years. BEM's **Michael Gaylord** scaled[5] a wind turbine to check out[6] the view from the renewables' perspective.



In the first months of 2026, US-president Donald Trump's war against Iran unleashed[7] an alarming chain of events[8]. This included, among worse things, the price of crude oil[9] soaring[10] and the blocking of energy exports from the Middle East. At the same time, demand[11] for energy in general, due to[12] continued economic growth in developing countries[13], increased. Solar and wind continued to show signs of becoming more and more cost effective and storage technology[14] continued to improve[15]. Is the world about to embark on a new – yet familiar[16] – course[17], one perhaps entitled: *The* Embrace[18] *of Renewable Energy, Part 2*?

[1] **green energy** gri:n 'enədʒɪ **"zielona" energia, energia ze źródeł odnawialnych**
[2] **against a backdrop of sth** ə'genst ə 'bækdrɒp ɒv 'sʌmθɪŋ **na tle czegoś**
[3] **renewable power** rɪ'nju:əbl 'paʊə **energia ze źródeł odnawialnych**
[4] **capacity** kə'pæsətɪ ***tu:*** **moc wytwórcza, zdolność produkcyjna**
[5] **to scale sth** tə skeɪl 'sʌmθɪŋ ***tu:*** **wspiąć się, wdrapać się na coś**
[6] **to check sth out** tə tʃek 'sʌmθɪŋ aʊt **sprawdzać coś**
[7] **to unleash sth** tʊ 'ʌn'li:ʃ 'sʌmθɪŋ **wywołać, rozpętać coś**
[8] **chain of events** tʃeɪn ɒv ɪ'vents **łańcuch wydarzeń**
[9] **crude oil** kru:d ɔɪl **ropa naftowa**
[10] **to soar** tə sɔ: **gwałtownie rosnąć**
[11] **demand** dɪ'mɑ:nd **popyt, zapotrzebowanie**
[12] **due to sth** dju: tə 'sʌmθɪŋ **z powodu czegoś**
[13] **developing countries** dɪ'veləpɪŋ 'kʌntrɪz **kraje rozwijające się**
[14] **storage technology** 'stɔ:rɪdʒ tek'nɒlədʒɪ **technologia magazynowania**
[15] **to improve** tʊ ɪm'pru:v **polepszać się, poprawiać się**
[16] **familiar** fə'mɪljə **znajomy**
[17] **to embark on a course** tʊ ɪm'bɑ:k ɒn ə kɔ:s **obrać kurs**
[18] **embrace** ɪm'breɪs **przyjęcie, akceptacja**

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A WORD WORTH REMEMBERING

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It's not only those ridiculously-high prices at the pump[19]. A significant reason why renewable energy projects are popping up[20] all over the place as of late[21] is the decline[22] in cost for renewables as technological advances[23] take hold[24] and global scale enlarges[25]. For instance, in the area of wind technology, the geographic range for harnessing[26] wind power[27] has grown larger; floating[28] wind farms can be installed increasingly in deeper waters (not practical for traditional fixed-to-the-ground[29] turbines). Additionally, blade[30] design and material developments are improving the efficiency[31] and durability[32] of turbines. Cole Wright, an energy use analyst writing for JMS Technology, put it this way, "Carbon fibre[33] construction allows the blades to be longer, lighter and more aerodynamic, which optimises turbines' performance[34] – in comparison to[35] prior[36] wind farms, more energy can be produced with even less wind". Turbines are now equipped with[37]sensors and IoT[38] technology, which allows for real-time monitoring and extends their lifespans[39].

Solar power[40] is also proving to be more efficient than it was in the past. At the industrial level, perovskite[41] solar cells[42], which have emerged[43] during the last two years, are more cost-effective to produce than traditional silicon-based cells. Energy experts claim[44] that because of their relative cheapness[45] and their high-efficiency levels, these solar cells are set to revolutionise the solar power landscape[46]. In homes, transparent[47] solar panels have been developed which can turn everyday surfaces[48] into energy-generating assets[49] for property owners[50] – for example, they can be integrated into windows. Bifacial[51] solar panels[52] can capture[53] light reflected off any flat surface, and thus can be simply installed on the ground if rooftop[54] placement is not possible. These advances have opened up new possibilities for urban[55] integration.

Using the hidden[56] power of the ocean's waves and tides[57] is another area of renewable energy that has advanced[58] rapidly in recent years. Turbines can be placed underwater and situated offshore[59]. In this way, they provide a consistent, reliable[60] energy source[61] while minimising their environmental footprint[62] and negative visual impact[63], which addresses the concerns[64] of those who feel renewable energy products are ugly, or occupy[65] too much land.

Other technological advancements have emerged only very recently and are quite remarkable[66]. Renewable diesel[67] is made from fatty acids[68] and triglycerides in plants. It is said to be nearly identical to petroleum-based diesel; this makes it compatible[69] with existing infrastructure and engines, but, of course, it produces less greenhouse gases[70] than the latter. Renewable tyres have electromagnetic and piezoelectric[71] materials, as well as tiny batteries, all embedded in[72] the tyre structure. These components convert the mechanical energy created by the friction[73] between the tyre and the road into electrical power, which is then stored in the battery. As the wheels were already going to be turning anyway, to this writer that sounds like a very efficient and inexpensive[74] way to produce power. According to the International Renewable Energy Agency, approximately 90 percent of

[19] **pump** pʌmp **dystrybutor**
[20] **to pop up** tə pɒp ʌp **pojawiać się**
[21] **as of late** æz ɒv leɪt **ostatnio, w ostatnim czasie**
[22] **decline** dɪ'klaɪn **spadek, obniżenie**
[23] **technological advance** ˌteknə'lɒdʒɪkl əd'vɑ:ns **postęp technologiczny**
[24] **to take hold** tə teɪk həʊld **zakorzeniać się**
[25] **to enlarge** tʊ ɪn'lɑ:dʒ **powiększać się**
[26] **to harness sth** tə 'hɑ:nəs 'sʌmθɪŋ **ujarzmiać coś**
[27] **wind power** wɪnd 'paʊə **energia wiatru**
[28] **floating** 'fləʊtɪŋ **pływający**
[29] **fixed-to-the-ground** fɪkst tə ðə graʊnd **osadzony na ziemi**
[30] **blade** bleɪd **skrzydło**
[31] **efficiency** ɪ'fɪʃənsɪ **wydajność**
[32] **durability** ˌdjʊərə'bɪlətɪ **trwałość**
[33] **carbon fibre** 'kɑ:bən 'faɪbə **włókno węglowe**
[34] **performance** pə'fɔ:məns ***tu:*** **osiągi**
[35] **in comparison to sth** ɪn kəm'pærɪsn tə 'sʌmθɪŋ **w porównaniu do czegoś**
[36] **prior** 'praɪə **wcześniejszy**
[37] **equipped with sth** ɪ'kwɪpt wɪð 'sʌmθɪŋ **wyposażony w coś**
[38] **IoT = Internet of Things** ˌaɪ əʊ 'ti := internet ɒv θɪŋz **internet rzeczy**
[39] **lifespan** 'laɪfspæn **żywotność, trwałość**
[40] **solar power** 'səʊlə 'paʊə **energia słoneczna**
[41] **perovskite** pə'rɒvskaɪt **perowskitowy**
[42] **solar cell** 'səʊlə sel **ogniwo fotowoltaiczne**
[43] **to emerge** tʊ ɪ'mɜ:dʒ **pojawiać się**
[44] **to claim** tə kleɪm **twierdzić**
[45] **cheapness** 'tʃi:pnəs **niska cena, taniość**
[46] **landscape** 'lændskeɪp **otoczenie**
[47] **transparent** træns'peərənt **przezroczysty**
[48] **surface** 'sɜ:fɪs **powierzchnia**
[49] **assets** 'æsets **aktywa**
[50] **property owner** 'prɒpətɪ 'əʊnə **właściciel nieruchomości**
[51] **bifacial** baɪ'feɪʃəl **obustronny**
[52] **solar panel** 'səʊlə 'pænl **panel fotowoltaiczny**
[53] **to capture sth** tə 'kæptʃə 'sʌmθɪŋ **absorbować, pochłaniać coś**
[54] **rooftop** 'ru:ftɒp **dach**
[55] **urban** 'ɜ:bən **miejski**
[56] **hidden** 'hɪdn **ukryty**
[57] **tides** taɪds ***tu:*** **pływy (cykliczne podnoszenie się i opadanie poziomu wody - przypływy i odpływy)**
[58] **to advance** tʊ əd'vɑ:ns **rozwijać się**
[59] **offshore** 'ɒf'ʃɔ: ***tu:*** **przy brzegu**
[60] **reliable** rɪ'laɪəbl ***tu:*** **niezawodny, stabilny, pewny**
[61] **energy source** 'enədʒɪ sɔ:s **źródło energii**
[62] **environmental footprint** ɪnˌvaɪərən'mentl 'fʊtprɪnt **wpływ na środowisko, ślad środowiskowy**
[63] **impact** 'ɪmpækt **wpływ**
[64] **concern** kən'sɜ:n **obawa**
[65] **to occupy** tʊ 'ɒkjʊpaɪ **zajmować**
[66] **remarkable** rɪ'mɑ:kəbl **godny uwagi**
[67] **renewable diesel** rɪ'nju:əbl 'di:zəl **odnawialny olej napędowy**
[68] **fatty acids** 'fætɪ 'æsɪdz **kwasy tłuszczowe**
[69] **compatible** kəm'pætəbl **kompatybilny**
[70] **greenhouse gas** 'gri:nhaʊs gæs **gaz cieplarniany**
[71] **piezoelectric** ˌpi:zəʊɪ'lektrɪk **piezoelektryczny (zdolny do generowania ładunku elektrycznego w odpowiedzi na nacisk mechaniczny)**
[72] **embedded in sth** ɪm'bedɪd ɪn 'sʌmθɪŋ **osadzony w czymś**
[73] **friction** 'frɪkʃən **tarcie**
[74] **inexpensive** ˌɪnɪks'pensɪv **niedrogi**
[75] **commissioned** kə'mɪʃənd **wprowadzony do**

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newly commissioned[75] renewable projects are more cost-effective than their fossil-fuel[76] alternatives.

What About Nukes[77]?

Of course, we cannot fly a plane with solar power or produce motor vehicle parts without using oil[78]. But rising fuel prices can drive demand for[79] electrification in general, and electric automobiles in particular. Martin Grosskopf, a portfolio manager[80] of the AGF Global Sustainable Growth Equity Fund, said, "I would expect that prolonged[81] high prices will reinvigorate[82] EV demand, which then draws on[83] grid power[84]; in turn, this supports new supply[85]", he stated in Canada's Globe and Mail newspaper. Nuclear power[86] and natural gas are also being touted[87] as potential sources of new supply. The former may be promising, as a number of developments are in the works[88], especially in the US. However, it takes a long time to build nuclear power plants[89]. Natural gas projects are increasing rapidly, but they cannot be added to the grid as quickly as renewables. Meanwhile, new high capacity and long-life batteries offer faster charging times[90] and higher energy density[91] compared to traditional lithium-ion[92] versions, and they enable[93] efficient storage systems. These qualities support the integration of renewable power into the mainstream[94] grid at a faster pace[95] than natural gas.

Changes in Investment Trends

Lower interest rates[96], in Europe and North America at least, have heightened the attraction of renewables for many investors. An examination of some stock market[97] trends appears to indicate[98] increased focus on[99] developing renewables. The iShares Global Clean Energy ETF[100] gained 15 percent in the first three months of 2026 alone. This exchange-traded fund holds shares[101] in many renewable players. According to David Berman, an investment specialist who writes about energy issues[102], "This [iShares ETF] serves as a good proxy[103] for the sector, even as rising concerns about inflation have caused some volatility[104]. It has outperformed[105] the S&P (a market index which tracks[106] the performance of 500 leading companies listed on[107] American exchanges[108]) by 55 percentage points over the last year. Ironically, these gains[109] have happened while Trump has attempted to[110] embrace[111] a fossil-fuel development-driven agenda[112] – in March, for instance, he arranged for the US government[113] to pay TotalEnergies USD 1 bln in taxpayer money[114] to walk away from[115] their plans to build offshore wind turbines stateside[116].

But it doesn't seem likely that we can completely thank Mr. Trump, and the spike[117] in fuel prices occurring[118] due to his policies, for the rebound[119] in renewables. Lower interest rates were actually first put in place[120] during Joe Biden's presidency (2021-2025). Also, new data centres[121] to accommodate[122] artificial intelligence[123] have greatly increased[124] demand

eksploatacji, oddany do użytku

[76] **fossil-fuel** 'fɒsl fjʊəl **oparty na paliwach kopalnych**

[77] **nuke** nju:k ***pot.*** **energia jądrowa, atomówka**

[78] **oil** ɔɪl **ropa naftowa**

[79] **to drive demand for sth** tə draɪv dɪ'mɑ:nd fə 'sʌmθɪŋ **napędzać popyt na coś**

[80] **portfolio manager** pɔ:t'fəʊljəʊ 'mænɪdʒə **zarządzający portfelem**

[81] **prolonged** prə'lɒŋd **przedłużający się**

[82] **to reinvigorate** tə ˌri:ɪn'vɪgəreɪt **ożywiać coś, dać nowy impuls**

[83] **to draw on sth** tə drɔ: ɒn 'sʌmθɪŋ **pobierać coś**

[84] **grid power** grɪd 'paʊə **energia z sieci elektronergetycznej**

[85] **supply** sə'plaɪ **podaż**

[86] **nuclear power** 'nju:klɪə 'paʊə **energia jądrowa**

[87] **touted** 'taʊtɪd ***tu:*** **zachwalany**

[88] **in the works** ɪn ðə wɜ:ks **w budowie, w planach**

[89] **nuclear power plant** 'nju:klɪə 'paʊə plɑ:nt **elektrownia atomowa**

[90] **charging time** 'tʃɑ:dʒɪŋ taɪm **czas ładowania**

[91] **energy density** 'enədʒɪ 'densɪtɪ **gęstość energii**

[92] **lithium-ion** 'lɪθiəm-'aɪən **litowo-jonowy**

[93] **to enable sth** tʊ ɪ'neɪbl 'sʌmθɪŋ **umożliwiać coś**

[94] **mainstream** 'meɪnstri:m **główny**

[95] **pace** peɪs **tempo**

[96] **interest rates** 'ɪntrest reɪts **stopy procentowe**

[97] **stock market** stɒk 'mɑ:kɪt **giełdowy**

[98] **to indicate sth** tʊ 'ɪndɪkeɪt 'sʌmθɪŋ **wskazywać (na) coś**

[99] **focus on sth** 'fəʊkəs ɒn 'sʌmθɪŋ **skupienie, skoncentrowanie się na czymś**

[100] **ETF = exchange-traded fund** ˌi:ti:'ef = ɪks'tʃeɪndʒ 'treɪdɪd fʌnd **fundusz inwestycyjny typu ETF**

[101] **shares** ʃeəz **udziały**

[102] **issues** 'ɪʃu:z ***tu:*** **problematyka**

[103] **proxy** 'prɒksɪ ***tu:*** **odzwierciedlenie, reprezentant sektora**

[104] **volatility** ˌvɒlə'tɪlətɪ ***tu:*** **niestabilność, zmienność**

[105] **to outperform X** tʊ ˌaʊtpə'fɔ:m eks **przewyższyć, wypracować lepszy wynik niż X**

[106] **to track** tə træk **śledzić**

[107] **listed on sth** 'lɪstɪd ɒn 'sʌmθɪŋ **notowany na czymś**

[108] **exchange** ɪks'tʃeɪndʒ **giełda**

[109] **gains** geɪnz **zyski**

[110] **to attempt to do sth** tʊ ə'tempt tə du: 'sʌmθɪŋ **próbować coś zrobić**

[111] **to embrace** tʊ ɪm'breɪs ***tu:*** **skłaniać się ku czemuś**

[112] **fossil-fuel development-driven agenda** 'fɒsl fjʊəl dɪ'veləpmənt 'drɪvn ə'dʒendə **program oparty na rozwoju paliw kopalnych**

[113] **government** 'gʌvnmənt **rząd**

[114] **taxpayer money** 'tæksˌpeɪə 'mʌnɪ **pieniądze podatników**

[115] **to walk away from sth** tə wɔ:k ə'weɪ frɒm 'sʌmθɪŋ **odejść, wycofać się z czegoś**

[116] **stateside** 'steɪtsaɪd ***tu:*** **w Stanach**

[117] **spike** spaɪk **nagły wzrost**

[118] **to occur** tʊ ə'kɜ: **mieć miejsce**

[119] **rebound** rɪ'baʊnd **odbicie**

[120] **put in place** pʊt ɪn pleɪs **wprowadzony w życie**

[121] **data centre** 'deɪtə 'sentə **centrum danych**

[122] **to accommodate sth** tʊ ə'kɒmədeɪt 'sʌmθɪŋ ***tu:*** **sprostać wymaganiom czegoś, obsłużyć coś**

[123] **artificial intelligence** ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**

[124] **to increase sth** tʊ ɪn'kri:s 'sʌmθɪŋ **zwiększać coś**

[125] **to fill the gap** tə fɪl ðə gæp **wypełniać lukę**

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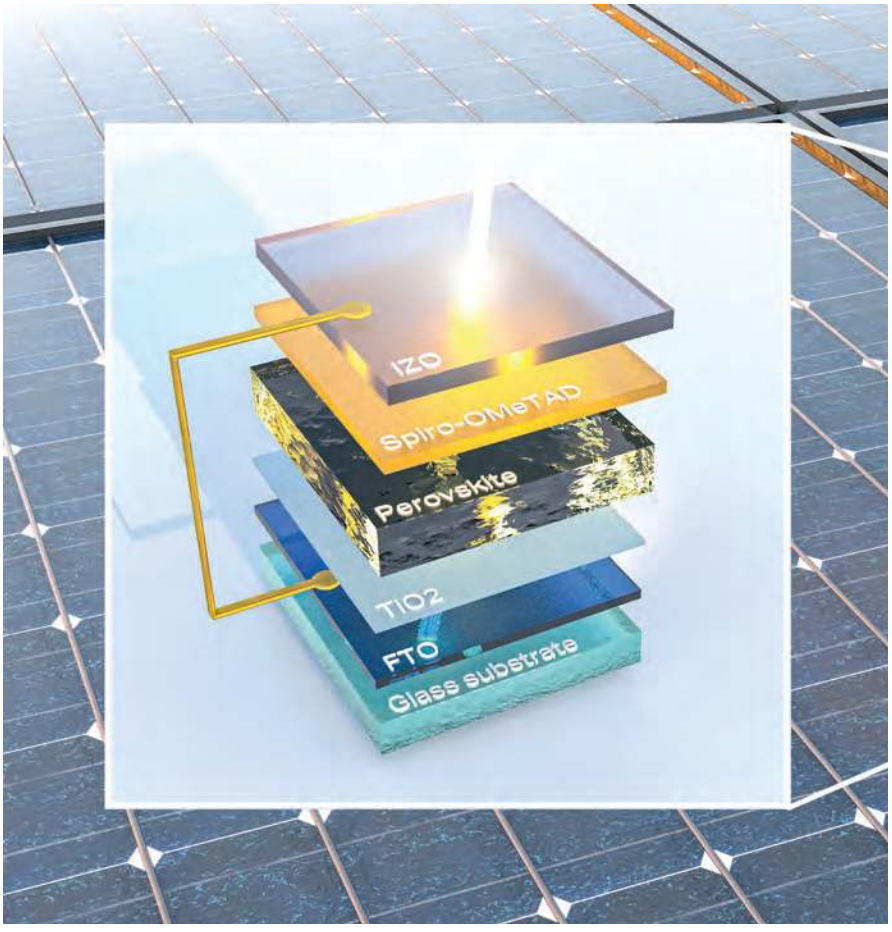
Selected Special Expressions, Phrases and Idioms in English with, and about Energy

PHRASE:	MEANING:	EXAMPLE IN SPEECH:
Be a bundle of energy[1].	We use this expression if we want to describe someone who is continuously active.	In addition to studying full-time, Marta has two part-time jobs[2] and she does volunteer work as well – she's **a real bundle of energy**.
Take the wind out of someone's sails[3].	When we make someone feel less confident, deflated[4], less positive – usually because we said something unexpected.	Eleonora thought she'd won the contest, but when I told her the letter was a scam[5], it really **took the wind out of her sails**.
Get your second wind[6].	Have a second burst of energy[7] after a period of having felt tired.	That mid-afternoon coffee I drank **gave me my second wind**.
Get fired up[8].	To excite, to be infused with[9] with energy and/or enthusiasm.	We're all **fired up** for the concert – it should be a blast[10]!
Empty the tank[11].	Contribute to[12] the absolute limit of one's energies and abilities.	By pulling the all-nighter[13] to finish the report, I really **emptied the tank**, so I'll have to take the bus to work.
Be full of beans[14].	Full of positive energy and excitement, often acting in a playful[15] or humorous way.	Today Jacek is so happy and is jumping around everywhere – **he's really full of beans**!
A waste of energy[16].	A useless or redundant[17] effort or action.	It turns out the boss had already chosen a direction for the project, so my presentation was **a complete waste of energy**.

[1] **bundle of energy** 'bʌndl ɒv 'enədʒɪ **żywe srebro**
[2] **part-time job** 'pɑ:ttaɪm dʒɒb **praca dorywcza, praca na pół etatu**
[3] **to take the wind out of sb's sails** tə teɪk ðə wɪnd aʊt ɒv z seɪlz **przygaszać kogoś**
[4] **deflated** dɪ'fleɪtɪd **przygnębiony**
[5] **scam** skæm **przekręt, szwindel**
[6] **to get one's second wind** tə get wʌnz'sekənd wɪnd **przywrócić komuś siły, *dosł.* dostać drugi oddech**
[7] **burst of energy** bɜ:st ɒv 'enədʒɪ **zastrzyk energii**
[8] **to get fired up** tə get 'faɪəd ʌp **być podekscytowanym, nakręconym czymś**
[9] **infused with sth** ɪn'fju:zd wɪð 'sʌmθɪŋ **przepełniony czymś**
[10] **blast** blɑ:st **bomba**
[11] **to empty the tank** tʊ 'emptɪ ðə tæŋk **całkowicie opaść z sił, wyzbyć się całej energii**
[12] **to contribute to sth** tə kən'trɪbju:t tə 'sʌmθɪŋ **przyczynić się do czegoś**
[13] **to pull the all-nighter** tə pʊl ðɪ: 'ɔ:lnaɪtə **zarwać nockę**
[14] **full of beans** fʊl ɒv bi:nz **pełen werwy**
[15] **playful** 'pleɪfʊl **wesoły, żywy, swawolny**
[16] **waste of energy** weɪst ɒv 'enədʒɪ **strata energii**
[17] **redundant** rɪ'dʌndənt **zbędny, niepotrzebny**

INFOBOX

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for new energy sources in general, and so there is room for renewables to play a part in filling that gap[125].

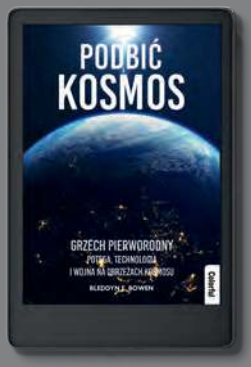
Nevertheless[126], should petrol prices continue to rise throughout the rest of the year – and many economists predict[127] they will, due to[128] the severity[129] of Middle East conflict – and you are looking for ways to pad[130] your portfolio, you might want to bet on[131] a few of your favourite green energy companies. It would be wise to choose companies that offer diverse[132] renewable assets – as we've seen, wind and solar aren't the only floats in this parade[133] (and, given the cleanliness[134] of nuclear power, if you can forgive[135] its well-earned controversial status, don't rule out[136] uranium-producing companies). If renewable energies looked good before this unattractive[137] turn of events[138], they look even better now.

[126] **nevertheless** ˌnevəðəˈles **niemniej jednak**
[127] **to predict sth** tə prɪˈdɪkt ˈsʌmθɪŋ **przewidywać coś**
[128] **due to sth** djuː tə ˈsʌmθɪŋ **z powodu czegoś**
[129] **severity** sɪˈverətɪ **powaga, zaostrzenie się**
[130] **to pad sth** tə pæd ˈsʌmθɪŋ **podnieść wartość czegoś, podbudować coś**
[131] **to bet on sth** tə bet ɒn ˈsʌmθɪŋ **postawić na coś**
[132] **diverse** daɪˈvɜːs **różnorodny**
[133] **floats in the parade** fləʊts ɪn ðə pəˈreɪd **(jedyne) atrakcje w tej paradzie, (jedyne) opcje na tym stole**
[134] **cleanliness** ˈklenlɪnəs **czystość**
[135] **if you can forgive...** ɪf jʊ kæn fəˈgɪv **jeśli potraficie przymknąć oko na...**
[136] **to rule out sth** tə ruːl aʊt ˈsʌmθɪŋ **wykluczać coś, odrzucać coś**
[137] **unattractive** ʌn əˈtræktɪv *tu:* **niekorzystny**
[138] **turn of events** tɜːn ɒv ɪˈvents **obrót wydarzeń**

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Gen Z[1] Goes Analogue

While the Australian government[2] worries about young people's addiction to[3] social media[4], many Gen Zs are heading in the opposite direction anyway. We explore their new fascination with analogue.

For a generation raised on[5] smartphones, streaming and constant connectivity[6], it might seem paradoxical that many young people are becoming increasingly drawn to analogue experiences.

While governments around the world consider[7] following Australia's lead in curtailing[8] teenagers'[9] access to social media, maybe this generation *(see Gen Z Fact Box)* has already worked out[10] how to balance connected and screen-free time.

For digital natives[11], the appeal[12] of analogue is not nostalgia, as with older generations, but the desire[13] for something real and tangible[14]. It should also be added that, as with all youth[15] trends, this is currently cool. Parents and grandparents should expect some surprisingly old-school[16] birthday-present requests[17].

The Rise of Analogue Islands

Many Gen Zs are retreating to[18] self-created analogue islands – pockets[19] of daily life where digital devices[20] are intentionally excluded[21]. This may mean dedicating part of the day to reading physical books, writing in journals[22], or listening to records without checking a phone (That's switched off[23] and placed in a drawer[24]). For others, it may involve entire social activities, such as board game[25] nights or treasure hunts[26], in which participants[27] agree to keep devices out of reach[28].

The idea is becoming increasingly attractive to a generation that has grown up[29] surrounded by[30] digital distraction[31]. Smartphones provide immediate access to[32] social networks[33], streaming services[34]

[1] **Gen Z** ˌdʒen ˈzed **pokolenie Z**
[2] **government** ˈgʌvnmənt **rząd**
[3] **addiction to sth** əˈdɪkʃən tə ˈsʌmθɪŋ **uzależnienie od czegoś**
[4] **social media** ˈsəʊʃəl ˈmedɪə **media społecznościowe**
[5] **raised on sth** reɪzd ɒn ˈsʌmθɪŋ **wychowany na czymś**
[6] **connectivity** kəˌnekˈtɪvəti **ciągłe bycie online**
[7] **to consider** tə kənˈsɪdə **rozważać, brać pod uwagę**
[8] **to curtail** tə kɜːˈteɪl **ograniczać**
[9] **teenager** ˈtiːnˌeɪdʒə **nastolatek**
[10] **to work out sth** tə wɜːk aʊt ˈsʌmθɪŋ **rozgryźć coś**
[11] **digital native** ˈdɪdʒɪtl ˈneɪtɪv **cyfrowy tubylec, osoba która dorastała w czasach powszechnego stosowania internetu, komputerów i innych urządzeń cyfrowych**
[12] **appeal** əˈpiːl **urok, atrakcyjność**
[13] **desire** dɪˈzaɪə **pragnienie**
[14] **tangible** ˈtændʒəbl **materialny, namacalny**
[15] **youth** juːθ **młodzieżowy**
[16] **old-school** ˈəʊld skuːl **staromodny**
[17] **request** rɪˈkwest **życzenie, prośba**
[18] **to retreat to sth** tə rɪˈtriːt tə ˈsʌmθɪŋ **wycofywać się, uciekać do czegoś**
[19] **pocket** ˈpɒkɪt ***tu:*** **enklawa**
[20] **digital devices** ˈdɪdʒɪtl dɪˈvaɪsɪz **urządzenia cyfrowe**
[21] **excluded** ɪksˈkluːdɪd ***tu:*** **wyeliminowany, wykluczony**
[22] **journal** ˈdʒɜːnl ***tu:*** **pamiętnik, dziennik**
[23] **switched off** swɪtʃt ɒf **wyłączony**
[24] **drawer** ˈdrɔːə **szuflada**
[25] **board game** bɔːd geɪm **gra planszowa**
[26] **treasure hunt** ˈtreʒə hʌnt **poszukiwanie skarbów**
[27] **participant** pɑːˈtɪsɪpənt **uczestnik**
[28] **out of reach** aʊt ɒv riːtʃ **poza zasięgiem**
[29] **to grow up** tə grəʊ ʌp **dorastać**
[30] **surrounded by sth** səˈraʊndɪd baɪ ˈsʌmθɪŋ **otoczony przez coś**
[31] **distraction** dɪsˈtrækʃən **rozproszenie uwagi**
[32] **immediate access to sth** ɪˈmiːdjət ˈækses tə ˈsʌmθɪŋ **natychmiastowy dostęp**
[33] **social network** ˈsəʊʃəl ˈnetwɜːk **serwis społecznościowy**
[34] **streaming service** ˈstriːmɪŋ ˈsɜːvɪs **platforma streamingowa**

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A WORD WORTH REMEMBERING

to curtail sth /tə kɜːˈteɪl ˈsʌmθɪŋ/ ograniczać, redukować coś

epras

MANY YOUNG PEOPLE ARE BECOMING INCREASINGLY DRAWN TO ANALOGUE EXPERIENCES.

and news feeds[35], but they also create a constant stream of notifications[36] and competing[37] demands for[38] attention[39]. Many young people report feeling mentally fragmented and stressed by this environment[40]. (*see Teenage Technology-related Stress*)

Analogue activities, by contrast, impose[41] natural limits, slow the pace[42] of interaction and encourage[43] deeper engagement[44]. Some of the most popular analogue interests and pastimes[45] are:

- Vinyl Records[46] and the Ritual of Listening
  A highly visible manifestation[47] of Gen Z's analogue turn is the revival[48] of vinyl records. Record stores that have survived[49] as small-scale niche outlets[50] are now finding a younger generation hanging out[51] on Saturdays as their grandparents did, perusing[52] not just the record selection but basking in[53] the general vibe[54]. As oldies[55] will know, the appeal of vinyl is how it transforms music consumption into a ritual. Getting the record out of its sleeve[56], placing the record on a turntable[57], putting the needle on the groove[58] and hearing the faint[59] crackle[60] before the music begins creates a sense[61] of anticipation[62] that streaming cannot replicate[63]. The physical artwork[64] on album sleeves[65] also plays an important role. It is both tactile[66] and visual, often with lyrics[67] or additional band[68] photos and information. For Gen Z consumers accustomed to[69] infinite[70] streaming libraries[71], which can be amended[72] or binned[73] with a couple of clicks. Vinyl offers something different and strangely attractive: scarcity[74]. Owning a limited number of records encourages repeated listening and emotional attachment to[75] particular albums.
- Handwritten[76] Letters in the Age of Instant Messaging
  Another analogue practice gaining popularity[77] among younger people is the writing and posting of handwritten letters. While messaging apps[78] allow instant[79] communication, an emoji can never convey[80] the personal effort[81] associated with physical correspondence.

[35] **news feed** nju:z fi:d **aktualności**
[36] **notification** ˌnəʊtɪfɪ'keɪʃən **powiadomienie**
[37] **competing** kəm'pi:tɪŋ **konkurujący, nieustannie walczący**
[38] **demand for sth** dɪ'mɑ:nd fə 'sʌmθɪŋ **potrzeba czegoś, żądanie czegoś**
[39] **attention** ə'tenʃən **uwaga**
[40] **environment** ɪn'vaɪərənmənt **środowisko**
[41] **to impose sth** tʊ ɪm'pəʊz 'sʌmθɪŋ **narzucać coś**
[42] **pace** peɪs **tempo**
[43] **to encourage sth** tʊ ɪn'kʌrɪdʒ 'sʌmθɪŋ **zachęcać do czegoś, sprzyjać czemuś**
[44] **deeper engagement** 'di:pər ɪn'geɪdʒmənt **głębsze zaangażowanie**
[45] **pastime** 'pɑ:staɪm **hobby, zajęcie**
[46] **vinyl record** 'vaɪnl 'rekɔ:d **płyta winylowa**
[47] **manifestation** ˌmænɪfes'teɪʃən **przejaw**
[48] **revival** rɪ'vaɪvəl **odrodzenie**
[49] **to survive** tə sə'vaɪv **przetrwać**
[50] **outlet** 'aʊtlet ***tu:*** **punkt sprzedaży, sklep**
[51] **to hang out** tə hæŋ aʊt **spędzać czas**
[52] **to peruse sth** tə pə'ru:z 'sʌmθɪŋ **przeglądać coś**
[53] **to bask in sth** tə bɑ:sk ɪn 'sʌmθɪŋ **pławić się w czymś**
[54] **vibe** vaɪb **klimat, atmosfera**
[55] **oldie** 'əʊldi ***tu:*** **staruszek, staruszka**
[56] **sleeve** sli:v **koperta**
[57] **turntable** 'tɜ:nˌteɪbl **talerz gramofonu**
[58] **groove** gru:v **rowek**
[59] **faint** feɪnt **słaby**
[60] **crackle** 'krækl **trzask**
[61] **sense** sens **uczucie**
[62] **anticipation** ænˌtɪsɪ'peɪʃən **niecierpliwe wyczekiwanie**
[63] **to replicate sth** tə 'replɪkeɪt 'sʌmθɪŋ **powtórzyć coś**
[64] **artwork** 'ɑ:twɜ:k **grafika**
[65] **album sleeve** 'ælbəm sli:v **okładka**
[66] **tactile** 'tæktaɪl **namacalny**
[67] **lyrics** 'lɪrɪks **tekst piosenki**
[68] **band** bænd **zespół**
[69] **accustomed to sth** ə'kʌstəmd tə 'sʌmθɪŋ **przyzwyczajony do czegoś**
[70] **infinite** 'ɪnfɪnət **nieskończony**
[71] **library** 'laɪbrərɪ **biblioteka**
[72] **amended** ə'mendɪd **zmieniony**
[73] **binned** bɪnd **usunięty, wyrzucony**
[74] **scarcity** 'skeəsətɪ **niedobór, rzadkość**
[75] **attachment to sth** ə'tætʃmənt tə 'sʌmθɪŋ **przywiązanie do czegoś**
[76] **handwritten** ˌhænd'rɪtn **odręczny, pisany ręcznie**
[77] **to gain popularity** tə geɪn ˌpɒpjʊ'lærətɪ **zyskiwać popularność**
[78] **messaging app** 'mesɪdʒɪŋ æp **komunikator**
[79] **instant** 'ɪnstənt **natychmiastowy**
[80] **to convey sth** tə kən'veɪ 'sʌmθɪŋ **oddawać, oddać coś**
[81] **personal effort** 'pɜ:snl 'efət **osobisty wysiłek**

Generation Z (Gen Z)

- Birth years: Generation Z generally refers to people born between 1997 and 2012, following the Millennial generation.
- Current age range: In 2026, Gen Z members are 14 to 29 years old.
- First true digital natives: They are the first generation to grow up with smartphones, social media, and high-speed internet as normal parts of everyday life.
- Global generation: Gen Z is the largest generation in the world, making up[1] roughly a quarter to a third of the global population.
- Cultural influence[2]: As students, young workers and consumers, they are already shaping trends in technology, media and consumer behaviour[3].

[1] **to make up sth** tə meɪk ʌp 'sʌmθɪŋ **stanowić coś**
[2] **cultural influence** 'kʌltʃərəl 'ɪnflʊəns **wpływ kulturowy**
[3] **consumer behaviour** kən'sju:mə bɪ'heɪvjə **zachowania konsumenckie**

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Handwritten letters offer a sense of individuality and permanence[82]. The handwriting itself becomes part of the message, reflecting mood[83] and personality in ways typed text cannot. The physical letter may become a lifetime memoir[84] to be read with fondness[85] in years to come[86]. Some Gen Z communities[87] have revived the tradition of "pen pals[88]," exchanging letters with friends or strangers abroad. Stationery[89] companies have noticed increased sales of notebooks, fountain pens[90], and letter-writing kits[91] to younger consumers. As with pen pals in the past, the correspondents may agree to meet in person and not just by video call.

- The Return of Film Photography[92]

Photography is another area where Gen Z is rediscovering[93] analogue. Although smartphones make taking and sharing[94] images effortless[95], many young people are turning to film cameras[96] such as classic Canon AE-1, Pentax K1000, and Olympus Trip 35 models, often bought second-hand[97] or inherited[98] from parents. Film photography encourages a more deliberate[99] approach. With a limited number of exposures[100] and no instant preview[101], photographers must think carefully before pressing the shutter[102], and waiting for the film to be developed[103] adds anticipation[104].

Film's grain[105], colour shifts and small imperfections[106] also give images a distinctive[107] look that many consider more authentic. Typically, the finished photos are then scanned and shared online, blending analogue creativity with[108] digital distribution.

Retro Technology and the Tamagotchi Revival

One of the most striking[109] manifestations of Gen Z's interest in analogue experiences is the popularity of early electronic toys and gadgets, none more so than



the Tamagotchi. For those readers either not born or hiding under a rock[110] at the time, here's an overview[111] of the virtual pet[112] craze[113].

FOR MANY GEN Z USERS, TAMAGOTCHIS PROVIDE SIMPLE ENTERTAINMENT WITHOUT THE ENDLESS DISTRACTIONS OF A SMARTPHONE.

[82] **permanence** 'pɜ:mənəns **trwałość, ciągłość**
[83] **mood** mu:d **nastrój**
[84] **lifetime memoir** 'laɪftaɪm 'memwɑ: **pamiątka na całe życie**
[85] **fondness** 'fɒndnəs **sentyment**
[86] **years to come** jɪəz tə kʌm **nadchodzące lata**
[87] **community** kə'mju:nətɪ **środowisko, społeczność**
[88] **pen pal** pen pæl **przyjaciel korespondencyjny**
[89] **stationery** 'steɪʃnərɪ **narzędzia i materiały piśmienne**
[90] **fountain pen** 'faʊntɪn pen **wieczne pióro**
[91] **kit** kɪt **zestaw**
[92] **film photography** fɪlm fə'tɒgrəfɪ **fotografia analogowa**
[93] **to rediscover sth** tə ˌri:dɪ'skʌvə(r) 'sʌmθɪŋ **odkrywać coś na nowo**
[94] **to share sth** tə ʃeə 'sʌmθɪŋ **dzielić się czymś**
[95] **effortless** 'efətləs **łatwy, niewymagający wysiłku**
[96] **film camera** fɪlm 'kæmərə **aparat fotograficzny**
[97] **second-hand** 'sekənd'hænd **używany, z drugiej ręki**
[98] **inherited** ɪn'herɪtɪd **odziedziczony**
[99] **deliberate** dɪ'lɪbərət **przemyślany**
[100] **exposure** ɪks'pəʊʒə ***tu:*** **kadr**
[101] **preview** 'pri:vju: **podgląd**
[102] **shutter** 'ʃʌtə **migawka**
[103] **developed** dɪ'veləpt **wywołany**
[104] **to add anticipation** tʊ æd ænˌtɪsɪ'peɪʃən **potęgować ekscytację, dodawać dreszczyku emocji**
[105] **grain** greɪn ***tu:*** **ziarnistość**
[106] **imperfection** ˌɪmpə'fekʃən **niedoskonałość**
[107] **distinctive** dɪs'tɪŋktɪv **charakterystyczny**
[108] **to blend sth with sth** tə blend 'sʌmθɪŋ wɪð 'sʌmθɪŋ **łączyć coś z czymś**
[109] **striking** 'straɪkɪŋ **uderzający**
[110] **to hide under a rock** tə haɪd 'ʌndər ə rɒk ***tu:*** **przespać tamte czasy, żyć w nieświadomości**
[111] **overview** 'əʊvəvju: **omówienie**
[112] **pet** pet **zwierzątko**
[113] **craze** kreɪz **szał**

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- Launched[114]: First released[115] in 1996 by the Japanese toy company Bandai.
- Concept: A handheld[116] digital pet that users must feed, clean and care for to keep it alive and healthy.
- Global craze: Sold tens of millions of units[117] worldwide in the late 1990s, becoming one of the decade's most recognisable[118] toys.
- Simple gameplay[119]: The device has basic pixel graphics and a few control buttons, with the pet demanding attention throughout the day.
- Incredibly, some people even set up businesses[120] as pet creches[121] to maintain[122] them while owners were at school or work!
- Revival: Updated versions and reissues[123] have appeared since the late 2010s as retro gadgets regained[124] popularity.

For many Gen Z users, Tamagotchis provide simple entertainment[125] without the endless[126] distractions of a smartphone.

Authenticity in a Filtered[127] World

Social media platforms are saturated with[128] edited or faked[129] images, curated[130] lifestyles, and algorithmically optimised

[114] **launched** lɔ:ntʃt **wprowadzony na rynek**
[115] **released** rɪ'li:st **wprowadzony na rynek**
[116] **handheld** 'hændheld **przenośny**
[117] **unit** 'ju:nɪt **sztuka**
[118] **recognisable** 'rekəgnaɪzəbl **rozpoznawalny**
[119] **gameplay** 'geɪmpleɪ **rozgrywka**
[120] **to set up business** tə set ʌp 'bɪznɪs **założyć firmę**
[121] **creche** kreʃ **żłobek**
[122] **to maintain sth** tə meɪn'teɪn 'sʌmθɪŋ ***tu:*** **zajmować się czymś**
[123] **reissue** 'ri:'ɪʃu: **reedycja**
[124] **to regain sth** tə rɪ'geɪn 'sʌmθɪŋ **odzyskać coś**
[125] **entertainment** ˌentə'teɪnmənt **rozrywka**
[126] **endless** 'endləs **niekończący się**
[127] **filtered** 'fɪltəd **przefiltrowany**
[128] **saturated with sth** 'sætʃəreɪtɪd wɪð 'sʌmθɪŋ **przepełniony czymś**
[129] **faked** feɪkt **sfabrykowany, przerobiony**
[130] **curated** 'kjʊəreɪtɪd **wyidealizowany**



TO BE OR NOT TO BE?

Choose the correct form of the verb (Gerund [ing] or Infinitive [to + verb]) to complete each sentence.

1. While governments consider [introducing/to introduce] strict legislation to curtail teenagers' social media access, many Gen Zs are already taking action themselves.
2. Many young people retreat to "analogue islands" because they want to avoid [feeling/to feel] mentally fragmented by constant smartphone notifications.
3. Restoring a physical connection to music encourages consumers [developing/to develop] a deeper emotional attachment to specific albums.
4. For digital natives, investing in stationery or film cameras means [giving/to give] up on instant gratification in favour of a slower, richer experience.
5. Some Gen Z communities have revived the tradition of "pen pals" and look forward to [meeting/meet] in person rather than via video calls.
6. Film photography forces photographers [thinking/to think] carefully about composition and exposure before pressing the shutter.
7. In the late 1990s, some busy professionals went as far as [setting/to set] up pet creches to keep their Tamagotchis alive during work hours.
8. Gen Z doesn't intend [rejecting/to reject] the digital age completely; they simply prefer adding a sense of balance to their daily routines.

BEM TEST

Answer Key: 1. introducing, 2. feeling, 3. to develop, 4. giving, 5. meeting, 6. to think, 7. setting, 8. to reject

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content[131], whereas a handwritten note cannot be filtered or retouched[132]. A vinyl record may include scratches[133] or subtle distortions[134], but many argue that it has a warmth of sound that can't be replicated in other formats. An old-fashioned camera often produces a different kind of image and certainly a more thought-through[135] action than the careless[136] multiple-click of a phone camera.

Ironically, this authenticity often becomes content itself. Many users share photographs of their analogue activities online, posting images of vinyl collections, handwritten journals, or film camera set-ups[137]. The digital world thus becomes a showcase[138] for analogue lifestyles.

A Balanced Future

The analogue revival among Gen Z does not signal a rejection[139] of the digital age. Smartphones, streaming platforms and social networks remain central to how young people communicate and consume media. Instead, the trend reflects[140] an effort to restore balance[141].

Digital natives are exploring their own ways of managing their relationship[142] with technology. More significantly, the earlier ones are already parents and part of the workforce[143] who will soon be shaping business and society[144] considerably[145]. The future may be in safe hands[146] after all.

[131] **content** 'kɒntent **treść**
[132] **retouched** 'ri:'tʌtʃt **retuszowany**
[133] **scratch** skrætʃ **rysa, zadrapanie**
[134] **distortion** dɪs'tɔ:ʃən **zniekształcenie**
[135] **thought-through** θɔ:t θru: **przemyślany**
[136] **careless** 'keələs **niedbały**
[137] **setup** 'setʌp ***tu:*** **zestaw**
[138] **showcase** 'ʃəʊkeɪs **witryna**
[139] **rejection** rɪ'dʒekʃən **odrzucenie**
[140] **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ **odzwierciedlać coś**
[141] **to restore balance** tə rɪs'tɔ: 'bæləns **przywrócić równowagę**



[142] **relationship** rɪ'leɪʃənʃɪp **związek, relacja**
[143] **workforce** 'wɜ:kfɔ:s **siła robocza**
[144] **society** sə'saɪətɪ **społeczeństwo**
[145] **considerably** kən'sɪdərəbli **w znaczący sposób**
[146] **to be in safe hands** tə bi: ɪn seɪf hændz **być w dobrych rękach**

Teenage Technology-related Stress

- Social media pressure[1]: A Pew Research Center survey[2] found 46 percent of teenagers say social media sometimes makes them feel worse about their lives due to comparison and image pressure.
- Constant connectivity: About 95 percent of teens have access to a smartphone, and nearly half say they are online almost constantly.
- Sleep disruption[3]: Research[4] shows over 70 percent of teenagers use screens in the hour before bed, which is linked to poorer sleep.
- Cyberbullying[5]: Studies suggest that around one in three teenagers has experienced cyberbullying, contributing to stress and anxiety[6].
- Digital overload[7]: A UK Ofcom survey found more than half of teens feel they spend too much time online, and many struggle[8] to switch off[9].

[1] **pressure** 'preʃə **presja**
[2] **survey** 'sɜ:veɪ **sondaż, badanie**
[3] **sleep disruption** sli:p dɪs'rʌpʃən **zaburzenia snu**
[4] **research** rɪ'sɜ:tʃ **badanie**
[5] **cyberbullying** 'saɪbəbʊliɪŋ **cyberprzemoc**
[6] **anxiety** æŋ'zaɪətɪ **niepokój**
[7] **overload** 'əʊvələʊd **przeciążenie**
[8] **to struggle** tə 'strʌgl **zmagać się**
[9] **to switch off** tə swɪtʃ ɒf **wyłączać się, oderwać się**

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Kiwis Take Flight

As you know, New Zealand's indigenous[1] bird is flightless[2], but thousands of human Kiwis are taking flight and leaving the country – why?

Jacinda Ardern made global headlines[3] during her time in office[4] for steering New Zealand through crises ranging from the Christchurch terror attack to[5] the COVID-19 pandemic. Recently, though, the former[6] leader has attracted attention for a different reason: she has joined a growing number of New Zealanders leaving the country. It is hardly a vote of confidence[7].

Her decision to move with her family to Australia has become a symbolic example of what is being described as the "Kiwi brain drain[8]" – the steady departure[9] of skilled[10] workers[11], professionals and entrepreneurs[12] from New Zealand to other countries, particularly Australia.

[1] **indigenous** ɪn'dɪdʒɪnəs **miejscowy, rodzimy**
[2] **flightless** 'flaɪtləs **nielot**
[3] **to make headlines** tə meɪk 'hedlaɪnz **trafić na pierwsze strony gazet**
[4] **time in office** taɪm ɪn 'ɒfɪs **urzędowanie**
[5] **to range from X to Y** tə reɪndʒ frɒm eks tʊ waɪ **obejmować od X do Y**
[6] **former** 'fɔːmə **były**
[7] **vote of confidence** vəʊt ɒv 'kɒnfɪdəns **wotum zaufania, wyraz poparcia**
[8] **brain drain** breɪn dreɪn **drenaż mózgów**
[9] **departure** dɪ'pɑːtʃə **wyjazd**
[10] **skilled** skɪld **wykwalifikowany**
[11] **worker** 'wɜːkə **pracownik**
[12] **entrepreneur** ˌɒntrəprə'nɜː **przedsiębiorca**

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A WORD WORTH REMEMBERING

to stall /tə stɔːl/
utknąć w martwym punkcie

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Record Departures

According to government statistics[13], the number of people leaving New Zealand reached record levels in recent years[14]. Long-term[15] departures climbed above 120,000 in the year to early 2025, the highest figure ever recorded. Of those, nearly 70,000 were New Zealand citizens[16].

Other estimates[17] suggest that roughly[18] 200,000 New Zealanders have left the country in the past three years alone. More than half have moved to Australia, where around 670,000 New Zealand-born residents[19] already live.

Given New Zealand's relatively small population, these numbers are significant[20]. They are people in the prime working-age group[21], including professionals in healthcare[22], technology, academia[23] and the skilled trades[24]. Workers aged 18-30 account for[25] a large share[26] of recent departures.

It begs the question[27], why are so many people leaving a country that consistently ranks among the safest and most liveable[28] places in the world?

The Paradox of Paradise

At first glance[29], New Zealand appears to have it all. It is similar in size to the UK, but with just five percent of the population, giving it a sense of space that many densely populated[30] nations lack. Much of the landscape[31] is rural[32], mountainous or coastal, and property outside the major cities can still appear relatively affordable[33] when compared with prices in London or the south-east of England. Combined with a mild maritime climate[34], clean air and easy access to beaches, forests and national parks, the country often ranks highly in international quality-of-life[35] surveys[36].

ON AVERAGE, SALARIES IN AUSTRALIA, THE UNITED STATES AND PARTS OF EUROPE ARE SIGNIFICANTLY HIGHER FOR COMPARABLE ROLES.

[13] **government statistics** ˈgʌvnmənt stəˈtɪstɪks **statystyki rządowe**

[14] **in recent years** ɪn ˈriːsnt jɪəz **w ostatnich latach**

[15] **long-term** ˈlɒŋtɜːm **długoterminowy**

[16] **citizen** ˈsɪtɪzn **obywatel**

[17] **estimates** ˈestɪməts **szacunki**

[18] **roughly** ˈrʌflɪ **mniej więcej**

[19] **resident** ˈrezɪdənt **mieszkaniec**

[20] **significant** sɪgˈnɪfɪkənt **znaczny**

[21] **in the prime working-age group** ɪn ðə praɪm ˈwɜːkɪŋ eɪdʒ gruːp **grupa w wieku produkcyjnym o najwyższej aktywności zawodowej, w sile wieku produkcyjnego**

[22] **healthcare** ˈhelθ keə(r) **opieka zdrowotna**

[23] **academia** ˌækəˈdiːmiə **środowisko akademickie**

[24] **skilled trades** skɪld treɪdz **wykwalifikowani pracownicy fizyczni, rzemieślnicy, fachowcy (np. elektrycy, hydraulicy, stolarze, spawacze)**

[25] **to account for sth** tʊ əˈkaʊnt fə ˈsʌmθɪŋ **odpowiadać za coś**

[26] **share** ʃeə *tu:* **część, odsetek**

[27] **it begs the question** ɪt begz ðə ˈkwestʃən **nasuwa się pytanie**

[28] **liveable** ˈlɪvəbl **przyjazny do życia**

[29] **at first glance** æt fɜːst glɑːns **na pierwszy rzut oka**

[30] **densely populated** ˈdenslɪ ˈpɒpjʊleɪtɪd **gęsto zaludniony**

[31] **landscape** ˈlændskeɪp **krajobraz**

[32] **rural** ˈrʊərəl **wiejski, rolniczy**

[33] **affordable** əˈfɔːdəbl **przystępny cenowo**

[34] **maritime climate** ˈmærɪtaɪm ˈklaɪmət **morski klimat**

[35] **quality-of-life** ˌkwɒləti əv ˈlaɪf **jakość życia**

[36] **survey** ˈsɜːveɪ **badanie, sondaż**

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For many outsiders, it represents an enviable[37] lifestyle: a stable democracy with low crime, strong institutions and a culture that places a high value on work-life balance[38] and outdoor living[39]. Ironically, it is precisely this image of New Zealand as a near-ideal place to live that makes the scale of the current exodus[40] all the more surprising.

However, beneath the postcard image[41] lie structural challenges[42] that help explain the emigration trend:

- Economic scale. New Zealand's small domestic market[43] limits the number of high-level career opportunities[44] available, particularly in specialised sectors. Ambitious professionals may find their career progression stalls[45] after a certain point. Wages[46] are another factor. On average, salaries[47] in Australia, the United States and parts of Europe are significantly higher for comparable[48] roles.
- Rising living costs[49]. Housing affordability[50] in major cities such as Auckland and Wellington has been a persistent issue[51] for years. Even though property[52] prices have recently cooled[53] from pandemic highs, the cost of entering the housing market remains daunting[54] for many younger residents.
- Inflation and higher interest rates[55] have added pressure to[56] household[57] budgets. Combined with relatively modest[58] wage growth, this has encouraged workers to explore opportunities overseas[59] where their income[60] may stretch further[61].
- Australia offers a far larger economy with higher average wages. The two countries share a long-standing[62] travel agreement[63] that allows citizens to live and work in each other's territory with minimal bureaucracy. This makes Australia a natural destination[64] for New Zealanders seeking better opportunities. Many New Zealanders relocate to Australia, while comparatively[65] few Australians move in the opposite direction[66].

Current Shortages[67], Future Consequences

The loss of skilled professionals creates ripple effects[68] across the New Zealand economy.

- Healthcare is one sector feeling the strain[69]. Hospitals and clinics face shortages of nurses, doctors and specialists, partly because trained staff[70] leave for higher salaries overseas.
- Universities and research institutions[71] have similar concerns[72]. Funding constraints[73] and limited grant opportunities[74] make it difficult for scientists

[37] **enviable** 'enviəbl **godny pozazdroszczenia**
[38] **work-life balance** ˌwɜːk laɪf 'bæləns **równowaga między życiem zawodowym a prywatnym**
[39] **outdoor living** 'aʊtdɔː 'lɪvɪŋ **spędzanie czasu na świeżym powietrzu**
[40] **exodus** 'eksədəs **wyjazd, masowa emigracja, eksodus**
[41] **postcard image** 'pəʊstkɑːd 'ɪmɪdʒ **pocztówkowy wizerunek**
[42] **challenge** 'tʃælɪndʒ **wyzwanie**
[43] **domestic market** dəʊ'mestɪk 'mɑːkɪt **krajowy rynek**
[44] **career opportunities** kə'rɪər ˌɒpə'tjuːnɪtɪz **możliwości rozwoju kariery**
[45] **to stall** tə stɔːl ***tu:*** **utknąć w martwym punkcie**
[46] **wage** weɪdʒ **płaca**
[47] **salary** 'sælərɪ **pensja, płaca**
[48] **comparable** 'kɒmpərəbl **porównywalny, podobny**
[49] **living costs** 'lɪvɪŋ kɒsts **koszty życia**
[50] **housing affordability** 'haʊzɪŋ ə'fɔːdə'bɪlətɪ **dostępność cenowa mieszkań**
[51] **persistent issue** pə'sɪstənt 'ɪʃuː ***tu:*** **stały problem**
[52] **property** 'prɒpətɪ **nieruchomość**
[53] **to cool** tə kuːl ***tu:*** **spaść**
[54] **daunting** 'dɔːntɪŋ **zniechęcający**
[55] **interest rates** 'ɪntrest reɪts **stopy procentowe**
[56] **to add pressure to sth** tʊ æd 'preʃə tə 'sʌmθɪŋ **dawać się czemuś we znaki, zwiększyć presję**
[57] **household** 'haʊshəʊld **gospodarstwo domowe**
[58] **modest** 'mɒdɪst **skromny**
[59] **overseas** 'əʊvə'siːz **za granicą**
[60] **income** 'ɪnkʌm **dochód**
[61] **to stretch further** tə stretʃ 'fɜːðə **pozwalać na więcej, mieć większą siłę nabywczą**
[62] **long-standing** 'lɒŋ'stændɪŋ **długotrwały**
[63] **agreement** ə'griːmənt **porozumienie**
[64] **destination** ˌdestɪ'neɪʃən **cel**
[65] **comparatively** kəm'pærətɪvlɪ **stosunkowo**
[66] **in the opposite direction** ɪn ðiː 'ɒpəzɪt dɪ'rekʃən **w przeciwnym kierunku**
[67] **shortage** 'ʃɔːtɪdʒ **niedobór**
[68] **ripple effect** 'rɪpl ɪ'fekt **efekt domina**
[69] **strain** streɪn **obciążenie**
[70] **staff** stɑːf **kadra, personel**
[71] **research institution** rɪ'sɜːtʃ ˌɪnstɪ'tjuːʃən **instytucja badawcza**
[72] **concern** kən'sɜːn ***tu:*** **problem**
[73] **constraint** kən'streɪnt **ograniczenie**
[74] **opportunity** ˌɒpə'tjuːnətɪ **możliwość**

Brain Drain Demographics

- Population: about 5.3 million.
- Ageing society: around 17 percent of residents are aged 65 or over.
- Rapid growth of elderly population: the 65+ group is expected to exceed one million by 2028.
- Low birth rate[1]: fertility[2] has fallen to around 1.6 births per woman, below replacement level[3].
- Rising dependency ratio[4]: fewer working-age people supporting more retirees[5].
- Currently, the working population is around 3.39 million (64 percent) and expected to fall to around 60 percent within 10 – 15 years.

[1] **birth rate** bɜːθ reɪt **współczynnik urodzeń**
[2] **fertility** fɜː'tɪlətɪ ***tu:*** **wskaźnik dzietności**
[3] **replacement level** rɪ'pleɪsmənt 'levl **poziom zastępowalności pokoleń**
[4] **dependency ratio** dɪ'pendənsɪ 'reɪʃɪəʊ **współczynnik obciążenia demograficznego**
[5] **retiree** rɪˌtaɪə'riː **emeryt**

INFOBOX

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IN A SMALL ECONOMY, EVEN MODEST CHANGES IN MIGRATION CAN HAVE DISPROPORTIONATE CONSEQUENCES.


Jacinda Ardern

to build competitive research programmes. Some academics choose to pursue careers[75] abroad[76] where funding levels are significantly higher.

- In construction and technology, companies often struggle[77] to recruit experienced workers and specialist tradesmen[78], leading to delayed[79] project completion[80].

Problematic as these skill shortages are, a bigger problem may lie ahead as fewer people are paying into the social welfare funds[81] to support[82] an increasingly ageing[83] population[84]. (*see Fact Box – The Brain Drain Demographics*)

A Reversible[85] Trend?

Successive[86] New Zealand governments have attempted to address the problem[87], though with mixed results. One approach has been to attract[88] skilled immigrants from abroad to fill labour shortages. Immigration policies[89] have been adjusted to[90] make it easier for qualified workers and investors to obtain[91] residency[92]. However, critics argue that these policies address the symptoms rather than the root causes[93] of the brain drain. Simply replacing departing workers with immigrants may help businesses in the short term[94], but it does not necessarily solve[95] underlying[96] issues such as wage competitiveness[97] or limited[98] career pathways[99].

Some economists believe the trend could eventually[100] stabilise. Migration patterns[101] tend to fluctuate[102] with economic cycles. If Australia's economy slows while New Zealand's improves[103], the flow[104] of workers could reverse[105].

A more optimistic outlook[106] is that many expatriate[107] New Zealanders may return later in their careers, bringing with them international experience and capital. Returning migrants have historically played an important role in the country's business ecosystem.

[75] **to pursue careers** tə pə'sju: kə'rɪəz **rozwijać kariery**
[76] **abroad** ə'brɔ:d **za granicą**
[77] **to struggle** tə 'strʌgl **borykać się, zmagać się**
[78] **tradesman** 'treɪdzmən ***tu:*** **wykwalifikowany pracownik; rzemieślnik**
[79] **delayed** dɪ'leɪd **opóźniony**
[80] **completion** kəm'pli:ʃən **ukończenie**
[81] **social welfare funds** 'səʊʃəl 'welfeə fʌndz **fundusze ubezpieczeń społecznych**
[82] **to support** tə sə'pɔ:t **utrzymywać**
[83] **ageing** 'eɪdʒɪŋ **starzejący się**
[84] **population** ˌpɒpjʊ'leɪʃən **populacja, społeczeństwo**
[85] **reversible** rɪ'vɜ:səbl **odwracalny**
[86] **successive** sək'sesɪv **kolejny**
[87] **to address the problem** tʊ ə'dres ðə 'prɒbləm **zająć się problemem**
[88] **to attract** tʊ ə'trækt **przyciągać**
[89] **immigration policies** ˌɪmɪ'greɪʃən 'pɒlɪsɪz **przepisy imigracyjne**
[90] **adjusted to sth** ə'dʒʌstɪd tə 'sʌmθɪŋ **dostosowany do czegoś**
[91] **to obtain sth** tʊ əb'teɪn 'sʌmθɪŋ **uzyskiwać, otrzymywać coś**
[92] **residency** 'rezɪdənsɪ **prawo stałego pobytu**
[93] **root cause** ru:t kɔ:z **podstawowa przyczyna**
[94] **in the short term** ɪn ðə ʃɔ:t tɜ:m **na krótką metę**
[95] **to solve sth** tə sɒlv 'sʌmθɪŋ **rozwiązywać coś**
[96] **underlying** ˌʌndə'laɪɪŋ **zasadniczy**
[97] **wage competitiveness** weɪdʒ kəm'petɪtɪvnes **konkurencyjność płac**
[98] **limited** 'lɪmɪtɪd **ograniczony**
[99] **career pathways** kə'rɪə 'pɑ:θweɪz **ścieżki kariery**
[100] **eventually** ɪ'ventʃəlɪ **w końcu, ostatecznie**
[101] **pattern** 'pætən **wzorzec**
[102] **to fluctuate** tə 'flʌktjʊeɪt **wahać się, podlegać zmianom**
[103] **to improve** tʊ ɪm'pru:v **polepszyć się**
[104] **flow** fləʊ **przepływ**
[105] **to reverse** tə rɪ'vɜ:s **odwracać się, zmieniać się**
[106] **outlook** 'aʊtlʊk ***tu:*** **perspektywa**
[107] **expatriate** eks'pætrɪət **ekspatriant**
[108] **disproportionate** ˌdɪsprə'pɔ:ʃnət **niewspółmierny**
[109] **to impact sth** tʊ 'ɪmpækt 'sʌmθɪŋ **wpływać na coś**

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Yet the challenge remains significant. In a small economy, even modest changes in migration can have disproportionate[108] consequences, impacting[109] every aspect of the economy and social structure[110].

It is a Catch-22[111]. Retaining[112] talent will require stronger productivity growth, better-paid jobs, more affordable housing and a business environment capable of[113] supporting ambitious careers. With a depleted[114] workforce[115] and reduced government funds, it will be difficult to attain[116]. While it will be a hard pill for some to swallow[117], encouraging immigration and attracting foreign direct investment[118] (FDI) may be the only way to reboot[119] the economy and attract and retain New Zealanders. Or maybe, given[120] the country's remote location[121], it will have to resign itself to never being an economic powerhouse[122], but an exotic travel location, or a retirement home[123] for returning Kiwis.

[110] **social structure** ˈsəʊʃəl ˈstrʌktʃə **struktura społeczna**
[111] **Catch-22** ˌkætʃ ˌtwenti ˈtuː **sytuacja bez wyjścia, błędne koło**
[112] **to retain sb** tə rɪˈteɪn ˈsʌmbədɪ **zatrzymywać kogoś**
[113] **capable of sth** ˈkeɪpəbl ɒv ˈsʌmθɪŋ **zdolny do czegoś**
[114] **depleted** dɪˈpliːtɪd **uszczuplony**
[115] **workforce** ˈwɜːkfɔːs **siła robocza**
[116] **to attain sth** tʊ əˈteɪn ˈsʌmθɪŋ **osiągać coś**
[117] **hard pill to swallow** hɑːd pɪl tə ˈswɒləʊ **coś trudnego do zaakceptowania, coś z czym się trudno pogodzić**
[118] **foreign direct investment** ˈfɒrɪn dɪˈrekt ɪnˈvestmənt **bezpośrednie inwestycje zagraniczne**
[119] **to reboot sth** tə ˌriːˈbuːt ˈsʌmθɪŋ **ponownie coś uruchomić, rozruszać**
[120] **given X** ˈgɪvn eks **zważywszy na X**
[121] **remote location** rɪˈməʊt ləʊˈkeɪʃən **odległe położenie**
[122] **powerhouse** ˈpaʊəhaʊs **potęga**
[123] **retirement home** rɪˈtaɪəmənt həʊm **dom spokojnej starości**

MAKE THE CONNECTIONS

Choose the correct option from the brackets to complete each sentence.

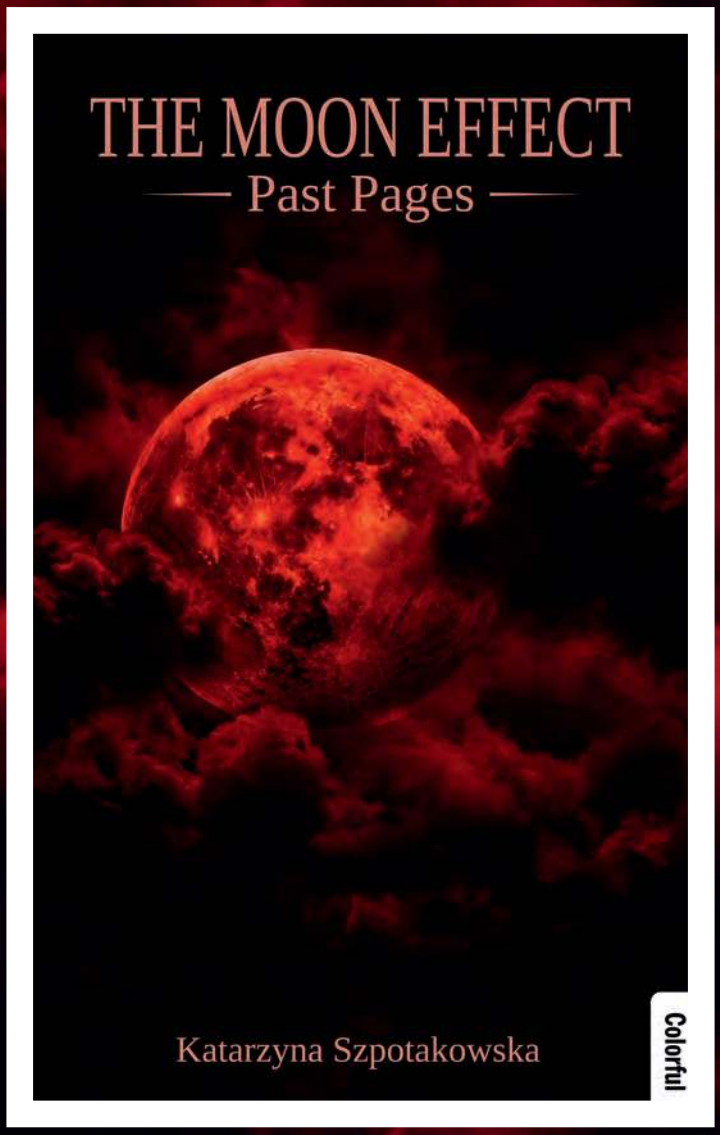
1. Record numbers of skilled workers are leaving New Zealand, which is widely seen as a major [because of / lack of / result in] confidence in the domestic economy.
2. Ambitious professionals often find that their career progression [stalls / triggers / stems from] after a certain point due to the small size of the domestic market.
3. Salaries in Australia and the US are significantly higher, [because / consequently / owing to], many New Zealand healthcare and tech workers choose to relocate.
4. Rising living costs and high interest rates have [led to / resulted from / furthermore] added pressure on household budgets, making overseas opportunities more attractive.
5. Hospitals and clinics are currently feeling the strain [due to / so that / thereby] acute shortages of nurses, doctors, and specialists who have moved abroad.
6. Funding constraints in universities make it difficult to build research programmes, [since / as a result of / thus] driving some academics to pursue careers abroad.
7. Specialist trade shortages in construction and technology frequently [result from / account for / result in] delayed project completions.
8. A shrinking working-age population means fewer people are paying into social welfare funds, [thereby / because / stems from] posing a serious problem for an ageing society.

BEM TEST

Answers: 1. lack of, 2. stalls, 3. consequently, 4. led to, 5. due to, 6. thus, 7. result in, 8. thereby



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KUP TERAZ

You will never guess how this thrilling story ends!

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

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

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

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

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

Colorful

Equinor: Norway's Biggest Business

The largest company in Norway by revenue[1] is the energy provider[2] Equinor, previously known as Statoil. Having started off as the Norwegian state[3] oil and gas company, it has now branched[4] into renewables[5]. **Jonathan Moore** explores this global energy giant.

[1] **revenue** 'revənju: **przychody**
[2] **provider** prə'vaɪdə **dostawca**
[3] **state** steɪt **państwowy**
[4] **to branch** tə brɑ:ntʃ **rozwinąć działalność**
[5] **renewables** rɪ'nju:əblz **odnawialne źródła energii**

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FOT. Ole Jørgen Bratland/ © Equinor

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Aerial photo of Snorre B

A WORD WORTH REMEMBERING

public limited company
/ˈpʌblɪk ˈlɪmɪtɪd ˈkʌmpənɪ/
spółka akcyjna

The Beginnings

In 1969, the discovery of crude oil[6] and natural gas under the North Sea marked the dawning[7] of a new industrial age for Norway, bringing unprecedented affluence[8] over the following decades. 1972 saw the establishment[9] of two pivotal[10] organisations: the Norwegian Petroleum Directorate (NPD), which would manage oil resources, and Statoil, a state-owned company created to keep the precious black gold[11] firmly under government[12] control.

The Statfjord and Gullfaks Oil Fields[13]

Two years after Statoil was established, the extensive[14] Statfjord field was discovered in the North Sea, with Statoil beginning its production in 1979. Located between Sogn Fjord on the west coast of Norway and Scotland's Shetland Archipelago, it is shared by Norway and the United Kingdom. In 1981, Statoil became the first Norwegian firm to be appointed[15] as operator of an oil field – the Gullfaks field, just south of the Statfjord field.

Renaming and Rebranding

In 2007, following a merger[16] between Statoil and the oil and gas division of another Norwegian industrial giant, the Norsk Hydro Company, Statoil became Statoil Hydro. Two years later, it was renamed Statoil ASA. In 2018, it took another new name: Equinor ASA, reflecting its proposed transition[17] from grey to green energy[18]. The company has always been headquartered[19] in Stavanger in southwestern Norway, the country's oil capital[20].

Today, Equinor remains mostly state-owned, with approx. 25,000 employees, and it is active in more than 30 different countries. It is Norway's biggest operator of oil and gas extraction facilities[21] and Europe's second largest gas supplier[22]. Statistics published on TheEnergyYear.com indicate[23] that it accounts for[24] approx. 20 percent of both the EU and UK's gas supplies.



FOT: Thomas Sola/ © Equinor

The Biggest By Far

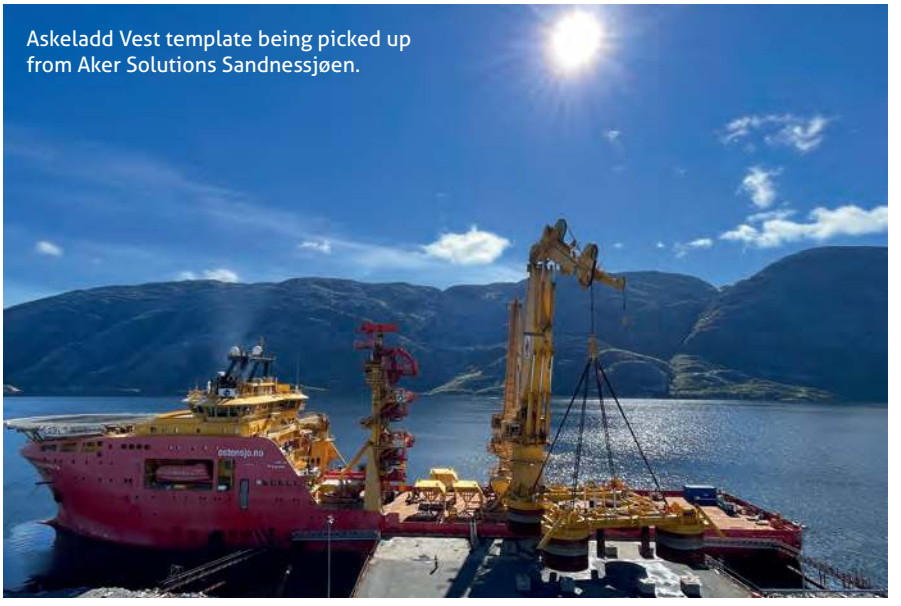
Accordingly, it ranks as Norway's most valuable company by far[25]. According to

[6] **crude oil** kruːd ɔɪl **ropa naftowa**
[7] **to mark the dawning** tə mɑːk ðə ˈdɔːnɪŋ **oznaczać początek**
[8] **affluence** ˈæflʊəns **dobrobyt**
[9] **establishment** ɪsˈtæblɪʃmənt **utworzenie**
[10] **pivotal** ˈpɪvətl **kluczowy**
[11] **black gold** blæk gəʊld **czarne złoto, ropa naftowa**
[12] **government** ˈgʌvnmənt **rząd**
[13] **oil field** ɔɪl fiːld **pole naftowe**
[14] **extensive** ɪksˈtensɪv **rozległy**
[15] **appointed** əˈpɔɪntɪd **ustanowiony**
[16] **merger** ˈmɜːdʒə **połączenie, fuzja**
[17] **transition** trænˈsɪʒən **przejście**
[18] **green energy** griːn ˈenədʒɪ **zielona energia, energia ze źródeł odnawialnych**
[19] **to be headquartered** tə bi ˌhedˈkwɔːtəd **mieć siedzibę**
[20] **capital** ˈkæpɪtl **stolica**
[21] **extraction facility** ɪksˈtrækʃən fəˈsɪlətɪ **zakład wydobywczy**
[22] **supplier** səˈplaɪə **dostawca**
[23] **to indicate** tʊ ˈɪndɪkeɪt **wskazywać**
[24] **to account for sth** tʊ əˈkaʊnt fə ˈsʌmθɪŋ **odpowiadać za coś**
[25] **by far** baɪ fɑː **zdecydowanie**

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Eco Liberty attaching walk to work system to a foundation on the Empire Wind project.



Askeladd Vest template being picked up from Aker Solutions Sandnessjøen.

FOT: Brønnramme Sandnessjøen/ © Equinor

the company's annual report for 2025, its current turnover[26] is around USD 106.462 bln.

Oil and Gas in Norway

Equinor accounts for as much as 70 percent of oil and gas production in Norway, the world's twelfth largest oil producer and ninth biggest natural gas producer. It operates in several oil and gas fields, mostly in the North Sea but also in the Norwegian Sea and even the Arctic Ocean. These include the Johan Castberg and Askeladd West fields in the Barents Sea – where oil production commenced[27] in 2025 – as well as the Snøhvit (Snow White) gas and condensate[28] field north-west of Hammerfest in the Far North of Norway. The nearby island of Melkøya is home to Equinor's Hammerfest LNG (Liquified Natural Gas[29]) Terminal.

Further Afield[30]

Equinor also operates oil and gas fields in many other countries. The Bacalhau field in the Santos Basin near Sao Paulo in Brazil, the world's largest oil and gas field outside Norway, produced its first oil towards the end of 2025. The Raia natural gas project in the Campos Basin east of Rio de Janeiro is expected to come on stream[31] in 2028. By 2030, Equinor expects to have invested over USD 25 bln in Brazil alone.

[26] **turnover** 'tɜ:n,əʊvə **obrót**
[27] **to commence** tə kə'mens **rozpoczynać się**
[28] **condensate** 'kɒndənseɪt **kondensat gazowy (lekka ropa naftowa wydzielająca się przy wydobyciu gazu)**
[29] **liquefied natural gas** 'lɪkwɪfaɪd 'nætʃrəl gæs **skroplony gaz ziemny**
[30] **further afield** 'fɜ:ðər ə'fi:ld **dalej**
[31] **to come on stream** tə kʌm ɒn stri:m **rozpocząć produkcję**
[32] **commitment to sth** kə'mɪtmənt tə

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Johan Castberg leaving Aker Solutions.

Commitment to[32] Decarbonisation[33]

Although oil and gas still remain Equinor's core business[34], it is also becoming increasingly active in the renewable energy sector, aiming to achieve net-zero emissions[35] by 2050. The Northern Lights cross-border[36] CO_2 transport and storage facility[37] at Øygarden near Bergen – the first of its kind in the world – is a major step towards decarbonisation. The project involves co-operation between Equinor, Shell and TotalEnergies. The initial[38] volumes[39] of CO_2 were successfully stored in the facility in August 2025.

According to TheEnergyYear.com, Equinor aims to have invested over USD 23 bln in the production of renewable energy and low-carbon solutions[40] between 2021 and 2030. By the end of the decade, it also intends to increase its renewable capacity[41] to 12-16 GW.

Operations in Poland

Statoil entered the Polish energy market in 1991. Today, Equinor has offices in Warsaw and Gdańsk. In 2018 and 2019, the company began to make its mark[42] on Polish green energy by signing agreements[43] with Polenergia, Poland's largest private energy group. This gave the Norwegian concern a 50 percent stake[44] in three offshore wind farm[45] development projects[46] 27, 40 and 80 km from the port

'sʌmθɪŋ **zobowiązanie się do czegoś, zaangażowanie się w coś**

[33] **decarbonisation** ˌdiːˌkɑːbənaɪ'zeɪʃn **dekarbonizacja**

[34] **core business** kɔː 'bɪznəs **podstawowa działalność**

[35] **net-zero emissions** ˌnet 'zɪərəʊ ɪ'mɪʃənz **neutralność węglowa**

[36] **cross-border** 'krɒs bɔːdə(r) **transgraniczny**

[37] **storage facility** 'stɔːrɪdʒ fə'sɪlətɪ **miejsce składowania**

[38] **initial** ɪ'nɪʃəl **początkowy**

[39] **volume** 'vɒljʊm ***tu:*** **ilość**

[40] **solution** sə'luːʃən **rozwiązanie**

[41] **renewable capacity** rɪ'njuːəbl kə'pæsətɪ **moc odnawialna**

[42] **to make its mark** tə meɪk ɪts mɑːk **zaznaczyć swoją obecność**

[43] **agreement** ə'griːmənt **umowa, porozumienie**

[44] **stake** steɪk **udział**

[45] **offshore wind farm** 'ɒf'ʃɔː wɪnd fɑːm **morska farma wiatrowa**

[46] **development project** dɪ'veləpmənt 'prɒdʒekt **projekt inwestycyjny**

[47] **noteworthy** 'neʊtˌwɜːðɪ **godny uwagi**

FOT: Elisabeth Sahl, Roar Lindefjeld, Ole Jørgen Bratland/ © Equinor

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of Łeba: MFW Bałtyk I, II and III. When completed, these projects combined are expected to generate 3 GW of electricity – enough to power over four million homes.

The World's Biggest Wind Energy Project

One of Equinor's most noteworthy[47] projects is the Dogger Bank Wind Farm, around 130 km off the Yorkshire Coast in the North of England. This is a joint venture[48] between Equinor, the SSE Group of Perth in Scotland and the Stavanger-based offshore wind energy company Vårgrønn. Equinor and SSE are responsible for 40 percent of project development and construction each, with Vårgrønn accounting for the remaining[49] 20 percent. Once the wind farm is completed in 2026, it will be operated by Equinor.

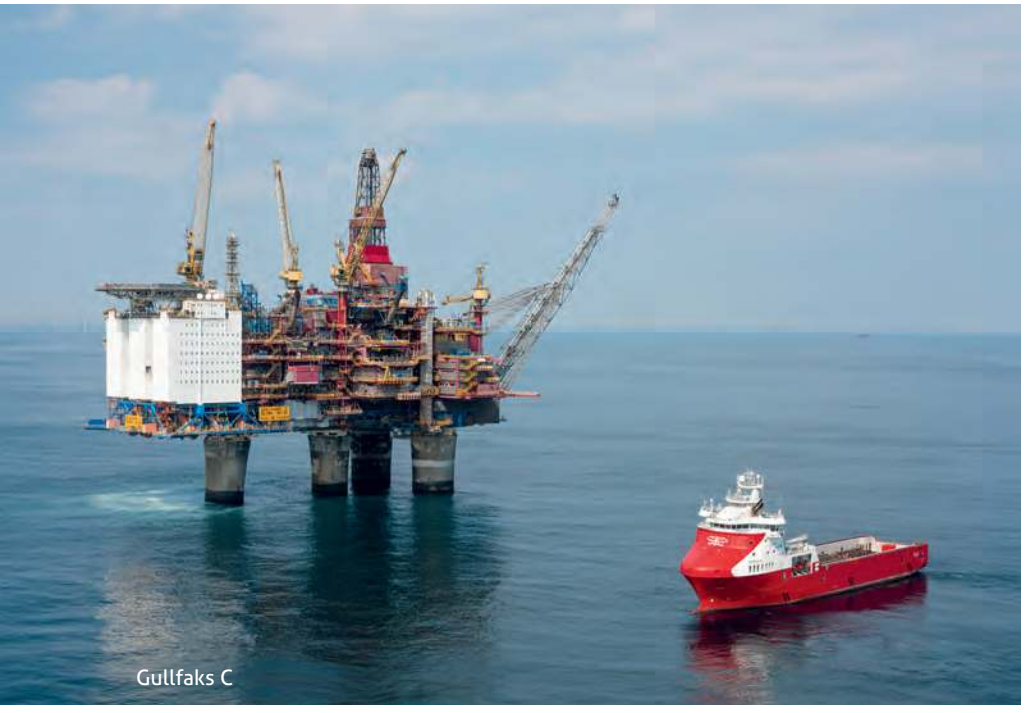
Powering New York

Equinor is also in charge of[50] the Empire Wind project, building an offshore wind farm 24-48 km southeast of Long Island in New York State. The Empire Wind 1 project involves redeveloping[51] the South Brooklyn Marine Terminal (SBMT) and will be the first ever offshore wind project to plug directly into[52] New York City's power grid[53]. It should go live[54] towards the end of[55] 2026, delivering approximately 810 MW of electricity to half a million households[56].

Energy for People, Progress[57] for Society[58]

As Norway's leading company by turnover, Equinor certainly seems to have a bright future ahead[59] of it. With its stranglehold[60] on the lucrative Norwegian oil and gas market and growing influence on[61] the global renewable energy scene, the company is poised to[62] continue producing energy for people and bringing progress for society for a long, long time to come.

[48] **joint venture** dʒɔɪnt 'ventʃə **wspólne przedsięwzięcie, spółka z kapitałem mieszanym, spółka typu joint venture**
[49] **remaining** rɪ'meɪnɪŋ **pozostały**
[50] **to be in charge of sth** tə bi: ɪn tʃɑ:dʒ əv 'sʌmθɪŋ **być odpowiedzialnym za coś**
[51] **to redevelop** tə ˌri:dɪ'veləp **przebudować, zmodernizować**


Gullfaks C

Fact File

The Norwegian abbreviation[1] ASA – as in Equinor ASA – stands for Allmennaksjeselskap (Public Limited Company[2]) but most Norwegian companies are classified as AS companies (Aksjeselskap (Limited Companies[3]). The difference is that an ASA is listed on the stock exchange[4] and requires a minimum of a million Norwegian kroner of share capital[5], while an AS requires just 30,000.

[1] **abbreviation** əˌbri:vɪ'eɪʃən **skrót**
[2] **public limited company** 'pʌblɪk 'lɪmɪtɪd 'kʌmpənɪ **spółka akcyjna**
[3] **limited company** 'lɪmɪtɪd 'kʌmpənɪ **spółka z ograniczoną odpowiedzialnością**
[4] **listed on the stock exchange** 'lɪstɪd ɒn ðə stɒk ɪks'tʃeɪndʒ **notowany na giełdzie**
[5] **share capital** ʃeə 'kæpɪtl **kapitał zakładowy**

INFOBOX

[52] **to plug into sth** tə plʌg 'ɪntʊ 'sʌmθɪŋ **podłączyć się do czegoś**
[53] **power grid** 'paʊə grɪd **sieć energetyczna**
[54] **to go live** tə gəʊ laɪv **zacząć działać**
[55] **towards the end of sth** tə'wɔ:dz ði: end ɒv 'sʌmθɪŋ **pod koniec czegoś**
[56] **household** 'haʊshəʊld **gospodarstwo domowe**
[57] **progress** 'prəʊgres **postęp**
[58] **society** sə'saɪətɪ **społeczeństwo**
[59] **to have a bright future ahead** tə hæv ə braɪt 'fju:tʃə ə'hed **mieć świetlaną przyszłość**
[60] **stranglehold** 'strænglhəʊld **żelazny uścisk**
[61] **influence on something** 'ɪnflʊəns ɒn 'sʌmθɪŋ **wpływ**
[62] **to be poised to do sth** tə bi: pɔɪzd tə du: 'sʌmθɪŋ **być gotowym do czegoś**

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Future: Will AI[1] End Incurable Diseases[2]?

The term "incurable disease" still sends a shudder down the spine[3], but now, maybe, AI provides hope that it could soon be a thing of the past[4].

Incurable diseases highlight the limits of medicine and the boundaries[5] of human understanding[6]. Cancer[7], Alzheimer's, Parkinson's and rare[8] genetic disorders[9] have long resisted even the most determined scientific efforts[10]. Yet that sense of inevitability[11] is now being challenged, not by a single breakthrough[12], but by a new approach using Artificial Intelligence. We have already moved on from asking whether AI can assist medicine to how quickly it could help cure all illnesses[13].

Progress So Far: From Detection[14] to Early Intervention

In recent years[15], AI has demonstrated remarkable[16] diagnostic capabilities[17]. Algorithms trained on vast[18] datasets[19] of medical images can now detect cancers, eye diseases, and cardiovascular[20] risks with accuracy[21] comparable to, and sometimes exceeding[22], that of experienced clinicians. In infectious diseases[23], machine learning[24] models can identify bacterial strains[25] and predict[26] antibiotic resistance

[1] **AI = artificial intelligence** ˌeɪ ˈaɪ ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**
[2] **incurable disease** ɪnˈkjʊərəbl dɪˈziːz **nieuleczalna choroba**
[3] **to send a shudder down the spine** tə send ə ˈʃʌdə daʊn ðə spaɪn **sprawiać, że ciarki chodzą po plecach**
[4] **to be a thing of the past** tə biː ə θɪŋ ɒv ðə pɑːst **stać się przeżytkiem**
[5] **boundaries** ˈbaʊndərɪz **granice**
[6] **human understanding** ˈhjuːmən ˌʌndəˈstændɪŋ **ludzki rozum, ludzkie pojmowanie**
[7] **cancer** ˈkænsə **rak**
[8] **rare** reə **rzadki**
[9] **disorder** dɪsˈɔːdə ***tu:*** **choroba**
[10] **scientific efforts** ˌsaɪənˈtɪfɪk ˈefəts **wysiłki naukowe**
[11] **inevitability** ɪnˌevɪtəˈbɪlətɪ **nieuchronność**
[12] **breakthrough** ˈbreɪkˈθruː **przełom**
[13] **illness** ˈɪlnəs **choroba**
[14] **detection** dɪˈtekʃən **wykrywanie**
[15] **in recent years** ɪn ˈriːsnt jɪəz **w ostatnich latach**
[16] **remarkable** rɪˈmɑːkəbl **godny uwagi**
[17] **capability** ˌkeɪpəˈbɪlətɪ **zdolność**
[18] **vast** vɑːst **ogromny**
[19] **dataset** ˈdeɪtəset **zbiór danych**
[20] **cardiovascular** ˌkɑːdiəʊˈvæskjələ(r) **sercowo-naczyniowy, krążeniowy**
[21] **accuracy** ˈækjʊrəsɪ **dokładność**
[22] **to exceed** tʊ ɪkˈsiːd **przewyższyć**
[23] **infectious disease** ɪnˈfekʃəs ˈdɪsɪz **choroba zakaźna**
[24] **machine learning** məˈʃiːn ˈlɜːnɪŋ **uczenie maszynowe**
[25] **bacterial strain** bækˈtɪəriəl streɪn **szczep bakterii**
[26] **to predict** tə prɪˈdɪkt **przewidywać**

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A WORD WORTH REMEMBERING

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patterns[27] in a fraction[28] of the time required by traditional laboratory methods.

In neurodegenerative conditions[29] such as Parkinson's disease, AI is being used to identify subtle early symptoms[30], such as changes in voice, movement, or handwriting[31], that might otherwise go unnoticed[32] until the disease has significantly[33] progressed. This shift towards earlier detection is critical: the earlier a disease is identified, the greater the chance of slowing, stopping, or potentially reversing[34] it.

AI is also improving clinical decision-making[35]. By analysing patient histories, genetic data, and treatment outcomes[36], systems can suggest more effective treatment pathways[37]. In oncology, this is helping doctors match patients with[38] therapies that are more likely to work for their specific cancer profile.

These advances[39] mark a clear transition[40] from reactive medicine to proactive, data-driven[41] care.

Where AI Is Pushing Boundaries

The more ambitious goal is to cure[42] rather than manage[43]. Here, AI is beginning to reshape[44] the most complex areas of medicine:

- Drug discovery at unprecedented speed[45] – AI can screen[46] millions of molecular combinations in silico[47] (See Explainer), identifying promising drug candidates in weeks rather than years.
- Protein structure prediction[48] – understanding how proteins fold[49] and behave has long been a bottleneck[50] in biology. AI models are now solving[51] structures that previously took years to decode, unlocking[52] new therapeutic targets.
- Personalised medicine – treatments tailored[53] to an individual's genetic and biological profile could dramatically improve outcomes, particularly in complex diseases like cancer.
- Gene editing[54] optimisation – AI enhances[55] the precision of technologies such as CRISPR[56] (Clustered Regularly Interspaced Short Palindromic Repeats – a gene-editing 'find and replace' tool), helping scientists target faulty[57] genes more safely and effectively.
- Early disease modelling – digital simulations of disease progression allow researchers[58] to test interventions virtually before moving to human trials[59].

It should be added[60] that this is not pie in the sky[61] or PR[62] hype[63]. As we speak, organisations are using AI in medical diagnosis and treatment (See AI Interventions).

Together, these developments[64] are not just accelerating[65] existing processes but enabling[66] entirely new treatment approaches.

Which Conditions Are Most Likely to Be 'Cured'?

The idea that AI could eliminate incurable diseases within a decade, as suggested by Demis Hassabis, CEO of Google DeepMind, is bold[67], but not without

WE HAVE ALREADY MOVED ON FROM ASKING WHETHER AI CAN ASSIST MEDICINE TO HOW QUICKLY IT COULD HELP CURE ALL ILLNESSES.

[27] **resistance pattern** rɪ'zɪstəns 'pætən **wzór lekooporności**
[28] **fraction** 'frækʃən **ułamek**
[29] **neurodegenerative condition** ˌnjʊərəʊdɪ'dʒenərətɪv kən'dɪʃən **choroba neurodegeneracyjna**
[30] **early symptoms** 'ɜ:lɪ 'sɪmptəmz **wczesne objawy**
[31] **handwriting** 'hændˌraɪtɪŋ **charakter pisma**
[32] **to go unnoticed** tə gəʊ 'ʌn'nəʊtɪst **pozostać niezauważonym**
[33] **significantly** sɪg'nɪfɪkəntli **znacząco**
[34] **to reverse** tə rɪ'vɜ:s **odwracać**
[35] **decision-making** dɪ'sɪʒn meɪkɪŋ **proces podejmowania decyzji**
[36] **treatment outcomes** 'tri:tmənt 'aʊtkʌmz **wyniki leczenia**
[37] **pathway** 'pɑ:θweɪ **ścieżka, *tu też:* sposób**
[38] **to match sb with sth** tə mætʃ 'sʌmbədɪ tə 'sʌmθɪŋ **dopasowywać kogoś do czegoś**
[39] **advance** əd'vɑ:ns **postęp**
[40] **transition** træn'sɪʃən **przejście**
[41] **data-driven** 'deɪtə drɪvn **oparty na danych**
[42] **to cure** tə kjʊə **wyleczyć**
[43] **to manage** tə 'mænɪdʒ ***tu:*** **kontrolować chorobę; łagodzić chorobę**
[44] **to reshape** tə 'ri:'ʃeɪp **przekształcać**
[45] **at unprecedented speed** æt ʌn'presɪdəntɪd spi:d **z niespotykaną szybkością**
[46] **to screen** tə skri:n ***tu:*** **przebadać, poddawać analizie przesiewowej**
[47] **in silico** ɪn 'sɪlɪkəʊ **in silico, przeprowadzony za pomocą symulacji komputerowych**
[48] **protein structure prediction** 'prəʊti:n 'strʌktʃə prɪ'dɪkʃən **przewidywanie struktury białek**
[49] **to fold** tə fəʊld **zwijać, fałdować**
[50] **bottleneck** 'bɒtlnek ***tu:*** **problem, przeszkoda**
[51] **to solve** tə sɒlv **rozwiązywać**
[52] **to unlock** tʊ 'ʌn'lɒk **odblokowywać, otwierać**
[53] **tailored** 'teɪləd **dopasowany**
[54] **gene editing** dʒi:n 'edɪtɪŋ **edycja genomu**
[55] **to enhance** tʊ ɪn'hɑ:ns **poprawiać**
[56] **CRISPR = Clustered Regularly Interspaced Short Palindromic Repeats** 'krɪspər='klʌstəd 'regjʊləli 'ɪntə'speɪst ʃɔ:t pælɪndrɒmɪk rɪ'pi:ts **zgrupowane regularnie rozstawione krótkie powtórzenia palindromiczne, system obrony organizmów prokariotycznych przed egzogennymi elementami genetycznymi**
[57] **faulty** 'fɔ:ltɪ **wadliwy**
[58] **researcher** rɪ'sɜ:tʃə **naukowiec, badacz**
[59] **human trials** 'hju:mən 'traɪəlz **testy na ludziach**
[60] **it should be added** ɪt ʃʊd bi: 'ædɪd **należy dodać**
[61] **pie in the sky** paɪ ɪn ðə skaɪ **gruszki na wierzbie**
[62] **PR = public relations** ˌpi: 'ɑ:(r)='pʌblɪk rɪ'leɪʃənz **pijarowy**
[63] **hype** haɪp **szum medialny**
[64] **development** dɪ'veləpmənt **postęp**
[65] **to accelerate** tʊ ək'seləreɪt **przyspieszać**
[66] **to enable** tʊ ɪ'neɪbl **umożliwiać**

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foundation[68]. However, progress will vary[69] significantly depending on the disease.

Most likely in the near term:

- Certain cancers – those with well- understood genetic drivers[70]. Targeted therapies[71] and immunotherapies, guided by AI, are already producing dramatic results[72].
- Rare genetic disorders – conditions caused by single gene mutations are strong candidates for cure through AI-enhanced gene editing.
- Infectious diseases – AI-driven drug discovery and vaccine[73] development could outpace[74] evolving pathogens, reducing or eliminating some diseases.

Moderate[75] likelihood[76]:

- Parkinson's disease – Early detection combined with targeted therapies could significantly slow or halt[77] progression, though a full cure remains challenging[78].
- Autoimmune diseases[79] – AI may help unravel[80] complex immune system interactions, leading to more effective and possibly curative[81] treatments.

Less likely in the short term:

- Alzheimer's disease – the brain's complexity and the multifactorial[82] nature of the disease make it one of the toughest challenges, though progress is accelerating.
- Complex chronic conditions – diseases influenced[83] heavily by lifestyle[84] and environmental factors[85] (e.g. type 2 diabetes[86]) may be better managed than fully cured.

Complexity[87]: The AI Advantage

At the heart of incurable diseases lies complexity. Many conditions derive from[88] a combination of genetic, environmental and lifestyle factors. Traditional research methods often struggle[89] to cope with[90] this level of interconnection[91].

AI, by contrast, thrives with[92] such problems. It can analyse vast datasets – genomic sequences[93], imaging[94] data, clinical records, and identify patterns invisible to human researchers. This ability to integrate and interpret diverse[95] and huge data sources is key to unlocking new treatments.

Barriers Between Breakthrough and Reality

Despite rapid progress, several hurdles[96] must be overcome[97] before AI-supported medicine can be fully implemented. For

Explainer – In silico

In silico means performed by computer simulation rather than in the real world. It is modelled on two older Latin expressions:

TERM	MEANING	EXAMPLE
in vivo	in a living organism	testing a drug in humans or animals
in vitro	in glass (test tube)	experiments in a laboratory dish[1]
in silico	in silicon (computer chips)	simulations using AI or software[2]

[1] **laboratory dish** lə'bɒrətərɪ dɪʃ **naczynie laboratoryjne, szalka laboratoryjna**

[2] **software** 'sɒftweə(r) **oprogramowanie**

INFOBOX

[67] **bold** bəʊld **odważny, śmiały**

[68] **foundation** faʊn'deɪʃən **podstawa**

[69] **to vary** tə 'veərɪ **różnić się**

[70] **driver** 'draɪvə **czynnik**

[71] **targeted therapy** 'tɑ:gɪtɪd 'θerəpɪ **terapia celowana**

[72] **dramatic results** drə'mætɪk rɪ'zʌlts **spektakularne rezultaty**

[73] **vaccine** 'væksi:n **szczepionka**

[74] **to outpace** tʊ aʊt'peɪs **pozostawić w tyle**

[75] **moderate** 'mɒdərət **umiarkowany**

[76] **likelihood** 'laɪklɪhʊd **prawdopodobieństwo**

[77] **to halt** tə hɔ:lt **zatrzymać**

[78] **challenging** 'tʃælɪndʒɪŋ **trudny**

[79] **autoimmune diseases** ˌɔ:təʊɪ'mju:n dɪ'zi:zɪz **choroby autoimmunologiczne**

[80] **to unravel** tʊ ʌn'rævəl **rozwikłać, odkryć**

[81] **curative** 'kjʊərətɪv ***tu:*** **skuteczny**

[82] **multifactorial** ˌmʌltifak'tɔ:riəl **spowodowany wieloma czynnikami**

[83] **to influence** tʊ 'ɪnflʊəns **wpływać**

[84] **lifestyle** 'laɪfstaɪl **styl życia**

[85] **environmental factors** ɪnˌvaɪərən'mentl 'fæktəz **czynniki środowiskowe**

[86] **diabetes** ˌdaɪə'bi:ti:z **cukrzyca**

[87] **complexity** kəm'pleksətɪ **złożoność**

[88] **to derive from sth** tə dɪ'raɪv frɒm 'sʌmθɪŋ **wynikać z czegoś**

[89] **to struggle** tə 'strʌgl **mieć trudności, zmagać się z czymś**

[90] **to cope with sth** tə kəʊp wɪð 'sʌmθɪŋ **radzić sobie z czymś**

[91] **interconnection** ˌɪntəkə'nekʃən **wzajemne powiązania**

[92] **to thrive with sth** tə θraɪv wɪð 'sʌmθɪŋ **doskonale sobie z czymś radzić**

[93] **genomic sequence** dʒɪ'nəʊmɪk 'si:kwəns **sekwencja genomu, genomowa**

[94] **imaging data** 'ɪmɪdʒɪŋ 'deɪtə **dane obrazowe**

[95] **diverse** daɪ'vɜ:s **różnorodny**

[96] **hurdle** 'hɜ:dl **przeszkoda**

[97] **to overcome** tʊ ˌəʊvə'kʌm **pokonać**

[98] **clinical trials** 'klɪnɪkəl 'traɪəlz **badania**

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AI Interventions

- DeepMind – AlphaFold – Predicts 3D protein structures, accelerating drug discovery.
- Insilico Medicine – Chemistry42 / Pharma.AI – Generates new drug molecules using generative AI.
- Tempus AI – precision oncology models – Matches cancer patients with personalised treatments using genomic data.
- Owkin – MSIntuit CRC – Detects colorectal[1] cancer markers using machine learning.
- Optellum – Virtual Nodule Clinic – Estimates the probability[2] that lung nodules[3] are cancerous.

[1] **colorectal** kəʊlə'rektəl **odbytniczy**
[2] **probability** ˌprɒbə'bɪlətɪ **prawdopodobieństwo**
[3] **lung nodules** lʌŋ 'nɒdju:lz **guzki w płucach**

INFOBOX



example:

- Clinical trials[98] still take years and must meet strict safety standards[99]
- Regulatory approvals[100] vary across countries and can delay deployment[101]
- Manufacturing[102] challenges limit the scalability[103] of advanced therapies
- Healthcare systems[104] may struggle to adopt expensive[105] new treatments

There are also concerns[106] around data privacy[107], algorithmic bias[108] and accountability[109]. AI systems must be transparent and reliable[110], particularly when making life-and-death recommendations.

Effective data management[111] requires consistency[112] and coordination. Fragmented[113] and funding-stressed[114] healthcare systems may struggle to maintain and share information across regions.

Finally, in the age of cyber warfare[115], there is always the danger that critical data could be hacked or, worse still, corrupted[116]. The power of AI can equally be harnessed[117] by hostile[118] regimes, terrorists or criminal gangs.

In the pharmaceutical and biotechnology sectors, AI is disrupting[119] traditional drug development[120] models. These have been based on years of laboratory research and cost recovery[121] through

kliniczne
[99] **safety standards** 'seɪftɪ 'stændədz **standardy bezpieczeństwa**
[100] **regulatory approval** 'regjələtərɪ ə'pru:vəl **zgoda organów regulacyjnych**
[101] **deployment** dɪ'plɔɪmənt **wdrożenie**
[102] **manufacturing** ˌmænjʊ'fæktʃərɪŋ **produkcja przemysłowa**
[103] **scalability** ˌskeɪlə'bɪlətɪ **skalowalność**
[104] **healthcare system** 'helθ keə(r) 'sɪstəm **system opieki zdrowotnej**
[105] **expensive** ɪks'pensɪv **kosztowny, drogi**
[106] **concern** kən'sɜ:n **obawa**
[107] **data privacy** 'deɪtə 'prɪvəsɪ **prywatność danych, kontrola nad tym, kto i jak przetwarza informacje**
[108] **algorithmic bias** ˌælgə'rɪðmɪk 'baɪəs **stronniczość algorytmów**
[109] **accountability** əˌkaʊntə'bɪlətɪ **odpowiedzialność**
[110] **reliable** rɪ'laɪəbl **godny zaufania**
[111] **data management** 'deɪtə 'mænɪdʒmənt **zarządzanie danymi**
[112] **consistency** kən'sɪstənsɪ **spójność**
[113] **fragmented** 'frægməntɪd **rozdrobniony, podzielony na wiele autonomicznych, słabo skomunikowanych placówek czy podmiotów**
[114] **funding-stressed** 'fʌndɪŋ strest **borykający się z problemami finansowymi, niedofinansowany**
[115] **cyber warfare** saɪbə(r) 'wɔ:feə **wojna cybernetyczna**
[116] **corrupted** kə'rʌptɪd **uszkodzony**
[117] **harnessed** 'hɑ:nəst ***tu:*** **wykorzystany**
[118] **hostile** 'hɒstaɪl **wrogi, nieprzyjazny**
[119] **to disrupt** tə dɪs'rʌpt **zaburzać**
[120] **drug development** drʌg dɪ'veləpmənt **opracowywanie leków**
[121] **cost recovery** kɒst rɪ'kʌvərɪ **zwrot**

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exclusive patenting[122] and premium pricing[123]. Startups and niche research companies focused on AI are attracting[124] venture capital[125] and are likely to bring products to market more quickly and cost-effectively.

How Likely Is It – Really?

The most profound[126] impact of AI may not be the outright[127] elimination of all incurable diseases, but a gradual[128] redefinition of the term itself. Once terminal conditions[129] may become chronic[130] but controllable. Others may be prevented entirely through early detection and personalised intervention. For patients, this gives major new hope. For businesses, it engenders[131] transformation and opportunity. For healthcare systems, while potentially saving costs and improving patient care through faster diagnosis and personalisation, it could be another mouth to feed[132] in already stretched resources[133].

Nonetheless, even if AI doesn't live up to[134] the most optimistic predictions, the future of medicine will no longer be limited by the same constraints[135] as in past.

poniesionych kosztów

122 **exclusive patenting** ɪksˈkluːsɪv ˈpeɪtəntɪŋ **ochrona patentowa na wyłączność, wyłączność patentowa**

123 **premium pricing** ˈpriːmjəm ˈpraɪsɪŋ ***tu:*** **wysokie ceny**

124 **to attract** tʊ əˈtrækt **przyciągać**

125 **venture capital** ˈventʃə ˈkæpɪtl **kapitał wysokiego ryzyka**

126 **profound** prəˈfaʊnd ***tu:*** **najbardziej fundamentalny, największy**

127 **outright** ˈaʊtraɪt ***tu:*** **natychmiastowy i całkowity**

128 **gradual** ˈgrædjʊəl **stopniowy**

129 **terminal condition** ˈtɜːmɪnl kənˈdɪʃən **choroba terminalna**

130 **chronic** ˈkrɒnɪk **chroniczny, przewlekły**

131 **to engender** tʊ ɪnˈdʒendə **być źródłem czegoś**

132 **mouth to feed** maʊθ tə fiːd **gęba do wykarmienia**

133 **resources** rɪˈsɔːsɪz **zasoby, środki finansowe**

134 **to live up to sth** tə lɪv ʌp tə ˈsʌmθɪŋ **spełniać oczekiwania**

135 **constraint** kənˈstreɪnt **ograniczenie**

MODIFY, OR DO IT ADVERBIALLY

Choose the correct adverbial phrase or modifier from the options provided to accurately complete the sentences. Each sentence is inspired by the discussion on AI's role in modern medicine.

1. The term "incurable disease" still sends a shudder down the spine, but many hope that such conditions will soon be [significantly / entirely] wiped out.
2. Predicting that AI will eliminate all incurable conditions within a decade is bold, but it is [pie in the sky / not without foundation] given recent breakthrough datasets.
3. Algorithms trained on vast datasets can now detect early-stage cancers with an accuracy that is easily [comparable to / exceeded to] that of experienced clinicians.
4. Neurological changes in voice or handwriting might [otherwise / dramatically] go unnoticed until a disease has already reached an advanced stage.
5. Treatments tailored to an individual's genetic profile could [significantly / exaggeratedly] improve recovery outcomes, particularly in complex oncology cases.
6. Complex chronic conditions are [heavily / rapidly] influenced by lifestyle and environmental factors, making them harder to completely eradicate.
7. While some tech breakthroughs live up to the media hype, others are [gradually / merely] PR stunts that fail to pass strict clinical trials.
8. Because healthcare infrastructure is heavily fragmented, funding-stressed systems may find it [highly / virtually] impossible to adopt expensive new software overnight.

BEM TEST

Answers: 1. entirely, 2. not without foundation, 3. comparable to, 4. otherwise, 5. significantly, 6. heavily, 7. merely, 8. virtually

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Out of Office: Become a Digital Nomad[1] this Summer

by Paul Martin from www.go-native.pl

Considering a workation[2] this year? You're not alone – and yes, it can work. Paul Martin sets out[3] the essentials[4] you need to have in place, so you can make the most of[5] working away without unnecessary[6] stress.



Work From Where?

Flexible work[7] is now a fixed part[8] of working life. In the United Kingdom, over forty percent of workers are in some form of remote[9] or hybrid arrangement[10], with employees spending close to two days per week working from home on average, one of the highest rates in Europe. In Poland, around 2.7 mln people work from home at least occasionally, representing roughly[11] fifteen percent of the workforce[12].

What has changed is not whether remote work is possible, but how it is being used. For many people, working from home is no longer the end point[13]. It has become the baseline[14], something stable enough to build on.

[1] **digital nomad** 'dɪdʒɪtl 'nəʊmæd **cyfrowy nomada**

[2] **workation** wɜːr'keɪʃən **pracowakacje (model pracy, w którym wyjeżdża się w atrakcyjne turystycznie miejsce, ale zamiast brać urlop, wykonuje się stamtąd swoje normalne obowiązki zawodowe)**

[3] **to set out sth** tə set aʊt 'sʌmθɪŋ **przedstawiać coś**

[4] **essentials** ɪ'senʃəlz **podstawy**

[5] **to make the most of sth** tə meɪk ðə məʊst ɒv 'sʌmθɪŋ **wykorzystać coś w pełni**

[6] **unnecessary** ʌn'nesəsərɪ **niepotrzebny, zbędny**

[7] **flexible work** 'fleksəbl wɜːk **elastyczne warunki zatrudnienia, elastyczna praca**

[8] **fixed part** fɪkst pɑːt **stała część**

[9] **remote** rɪ'məʊt **zdalny**

[10] **arrangement** ə'reɪndʒmənt *tu:* **porozumienie dotyczące wykonywanej pracy**

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

[12] **workforce** 'wɜːkfɔːs **siła robocza**

[13] **end point** end pɔɪnt *tu:* **cel sam w sobie**

[14] **baseline** 'beɪslaɪn *tu:* **standard wyjściowy, podstawa**

[15] **trip** trɪp **wycieczka**

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WORKING FROM ABROAD NOW SITS WELL WITHIN REACH, PARTICULARLY DURING THE SUMMER MONTHS.



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A WORD WORTH REMEMBERING

annual leave
/ˈænjʊəl liːv/
główny urlop wakacyjny

And we've seen it in our working lives, haven't we? A colleague adds a few working days onto the end of a trip[15]. Messages sent from strange time zones[16], or people logging in to Zoom calls with exotic looking backgrounds[17] that are actually real. What once felt exceptional[18] – working from abroad[19] – now sits well within reach[20], particularly during the summer months.

So how can you do it too?

Making it Work

The difference between a workation that works and one that doesn't is rarely the destination. It's the preparation[21] behind it. For short stays abroad, the fundamentals[22] are straightforward[23], but they need to be handled[24] deliberately[25].

The starting point is agreement[26] with your employer[27]. Even where remote work is offered as standard, working from another country should not be assumed[28]. Expectations[29] around availability[30], working hours and presence[31] in meetings need to be clear before your trip begins. Make sure that what feels informal[32] on your side

[16] **time zone** taɪm zəʊn **strefa czasowa**
[17] **background** ˈbækgraʊnd **tło**
[18] **exceptional** ɪkˈsepʃənl **wyjątkowy**
[19] **from abroad** frɒm əˈbrɔːd **z zagranicy**
[20] **to sit well within reach** tə sɪt wel wɪˈðɪn riːtʃ **być w zasięgu ręki, być na wyciągnięcie ręki**
[21] **preparation** ˌprepəˈreɪʃən **przygotowanie**
[22] **fundamentals** ˌfʌndəˈmentlz **podstawowe kwestie**
[23] **straightforward** streɪtˈfɔːwəd **jasny**
[24] **to handle sth** tə ˈhændlˈsʌmθɪŋ **podejść do czegoś w odpowiedni sposób, poradzić sobie z czymś**
[25] **deliberately** dɪˈlɪbərətlɪ ***tu:*** **w przemyślany sposób**
[26] **agreement** əˈgriːmənt **umowa**
[27] **employer** ɪmˈplɔɪə **pracodawca**
[28] **assumed** əˈsjuːmd **z góry założony**
[29] **expectations** ˌekspekˈteɪʃənz **oczekiwania**
[30] **availability** əˌveɪləˈbɪlətɪ **dyspozycyjność**
[31] **presence** ˈprezns **obecność**
[32] **to feel informal** tə fiːl ɪnˈfɔːml ***tu:*** **wydawać się, że coś nie jest żadnym problemem**
[33] **friction** ˈfrɪkʃən **tarcia, napięcie**

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does not create friction[33], or breach[34] your terms of employment[35].

Location comes next. Not every good holiday destination is a good place to work. Reliable[36] internet, a quiet working environment[37], and a manageable[38] time difference[39] tend to matter more than scenery once the working day starts. A short test, even a single day working away from home before travelling, often reveals what will and will not hold up[40] in practice.

Legal and administrative questions are usually simpler than expected for short stays within the European Union. For a few weeks abroad, most people remain within standard travel rules rather than entering more complex visa systems. But it's still important to know, and be able to show, how long you plan to stay and to keep within the limits that already apply[41].

Time, in particular[42], is now tracked[43] more precisely. Systems such as the EU's digital border controls[44] mean that movement is recorded automatically. In practice, this does not make short stays more difficult, but it does remove the margin[45] for guesswork[46] and will result in penalties[47] if you overstay[48].

Finally, there is the question of structure. Working away removes the routines[49] that normally support the working day. Without a commute[50], a fixed workplace, or even the rigidity[51] of your home office, boundaries[52] need to be set more consciously[53] when working abroad: when the day starts, where work happens, and when it stops. With that in mind, it's probably not a great idea to base yourself right next to the beach if you won't be able to resist[54] its allure[55].

Where to Work

Once the practicalities[56] are in place[57], the question of where to go becomes more focused[58]. The best workation locations are usually not major tourist centres, but smaller places with reliable infrastructure, reasonable[59] costs and enough to do outside working hours.

The Canary Islands are a strong option, because they combine good weather



[34] **to breach sth** tə briːtʃ ˈsʌmθɪŋ **naruszać coś**
[35] **terms of employment** tɜːmz ɒv ɪmˈplɔɪmənt **warunki zatrudnienia**
[36] **reliable** rɪˈlaɪəbl **niezawodny**
[37] **working environment** ˈwɜːkɪŋ ɪnˈvaɪərənmənt **środowisko pracy**
[38] **manageable** ˈmænɪdʒəbl ***tu:*** **do opanowania, do pogodzenia**
[39] **time difference** taɪm ˈdɪfrəns **różnica czasu**
[40] **to hold up** tə həʊld ʌp **sprawdzić się**
[41] **to apply** tʊ əˈplaɪ **mieć zastosowanie, być stosowanym, ustalonym**
[42] **in particular** ɪn pəˈtɪkjʊlə **w szczególności**
[43] **tracked** trækt ***tu:*** **monitorowany, sprawdzany**
[44] **border control** ˈbɔːdə kənˈtrəʊl **kontrola graniczna**
[45] **margin** ˈmɑːdʒɪn **margines**
[46] **guesswork** ˈgeswɜːk **domysły**
[47] **penalty** ˈpenltɪ **kara**
[48] **to overstay** tʊ ˈəʊvəˈsteɪ **zasiedzieć się**
[49] **routine** ruːˈtiːn **ustalony porządek, zwyczaj**
[50] **commute** kəˈmjuːt **dojazd do pracy**
[51] **rigidity** rɪˈdʒɪdətɪ ***tu:*** **sztywne ramy**
[52] **boundaries** ˈbaʊndərɪz **granice**
[53] **consciously** ˈkɒnʃəsli **świadomie**
[54] **to resist sth** tə rɪˈzɪst ˈsʌmθɪŋ **opierać się czemuś**
[55] **allure** əˈljʊə **urok, pokusa**
[56] **practicalities** ˌpræktɪˈkælətɪz **praktyczne aspekty, kwestie praktyczne**
[57] **to be in place** tə biː ɪn pleɪs **zostać załatwionym**
[58] **to become more focused** tə bɪˈkʌm mɔː ˈfəʊkəst **stawać się bardziej konkretnym**
[59] **reasonable** ˈriːznəbl **niewygórowany**
[60] **dependable** dɪˈpendəbl **godny zaufania**
[61] **coworking spaces** ˈkəʊˌwɜːkɪŋ ˈspeɪsɪz

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THE DIFFERENCE BETWEEN A WORKATION THAT WORKS AND ONE THAT DOESN'T IS RARELY THE DESTINATION. IT'S THE PREPARATION BEHIND IT.

with dependable[60] working conditions. In Fuerteventura, Corralejo is a common base for remote workers. It's a small town, but it has solid internet, coworking spaces[61], and plenty of short-term rentals[62]. After work, you've got direct access[63] to beaches, the

współdzielone przestrzenie do pracy

[62] **short-term rental** ˈʃɔːtˈtɜːm ˈrentl **najem krótkoterminowy**

[63] **direct access** daɪˈrekt ˈækses **swobodny dostęp**

[64] **sand dune** sænd djuːn **wydma piaskowa**

[65] **hiking route** ˈhaɪkɪŋ ruːt **szlak turystyczny**



How to Make Requests to your Employer

If you want to work away from the office, how you ask is important. A clear and simple request is more likely to be accepted.

- Start by being specific. Say exactly when you want to work away and for how long. For example: "I'd like to work remotely for three days next month, from 12 to 14 July."
- Show that your work will not be affected[1]. Explain how you will stay in contact and attend meetings. You could say: "I'll be available during normal working hours and can join all meetings as usual."
- Connect your request to what already exists. If you sometimes work from home, remind your employer of[2] this: "As I already work from home twice a week, I'd like to extend this for a short period."
- Choose the right time to ask. It's better to ask in advance[3] and during a quieter period, not at the last minute.
- Keep it small at first. Suggest trying it for a short time: "We could treat this as a trial and see how it works."
- Finally, be reliable. If your employer agrees, make sure everything runs smoothly. This makes it easier to ask again in the future.

[1] **to be affected** tə biː əˈfektɪd **być czymś dotkniętym**

[2] **to remind sb of sth** tə ˈrɪmaɪnd ˈsʌmbədɪ ɒv ˈsʌmθɪŋ **przypominać komuś o czymś**

[3] **in advance** ɪn ədˈvɑːns **z wyprzedzeniem**

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A SHORT, WELL-MANAGED PERIOD OF WORKING AWAY IS OFTEN ENOUGH TO BUILD TRUST AND MAKE FUTURE REQUESTS EASIER.

Corralejo sand dunes[64], and hiking routes[65] like Calderón Hondo volcano. Flights from Poland are often under EUR 150 return[66], and accommodation[67] typically sits around[68] EUR 60-80 per night.

Lanzarote offers a similar setup[69], but with more variety[70] in what you can do outside work. Around Arrecife, internet speeds and coworking spaces are reliable, and it's easy to organise a working routine. When you finish for the day, there are clear options: Timanfaya National Park, coastal cycling routes[71], lava caves[72] and the César Manrique-designed sites across the island. Manrique, a Lanzarote-born artist and architect, shaped much of what the island looks like today. Rather than building over the landscape[73], his projects work with it, using volcanic rock, natural light and existing cave systems. Sites such as Jameos del Agua and the Mirador del Río are designed as part cultural space, part viewpoint[74], giving you somewhere to go after work that feels specific to the island, rather than interchangeable[75] with any other beach destination. Flights can be very cheap with low-cost airlines[76], and accommodation ranges from budget[77] hostels to mid-range hotels under EUR 200 per night.

If you prefer a city, Tallinn is one of the easiest places in Europe to work remotely. Internet is fast and stable, coworking spaces are easy to find, and everything is close together. Outside work, you can explore the Old Town, walk along the Baltic coast, or visit nearby forests and national parks[78]. Flights from Poland are often under EUR 50 one way, and accommodation can start from around EUR 50 per night outside peak season[79].



Tbilisi gives you a different setup. It's outside the EU, but Polish citizens[80] can stay without a visa, which makes it straightforward for short trips. The city has good internet, a growing number of coworking spaces and much lower living costs[81] than most of Europe. After work, you've got the Old Town, thermal baths[82], local food and wine, and easy weekend trips to the mountains or the Kakheti wine region.

66 **return** rɪ'tɜ:n **bilet w obie strony**
67 **accommodation** ə,kɒmə'deɪʃən **zakwaterowanie**
68 **to sit around X** tə sɪt ə'raʊnd eks ***tu:*** **wynosić około, oscylować wokół X**
69 **setup** 'setʌp ***tu:*** **warunki**
70 **variety** və'raɪətɪ **różnorodność**
71 **cycling route** 'saɪklɪŋ ru:t **trasa rowerowa**
72 **lava cave** 'lɑ:və keɪv **jaskinia lawowa**
73 **landscape** 'lændskeɪp **krajobraz**
74 **viewpoint** 'vju:pɔɪnt **punkt widokowy**
75 **interchangeable** ˌɪntə'tʃeɪndʒəbl **nie dający się zastąpić (czymś innym)**
76 **low-cost airlines** ˌləʊ 'kɒst 'eəlaɪnz **tanie linie lotnicze**
77 **budget** 'bʌdʒɪt ***tu:*** **tani**
78 **national park** 'næʃənl pɑ:k **park narodowy**
79 **peak season** pi:k 'si:zn **sezon, szczyt sezonu**
80 **citizen** 'sɪtɪzn **obywatel**
81 **living costs** 'lɪvɪŋ kɒsts **koszty życia, koszty utrzymania**
82 **thermal bath** 'θɜ:məl bɑ:θ **łaźnia termalna**
83 **adjustment** ə'dʒʌstmənt **zmiana, przystosowanie**

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Flights are usually around EUR 200 return, and accommodation is often under EUR 70 per night.

Closer to home, Ljubljana in Slovenia is a practical option if you don't want a long flight or a big adjustment[83]. The city is small, clean, and easy to navigate, with reliable internet and a few coworking spaces. After work, you can walk the old town, use the riverside cafes, or take short trips to places like Lake Bled or the Postojna caves. Flights from Poland are typically under EUR 100 one way, and accommodation ranges from around EUR 55 for budget options to mid-range hotels at higher prices.

What these places have in common[84] is that they work on a day-to-day level[85]. You can get online without problems, find somewhere quiet to work, and still have clear options for what to do once you log off[86].

Work from Home

Not everyone has the option to work from abroad, or even to work from home regularly. In many roles, office attendance[87] is still expected[88], even if some flexibility exists. That does not mean the idea has to be dropped[89] entirely. In most cases[90], it can be tested on a smaller scale.

The easiest way to approach[91] it is to start with something limited[92] and specific[93]. Rather than asking to "work remotely for a few weeks", it is usually more effective to propose a short, defined period[94], for example, two or three days attached to[95] annual leave[96]. This keeps the request[97] manageable and easier to approve[98].

Clarity[99] helps. Employers are more likely to agree if they can see that the working setup will hold. That means being ready to explain how you will stay available[100], how meetings will be handled[101], and how your output[102] will be maintained[103]. If your role already includes some remote work, position it as an extension[104] of what you are already doing, not a completely new arrangement.

Timing also matters. Quieter periods, or weeks when fewer in-person[105] meetings are scheduled[106], are easier starting points. If your work is project-based, it can help to link the request to[107] a specific phase where location is less critical[108].

It is also worth[109] treating the first attempt[110] as a trial[111]. A short, well-managed period of working away is often enough to build trust[112] and make future requests easier. If it runs smoothly[113], it shifts[114] the conversation from "Can I do this?" to "When can I do this again?"

For many people, that is how it starts, not with a long stay abroad, but with a few working days away from the office that prove[115] the arrangement works.

[84] **to have sth in common** tə hæv ˈsʌmθɪŋ ɪn ˈkɒmən **mieć ze sobą coś wspólnego**
[85] **to work on a day-to-day level** tə wɜːk ɒn ə deɪ tə deɪ ˈlevl **sprawdzać się, zdawać egzamin na co dzień**
[86] **to log off** tə lɒg ɒf **wylogować się, zakończyć pracę (danego dnia)**
[87] **attendance** əˈtendəns **obecność**
[88] **expected** ɪksˈpektɪd **oczekiwany**
[89] **dropped** drɒpt **porzucony, zarzucony**
[90] **in most cases** ɪn məʊst ˈkeɪsɪz **w większości przypadków**
[91] **to approach sth** tʊ əˈprəʊtʃ ˈsʌmθɪŋ **podejść do czegoś**
[92] **limited** ˈlɪmɪtɪd **ograniczony, na małą skalę**
[93] **specific** spəˈsɪfɪk **sprecyzowany, konkretny**
[94] **period** ˈpɪərɪəd **okres**
[95] **attached to sth** əˈtætʃt tə ˈsʌmθɪŋ **połączony z czymś**
[96] **annual leave** ˈænjʊəl liːv **główny urlop wakacyjny**
[97] **request** rɪˈkwest **wniosek**
[98] **to approve sth** tʊ əˈpruːv ˈsʌmθɪŋ **zatwierdzać, akceptować coś**
[99] **clarity** ˈklærətɪ **jasność, klarowność**
[100] **to stay available** tə steɪ əˈveɪləbl **być dostępnym, pozostać dostępnym**
[101] **to be handled** tə biː ˈhændld ***tu:*** **być przeprowadzanym**
[102] **output** ˈaʊtpʊt **wyniki pracy**
[103] **to be maintained** tə biː meɪnˈteɪnd ***tu:*** **być utrzymanym na tym samym poziomie**
[104] **extension** ɪksˈtenʃən **rozwinięcie, poszerzenie**
[105] **in-person** ˌɪn ˈpɜːsn **twarzą w twarz, bezpośredni**
[106] **scheduled** ˈʃedjuːld **zaplanowany, wyznaczony**
[107] **to link sth to sth** tə lɪŋk ˈsʌmθɪŋ tə ˈsʌmθɪŋ **łączyć, wiązać coś z czymś**
[108] **critical** ˈkrɪtɪkəl ***tu:*** **istotny, decydujący**
[109] **worth** wɜːθ **warto**
[110] **attempt** əˈtempt **podejście, próba**
[111] **trial** ˈtraɪəl **test**
[112] **to build trust** tə bɪld trʌst **zbudować zaufanie**
[113] **smoothly** ˈsmuːðlɪ **gładko, płynnie**
[114] **to shift sth** tə ʃɪft ˈsʌmθɪŋ **zmieniać coś**
[115] **to prove sth** tə pruːv ˈsʌmθɪŋ **udowadniać coś, dowodzić czegoś**



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Eileen Gu – Pushing the Boundaries[1]

Is she American, Chinese, a sportswoman, a celebrity, a model, or a brand ambassador[2]? Yes, to all the above, but her spectacular rise[3] is not without controversy.

Eileen Gu was born in San Francisco in 2003 to an American father and a Chinese mother. Her upbringing[4] was strongly influenced[5] by her mother, Gu Yan, a former[6] ski instructor. It is said that Eileen started skiing at the tender age[7] of three. Winters were often spent in Lake Tahoe, about four hours away in the Sierra Nevada mountains. These were the first tentative[8] steps on her path[9] to future Olympic glory[10].

Soon, she was entering regional and national junior freestyle (*see Freestyle Skiing[11] Explained*) events[12] in California and across the United States. She dominated each junior age category domestically[13] and made rapid progress through the national development system[14]. By the time she stepped onto the World Cup[15] stage[16] in 2018, she was already a multiple[17] national junior winner, experienced at competing against and beating older athletes[18].

She stepped up to[19] international competition in the 2018-19 season, representing the United States on the International Ski and Snowboard Federation (FIS) World Cup[20] circuit[21]. Still only 15, she made a splash[22], winning a World Cup slopestyle[23] event in Seiser Alm, Italy, in January 2019. At that point, she was widely regarded[24] as one of the most promising[25] (American)

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SHE DOMINATED EACH JUNIOR AGE CATEGORY.

[1] **to push the boundaries** tə pʊʃ ðə 'baʊndərɪz **przekraczać granice, przesuwać granice**
[2] **brand ambassador** brænd æm'bæsədə **ambasador marki**
[3] **rise** raɪz ***tu:*** **wzrost popularności**
[4] **upbringing** 'ʌpˌbrɪŋɪŋ **wychowanie**
[5] **to influence sth** tʊ 'ɪnflʊəns 'sʌmθɪŋ **mieć wpływ na coś**
[6] **former** 'fɔ:mə **były**
[7] **tender age** 'tendər eɪdʒ **młody wiek**
[8] **tentative** 'tentətɪv **nieśmiały**
[9] **path** pɑ:θ **ścieżka**
[10] **glory** 'glɔ:rɪ **chwała, sława**
[11] **freestyle skiing** 'fri:staɪl 'ski:ɪŋ **narciarstwo dowolne**
[12] **event** ɪ'vent ***tu:*** **zawody**
[13] **domestically** də'mestɪkli **w kraju**
[14] **national development system** 'næʃənl dɪ'veləpmənt 'sɪstəm **krajowy system szkolenia**
[15] **world cup** wɜ:ld kʌp **puchar świata**
[16] **stage** steɪdʒ **etap**
[17] **multiple** 'mʌltɪpl **wielokrotny**
[18] **athlete** 'æθli:t **sportowiec**
[19] **to step up to sth** tə step ʌp tə 'sʌmθɪŋ **awansować**
[20] **International Ski and Snowboard Federation World Cup** ˌɪntə'næʃənl ski: ənd snəʊbɔ:d ˌfedə'reɪʃən wɜ:ld kʌp **Puchar Świata Międzynarodowej Federacji Narciarskiej i Snowboardowej**
[21] **circuit** 'sɜ:kɪt ***tu:*** **cykl**
[22] **to make a splash** tə meɪk ə splæʃ **wzbudzić sensację, odnieść duży sukces**
[23] **slopestyle** 'sləʊpstaɪl **dyscyplina sportów zimowych (narciarstwa dowolnego oraz snowboardingu), a także rowerowych (MTB), która polega na przejeździe po specjalnie przygotowanym torze przeszkód**

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Eileen Gu

young freestyle skiers in the world.

A Surprising Move[26]

A few months later, in June 2019, she made a pivotal[27] decision, announcing[28] that she was switching allegiance[29] to compete for China. This would give her time to prepare with[30] the Chinese training set-up[31] for three years leading up to the Beijing Winter Olympics in 2022. She speaks Mandarin and feels as much at home in China as in the USA.

She presented this not as a rejection[32] of the United States, but as an opportunity to inspire millions in China, where she believed her impact would be far greater. In particular, she wanted to be a role model[33] for young Chinese girls.

Interestingly, at the time, it didn't raise too many eyebrows[34], but her subsequent[35] success in Beijing, winning two gold medals, in big air and halfpipe, and a silver in slopestyle, brought her into the wider public glare[36].

Current[37] Vice President JD Vance voiced a widely held[38] Republican view, suggesting that athletes who have benefited from the American system should represent it, adding that he would "root for[39] *American athletes… who identify themselves as Americans.*" Others were less restrained[40], with some critics branding[41] her a traitor[42].

Undeterred[43], she continued to compete on behalf of[44] China, picking up[45] a further two silvers and a gold medal at the 2026 Winter Olympics in Milan-Cortina, Italy.

However, as they say in show business, there is no such thing as bad publicity[46], and if anything, her notoriety[47] only made her more marketable[48] in both the United States and China.

Building a Global Brand[49]

If Eileen Gu has excelled in[50] sport, her commercial success is equally striking[51]. She earns an estimated[52] USD 23 million a year from endorsements[53], driven by a rare[54] mix of athletic

[24] **widely regarded** 'waɪdli rɪ'gɑ:dɪd **powszechnie uznawany**
[25] **promising** 'prɒmɪsɪŋ **obiecujący, dobrze się zapowiadający**
[26] **surprising move** sə'praɪzɪŋ mu:v **zaskakujący ruch**
[27] **pivotal** 'pɪvətl **kluczowy**
[28] **to announce** tʊ ə'naʊns **ogłaszać**
[29] **allegiance** ə'li:dʒəns ***tu:*** **przynależność reprezentacyjna**
[30] **to prepare with sth** tə prɪ'peə wɪð 'sʌmθɪŋ **przygotować się w ramach czegoś**
[31] **training set-up** 'treɪnɪŋ 'setʌp **program szkoleniowy**
[32] **rejection** rɪ'dʒekʃən **odrzucenie**
[33] **role model** rəʊl 'mɒdl **wzór do naśladowania**
[34] **to raise eyebrows** tə reɪz 'aɪbraʊz **wywołać poruszenie**
[35] **subsequent** 'sʌbsɪkwənt **późniejszy**
[36] **to bring sb into the wider public glare** tə brɪŋ 'sʌmbədɪ 'ɪntʊ ðə 'waɪdə 'pʌblɪk gleə **spowodować, że kimś zainteresowała się bardziej opinia publiczna i media**
[37] **current** 'kʌrənt **obecny**
[38] **widely held** 'waɪdli held **szeroko rozpowszechniony**
[39] **to root for sb** tə ru:t fə 'sʌmbədɪ **kibicować komuś**
[40] **restrained** rɪs'treɪnd **powściągliwy**
[41] **to brand sb** tə brænd 'sʌmbədɪ ***tu:*** **napiętnować kogoś**
[42] **traitor** 'treɪtə **zdrajca**
[43] **undeterred** ˌʌndɪ'tɜ:d **niezrażony**
[44] **on behalf of X** ɒn bɪ'hɑ:f ɒv eks ***tu:*** **pod flagą X**
[45] **to pick up sth** tə pɪk ʌp 'sʌmθɪŋ ***tu:*** **zdobywać coś**
[46] **there is no such thing as bad publicity** ðeər ɪz nəʊ sʌtʃ θɪŋ əz bæd pʌb'lɪsətɪ **nieważne, jak mówią, ważne, żeby mówili**
[47] **notoriety** ˌnəʊtə'raɪətɪ **rozgłos**
[48] **marketable** 'mɑ:kɪtəbl ***tu:*** **atrakcyjny dla sponsorów**
[49] **global brand** 'gləʊbəl brænd **globalna marka**
[50] **to excel in sth** tʊ ɪk'sel ɪn 'sʌmθɪŋ **wyróżniać się w czymś, przodować w czymś**

Freestyle Skiing Explained

Freestyle skiing is a form of skiing focused on tricks, jumps and style. Athletes perform aerial[1] manoeuvres and acrobatics, spins[2] and flips[3], and are judged on execution[4], difficulty[5] and creativity.

Olympic History

Freestyle skiing was introduced to the Winter Olympics as a demonstration sport[6] in 1988 and became a full medal sport in 1992. Newer disciplines such as slopestyle and halfpipe were added later (2014), going from a youth cult to recognised[7] sporting discipline.

Main Freestyle Disciplines

- Slopestyle – Skiers descend[8] a course[9] filled with rails[10], boxes and jumps, performing tricks on each feature. Judges score the overall run, including variety[11] and flow[12].
- Big Air – A single, very large jump where the skier performs one highly complex trick. This is about maximum difficulty and perfect execution.
- Halfpipe – Competitors ski back and forth[13] inside a U-shaped snow structure, launching into the air on each side to perform a sequence of tricks. Height, amplitude[14] and consistency[15] are judged.

[1] **aerial** 'eərɪəl **w powietrzu**
[2] **spin** spɪn **obrót**
[3] **flip** flɪp **salto**
[4] **execution** ˌeksɪ'kju:ʃən **wykonanie**
[5] **difficulty** 'dɪfɪkəltɪ **poziom trudności**
[6] **demonstration sport** ˌdemən'treɪʃən spɔ:t **dyscyplina pokazowa**
[7] **recognised** 'rekəgnaɪzd **uznany**
[8] **to descend** tə dɪ'send **zjeżdżać**
[9] **course** kɔ:s **trasa**
[10] **rail** reɪl **poręcz**
[11] **variety** və'raɪətɪ **różnorodność**
[12] **flow** fləʊ **płynność**
[13] **back and forth** bæk ænd fɔ:θ **tam i z powrotem**
[14] **amplitude** 'æmplɪtju:d ***tu:*** **wysokość skoków**
[15] **consistency** kən'sɪstənsɪ **spójność**

INFOBOX

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Eileen Gu

IN JUNE 2019, SHE ANNOUNCED THAT SHE WAS SWITCHING ALLEGIANCE TO COMPETE FOR CHINA.

credibility[55] and cross-cultural appeal[56].

She maintains a very active, hands-on[57] commercial schedule[58], not just a passive "face" of brands, but a working model, campaign figure and event ambassador. For example:

Fashion campaigns and modelling work – With brands such as Louis Vuitton and Victoria's Secret, she participates in[59] or headlines[60] in full-scale[61] fashion campaigns.

- Editorial-style[62] photo shoots[63] for seasonal collections (often shot in Paris, New York or Shanghai)
- Appearing in global advertising campaigns[64] – print, digital and billboard
- Walking or attending[65] major fashion events, including Paris Fashion Week
- Modelling ready-to-wear[66] and, in some cases, athleisure[67] and swimwear lines (particularly with Victoria's Secret's more lifestyle-focused branding)

Brand ambassador roles and public appearances[68] – For China Mobile and Tiffany & Co., she takes on corporate and promotional activities. In China, especially, these appearances are significant media events, often going viral[69] on social platforms.

- Attending high-profile product launches[70] and press events[71] in cities such as

[51] **striking** 'straɪkɪŋ **uderzający**
[52] **estimated** 'estɪmeɪtɪd **szacowany, przybliżony**
[53] **endorsement** ɪn'dɔ:smənt **kontrakt sponsorski**
[54] **rare** reə **rzadki**
[55] **credibility** ˌkrədɪ'bɪlətɪ **wiarygodność**
[56] **appeal** ə'pi:l **atrakcyjność**
[57] **hands-on** ˌhændz 'ɒn **bezpośredni**
[58] **commercial schedule** kə'mɜ:ʃəl 'ʃedju:l **harmonogram komercyjnych zleceń, plan działań reklamowych**
[59] **to participate in sth** tə pɑ:'tɪsɪpeɪt ɪn 'sʌmθɪŋ **brać w czymś udział**
[60] **to headline sth** tə 'hedlaɪn 'sʌmθɪŋ **być główną twarzą czegoś**
[61] **full-scale** 'fʊl'skeɪl **na pełną skalę**
[62] **editorial-style** ˌedɪ'tɔ:rɪəl staɪl ***tu:*** **artystyczny**
[63] **photo shoot** 'fəʊtəʊ ʃu:t **sesja zdjęciowa**
[64] **advertising campaign** 'ædvətaɪzɪŋ kæm'peɪn **kampania reklamowa**
[65] **to attend sth** tʊ ə'tend 'sʌmθɪŋ **brać udział w czymś**
[66] **ready-to-wear** 'redɪtə'weə **gotowy do noszenia, prêt-à-porter**
[67] **athleisure** æθ'leʒə(r) **odzież sportowa noszona na co dzień (ubrania, które są wystarczająco wygodne do ćwiczeń, ale jednocześnie na tyle stylowe, by wyjść w nich na miasto - np. leggingsy, markowe bluzy, dopasowane topy)**
[68] **public appearance** 'pʌblɪk ə'pɪərəns **wystąpienie publiczne**

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Beijing and Shanghai
- Featuring[72] in television and online advertising campaigns
- Participating in brand storytelling[73] campaigns, often centred on youth[74], innovation or female empowerment[75]
- Appearing at VIP customer events and private brand showcases[76]

Sports and lifestyle partnerships[77] – With Red Bull, her work is closer to her athletic identity[78], but in highly produced[79] videos and choreographed events.
- Filming branded action content[80] – training clips, behind-the-scenes footage[81], and stylised ski films
- Appearing in global marketing campaigns tied to extreme sports culture
- Taking part in sponsored events and promotional tours[82]

These projects blur the line[83] between sport and entertainment[84], turning her sporting expertise[85] into highly marketable branded content.

Media and Magazine Presence[86]

Her appearances[87] in publications[88] such as Vogue and Time incorporate[89] multiple-page spreads[90] of images and in-depth[91], 'getting-to-know-you' interviews[92].
- Cover shoots[93] styled by leading fashion editors
- Long-form profile interviews positioning her as a cultural icon
- Features tied to major moments (Olympics, fashion campaigns, or social themes)

These features help build the brand, reinforcing[94] her image as intelligent, international and commercially versatile[95].

Travel and Visibility[96]

- Training in the USA, China and Europe
- Competing globally during the ski season
- Travelling to Paris, Milan, New York or Shanghai for campaigns and events
- Attending brand activations[97] and media appearances in China, her key commercial market

A Foot in Both Camps[98]

Eileen Gu is to some extent[99] following in the footsteps[100] of David Beckham and Cristiano Ronaldo, both of whom have moved away from the association with[101] their core[102] sport to create a broader personal brand[103]. Currently, she has no personally branded products as Serena Williams does, but maybe that could be the next logical move.

What she does have is appeal in both Western and Chinese markets, giving her and her clients massive exposure[104] and revenue[105] potential. Deciding to compete for China has turned out to be serendipitous[106], but her success is not just down to luck[107]. Above, she has applied her self-disciplined work ethic to show girls and women around the world that anything is possible when you put your mind to[108] it.

As she gets older, she may become less competitive on the freestyling circuit, but given her track record[109] as a serial winner on and off the slopes[110], she is sure to go on to greater things.

[69] **to go viral** tə gəʊ 'vaɪərəl **rozprzestrzeniać się szybko, zyskać wielką popularność**
[70] **product launch** 'prɒdʌkt lɔ:ntʃ **wprowadzenie produktu na rynek**
[71] **press event** pres ɪ'vent **konferencja prasowa**
[72] **to feature in sth** tə 'fi:tʃə ɪn 'sʌmθɪŋ **występować w czymś**
[73] **storytelling** 'stɔ:ritelɪŋ **marketing narracyjny**
[74] **youth** ju:θ **młodzież**
[75] **female empowerment** 'fi:meɪl ɪm'paʊəmənt **upodmiotowienie kobiet**
[76] **showcase** 'ʃəʊkeɪs **pokaz**
[77] **partnership** 'pɑ:tnəʃɪp **partnerstwo, związek**
[78] **identity** aɪ'dentətɪ **tożsamość**
[79] **highly produced** 'haɪlɪ 'prɒdju:st **wysokiej jakości, wysokobudżetowy**
[80] **content** 'kɒntent **treść**
[81] **behind-the-scenes footage** bɪ'haɪnd ðə si:nz 'fʊtɪdʒ **materiały zza kulis**
[82] **promotional tour** prə'məʊʃənl tʊə **trasa promocyjna**
[83] **to blur the line** tə blɜ: ðə laɪn **zacierać granice**
[84] **entertainment** ˌentə'teɪnmənt **rozrywka**
[85] **expertise** ˌekspɜ:'ti:z ***tu:*** **wiedza, doświadczenia, umiejętności**
[86] **presence** 'prezns **obecność**
[87] **appearance** ə'pɪərəns ***tu:*** **obecność**
[88] **publication** ˌpʌblɪ'keɪʃən **publikacja**
[89] **to incorporate sth** tʊ ɪn'kɔ:pəreɪt 'sʌmθɪŋ **zawierać coś**
[90] **spread** spred **rozkładówka**
[91] **in-depth** ˌɪn 'depθ **dogłębny, szczegółowy**
[92] **interview** 'ɪntəvju: **wywiad**
[93] **cover shoot** 'kʌvə ʃu:t **okładka, zdjęcie okładkowe**
[94] **to reinforce sth** tə ˌri:ɪn'fɔ:s 'sʌmθɪŋ **umacniać, wzmacniać coś**
[95] **versatile** 'vɜ:sətaɪl **uniwersalny, wszechstronny**
[96] **visibility** ˌvɪzɪ'bɪlətɪ ***tu:*** **widoczność**
[97] **brand activation** brænd ˌæktɪ'veɪʃn **aktywacja marki (działania mające na celu budowanie świadomości marki poprzez bezpośrednie doświadczenia konsumentów)**
[98] **to have a foot in both camps** tə hæv ə fʊt ɪn bəʊθ kæmps ***tu:*** **łączyć dwa światy, działać na dwóch płaszczyznach**
[99] **to some extent** tə sʌm ɪks'tent **do pewnego stopnia**
[100] **to follow in the footsteps** tə 'fɒləʊ ɪn ðə 'fʊtsteps **iść śladami**
[101] **association with sth** əˌsəʊsɪ'eɪʃən wɪð 'sʌmθɪŋ **skojarzenie z czymś**
[102] **core** kɔ: ***tu:*** **kluczowy, zasadniczy**
[103] **personal brand** 'pɜ:snl brænd **marka osobista**
[104] **exposure** ɪks'pəʊʒə **rozgłos, widoczność medialna**
[105] **revenue** 'revənju: **przychody**
[106] **serendipitous** ˌserən'dɪpətəs **sprawiający miłą niespodziankę, mile zaskakujący**
[107] **down to luck** daʊn tə lʌk **wynik szczęścia**
[108] **to put your mind to sth** tə pʊt jə maɪnd tə 'sʌmθɪŋ **przyłożyć się do czegoś**
[109] **track record** træk 'rekɔ:d **osiągnięcia**
[110] **slope** sləʊp **stok**

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Quince – Cashing in on[1] Affordable[2] Luxury

Most products are luxury and pricy[3], or cheap and cheerful[4]. Quince sells luxury goods at knockdown prices[5], and turns a handsome profit[6], too – we find out how.

[1] **to cash in on sth** tə kæʃ ɪn ɒn ˈsʌmθɪŋ **zarabiać na czymś**
[2] **affordable** əˈfɔːdəbl **przystępny cenowo**
[3] **pricy** ˈpraɪsi **drogi**
[4] **cheap and cheerful** tʃiːp ənd ˈtʃɪəfʊl **bezpretensjonalny (tani, ale dość dobrej jakości)**
[5] **knockdown prices** ˈnɒkˈdaʊn ˈpraɪsɪz **bardzo niskie ceny**
[6] **to turn a handsome profit** tə tɜːn ə ˈhænsəm ˈprɒfɪt **osiągać pokaźny zysk**

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In the bustling[7] world of fashion start-ups, few stories are as striking[8] as that of Quince. The California-based direct-to-consumer[9] brand has turned a simple idea into a global fashion phenomenon.

The idea began with Siddhartha (aka[10] Sid) Gupta and his wife, Zunu Mittal. On trips with their young family, they kept noticing that the luxury linens[11], towels and bedding[12] in high-end[13] hotels felt far better than the more modest[14] type they had at home, and yet, the materials weren't that different. Gupta, a former[15] Wall Street analyst turned entrepreneur[16] who had built and scaled[17] Lolli and Pops' speciality stores[18], paired his retail[19] and supply-chain[20] instincts with Mittal's tech-savvy[21] background[22] in software engineering[23] and operations. What sparked an idea on a hotel bed became a manifesto[24]: quality[25] need not cost luxury prices if you rethink how products are made and sold.

Gupta and Mittal then brought in two trusted collaborators[26] whose strengths completed the founding team: Sourabh Mahajan, a technical lead[27] with significant experience in building scalable systems, and Becky Mortimer, a seasoned[28] sourcing[29] and product development[30] expert.

Quince's Flagship[31]: The USD 50 Cashmere[32] Sweater

When Quince launched out of beta[33] in 2020 (See Alpha, Beta Explainer), it did so with a single, audacious[34] product: a cashmere sweater priced at just USD 50. Far from being a one-off[35], loss leader[36] (See definition), this sweater was the company's manifesto in wool[37]. In an industry[38] where a cashmere sweater often retails for USD 250 or more, the USD 50 piece[39] announced to the world that Quince was rewriting the rules[40]. It wasn't just affordable; it was quality without compromise. Social media caught fire[41], with early adopters[42] reviewing[43] and live-streaming[44] as they unboxed[45] and put on the sweater. Overnight, Quince went from a quietly beta-tested startup to a brand making a loud noise on the fashion radar.

Quince did not invent the idea of selling directly to consumers. Brands such as Everlane, and Warby Parker had already shown that bypassing[46] traditional retail channels could cut prices and build closer relationships[47] with customers. What Quince did was to push that logic further, applying it to[48] luxury-grade basics[49] produced at scale, using a manufacturer-to-consumer (M2C) model, working directly with factories. The aim[50] was simple: remove[51] every unnecessary[52] layer[53] between the maker and the customer.

THE CASHMERE SWEATER MAY HAVE PUT QUINCE ON THE MAP, BUT IT WAS NEVER MEANT TO STAND ALONE.

[7] **bustling** 'bʌslɪŋ **tętniący życiem**
[8] **striking** 'straɪkɪŋ **imponujący**
[9] **direct-to-consumer** dɪˌrekt tə kən'sju:mə(r) **model biznesowy, w którym firma sprzedaje swoje produkty bezpośrednio klientowi końcowemu, całkowicie omijając pośredników**
[10] **aka = also known as** ˌeɪ keɪ 'eɪ 'ɔ:lsəʊ nəʊn æz **znany także jako**
[11] **linen** 'lɪnɪn **pościel**
[12] **bedding** 'bedɪŋ **pościel**
[13] **high-end** 'haɪ end **luksusowy**
[14] **modest** 'mɒdɪst **skromny**
[15] **former** 'fɔ:mə **były**
[16] **entrepreneur** ˌɒntrəprə'nɜ: **przedsiębiorca**
[17] **to scale** tə skeɪl **skalować**
[18] **speciality store** ˌspeʃɪ'ælətɪ stɔ: **sklep specjalistyczny, branżowy, skupiający się na konkretnej kategorii produktów, *tu:* cukiernia**
[19] **retail** 'ri:teɪl **detaliczny**
[20] **supply-chain** sə'plaɪ tʃeɪn **łańcuch dostaw**
[21] **tech-savvy** ˌtek 'sævi **obeznany technicznie, obyty z techniką**
[22] **background** 'bækgraʊnd ***tu przen.:*** **zaplecze, wiedza, doświadczenie**
[23] **software engineering** 'sɒftweər ˌendʒɪ'nɪərɪŋ **inżynieria oprogramowania**
[24] **manifesto** ˌmænɪ'festəʊ **manifest, deklaracja**
[25] **quality** 'kwɒlətɪ **jakość**
[26] **collaborator** kə'læbəreɪtə **współpracownik**
[27] **technical lead** 'teknɪkəl li:d **osoba biorąca na siebie odpowiedzialność za decyzje technologiczne**
[28] **seasoned** 'si:zɒnd **doświadczony**
[29] **sourcing** 'sɔ:sɪŋ **proces pozyskiwania dostawców, surowców lub produktów**
[30] **product development** 'prɒdʌkt dɪ'veləpmənt **proces rozwoju produktu**
[31] **flagship** 'flægʃɪp **sztandarowy produkt**
[32] **cashmere** kæʃ'mɪə **kaszmirowy**
[33] **to launch out of beta** tə lɔ:ntʃ aʊt ɒv 'bi:tə **zakończyć testy, wyjść z fazy beta**
[34] **audacious** ɔ:'deɪʃəs **odważny, śmiały**
[35] **one-off** ˌwʌn 'ɒf **jednorazowy**
[36] **loss leader** lɒs 'li:də **towar sprzedawany po niższej cenie w celach reklamowych, produkt, na którym firma bezpośrednio nie zarabia (lub wręcz dokłada do interesu), aby przyciągnąć klienta do sklepu**
[37] **wool** wʊl **wełna**
[38] **industry** 'ɪndəstrɪ **branża**
[39] **piece** pi:s ***tu:*** **artykuł, produkt**
[40] **to rewrite the rules** tə 'ri:'raɪt ðə ru:lz **tworzyć nowe reguły gry**
[41] **to catch fire** tə kætʃ 'faɪə ***tu:*** **oszaleć na punkcie czegoś, zawrzeć**
[42] **early adopters** 'ɜ:lɪ ə'dɒptes **osoby, które jako pierwsze kupują i testują nowinki technologiczne lub modowe**
[43] **to review sth** tə rɪ'vju: 'sʌmθɪŋ **recenzować, oceniać coś**
[44] **to live-stream sth** tə 'laɪv stri:m 'sʌmθɪŋ **transmitować coś na żywo**
[45] **to unbox sth** tu ˌʌn'bɒks 'sʌmθɪŋ **wyjmować coś z pudełka**
[46] **to bypass sth** tə 'baɪpɑ:s 'sʌmθɪŋ **omijać coś**
[47] **relationship** rɪ'leɪʃənʃɪp **więź**
[48] **to apply sth to sth** tʊ ə'plaɪ 'sʌmθɪŋ tə 'sʌmθɪŋ **zastosować coś do czegoś**
[49] **basics** 'beɪsɪks ***tu:*** **produkty bazowe, podstawowe elementy garderoby**
[50] **aim** eɪm **cel**
[51] **to remove sth** tə rɪ'mu:v 'sʌmθɪŋ **usuwać coś**
[52] **unnecessary** ʌn'nesəsərɪ **niepotrzebny**
[53] **layer** 'leɪə **warstwa**
[54] **real-time** ˌri:əl 'taɪm **w czasie rzeczywistym**

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A WORD WORTH REMEMBERING

to ramp up sth
/tə ræmp ʌp ˈsʌmθɪŋ/
zwiększyć coś

Loss Leader

A loss leader is a product sold at a loss to attract customers, who then buy other higher-margin[1] items, allowing the business to make an overall profit[2].

[1] **margin** ˈmɑːdʒɪn **marża**
[2] **overall profit** ˈəʊvərɔːl ˈprɒfɪt **całkowity zysk**

INFOBOX



Beyond Knitwear[73]: Building a Lifestyle Brand

The cashmere sweater may have put Quince on the map[74], but it was never meant to stand alone[75]. Once the concept proved itself, the company quickly expanded to other categories built on the same principles[76]: high-quality materials, simplified[77] supply chains and prices that undercut[78] conventional luxury retail. Linen shirts[79], silk[80] tops, tailored[81] trousers and bedding soon followed, each reinforcing[82] Quince's central proposition – what the company calls "direct-from-factory luxury."

From there, the range widened rapidly. Today Quince sells apparel[83] for men, women and children; accessories such as jewellery[84] and bags; home goods[85]

Technology plays a central role. Real-time[54] demand data[55], increasingly analysed through AI-driven[56] forecasting[57] tools, allows Quince to produce small batches[58], test styles with customers, then ramp up[59] production only once demand is confirmed. The result is a supply chain that moves far faster than traditional fashion. Production cycles[60] shrink[61] from months to weeks, stock[62] risk falls, and wasteful[63] overproduction[64] becomes far less likely.

The USD 50 cashmere sweater became the clearest demonstration of how this system could work. Cashmere is one of fashion's most recognisable[65] luxury materials, yet Quince managed to offer it at a price point[66] that seemed implausible[67] by traditional standards. By sourcing directly from specialist mills[68] and eliminating the retail mark-ups[69] that usually inflate[70] prices, the company turned a luxury staple[71] into an everyday purchase[72].

[55] **demand data** dɪˈmɑːnd ˈdeɪtə **dane o zapotrzebowaniu, popycie**
[56] **AI-driven** ˌeɪ ˈaɪ ˈdrɪvn **oparty na sztucznej inteligencji**
[57] **forecasting** ˈfɔːkɑːstɪŋ ***tu:*** **prognozujący**
[58] **batch** bætʃ **partia**
[59] **to ramp up sth** tə ræmp ʌp ˈsʌmθɪŋ **zwiększyć coś**
[60] **production cycle** prəˈdʌkʃən ˈsaɪkl **cykl produkcyjny**
[61] **to shrink** tə ʃrɪŋk **zmniejszać się**
[62] **stock** stɒk **zapas, asortyment**
[63] **wasteful** ˈweɪstfʊl **nieekonomiczny**
[64] **overproduction** ˈəʊvəprəˈdʌkʃən **nadprodukcja**
[65] **recognisable** ˈrekəgnaɪzəbl **rozpoznawalny**
[66] **price point** praɪs pɔɪnt **pułap cenowy**
[67] **implausible** ɪmˈplɔːzəbl **nieprawdopodobny**
[68] **mill** mɪl ***tu:*** **zakład produkcyjny, przędzalnia**
[69] **retail mark-up** ˈriːteɪl ˈmɑːkʌp **detaliczny narzut**
[70] **to inflate sth** tʊ ɪnˈfleɪt ˈsʌmθɪŋ **zawyżać coś**
[71] **staple** ˈsteɪpl **podstawowy produkt**
[72] **purchase** ˈpɜːtʃəs **zakup**
[73] **knitwear** ˈnɪtweə **dzianina**
[74] **to put sb on the map** tə pʊt ˈsʌmbədɪ ɒn ðə mæp **przynieść komuś rozgłos**
[75] **to stand alone** tə stænd əˈləʊn ***tu:*** **być pojedynczym produktem, być jedynym takim produktem**
[76] **principles** ˈprɪnsəplz **zasady**
[77] **simplified** ˈsɪmplɪfaɪd **uproszczony**
[78] **to undercut** tʊ ˈʌndəkʌt **sprzedawać po niższej cenie**
[79] **linen shirt** ˈlɪnɪn ʃɜːt **lniana koszula**
[80] **silk** sɪlk **jedwabny**
[81] **tailored** ˈteɪləd **dopasowany do indywidualnych potrzeb, szyty na miarę**
[82] **to reinforce sth** tə ˌriːɪnˈfɔːs ˈsʌmθɪŋ **wzmacniać coś**
[83] **apparel** əˈpærəl **odzież**
[84] **jewellery** ˈdʒuːəlri **biżuteria**
[85] **home goods** həʊm gʊdz **artykuły gospodarstwa domowego**
[86] **furniture** ˈfɜːnɪtʃə **meble**

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including bedding and furniture[86]; wellness products and travel essentials[87] – and even curated[88] gourmet food[89] items[90]. The aim is not simply to add products, but to position Quince as a broader lifestyle brand.

The strategy reflects a simple insight[91]: modern[92] consumers increasingly seek quality across all aspects of daily life, not just in what they wear. Quince focuses on categories where quality can be clearly demonstrated, fine fibres[93], durable[94] textiles and well-crafted leather[95], and offers them at prices more commonly associated[96] with mass-market brands than luxury labels[97].

Transparency[98] is central to the approach. Quince frequently discloses[99] details about material sources, manufacturing partners[100] and, in some cases, the relative cost structure[101] behind its products. In an industry long built on mystique[102] and markups, that openness has become a competitive advantage[103], helping the company build trust with consumers wary of[104] inflated luxury pricing and the environmental impact[105] of fast fashion[106].

Valuation[107] and Market Momentum[108]

However, behind the rhetoric of high ideals and bold claims[109] lies the reality of financing such an ambitious enterprise[110]. The timeline[111] gives some clues[112] to the company's journey and funding.

- 2018 – Company founded
- 2019-2020 – Beta phase
- 2020 – Public launch – of USD 50 cashmere sweater, quickly gaining traction[113] online.
- Nov 2021 – Series A[114] – Raises USD 50 mln, led by Insight Partners, to expand product lines and scale the platform.
- May 2023 – Series B – Secures about USD 77 mln, led by Wellington Management, supporting operational growth and category expansion.
- Jan 2025 – Series C – Raises USD 120 mln, led by Notable Capital and Wellington Management, accelerating growth and product diversification[115].
- July 2025 – Series D – A USD 200 mln round led by Iconiq Capital pushes valuation above USD 4.5 bln.
- March 2026 – Series E – Quince raises USD 500 mln, lifting its valuation to about USD 10.1 bln – one of the fastest rises in modern fashion retail.

Now, imagining you are a venture capitalist[116] on Dragon's Den or Shark Tank, you might ask, why did Quince need so much money, and how much equity[117] did they have to surrender[118] to secure[119] it?

Even though Quince sells directly to consumers, their business model is capital-intensive[120] for several reasons:

- Stock and manufacturing – Quince owns the stock it sells. Purchasing cashmere, silk, linen and other premium materials requires cash-flow-stretching[121] upfront payments[122] to suppliers before sales revenues[123] accrue[124].
- Supply-chain scaling – Building long-term partnerships[125] with high-end factories, quality control systems and logistics networks[126] requires significant investment.
- Category expansion – Moving from one product (the sweater) to multiple product categories – clothing, bedding, furniture, accessories or wellness involves sourcing new partners, design teams and producers.
- Technology and data systems – The M2C model depends heavily on[127] forecasting, analytics and

[87] **travel essentials** 'trævl ɪ'senʃəlz **niezbędniki podróżne**
[88] **curated** 'kjʊəreɪtɪd **wyselekcjonowany, starannie dobrany**
[89] **gourmet food** 'gʊəmeɪ fu:d **wykwintne jedzenie, wyroby delikatesowe**
[90] **item** 'aɪtəm **artykuł**
[91] **insight** 'ɪnsaɪt **spostrzeżenie, obserwacja**
[92] **modern** 'mɒdən **współczesny**
[93] **fibre** 'faɪbə **włókno**
[94] **durable** 'djʊərəbl **trwały, wytrzymały**
[95] **leather** 'leðə **skóra**
[96] **associated** ə'səʊsɪeɪtɪd **kojarzony**
[97] **luxury label** 'lʌkʃərɪ 'leɪbl **marka luksusowa**
[98] **transparency** træns'pærənsɪ **przejrzystość, transparentność**
[99] **to disclose sth** tə dɪs'kləʊz 'sʌmθɪŋ **ujawniać coś**
[100] **manufacturing partner** ˌmænjʊ'fæktʃərɪŋ 'pɑ:tnə **partner produkcyjny**
[101] **cost structure** kɒst 'strʌktʃə **struktura kosztów**
[102] **mystique** mɪs'ti:k **aura tajemniczości**
[103] **competitive advantage** kəm'petɪtɪv əd'vɑ:ntɪdʒ **przewaga konkurencyjna**
[104] **to be wary of sth** tə bi: 'weərɪ ɒv 'sʌmθɪŋ **uważać na coś**
[105] **environmental impact** ɪnˌvaɪərən'mentl 'ɪmpækt **wpływ na środowisko**
[106] **fast fashion** fɑ:st 'fæʃən **model biznesowy w przemyśle odzieżowym, który opiera się na masowej produkcji ubrań inspirowanych najnowszymi trendami z wybiegów, w bardzo niskich cenach i w krótkim czasie**
[107] **valuation** ˌvæljʊ'eɪʃən **wycena**
[108] **market momentum** 'mɑ:kɪt məʊ'mentəm **dynamika rynkowa, pęd rynkowy**
[109] **bold claims** bəʊld kleɪmz **śmiałe deklaracje**
[110] **enterprise** 'entəpraɪz **przedsięwzięcie**
[111] **timeline** 'taɪmlaɪn **chronologia, harmonogram zdarzeń**
[112] **clue** klu: **wskazówka**
[113] **to gain traction** tə geɪn 'trækʃən **zyskiwać popularność**
[114] **series A** 'sɪəri:z eɪ **pierwszy istotny etap finansowania startupu przez zewnętrzne fundusze kapitałowe**
[115] **product diversification** 'prɒdʌkt daɪˌvɜ:sɪfɪ'keɪʃn **dywersyfikacja produktów**
[116] **venture capitalist** 'ventʃə 'kæpɪtəlɪst **inwestor dostarczający kapitału wysokiego ryzyka**
[117] **equity** 'ekwɪtɪ **kapitał**
[118] **to surrender** tə sə'rendə ***tu:*** **przekazać**
[119] **to secure sth** tə sɪ'kjʊə 'sʌmθɪŋ **zabezpieczać coś**
[120] **capital-intensive** ˌkæpɪtl ɪn'tensɪv **kapitałochłonny**
[121] **cashflow-stretching** kæʃ fləʊ 'stretʃɪŋ **obciążający płynność finansową**
[122] **upfront payment** ˌʌp'frʌnt 'peɪmənt **zaliczka, przedpłata, płatność z góry**
[123] **sales revenues** seɪlz 'revənju:z **przychody ze sprzedaży**
[124] **to accrue** tʊ ə'kru: ***tu:*** **napłynąć, wpłynąć**
[125] **partnership** 'pɑ:tnəʃɪp **partnerstwo, współpraca**
[126] **logistics network** ləʊ'dʒɪstɪks 'netwɜ:k **sieć logistyczna**
[127] **to depend on sth** tə dɪ'pend ɒn 'sʌmθɪŋ **polegać na czymś**
[128] **substantial** səb'stænʃəl **pokaźny**

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demand-driven production systems, which require substantial[128] software and production investment.

- Marketing and customer acquisition[129] – Digital-first brands[130] (built around online sales channels) spend heavily on advertising[131] and influencer marketing[132] to build scale quickly.

How much of the company might have been given away?

The exact ownership split[133] is private, but venture funding follows similar dilution[134] patterns[135]. Typical venture rounds[136] involve:

- Seed[137]: 10-20 percent of equity sold
- Series A: 15-25 percent
- Series B-D: 10-20 percent each round

After several funding rounds, the Quince founders had probably given up around 60-70 percent of the business, but their remaining stakes[138] are now worth far more, due to the company's USD 10 bln valuation.

Redefining Accessible Luxury

Quince's success could push legacy[139] luxury brands to rethink supply chains and pricing structures. High markups for the sake of exclusivity[140] may become less defensible[141] as consumers increasingly prize transparency, quality and value-for-money[142] (VFM) over status signalling[143]. On the other hand[144], there are many wealthy people for whom paying a premium price[145] for an elite brand would not work at a bargain basement price[146] that plebeians[147] could afford – exclusivity is, by its nature, exclusive (and expensive?).

Nonetheless, in fewer than six years, Quince has evolved from a single-product experiment into a company challenging the status quo[148] in fashion and lifestyle goods. By eliminating intermediaries[149], leveraging[150] real-time data and focusing on real quality at fair prices, Quince has carved out[151] a space in "affordable luxury" – a term once dismissed[152] as an oxymoron.

[129] **customer acquisition** 'kʌstəmər ˌækwɪ'zɪʃən **pozyskiwanie klientów**
[130] **digital-first brand** 'dɪdʒɪtl fɜ:st brænd **marka stawiająca na kanały cyfrowe**
[131] **advertising** 'ædvətaɪzɪŋ **reklama**
[132] **influencer marketing** 'ɪnflʊənsə 'mɑ:kɪtɪŋ **forma marketingu internetowego, która opiera się na współpracy marek z influencerami**
[133] **ownership split** 'əʊnəʃɪp splɪt **podział własności, podział udziałów**
[134] **dilution** daɪ'lu:ʃən ***tu:*** **rozwadnianie kapitału (firma emituje nowe akcje dla nowych inwestorów, a dotychczasowi udziałowcy - np. założyciele - posiadają mniejszy procentowy udział w firmie niż wcześniej)**
[135] **pattern** 'pætən **wzór**
[136] **venture round** 'ventʃə raʊnd **runda finansowania/inwestycyjna (proces, w którym firma pozyskuje kapitał od inwestorów - np. funduszy venture capital - w zamian za udziały)**
[137] **seed** si:d ***tu:*** **etap zalążkowy, pierwsza formalna runda finansowania**
[138] **stakes** steɪks **udziały**
[139] **legacy** 'legəsɪ ***tu:*** **z tradycjami, ugruntowany**
[140] **exclusivity** ˌeksklu:'sɪvəti **ekskluzywność**
[141] **defensible** dɪ'fensəbl **możliwy do obrony**
[142] **value-for-money** 'vælju: fə 'mʌnɪ **stosunek jakości do ceny**
[143] **status signalling** 'steɪtəs 'sɪgnəlɪŋ **potwierdzanie statusu**
[144] **on the other hand** ɒn ði: 'ʌðə hænd **z drugiej strony**
[145] **premium price** 'pri:mjəm praɪs **wysoka cena**
[146] **bargain basement price** 'bɑ:gɪn 'beɪsmənt praɪs **bardzo niska cena**
[147] **plebeian** plɪ'bi:ən **plebejusz**
[148] **status quo** ˌsteɪtəs 'kwəʊ **status quo, stan istniejący**
[149] **intermediary** ˌɪntə'mi:djərɪ **pośrednik**
[150] **to leverage sth** tə 'li:vərɪdʒ 'sʌmθɪŋ **wykorzystywać coś jak najefektywniej**
[151] **to carve out sth** tə kɑ:v aʊt 'sʌmθɪŋ ***tu:*** **stworzyć coś**
[152] **dismissed** dɪs'mɪst **odrzucony**

Alpha, Beta Explainer

1. Alpha – The earliest version, usually tested internally[1] or with a very small, trusted group. Alpha products are typically incomplete and used to identify design flaws[2] or technical issues[3].
2. Beta – A more polished[4] version released to a limited external[5] audience. Beta testing collects real-world feedback[6] on usability, quality and appeal[7]. This stage is critical for refining[8] the product before full-scale release[9].
3. Launch / General Availability (GA) – After incorporating[10] beta feedback, the product is considered stable, fully featured[11] and ready for the general market.

What set Quince apart[12] was how these stages integrated into their M2C model. Instead of producing massive quantities[13] for retail channels, the company used rapid movement through alpha and beta cycles to:

- Test small batches of products in consumer environments[14].
- Gather immediate feedback on fit[15], quality and appeal.
- Scale production only once demand was validated[16].

[1] **internally** ɪn'tɜ:nəlɪ **wewnętrznie**
[2] **design flaw** dɪ'zaɪn flɔ: **wada projektowa**
[3] **technical issue** 'teknɪkəl 'ɪʃu: **problem techniczny**
[4] **polished** 'pɒlɪʃt ***tu:*** **dopracowany**
[5] **external** eks'tɜ:nl **zewnętrzny**
[6] **feedback** 'fi:dbæk **informacja zwrotna**
[7] **appeal** ə'pi:l **atrakcyjność**
[8] **to refine sth** tə rɪ'faɪn 'sʌmθɪŋ **udoskonalać, ulepszać coś**
[9] **release** rɪ'li:s **wprowadzenie na rynek**
[10] **to incorporate sth** tʊ ɪn'kɔ:pəreɪt 'sʌmθɪŋ ***tu:*** **uwzględnić, wdrożyć coś**
[11] **fully featured** 'fʊlɪ 'fi:tʃəd **w pełni funkcjonalny**
[12] **to set sth apart** tə set 'sʌmθɪŋ ə'pɑ:t **wyróżniać coś**
[13] **quantity** 'kwɒntətɪ **ilość**
[14] **consumer environment** kən'sju:mər ɪn'vaɪərənmənt **warunki rynkowe**
[15] **fit** fɪt **dopasowanie**
[16] **validated** 'vælɪdeɪtɪd **potwierdzony**

INFOBOX

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Chained to[1] a Chatbot

For years, social media[2] sites have been accused of taking advantage of[3] the vulnerabilities[4] of young people. Now, a series of developments[5] aims to change that. BEM's Michael Gaylord got addicted to[6] Instagram in order to find out[7] what all the fuss was about[8].

Within the past half year, a number of cases[9] have shown that there appears to be an emerging pushback[10] against the pull power[11] of social media for children and teens[12]. Among them: in December, the mother of a French teen who had died by suicide[13] after being cyberbullied[14] launched a legal battle[15] against some of the planet's biggest platforms; in February, concerned[16] citizens[17] of a small town in British Columbia persuaded[18] OpenAI to apologise to[19] them after a young person had used AI[20] to plan a school shooting[21]; in

[1] **chained to sth** tʃeɪnd tə ˈsʌmθɪŋ **przywiązany, przykuty do czegoś**
[2] **social media** ˈsəʊʃəl ˈmedɪə **media społecznościowe**
[3] **to take advantage of sth** tə teɪk ədˈvɑːntɪdʒ ɒv ˈsʌmθɪŋ **wykorzystywać coś**
[4] **vulnerability** ˌvʌlnərəˈbɪlətɪ **słaby punkt, wrażliwość**
[5] **development** dɪˈveləpmənt **postęp, innowacja**
[6] **to get addicted to sth** tə get ˈædɪktɪd tə ˈsʌmθɪŋ **uzależnić się od czegoś**
[7] **to find out** tə faɪnd aʊt **dowiadywać się**
[8] **what all the fuss was about** wɒt ɔːl ðə fʌs wɒz əˈbaʊt **o co tyle szumu**
[9] **case** keɪs **sprawa, przypadek**
[10] **pushback** ˈpʊʃbæk **opór, sprzeciw**
[11] **pull power** pʊl ˈpaʊə **siła przyciągania**
[12] **teen** tiːn ***pot.*** **nastolatek**
[13] **suicide** ˈsʊɪsaɪd **samobójstwo**
[14] **cyberbullying** ˈsaɪbəbʊlɪŋ **nękanie w sieci**
[15] **legal battle** ˈliːgəl ˈbætl **batalia prawna**
[16] **concerned** kənˈsɜːnd **zaniepokojony**
[17] **citizen** ˈsɪtɪzn ***tu:*** **mieszkaniec**
[18] **to persuade sth to do sth** tə pəˈsweɪd ˈsʌmθɪŋ tə duː ˈsʌmθɪŋ ***tu:*** **zmusić coś do czegoś**
[19] **to apologise to sb** tu əˈpɒlədʒaɪz tə ˈsʌmbədɪ **przepraszać kogoś**
[20] **AI = artificial intelligence** ˌeɪ ˈaɪ ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**
[21] **school shooting** skuːl ˈʃuːtɪŋ **szkolna strzelanina**

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A WORD WORTH REMEMBERING

to mull sth
/tə mʌl ˈsʌmθɪŋ/
rozważać coś, zastanawiać się nad czymś

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March, a young California woman successfully sued[22] Meta and YouTube for damages because, she alleged[23], her addiction to the platforms had worsened[24] her mental health[25] struggles[26]. What's behind these battles, and what influence[27] are they having on the actions of social media companies?

Why The Controversy?

In each case, the common denominator[28] seems to be that the victims[29] claim the platforms are crafted[30] to keep young people glued to[31] their screens, and thus[32] they basically hook[33] young users without concern for[34] their wellbeing[35]. Many assert[36] that algorithms push self-harm[37] and even suicide-related[38] content[39] that can drive kids into a downward spiral[40]. "The [California] lawsuit[41] was putting on trial[42] the design of the platforms, whether or not they were designed to be compulsive to[43] youth", said Emma Duerden, a neuroscientist and learning disorders[44] specialist who lectures[45] at Western University in Canada. Ironically, the source of the apparent addiction is hard to identify – Duerden noted that even though many young people recognise that their attention[46] is being manipulated, they still cannot physically put their phones down[47]. "Even researchers[48] are not able to access what the algorithm is. That's their secret sauce[49]. People are aware of[50] [the danger], but they still love it", Duerden told CBC news in April.

One of the most compelling[51] features[52] of such platforms is that they appear to blur the lines[53] between humans and machines, which allows them to exploit[54] emotional and psychological vulnerabilities, Maria Garcia, the mother of a teen who committed suicide[55] after frequently interacting with[56] a chatbot, told a Senate hearing[57] in the US. "They designed them to love bomb[58] child users", she added. Mitch Prinstein, chief of psychology strategy at the American Psychological Association, urged companies to[59] build guardrails[60] for their platforms to protect kids. "Brain development[61] across puberty[62] creates a period of hypersensitivity[63] to positive social feedback[64], while teens are still unable to[65] stop themselves from staying online longer than they should", he told National Public Radio.

Taking Action[66]

Increasingly, governments[67] are seeking to shield[68] children from potential harm[69] due to overusing the sites. In December of 2025, the Australian government put in place[70] strong limits on[71] children's use of social media, enforced partly by[72] the implementation[73] of age estimation software[74], such as facial analysis[75], to detect

[22] **to sue sb** tə suː **pozwać kogoś**
[23] **to allege** tʊ əˈledʒ **twierdzić, utrzymywać**
[24] **to worsen sth** tə ˈwɜːsn **pogorszyć coś**
[25] **mental health** ˈmentl helθ **zdrowie psychiczne**
[26] **struggles** ˈstrʌglz ***tu:*** **problemy**
[27] **influence** ˈɪnflʊəns **wpływ**
[28] **common denominator** ˈkɒmən dɪˈnɒmɪneɪtə **wspólny mianownik**
[29] **victim** ˈvɪktɪm **ofiara, poszkodowany**
[30] **crafted** ˈkrɑːftɪd **zaprojektowany**
[31] **glued to sth** gluːd tə ˈsʌmθɪŋ **przyklejony do czegoś**
[32] **thus** ðʌs **dlatego**
[33] **to hook sb** tə hʊk ˈsʌmbədɪ **łapać kogoś na haczyk**
[34] **without concern for sth** wɪˈðaʊt kənˈsɜːn fə ˈsʌmθɪŋ **bez troski/troszczenia się o coś**
[35] **wellbeing** ˈwelˈbiːɪŋ **dobrostan**
[36] **to assert that** tʊ əˈsɜːt ðæt **twierdzić, utrzymywać, że**
[37] **self-harm** ˌself ˈhɑːm **samookaleczenie**
[38] **suicide-related** ˈsʊɪsaɪd rɪˈleɪtɪd **powiązany z samobójstwem**
[39] **content** ˈkɒntent **zawartość, treści**
[40] **downward spiral** ˈdaʊnwəd ˈspaɪərəl **równia pochyła**
[41] **lawsuit** ˈlɔːsuːt **pozew**
[42] **to put sth on trial** tə pʊt ˈsʌmθɪŋ ɒn ˈtraɪəl **oceniać coś, poddawać coś ocenie, stawiać coś przed sądem**
[43] **compulsive to sb** kəmˈpʌlsɪv tə ˈsʌmbədɪ **skłaniający do kompulsywnego korzystania, uzależniający dla kogoś**
[44] **learning disorder** ˈlɜːnɪŋ dɪsˈɔːdə **zaburzenie uczenia się**
[45] **to lecture** tə ˈlektʃə **wykładać**
[46] **attention** əˈtenʃən **uwaga**
[47] **to put sth down** tə pʊt ˈsʌmθɪŋ daʊn **odkładać coś**
[48] **researcher** rɪˈsɜːtʃə **badacz, naukowiec**
[49] **secret sauce** ˈsiːkrɪt sɔːs **sekretny składnik**
[50] **aware of sth** əˈweə ɒv ˈsʌmθɪŋ **świadomy czegoś**
[51] **compelling** kəmˈpelɪŋ **frapujący, fascynujący**
[52] **feature** ˈfiːtʃə **cecha**
[53] **to blur the lines** tə blɜː ðə laɪnz **zacierać granice**
[54] **to exploit sth** tʊ ˈeksplɔɪt ˈsʌmθɪŋ **wykorzystywać coś**
[55] **to commit suicide** tə kəˈmɪt ˈsʊɪsaɪd **popełnić samobójstwo**
[56] **to interact with sth** tʊ ˌɪntərˈækt wɪð ˈsʌmθɪŋ **komunikować się z czymś**
[57] **Senate hearing** ˈsenət ˈhɪərɪŋ **przesłuchanie senackie**
[58] **to love bomb** tə lʌv bɒm **bombardować miłością**
[59] **to urge sb to do sth** tʊ ɜːdʒ ˈsʌmbədɪ tə duː ˈsʌmθɪŋ **wzywać kogoś do z/robienia czegoś**
[60] **guardrail** ˈgɑːdreɪl ***tu:*** **zabezpieczenie**
[61] **brain development** breɪn dɪˈveləpmənt **rozwój mózgu**
[62] **puberty** ˈpjuːbətɪ **okres dojrzewania**
[63] **hypersensitivity** ˌhaɪpəˌsensəˈtɪvəti **nadwrażliwość**
[64] **feedback** ˈfiːdbæk **reakcja**
[65] **unable to do sth** ˈʌnˈeɪbl tə duː ˈsʌmθɪŋ **niezdolny do z/robienia czegoś**
[66] **taking action** ˈteɪkɪŋ ˈækʃən **podjęcie działania**
[67] **government** ˈgʌvnmənt **rząd**
[68] **to shield sb from sth** tə ʃiːld ˈsʌmbədɪ frɒm ˈsʌmθɪŋ **chronić kogoś przed czymś**
[69] **harm** hɑːm **krzywda**
[70] **to put sth in place** tə pʊt ˈsʌmθɪŋ ɪn pleɪs **wprowadzić coś w życie, wdrożyć**
[71] **limits on sth** ˈlɪmɪts ɒn ˈsʌmθɪŋ **ograniczenia na coś**
[72] **enforced by sth** ɪnˈfɔːst baɪ ˈsʌmθɪŋ **egzekwowany przez coś**
[73] **implementation** ˌɪmplɪmenˈteɪʃən **wprowadzenie**
[74] **age estimation software** eɪdʒ ˌestɪˈmeɪʃən ˈsɒftweə(r) **oprogramowanie weryfikujące wiek**
[75] **facial analysis** ˈfeɪʃəl əˈnæləsɪs **analiza twarzy**
[76] **to ban** tə bæn **banować, blokować dostęp**

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Idioms and Slang Expressions

When they are describing addictions, English speakers often use different idioms and slang expressions, depending on the nature and type of the addiction. This allows a person to differentiate[1] between different intensity levels of attraction[2] or addiction, and to talk about change and recovery[3] from the addiction.

EXPRESSION:	MEANING:	EXAMPLE IN SPEECH:
Something **hooks** someone; to **be hooked on** something	We use this word to describe a person's total addiction to something. They find it very difficult to stop doing the activity or behaviour.	Many teenagers and twentysomethings are completely **hooked on** checking Instagram regularly.
To be **chained to something** (some activity or habit[4]).	This is similar to being hooked, but it goes one step further, describing our being controlled by the addiction.	When I was a teenager, every evening and all day Saturday I was **chained to** my PlayStation.
A person **can't get enough of something**.	We *could* use this to describe our addiction to internet platforms, but it's more often used to talk about the feeling of a constant[5] craving for[6] a pleasurable[7] substance, such as a drug, a food, or an enjoyable activity.	This frozen yogurt is amazing – **I** simply **can't get enough of it**! Ela is such an avid reader[8] of the horror genre – **she can't get enough of** those Stephen King novels!
A person is **as** high as a kite[9].	We usually use this to describe a person's situation when they are strongly under the influence of a drug[10].	Jon's had six beers and he looks like **he's as high as a kite** at the moment!
Go cold turkey[11].	This is used to talk about suddenly and completely stopping a bad habit or addictive behavior, rather than cutting down gradually.	The doctor advised him to **go cold turkey** and quit smoking all at once.
That person kicked the habit[12].	This is useful for saying that one has successfully stopped a bad habit or addiction. It implies that[13] they have used the strength of their will[14] to overcome[15] it.	It took Rob several attempts to stop drinking, but he finally managed to **kick the habit**.
They are on the wagon[16].	We can use this to say that a person is abstaining from[17] alcohol or another substance; it's synonymous with being sober, or being clean; it can be a temporary state. Conversely, to **fall off the wagon** means they have resumed substance abuse[18].	Because Ala's **been on the wagon** for over a year, she feels much healthier.
That person is **fighting their demons.**	This is used to describe one's struggle with inner conflicts[19], personal problems or addictions. It can be proactive[20], in that it implies the person is confronting their inner turmoil[21].	Luke has been **fighting his demons** for a long time, attending[22] therapy and support groups, determined to recover from his addiction.

[1] **to differentiate** tə ˌdɪfə'renʃɪeɪt **rozróżniać**
[2] **attraction** ə'trækʃən **pociąg**
[3] **recovery** rɪ'kʌvərɪ **powrót do zdrowia**
[4] **habit** 'hæbɪt **nawyk, zwyczaj, nałóg**
[5] **constant** 'kɒnstənt **ciągły**
[6] **craving for sth** 'kreɪvɪŋ fə 'sʌmθɪŋ **ciągła ochota na coś, nieustanne pragnienie czegoś**
[7] **pleasurable** 'pleʒərəbl **przyjemny**
[8] **avid reader** 'ævɪd 'ri:də **zapalony czytelnik**
[9] **high as a kite** haɪ æz ə kaɪt **pijany w sztok; kompletnie naćpany**
[10] **under the influence of a drug** 'ʌndə ði: 'ɪnflʊəns ɒv ə drʌg **pod wpływem narkotyków**
[11] **to go cold turkey** tə gəʊ kəʊld 'tɜ:kɪ **rzucić coś z dnia na dzień**
[12] **to kick the habit** tə kɪk ðə 'hæbɪt **zerwać z nałogiem**
[13] **to imply that** tʊ ɪm'plaɪ ðæt **dawać do zrozumienia, sugerować, że**
[14] **strength of will** streŋθ ɒv wɪl **siła woli**
[15] **to overcome sth** tʊ ˌəʊvə'kʌm **pokonywać, przezwyciężać coś**
[16] **to be on the wagon** tə bi: ɒn ði: 'wægən ***slang*: być na odwyku (od alhoholu lub innych substancji)**
[17] **to abstain from sth** tʊ əb'steɪn frɒm 'sʌmθɪŋ **powstrzymywać się od czegoś**
[18] **substance abuse** 'sʌbstəns ə'bju:s **nadużywanie środków odurzających**
[19] **inner conflict** 'ɪnə 'kɒnflɪkt **wewnętrzny konflikt**
[20] **proactive** ˌprəʊ'æktɪv **proaktywny, wykazujący się aktywną postawą**
[21] **inner turmoil** 'ɪnə 'tɜ:mɔɪl **wewnętrzne zagubienie, rozterki, rozbicie**
[22] **to attend sth** tʊ ə'tend 'sʌmθɪŋ **brać udział w czymś, uczęszczać na coś**

INFOBOX

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and ban[76] underage[77] users who try to log on to the sites without parental permission[78]. Since then, the governments of Poland, France, Spain, Canada and Denmark have indicated[79] they are considering[80] plans to ban social media for under-15s (Poland and Denmark have already begun to prepare legislation[81]), while Greece, the UK and Slovenia are now mulling[82] scaling back[83] social media access for teens. Attempts to ban children and teens from social media use in the US, at the state level, thus far, have been met with successful resistance[84] on the grounds[85] that they restrict free expression[86].

Pushback to Social Media Bans

Due to the severity[87] of the harmful[88] incidents, to some, the bans may seem justified[89]. In addition to the cyberbullying-related suicides, an American youth took his life[90] after a 'conversation' with ChatGPT in which the chatbot facilitated[91] his suicidal plans, and there have been reports of the chatbot Grok generating non-consensual[92] sexualised content. However, some are concerned that the bans limit free speech[93] and that they constitute regulatory overreach[94]. The countries considering bans will, possibly, be fighting with the US government, which recognises[95] the potential of bans to cut into[96] the financial success of the tech companies. Others are concerned that the bans might limit the teens' access to community resources[97], such as mental health support, and stymie[98] their ability to develop digital literacy[99] skills (they're going to be using the sites eventually[100], anyway). Moreover, observation of events in Australia over the five months since that country's ban was put in place indicate that it has been quite difficult to enforce (for example, reportedly, some young people have circumvented[101] the age estimation software by wrinkling their brows[102] to create the appearance[103] that they are older).

[77] **underage** ˈʌndəˈreɪdʒ **nieletni**

[78] **parental permission** pəˈrentl pəˈmɪʃən **zgoda rodzica**

How Have the Companies Responded[104]?

Many of the media companies say they are taking concrete action, including redesigning[105] their chatbots to make them safer. Instagram's 'teen accounts' for under-16s need a parent's permission to change settings[106]; parents can select further monitoring with the agreement[107] of their child or teenager. They also block teen users from seeing "sensitive content[108]", including that which is sexually suggestive or shows violence[109]. Meta, which owns Instagram, said that (for families that are signed up to[110] the supervision setting[111]) if their teen searches for terms related to suicide or self-harm it would, henceforth[112], notify[113] parents. "These alerts build on[114] our existing work to help protect teens from harmful content. We have strict policies[115] against content that promotes suicide", the platform said in a statement[116].

Ultimately[117], the Tech Companies Are Responsible

There is much evidence[118] indicating that social media sites, such as Snapchat, TikTok and Instagram, are designed to be addictive[119], and, in turn, that overusing[120]

[79] **to indicate** tʊ ˈɪndɪkeɪt **zasygnalizować**

[80] **to consider sth** tə kənˈsɪdə ˈsʌmθɪŋ **rozważać coś**

[81] **legislation** ˌledʒɪsˈleɪʃən ***tu:*** **przepisy, regulacje prawne**

[82] **to mull sth** tə mʌl ˈsʌmθɪŋ **rozważać coś, zastanawiać się nad czymś**

[83] **to scale back** tə skeɪl bæk **ograniczać**

[84] **resistance** rɪˈzɪstəns **opór**

[85] **on the grounds** ɒn ðə graʊndz **z powodu**

[86] **free expression** fri: ɪksˈpreʃən **wolność słowa**

[87] **severity** sɪˈverətɪ **nasilenie**

[88] **harmful** ˈhɑ:mfʊl **groźny**

[89] **justified** ˈdʒʌstɪfaɪd **uzasadniony**

[90] **to take one's life** tə teɪk wʌnz laɪf **odebrać sobie życie**

[91] **to facilitate** tə fəˈsɪlɪteɪt **ułatwić realizację, umożliwić realizację**

[92] **non-consensual** ˌnɒnkɒnˈsensjuəl **bez obopólnej zgody**

[93] **free speech** fri: spi:tʃ **wolność słowa, wolność wypowiedzi**

[94] **regulatory overreach** ˈregjələtəri ˈəʊvəri:tʃ **nadmierna ingerencja regulacyjna, przekroczenie uprawnień ustawodawczych**

[95] **to recognise** tə ˈrekəgnaɪz **uznawać**

[96] **to cut into sth** tə kʌt ˈɪntʊ ˈsʌmθɪŋ **uderzać w coś, zmiejszać coś, odbijać się na czymś negatywnie**

[97] **community resources** kəˈmju:nətɪ rɪˈsɔ:sɪz **wsparcie społecznościowe, zasoby wsparcia, które mogą tkwić w społeczności dostępnej online**

[98] **to stymie sth** tə ˈstaɪmɪ ˈsʌmθɪŋ ***pot.*** **utrudniać coś**

[99] **digital literacy** ˈdɪdʒɪtl ˈlɪtərəsɪ **alfabetyzm cyfrowy**

[100] **eventually** ɪˈventʃəlɪ **ostatecznie, koniec końców**

[101] **to circumvent sth** tə ˌsɜ:kəmˈvent ˈsʌmθɪŋ **obchodzić coś**

[102] **to wrinkle one's brows** tə ˈrɪŋkl wʌnz braʊz **marszczyć brwi**

[103] **appearance** əˈpɪərəns **wygląd**

[104] **to respond** tə rɪsˈpɒnd **odpowiadać, reagować**

[105] **to redesign sth** tə ˌri:dɪˈzaɪn ˈsʌmθɪŋ **przeprojektować coś**

[106] **settings** ˈsetɪŋz **ustawienia**

[107] **agreement** əˈgri:mənt **zgoda**

[108] **sensitive content** ˈsensɪtɪv ˈkɒntent **wrażliwe treści**

[109] **violence** ˈvaɪələns **przemoc**

[110] **to be signed up to sth** tə bi: saɪnd ʌp tə ˈsʌmθɪŋ **zapisać się na coś, korzystać z czegoś**

[111] **supervision setting** ˌsju:pəˈvɪʒənˈsetɪŋ **funkcja nadzoru rodzicielskiego**

[112] **henceforth** ˈhensˈfɔ:θ **odtąd**

[113] **to notify sb** tə ˈnəʊtɪfaɪ ˈsʌmbədɪ **powiadamiać kogoś**

[114] **to build on sth** tə bɪld ɒn ˈsʌmθɪŋ **bazować na czymś, kontynuować coś, stanowić kolejny krok na fundamencie czegoś**

[115] **strict policies** strɪkt ˈpɒlɪsɪz **surowe zasady**

[116] **statement** ˈsteɪtmənt **oświadczenie, komunikat**

[117] **ultimately** ˈʌltɪmətlɪ **koniec końców**

[118] **evidence** ˈevɪdəns **dowody**

[119] **addictive** əˈdɪktɪv **uzależniający**

[120] **overusing** ˌəʊvəˈju:zɪŋ **nadużywanie**

[121] **likelihood** ˈlaɪklɪhʊd **prawdopodobieństwo**

[122] **to suffer** tə ˈsʌfə **cierpieć**

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these sites can increase the likelihood[121] that vulnerable people, especially children, will suffer[122] mentally. Adolescents[123], in particular, are vulnerable to the risks of chatbots and the virtual relationships[124] that they foster[125]. Many teens in USA – about one in three, according to a recent digital-safety company study[126] – use chatbots for social interactions and relationships, including pseudo-romantic partnerships[127]. In spite of the harm done[128], some children have been able to evade[129] the facial analysis that legislated bans in countries such as Australia have employed. However, focusing on this evasion perhaps misses the intent[130] of the policy – which is to pressure tech companies to work to reduce online harms, which, it appears, they have been doing. The new law emphasises holding platforms liable[131], not penalising[132] children and parents. Teachers, therapists, and others who work with youngsters[133] point out[134] that, now, there's an opportunity for a grace period[135] for kids and parents – this allows families to have realistic conversations about how youngsters engage with[136] social media platforms, instead of passing blame around amongst family members[137]. The idea is that if parents, introspectively[138], consider how they can help the kids they love, these problems can be reduced. To some, that may seem like an old-fashioned[139] strategy. However, when dealing with the power of a dopamine hit[140], it's going to be necessary to use every weapon in our arsenal.

[123] **adolescent** ˌædəˈlesnt **dorastający**
[124] **relationship** rɪˈleɪʃənʃɪp **relacja, związek**
[125] **to foster sth** tə ˈfɒstə ˈsʌmθɪŋ **rozwijać, pielęgnować coś**
[126] **study** ˈstʌdɪ **badanie**
[127] **partnership** ˈpɑːtnəʃɪp ***tu:*** **związek**
[128] **in spite of the harm done** ɪn spaɪt ɒv ðə hɑːm dʌn **pomimo wyrządzonych szkód**
[129] **to evade sth** tʊ ɪˈveɪd ˈsʌmθɪŋ **obchodzić coś**
[130] **intent** ɪnˈtent **zamiary, intencje**
[131] **to hold sth liable for sth** tə həʊld ˈsʌmθɪŋ ˈlaɪəbl fə ˈsʌmθɪŋ **obciążać coś odpowiedzialnością za coś**
[132] **to penalise sb** tə ˈpiːnəlaɪz ˈsʌmbədɪ **karać kogoś**

[133] **youngster** ˈjʌŋstə **młody, młoda osoba**
[134] **to point out sth** tə pɔɪnt aʊt ˈsʌmθɪŋ **wskazywać na coś**
[135] **grace period** greɪs ˈpɪəriəd **okres karencji**
[136] **to engage with sth** tʊ ɪnˈgeɪdʒ wɪð ˈsʌmθɪŋ **używać czegoś, korzystać z czegoś**
[137] **family member** ˈfæməlɪ ˈmembə **członek rodziny**
[138] **introspectively** ˌɪntrəˈspektɪvli **spoglądając w głąb siebie**
[139] **old-fashioned** ˈəʊldˈfæʃənd **staromodny, przestarzały**
[140] **dopamine hit** ˈdəʊpəmiːn hɪt **wyrzut dopaminy**



PROJECTIONS, PREDICTIONS AND PITFALLS

Choose the correct advanced future structure, modal verb, or adverb of probability from the options inside the brackets to naturally complete each sentence.

1. In December, the legal team announced they had launched a battle against the platforms, which they knew [is going to be / was going to be / will have been / would be being] long and gruelling.
2. The countries currently considering strict bans will, [eventually / possibly / retroactively / retrospectively], be fighting uphill battles against tech giants protective of their financial success.
3. Opponents argue that teens [are going to use / will have used / were to use / will have been using] the platforms anyway, so outright bans merely delay the development of vital digital literacy skills.
4. Meta announced that, [past half year / subsequently / from now on / thus far], the platform will automatically notify parents if a supervised teen searches for terms related to self-harm.
5. By the time the proposed legislation in Poland and Denmark comes into full effect, it's expected that tech companies [are designing / will have designed / would design / will be designing] even safer chatbot guardrails.
6. European governments are currently mulling over whether they [should / would have / were going to / had to] scale back social media access for teens later this year.

BEM TEST

Answers: 1. was going to be, 2. possibly, 3. are going to use, 4. from now on, 5. will have designed, 6. should

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Michio Kaku – Picking Up[1] Where Einstein Left Off[2]

Few scientists have bridged the gap[3] between the frontiers[4] of theoretical physics[5] and the public imagination[6] as effectively as Michio Kaku. We explore his life's work and enduring[7] influence[8].



WHAT SETS HIM APART FROM MANY OTHER ACADEMICS IS HIS ABILITY TO EXPLAIN COMPLEX IDEAS IN A WAY THAT NON-SCIENTIFIC PEOPLE CAN GRASP.

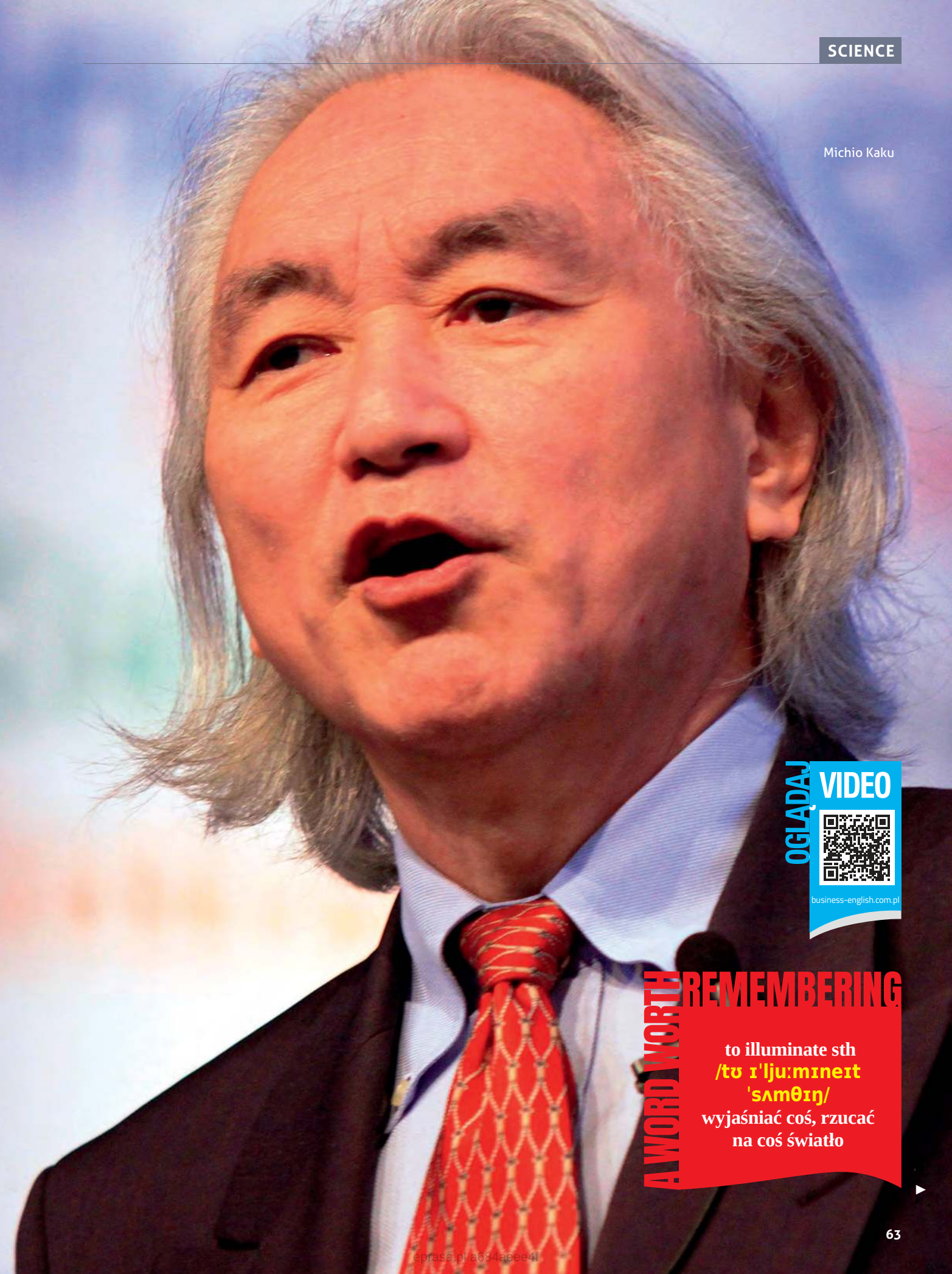
Michio Kaku was born on 24 January 1947 in San Jose, California, to Japanese-American parents. His father worked as a gardener[9], while his mother, who had a background[10] in music, had trained as a pianist. This provided a foundation[11] of an appreciation[12] for both structure and creativity.

The young Kaku was extremely curious and showed a precocious[13] aptitude[14] for science. He experimented with electronics and learnt about physics concepts that he would explore in-depth[15] later in his career. He has recounted[16] in interviews[17] that he was obsessed with Einstein's ideas and the emerging[18] world of quantum mechanics[19], often imagining the possibilities of time travel[20] and parallel universes[21].

This fascination was not so unusual[22] for the era. Science fiction[23] was widely popular in the post-war era[24]. The adventures imagined by Jules Verne and H.G. Wells seemed to be turning into reality in the

[1] **to pick up** tə pɪk ʌp **zaczynać na nowo**
[2] **to leave off** tə liːv ɒf **przestać**
[3] **to bridge the gap** tə brɪdʒ ðə gæp **wypełnić lukę**
[4] **frontier** ˈfrʌntɪə **granica**
[5] **theoretical physics** θɪəˈretɪkəl ˈfɪzɪks **fizyka teoretyczna**
[6] **public imagination** ˈpʌblɪk ɪˌmædʒɪˈneɪʃən **publiczne wyobrażenie**
[7] **enduring** ɪnˈdjʊərɪŋ **nieprzemijający, trwały**
[8] **influence** ˈɪnflʊəns **wpływ**
[9] **gardener** ˈgɑːdnə **ogrodnik**
[10] **background** ˈbækgraʊnd ***tu:*** **wykształcenie**
[11] **foundation** faʊnˈdeɪʃən **fundament, podstawa**
[12] **appreciation** əˌpriːʃɪˈeɪʃən **uznanie**
[13] **precocious** prɪˈkəʊʃəs ***tu:*** **wcześnie rozwinięty**
[14] **aptitude** ˈæptɪtjuːd **zdolność, uzdolnienie**
[15] **in-depth** ˌɪn ˈdepθ **dogłębnie**
[16] **to recount** tə rɪˈkaʊnt **szczegółowo opowiadać**
[17] **interview** ˈɪntəvjuː **wywiad**
[18] **emerging** ɪˈmɜːdʒɪŋ **powstający, kształtujący się**
[19] **quantum mechanics** ˈkwɒntəm məˈkænɪks **mechanika kwantowa**
[20] **time travel** taɪm ˈtrævl **podróż w czasie**
[21] **parallel universes** ˈpærəlel ˈjuːnɪvɜːsɪz **wszechświaty równoległe**
[22] **unusual** ʌnˈjuːʒʊəl **niezwykły**
[23] **science fiction** ˈsaɪəns ˈfɪkʃən **fantastyka naukowa**
[24] **post-war era** ˈpəʊstˈwɔːr ˈɪərə **czasy powojenne**

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Michio Kaku

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A WORD WORTH REMEMBERING

to illuminate sth
/tʊ ɪˈljuːmɪneɪt ˈsʌmθɪŋ/
wyjaśniać coś, rzucać na coś światło

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space-age optimism[25] sparked by[26] the burgeoning[27] rocket and electronics industries[28]. Comic books[29], radio programmes and popular science magazines of the 1950s provided an exciting array[30] of infinite possibilities[31] for young readers to inhabit[32].

From Student to Expert

Despite[33] his curiosity[34] and talent, being partly Japanese, Michio faced barriers to educational advancement[35]. Anti-Japanese sentiment[36] lingered[37] from World War II, and opportunities at elite schools were limited for minority[38] students. Nevertheless, his exceptional[39] aptitude in mathematics and science, recognised[40] through top grades[41] and success in science competitions[42], earned him admission[43] to Harvard University in 1964, a significant achievement[44] at a time when Ivy League[45] campuses[46] were overwhelmingly[47] white, middle-class[48] and male.

Kaku graduated[49] in physics from Harvard University in 1968, where he combined rigorous mathematical training with exposure to[50] emerging developments in quantum theory[51]. He went on to earn a PhD[52] at the University of California, Berkeley, in 1972, focusing on unifying[53] the fundamental forces[54] – gravity, electromagnetism, and the strong and weak nuclear forces[55] – using string theory[56] (See String Theory). He then joined the City College of New York, where he has spent decades as a professor, combining research[57] on quantum field theory[58] and cosmology with teaching and mentoring doctoral students[59].

In the 1970s, Kaku, together with Keiji Kikkawa, co-developed[60] one of the first

[25] **space-age optimism** ˈspeɪs eɪdʒ ˈɒptɪmɪzm **optymizm ery kosmicznej**
[26] **sparked by sth** spɑːkt baɪ ˈsʌmθɪŋ **wywołany czymś**
[27] **burgeoning** ˈbɜːdʒənɪŋ **rozwijający się w szybkim tempie**
[28] **industry** ˈɪndəstrɪ **przemysł**
[29] **comic book** ˈkɒmɪk bʊk **komiks**
[30] **array** əˈreɪ ***tu:*** **szeroki wybór**
[31] **infinite possibilities** ˈɪnfɪnət ˌpɒsəˈbɪlɪtɪz **nieskończone możliwości**
[32] **to inhabit** tʊ ɪnˈhæbɪt **zamieszkiwać, zasiedlać,** ***tu:*** **przenosić się gdzieś w wyobraźni, zatracać się w czymś**
[33] **despite sth** dɪsˈpaɪt ˈsʌmθɪŋ **pomimo czegoś**
[34] **curiosity** ˌkjʊərɪˈɒsətɪ **ciekawość**
[35] **advancement** ədˈvɑːnsmənt **postęp, awans**
[36] **sentiment** ˈsentɪmənt ***tu:*** **nastroje**
[37] **to linger** tə ˈlɪŋgə **utrzymywać się**
[38] **minority** maɪˈnɒrətɪ **mniejszość, pochodzący z mniejszości narodowych**
[39] **exceptional** ɪkˈsepʃənl **wyjątkowy, wybitny**
[40] **recognised** ˈrekəgnaɪzd ***tu:*** **potwierdzony**
[41] **top grades** tɒp greɪdz **najwyższe oceny**
[42] **science competition** ˈsaɪəns ˌkɒmpəˈtɪʃən **konkurs naukowy**
[43] **admission** ədˈmɪʃən **przyjęcie, wstęp**
[44] **achievement** əˈtʃiːvmənt **osiągnięcie**
[45] **Ivy League** ˈaɪvɪ liːg **Liga Bluszczowa (elitarna grupa ośmiu najstarszych, najbardziej prestiżowych i rygorystycznych pod względem poziomu nauczania uniwersytetów we wschodniej części Stanów Zjednoczonych)**
[46] **campus** ˈkæmpəs **kampus, miasteczko uniwersyteckie**
[47] **overwhelmingly** ˌəʊvəˈwelmɪŋlɪ **zdecydowanie**
[48] **middle-class** ˌmɪdl ˈklɑːs **należący do klasy średniej**
[49] **to graduate** tə ˈgrædjʊeɪt **ukończyć studia**
[50] **exposure to sth** ɪksˈpəʊʒə tə ˈsʌmθɪŋ **styczność, kontakt z czymś**
[51] **quantum theory** ˈkwɒntəm ˈθɪərɪ **teoria kwantowa**
[52] **PhD = Doctor of Philosophy** ˌpiː eɪtʃ ˈdiː = ˈdɒktər ɒv fɪˈlɒsəfɪ **doktorat**
[53] **to unify sth** tə ˈjuːnɪfaɪ ˈsʌmθɪŋ **łączyć, wiązać coś ze sobą**
[54] **fundamental forces** ˌfʌndəˈmentl ˈfɔːsɪz **oddziaływania podstawowe, oddziaływania fundamentalne**
[55] **nuclear forces** ˈnjuːklɪə ˈfɔːsɪz **oddziaływania jądrowe**
[56] **string theory** strɪŋ ˈθɪərɪ **teoria strun**
[57] **research** rɪˈsɜːtʃ **badania**
[58] **quantum field theory** ˈkwɒntəm fiːld ˈθɪərɪ **kwantowa teoria pola**
[59] **doctoral student** ˈdɒktərəl ˈstjuːdənt **doktorant**
[60] **to co-develop** tə kəʊ dɪˈveləp **wspólnie opracować**

Michio Kaku Bibliography

- 1994 – *Hyperspace: A Scientific Odyssey Through Parallel Universes, Time Warps, and the Tenth Dimension*
* Introduced higher dimensions and string theory to a general audience
* Explored time travel, parallel universes and the structure of the cosmos
* Sparked widespread interest in theoretical physics beyond academia
- 2008 – *Physics of the Impossible*
* Examined technologies once considered science fiction (invisibility[1], force fields, teleportation)
* Categorised ideas by likelihood according to known physics
- 2011 – *Physics of the Future*
* Predicted technological developments over the 21st century
* Covered AI, nanotechnology, space exploration, and medicine
- 2020 – *The Quest for a Theory of Everything*
* Traces physics from Newton to modern string theory
* Explains the search for a unifying theory of fundamental forces
* Situates Kaku within the intellectual lineage[2] of Einstein
- 2021 – *The God Equation*
* Explores the possibility of a final unifying theory reconciling[3] general relativity[4] with quantum mechanics
* Reflects decades of research in string theory and cosmology
* Combines technical insight with philosophical and societal reflections

[1] **invisibility** ɪnˌvɪzəˈbɪlətɪ **niewidzialność**
[2] **lineage** ˈlɪnɪɪdʒ **rodowód**
[3] **to reconcile sth with sth** tə ˈrekənsaɪl ˈsʌmθɪŋ wɪð ˈsʌmθɪŋ **godzić coś z czymś**
[4] **general relativity** ˈdʒenərəl ˌrelәˈtɪvətɪ **ogólna teoria względności**

INFOBOX

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formulations[61] of string field theory[62], treating strings like quantum fields[63] and helping to establish string theory as a leading framework[64] in theoretical physics. His work spans[65] quantum mechanics, higher-dimensional spaces[66] and the search for a unifying "theory of everything[67]."

Distinctively[68], Kaku balances technical rigour with conceptual clarity[69], aiming to develop models that not only describe the universe mathematically but also illuminate[70] its fundamental principles[71].

Bridging Theory and Public Understanding

Michio Kaku's research work and development of theories are impressive in themselves[72], but what sets him apart[73] from many other academics is his ability to explain complex ideas in a way that non-scientific people can grasp[74].

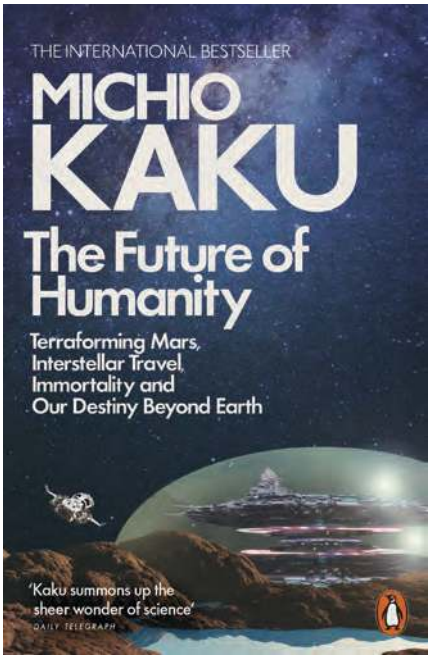
To this end, over the decades, he has written several thought-provoking[75], best-selling books that have explored the biggest scientific questions, such as the nature of the universe[76] and humankind's[77] connection with it, in a way that is both informative and entertaining[78]. (See Kaku Bibliography).

He has amplified[79] the reach[80] of his ideas through television and radio, hosting[81] and appearing[82] on programmes for the Discovery Channel, the History Channel, the Science Channel and the BBC, making topics from time travel and teleportation to artificial intelligence[83] and the future of civilisation accessible[84] to millions.

One of his best-known series, Sci Fi Science: Physics of the Impossible (Science Channel, 2009-2010), combined demonstrations, thought experiments[85] and interviews with fellow[86] scientists. The show brought complex concepts to a broad audience[87] and reinforced[88] Kaku's style: blending technical precision with[89] historical context and philosophical reflection. His other appearances include specials on the History Channel exploring space colonisation, quantum physics and emerging technologies.

HIS WORK SPANS QUANTUM MECHANICS, HIGHER-DIMENSIONAL SPACES AND THE SEARCH FOR A UNIFYING "THEORY OF EVERYTHING."

[61] **formulation** ˌfɔːmjʊˈleɪʃən **sformułowanie, ujęcie, sformalizowanie teorii**
[62] **string field theory** strɪŋ fiːld ˈθɪərɪ **polowa teoria strun**
[63] **quantum field** ˈkwɒntəm fiːld **pole kwantowe**
[64] **framework** ˈfreɪmwɜːk ***tu:*** **model, ramy teoretyczne**
[65] **to span sth** tə spæn ˈsʌmθɪŋ **obejmować coś**
[66] **higher-dimensional space** ˈhaɪə dɪˈmenʃənl speɪs **przestrzeń o wyższych wymiarach**
[67] **theory of everything** ˈθɪərɪ ɒv ˈevrɪθɪŋ **teoria wszystkiego**
[68] **distinctively** dɪsˈtɪŋktɪvli **wyraźnie, wyraziście**
[69] **clarity** ˈklærətɪ **jasność, klarowność**
[70] **to illuminate sth** tʊ ɪˈljuːmɪneɪt ˈsʌmθɪŋ **wyjaśniać coś, rzucać na coś światło**
[71] **fundamental principles** ˌfʌndəˈmentl ˈprɪnsəplz **podstawowe zasady**
[72] **impressive in themselves** ɪmˈpresɪv ɪn ðəmˈselvz **imponujące same w sobie**
[73] **to set sb apart** tə set ˈsʌmbədɪ əˈpɑːt **wyróżniać kogoś**
[74] **to grasp sth** tə grɑːsp ˈsʌmθɪŋ ***tu:*** **pojmować coś**
[75] **thought-provoking** ˈθɔːt prəvəʊkɪŋ **dający do myślenia**
[76] **nature of the universe** ˈneɪtʃə ɒv ðə ˈjuːnɪvɜːs **natura wszechświata**
[77] **humankind** ˈhjuːmənˈkaɪnd **ludzkość, gatunek ludzki**
[78] **entertaining** ˌentəˈteɪnɪŋ **zajmujący, przyjemny**
[79] **to amplify sth** tʊ ˈæmplɪfaɪ ˈsʌmθɪŋ **zwiększać, rozszerzać coś**
[80] **reach** riːtʃ **zasięg**
[81] **to host** tə həʊst **prowadzić program, być gospodarzem programu**
[82] **to appear** tʊ əˈpɪə **występować**





[83] **artificial intelligence** ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**
[84] **accessible** əkˈsesəbl **przystępny**
[85] **thought experiment** θɔːt ɪksˈperɪmənt **eksperyment myślowy**
[86] **fellow** ˈfeləʊ **znajomy, kolega po fachu**
[87] **broad audience** brɔːd ˈɔːdjəns **szeroka publiczność**
[88] **to reinforce sth** tə ˌriːɪnˈfɔːs ˈsʌmθɪŋ **umacniać, wzmacniać coś**
[89] **to blend sth with sth** tə blend ˈsʌmθɪŋ wɪð ˈsʌmθɪŋ **łączyć, mieszać coś z czymś**

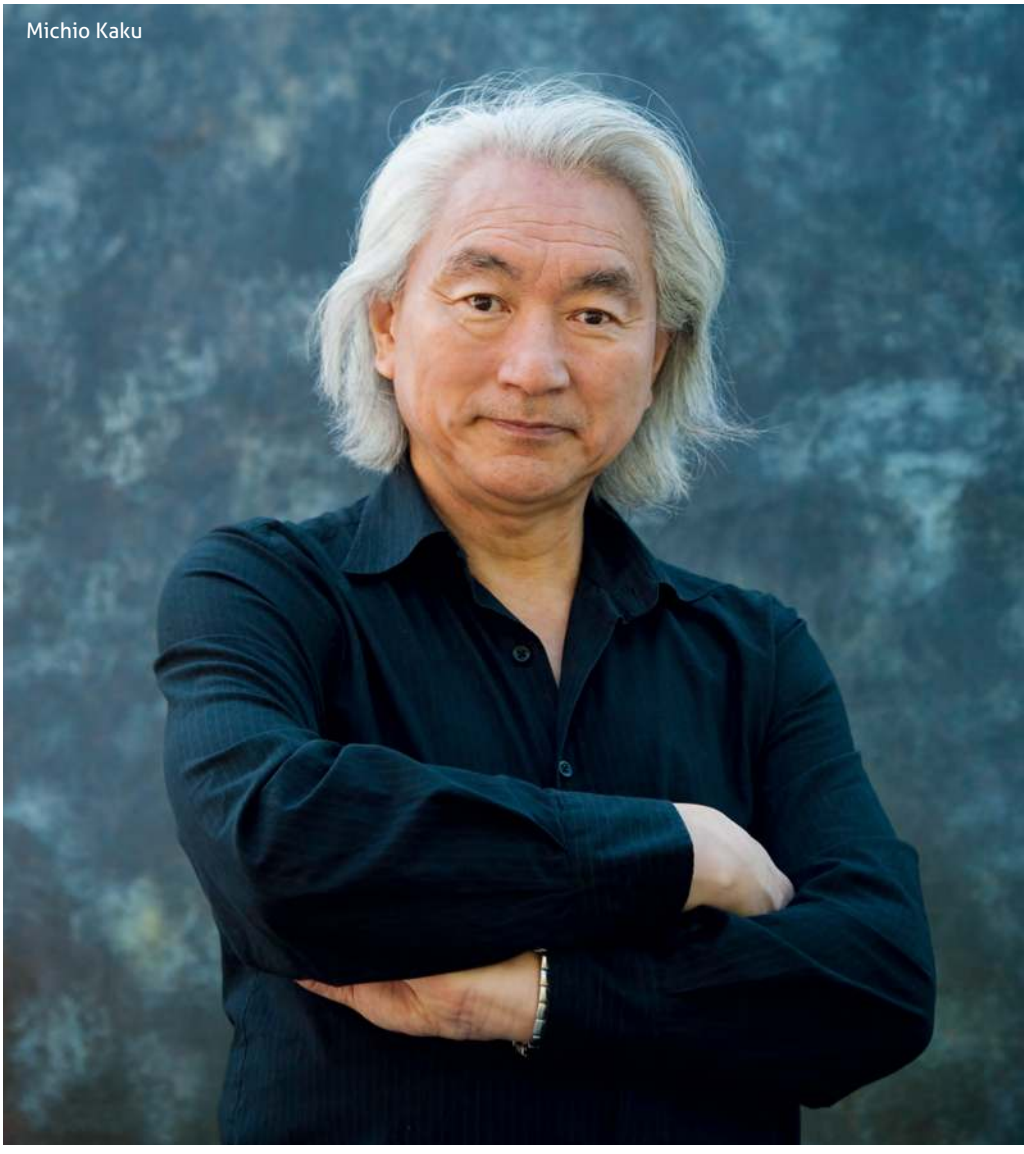
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String Theory

String theory is a theoretical framework in which the fundamental building blocks of the universe are tiny vibrating "strings" rather than point-like particles[1], with different vibrations giving rise to different particles and forces.

[1] **particle** ˈpɑːtɪkl **cząstka**

INFOBOX


Michio Kaku

Beyond television, Kaku lectures internationally, presenting physics not only as a pursuit of knowledge[90] but as a framework for understanding humanity's place in the cosmos.

Recognition[91] and Legacy[92]

Michio Kaku's achievements have been recognised both formally and informally. Notably, he received the Sir Arthur Clarke Lifetime Achievement Award, acknowledging[93] his contributions to[94] science and its public understanding[95]. Colleagues describe him as a visionary with practical insight[96], someone capable of[97] anticipating[98] the societal consequences of emerging technologies while remaining grounded in[99] rigorous research[100].

Kaku has also built a parallel[101] reputation as a futurist, using current scientific trends to map out[102] plausible[103] long-term developments. In Physics of the Future, he predicts advances such as AI-driven personal assistants, widespread use of augmented reality[104] and breakthroughs[105] in medical diagnostics using nanotechnology. He has also argued that quantum computing could transform encryption[106] and data processing[107], while space exploration[108]

[90] **pursuit of knowledge** pəˈsjuːt ɒv ˈnɒlɪdʒ **poszukiwanie wiedzy, dążenie do wiedzy**

[91] **recognition** ˌrekəgˈnɪʃən **uznanie**

[92] **legacy** ˈlegəsɪ **spuścizna, dziedzictwo**

[93] **to acknowledge sth** tʊ əkˈnɒlɪdʒ ˈsʌmθɪŋ **uznawać coś**

[94] **contribution to sth** ˌkɒntrɪˈbjuːʃən tə ˈsʌmθɪŋ **wkład w coś**

[95] **public understanding** ˈpʌblɪk ˌʌndəˈstændɪŋ **społecznie zrozumienie**

[96] **practical insight** ˈpræktɪkəl ˈɪnsaɪt **trzeźwe, głębokie spojrzenie**

[97] **capable of sth** ˈkeɪpəbl ɒv ˈsʌmθɪŋ **zdolny do czegoś**

[98] **to anticipate sth** tʊ ænˈtɪsɪpeɪt ˈsʌmθɪŋ **przewidywać coś**

[99] **to remain grounded in sth** tə rɪˈmeɪn ˈgraʊndɪd ɪn ˈsʌmθɪŋ **opierać swoje działania na czymś, twardo stąpać po ziemi dzięki czemuś**

[100] **rigorous research** ˈrɪgərəs rɪˈsɜːtʃ **badania spełniające rygory metodologiczne**

[101] **parallel** ˈpærəlel **równoległy**

[102] **to map sth out** tə mæp ˈsʌmθɪŋ aʊt **nakreślać coś**

[103] **plausible** ˈplɔːzəbl **prawdopodobny, wiarygodny**

[104] **augmented reality** ˈɔːgmənтɪd riːˈælətɪ **rzeczywistość rozszerzona**

[105] **breakthrough** ˈbreɪkˈθruː **przełom**

[106] **encryption** ɪnˈkrɪpʃn **szyfrowanie**

[107] **data processing** ˈdeɪtə ˈprəʊsesɪŋ **przetwarzanie danych**

[108] **space exploration** speɪs ˌeksplɔːˈreɪʃən **eksploracja kosmosu**

[109] **government-led** ˈgʌvnmənt led **narodowy,**

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may shift from government-led[109] missions to commercial ventures[110], paving the way for[111] lunar bases[112] and, eventually, Mars colonisation. Drawing on interviews with leading researchers, Kaku's forecasts[113] are grounded in existing science but extend decades ahead. While not a formal adviser[114] to governments or corporations, he is a frequent keynote speaker[115] at industry and policy forums, where his ideas contribute to discussions on technology strategy, innovation and long-term economic planning.

Not Done Yet

He has inspired generations of students to study physics and mathematics, demonstrating that curiosity and imagination are as vital[116] as technical skill. By combining rigorous research with public engagement, Kaku embodies[117] a model of science that is both intellectually ambitious and accessible.

Now in his late seventies, he remains an active public figure, continuing to write, lecture[118] and comment on emerging scientific developments with undiminished[119] energy. Michio Kaku has spent his life picking up where Einstein left off. Through pioneering research, bestselling books and television series that bring abstract physics to life, he has left an enduring mark[120] on science and society. He shows no signs of easing up on[121] his mission to share his continued[122] investigation[123] into the wonders of the universe with anyone who shares his curiosity.

PAST, PRESENT, PHYSICS

Complete the gaps by choosing the correct narrative tense option from the choices provided in the brackets.

1. Young Michio Kaku [was experimenting / had experimented / experiments] with electronics long before he began his formal academic career at Harvard University.
2. While he [was growing / had grown / grew] up in California, the space-age optimism of the post-war era sparked his interest in time travel and parallel universes.
3. Anti-Japanese sentiment lingered after World War II ended, meaning that minority students [had faced / were facing / faced] limited opportunities at elite schools during that era.
4. By the time Kaku earned his PhD from the University of California, Berkeley, in 1972, he [was already narrowing / had already narrowed / already narrowed] his research focus to string theory.
5. In the 1970s, Kaku and Keiji Kikkawa co-developed a breakthrough formulation while they [were conducting / had conducted / conducted] research on quantum field theory.
6. Before Kaku received the Sir Arthur Clarke Lifetime Achievement Award, he [published / was publishing / had published] several bestselling books that brought physics to a wider audience.
7. Kaku [had lectured / was lecturing / lectures] internationally at various industry forums, where he consistently presents physics as a vital framework for understanding humanity.
8. Einstein [left / had left / was leaving] his life's work unfinished, but Kaku picked up where he left off by dedicating decades to the search for a "theory of everything."

BEM TEST

Answers: 1. had experimented, 2. was growing, 3. were facing/faced, 4. had already narrowed, 5. were conducting, 6. had published, 7. lectures, 8. left/had left

państwowy

[110] **commercial venture** kə'mɜ:ʃəl 'ventʃə **przedsięwzięcie komercyjne**

[111] **to pave the way for sth** tə peɪv ðə weɪ fə 'sʌmθɪŋ **torować drogę dla czegoś**

[112] **lunar base** 'lu:nə beɪs **baza księżycowa**

[113] **forecast** 'fɔ:kɑ:st **prognoza**

[114] **adviser** əd'vaɪzə **doradca**

[115] **keynote speaker** 'ki:nəʊt 'spi:kə **prelegent, mówca**

[116] **vital** 'vaɪtl **istotny**

[117] **to embody sth** tʊ ɪm'bɒdɪ 'sʌmθɪŋ **uosabiać coś**

[118] **to lecture** tə 'lektʃə **wykładać**

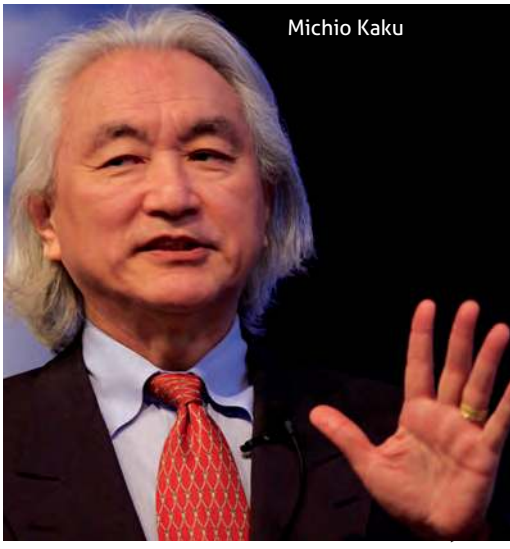
[119] **undiminished** ˌʌndɪ'mɪnɪʃt **niesłabnący**

[120] **enduring mark** ɪn'djʊərɪŋ mɑ:k **trwały ślad, trwałe piętno**

[121] **to ease up on sth** tʊ i:z ʌp ɒn 'sʌmθɪŋ **odpuszczać coś**

[122] **continued** kən'tɪnju:d **nieustanny**

[123] **investigation** ɪnˌvestɪ'geɪʃən **badanie, dociekanie**


Michio Kaku

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A WORD WORTH REMEMBERING

much-vaunted
mʌtʃ ˈvɔːntɪd
wielce wychwalany

Lisbon: The New Home of Remote Professionals

On a Tuesday morning in Alfama, beneath washing lines strung between ochre façades, an American coder taps away at her laptop whilst her Portuguese landlord trudges[1] past with shopping bags, muttering[2] about the EUR 1,400 rent she can no longer afford in the neighbourhood where she was born.

[1] **to trudge** tə trʌdʒ **wlec się, brnąć**
[2] **to mutter** tə ˈmʌtər **mamrotać, mruczeć**



The Promised Land, Repriced

Lisbon's ascent[3] to the summit of Europe's digital nomad hierarchy[4] was neither accidental nor overnight. For the better part of a decade, the Portuguese capital has offered a seductive[5] proposition[6]: reliable 200-500 Mbps fibre connections in most apartments, over 2,800 hours of sunshine annually, and a cost of living cheaper than 63 percent of Western European cities. Portugal now ranks sixth globally amongst the best destinations for remote professionals, scoring particularly highly on internet infrastructure, quality of life, and English proficiency.

The numbers tell the story of a city transformed. By 2024, over 2,600 digital nomad visas had been issued to remote workers moving to Portugal, with Americans leading the pack[7], followed by Brazilians and Britons. The D8 visa, introduced in October 2022, typically processes within 30-90 days and grants[8] an initial year of residency, renewable[9] thereafter[10]. Lisbon remains the most popular destination, though Madeira and Porto have begun siphoning off[11] those seeking either island isolation or northern grit[12].

Yet the city that once promised sun-drenched[13] affordability now demands a minimum monthly income of EUR 3,680 from digital nomad visa applicants-four times Portugal's statutory[14] minimum wage. A furnished one-bedroom apartment in a desirable neighbourhood now commands[15] EUR 1,200-1,800 per month, and a single nomad can expect to spend at least EUR 1,200 monthly excluding[16] leisure and entertainment. The maths has begun to look less favourable, particularly when set against the backdrop[17] of a local population increasingly priced out[18] of their own city.

Infrastructure and the Illusion of Community

The coworking landscape is robust[19], if somewhat formulaic. Second Home, Heden, and Outsite anchor[20] a sector that has proliferated[21] across Lisbon's central districts, each offering the familiar trappings[22] of the remote work aesthetic[23]: exposed brick, houseplants, and espresso machines that whir[24] with metronomic[25] regularity. On Madeira, Ponta do Sol hosts Portugal's first official Digital Nomad Village, a government-backed project complete with networking events and a self-consciously[26] cultivated[27] sense of belonging.

But community, that much-vaunted[28] pillar[29] of the nomadic promise, proves elusive[30] in practice. Lisbon's digital workforce remains one of Europe's largest and most diverse, yet the revolving door[31] spins ever faster. What was once a three-month rotation[32] has contracted[33] to

[3] **ascent** əˈsent **wspinaczka, awans**
[4] **hierarchy** ˈhaɪərɑːki **hierarchia**
[5] **seductive** sɪˈdʌktɪv **uwodzicielski, kuszący**
[6] **proposition** ˌprɒpəˈzɪʃən **propozycja, oferta**
[7] **to lead the pack** tə ˈliːd ðə pæk **prowadzić stawkę, być na czele**
[8] **to grant** tə grɑːnt **przyznawać, udzielać**
[9] **renewable** rɪˈnjuːəbəl ***tu:*** **odnawialny**
[10] **thereafter** ˌðeərˈɑːftə **następnie, później**
[11] **to siphon off** tə ˈsaɪfən ɒf **odciągać, przejmować**
[12] **grit** grɪt ***tu:*** **charakter, twardość**
[13] **sun-drenched** sʌn drentʃt **skąpany w słońcu**
[14] **statutory** ˈstætʃətri **ustawowy**
[15] **to command** tə kəˈmɑːnd ***tu:*** **kosztować, osiągać (cenę)**
[16] **excluding X** ɪkˈskluːdɪŋ eks **z wyłączeniem X, nie wliczając X**
[17] **backdrop** ˈbækdrɒp **tło**
[18] **to price out** tə praɪs aʊt **wycenić poza zasięgiem, wyprzeć cenowo**
[19] **robust** rəʊˈbʌst **solidny, mocny**
[20] **to anchor** tu ˈæŋkə ***tu:*** **stanowić fundament, zakotwiczać**
[21] **to proliferate** tə prəˈlɪfəreɪtɪd **rozprzestrzeniać się, mnożyć**
[22] **trappings** ˈtræpɪŋz **atrybuty, oznaki**
[23] **aesthetic** iːsˈθetɪk **estetyka**
[24] **to whir** tə wɜː **wirować z szumem**
[25] **metronomic** ˌmetrəˈnɒmɪk **metronomiczny, regularny**
[26] **self-consciously** ˌself ˈkɒnʃəsli **świadomie, z pewną manierą**
[27] **to cultivate** tə ˈkʌltɪveɪt **kultywować, pielęgnować**

BY THE NUMBERS: LISBON'S DIGITAL WORKFORCE

- Globally, approximately 40 million people were living as digital nomads by 2025 (though some sources cite[1] ranges from 40-80 million), roughly double the figure from 2020
- Portugal ranks[2] 7th amongst the best destinations worldwide for digital nomads, scoring highly on internet speed, quality of life, and English proficiency[3]
- Americans receive the most digital nomad visas for Portugal, followed by Brazilian and British remote workers
- Lisbon enjoys over 2,800 hours of sunshine per year, with mild winters and temperatures rarely dropping below 8-10 degrees Celsius
- Standard fibre[4] connections in most Lisbon apartments run at 200-500 Mbps, providing infrastructure comparable to or better than most Western European capitals

[1] **to cite** tə saɪt **cytować, przytaczać**
[2] **to rank** tə ræŋk **zajmować pozycję, plasować się**
[3] **proficiency** prəˈfɪʃənsi **biegłość, znajomość**
[4] **fibre** ˈfaɪbə ***tu:*** **światłowód**

INFOBOX

[28] **much-vaunted** mʌtʃ ˈvɔːntɪd **wielce wychwalany**
[29] **pillar** ˈpɪlə **filar, fundament**
[30] **elusive** ɪˈluːsɪv **nieuchwytny**
[31] **revolving door** rɪˈvɒlvɪŋ dɔː ***tu:*** **obrotowe drzwi, rotacja**
[32] **rotation** rəʊˈteɪʃən **rotacja, zmiana**
[33] **to contract** tə kənˈtrækt ***tu:*** **kurczyć się, zmniejszać**

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THE CITY THAT ONCE PROMISED SUN-DRENCHED AFFORDABILITY NOW DEMANDS A MINIMUM MONTHLY INCOME OF EUR 3,680 FROM DIGITAL NOMAD VISA APPLICANTS-FOUR TIMES PORTUGAL'S STATUTORY MINIMUM WAGE.

four-to-six-week stints[34] for many, as the financial realities bite[35] harder than anticipated. The result is a social fabric[36] perpetually unravelling[37] and reweaving[38] itself-acquaintances rather than friendships, networking rather than neighbourliness.

There is, too, a nagging[39] superficiality[40] to much of the interaction. Conversations in coworking kitchens tend towards the formulaic[41]: where you are from, how long you are staying, whether you have tried that new brunch spot in Príncipe Real. Depth requires time, and time requires money, and money is precisely what sends people scurrying[42] onwards[43] to Tbilisi or Belgrade when the Lisbon lease[44] comes up for renewal[45].

The Affordability Paradox

What began as a government-backed embrace[46] of remote work has morphed into[47] a social experiment with uncomfortable results: rents in central neighbourhoods like Alfama, Bairro Alto, and Santos have climbed 40-60 percent since 2020. The influx[48] of affluent[49] foreigners – earning in dollars, pounds, or euros from elsewhere – has created a dual economy[50] in which local wages bear no relation to[51] local costs. Portuguese residents now face housing prices comparable to Berlin, Madrid, or even Paris, without the corresponding[52] salaries.

The properties themselves often fail to match the price tags. Mould, thin walls, absent central heating-these are recurring complaints amongst nomads and locals alike. The housing stock, much of it centuries old and inadequately[53] maintained, has been repackaged[54] as charming Airbnb fodder[55] or overpriced long-term lets. Landlords, sensing opportunity, have pivoted[56] away from traditional tenancies[57] towards short-term tourist rentals or contracts targeting foreigners willing to pay Western European rates.

The broader economic picture is no less complex. An estimated 40 million people worldwide were living as digital nomads by 2025, roughly double the figure from just a few years prior. Lisbon has captured a meaningful slice of this peripatetic[58] workforce, yet the benefits

[34] **stint** stɪnt **okres (pracy, pobytu), kadencja**
[35] **to bite** tə baɪt ***tu:*** **dokuczać, dawać się we znaki**
[36] **fabric** 'fæbrɪk ***tu:*** **struktura, tkanka**
[37] **to unravel** tu ʌn'rævəlɪŋ **rozpadać się**
[38] **to reweave** tə ri:'wi:vɪŋ ***tu:*** **zawiązywać na nowo**
[39] **nagging** 'nægɪŋ **dręczący, niepokojący**
[40] **superficiality** ˌsu:pəfɪʃi'æləti **powierzchowność**
[41] **formulaic** ˌfɔ:mju'leɪɪk **schematyczny, szablonowy**
[42] **to scurry** tə 'skʌrɪɪŋ **pędzić, mknąć**
[43] **onwards** 'ɒnwədz **dalej, naprzód**
[44] **lease** li:s **umowa najmu, dzierżawa**
[45] **to come up for renewal** tə kʌmz ʌp fɔ: rɪ'nju:əl **wchodzić w okres odnowienia**
[46] **embrace** ɪm'breɪs ***tu:*** **przyjęcie, objęcie**
[47] **to morph into sth** tə mɔ:ft 'ɪntə 'sʌmθɪŋ **przekształcać się, ewoluować w coś**
[48] **influx** 'ɪnflʌks **napływ**
[49] **affluent** 'æfluənt **zamożny**
[50] **dual economy** 'dju:əl ɪ'kɒnəmi **gospodarka dualna**
[51] **to bear no relation to sth** tə beə nəʊ rɪ'leɪʃən tə 'sʌmθɪŋ **nie mieć związku z czymś**
[52] **corresponding** ˌkɒrɪ'spɒndɪŋ **odpowiadający, stosowny**
[53] **inadequately** ɪn'ædɪkwətli **nieodpowiednio, niewystarczająco**
[54] **to repackage sth** tə ri:'pækɪdʒd 'sʌmθɪŋ **przepakować, odświeżyć coś**
[55] **fodder** 'fɒdə ***tu:*** **materiał, pożywka**
[56] **to pivot** tə 'pɪvətɪd **przestawić się, zmienić kierunek**
[57] **tenancy** 'tenənsi **najem, umowa najmu**
[58] **peripatetic** ˌperɪpə'tetɪk **wędrowny, objazdowy**



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THE D8 DIGITAL NOMAD VISA

Introduced in October 2022, the D8 visa allows non-EU, non-EEA, and non-Swiss nationals to live legally in Portugal whilst working remotely. Processing typically takes 30-90 days, with an initial grant of one year of residency that can be renewed. The income threshold[1] stands at EUR 3,680 per month for the main applicant[2], with a 50 percent increase required for a spouse[3] and 30 percent for each dependent child.

[1] **threshold** 'θreʃhəʊld ***tu:*** **próg**
[2] **main applicant** meɪn 'æplɪkənt **główny wnioskodawca**
[3] **spouse** spaʊs **współmałżonek**

INFOBOX

MADEIRA'S DIGITAL NOMAD VILLAGE

Ponta do Sol on Madeira is home to Portugal's first official Digital Nomad Village, launched as a government-backed initiative.
The village offers dedicated[1] coworking spaces, regular networking events, and community-building activities aimed at[2] remote professionals.
Madeira has emerged[3] as the second most popular destination for digital nomads in Portugal, after Lisbon and ahead of Porto.
The island's year-round mild climate and relative isolation appeal to[4] those seeking a slower pace than the capital offers.

[1] **dedicated** 'dedɪkeɪtɪd **dedykowany, przeznaczony**
[2] **to aim at sb** tu eɪm ət 'sʌmbədi **kierować do, celować w kogoś**
[3] **to emerge** tu ɪ'mɜ:dʒ **wyłonić się, pojawić się**
[4] **to appeal to sb** tu ə'pi:l tə 'sʌmbədi **przemawiać do kogoś, podobać się komuś**

INFOBOX



accrue[59] unevenly[60]. Cafés and coworking spaces thrive[61]; local families struggle. The visibility[62] of prosperity sits uncomfortably[63] alongside[64] the invisibility of displacement[65].

Political Tremors[66] and Legal Shifts

On 23 June 2025, the Portuguese government proposed extending the minimum residency period required for citizenship from five years to ten. However, on 15 December 2025, the Constitutional Court rejected four key provisions[67] of the proposed changes-a signal, perhaps, that the welcome mat was being quietly rolled back[68]. The intent[69] was clear: Portugal was reassessing[70] the terms of its relationship with the remote workforce it had actively courted[71].

The digital nomad visa itself remains intact[72], and demand shows no sign of abating[73]. But the political mood has shifted. Local elections increasingly feature[74] housing affordability as a central issue, and the term 'digital nomad' has acquired[75] a

[59] **to accrue** tu ə'kru: **narastać, gromadzić się**
[60] **unevenly** ʌn'i:vənli **nierównomiernie**
[61] **to thrive** tə θraɪv **prosperować, rozkwitać**
[62] **visibility** ˌvɪzə'bɪlətɪ **widoczność**
[63] **to sit uncomfortably** tə sɪt ʌn'kʌmftəbli **nie pasować, kłócić się**
[64] **alongside X** əˌlɒŋ'saɪd eks **obok X, równolegle**
[65] **displacement** dɪs'pleɪsmənt ***tu:*** **przemieszczenie, wypieranie**
[66] **tremor** 'tremə ***tu:*** **wstrząs, drżenie**
[67] **provision** prə'vɪʒənz **przepisy, postanowienia**
[68] **to roll back** tə rəʊl bæk **wycofywać, cofać**
[69] **intent** ɪn'tent **intencja, zamiar**
[70] **to reassess** tə ˌri:ə'ses **ponownie oceniać**
[71] **to court** tə 'kɔ:t ***tu:*** **zabiegać, starać się pozyskać**
[72] **intact** ɪn'tækt **nienaruszony, w stanie nietkniętym**
[73] **to abate** tu ə'beɪt **słabnąć, zmniejszać się**
[74] **to feature** tə 'fi:tʃə ***tu:*** **uwzględniać, przedstawiać**
[75] **to acquire** tu ə'kwaɪə ***tu:*** **nabywać, przyjmować**

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[76] **faintly** ˈfeɪntli **lekko, nieznacznie**
[77] **pejorative** pɪˈdʒɒrətɪv **pejoratywny, pogardliwy**
[78] **weary** ˈwɪəri **zmęczony, znużony**
[79] **borne** bɔːn **ponoszony, niesiony**
[80] **disproportionately** ˌdɪsprəˈpɔːʃənətli **nieproporcjonalnie**
[81] **to absorb** tu əbˈzɔːb ***tu:*** **wchłonąć, przyjąć**
[82] **verdict** ˈvɜːdɪkt **werdykt, ocena**
[83] **qualified** ˈkwɒlɪfaɪd ***tu:*** **warunkowy, ograniczony**
[84] **to contemplate** tə ˈkɒntəmpleɪt **rozważać**
[85] **posting** ˈpəʊstɪŋ ***tu:*** **oddelegowanie**
[86] **undeniably** ˌʌndɪˈnaɪəbli **niezaprzeczalnie**
[87] **compelling** kəmˈpelɪŋ **przekonujący, fascynujący**

faintly[76] pejorative[77] edge in some circles. It is not hostility, exactly-more a weary[78] recognition that Lisbon's transformation has come at a cost borne[79] disproportionately[80] by those least able to absorb[81] it.

The Verdict[82]: Paradise Qualified[83]

So what, then, is the contemporary reality of Lisbon for the senior professional contemplating[84] a remote posting[85]? The city remains undeniably[86] compelling[87]:

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WHAT BEGAN AS A GOVERNMENT-BACKED EMBRACE OF REMOTE WORK HAS MORPHED INTO A SOCIAL EXPERIMENT WITH UNCOMFORTABLE RESULTS: RENTS IN CENTRAL NEIGHBOURHOODS LIKE ALFAMA, BAIRRO ALTO, AND SANTOS HAVE CLIMBED 40-60 PERCENT SINCE 2020.

the light, the architecture, the seafood, the ease of movement across a compact[88] and walkable urban landscape. For those with robust incomes and no dependents[89], the quality of life can be exceptional[90]. The city's international character means English is widely spoken, and the professional networks-though transient[91]-are genuinely[92] global.

Yet the drawbacks[93] are no longer incidental[94]. The cost of living has eroded[95] much of the financial advantage that once made Lisbon a no-brainer[96] for remote workers. The sense of community is real but fragile[97], perpetually[98] undermined[99] by the churn[100] of arrivals and departures. And there is an ethical dimension[101] that sits less comfortably than it once did: the knowledge that your presence, however well-intentioned[102], contributes to a housing crisis with tangible[103] human consequences.

Lisbon is not finished as a digital nomad destination-far from it. But it has matured beyond the heady[104] optimism of its early nomad years into something more complicated: a city grappling with[105] the consequences[106] of its own success, trying to balance openness with sustainability[107], growth with equity[108]. For the remote professional willing to engage with[109] that complexity rather than simply extracting[110] sunshine and bandwidth[111], it remains one of Europe's most fascinating cities. Just do not expect it to be cheap, or simple, or morally[112] uncomplicated[113]. The best places never are.

88 **compact** kəm'pækt **zwarty, kompaktowy**
89 **dependent** dɪ'pendənts **osoba na utrzymaniu**
90 **exceptional** ɪk'sepʃənəl **wyjątkowy**
91 **transient** 'trænziənt **przejściowy, przemijający**
92 **genuinely** 'dʒenjuɪnli **autentycznie**
93 **drawback** 'drɔ:bæks **wada, minus**
94 **incidental** ˌɪnsɪ'dentəl **poboczny, drugorzędny**
95 **to erode** tʊ ɪ'rəʊd **erodować, podkopywać**
96 **no-brainer** nəʊ 'breɪnə **oczywisty wybór, łatwizna**
97 **fragile** 'frædʒaɪl **kruchy, delikatny**
98 **perpetually** pə'petʃuəli **ustawicznie, nieustannie**
99 **to undermine** tuˌʌndə'maɪn **podkopywać, osłabiać**
100 **churn** tʃɜ:n ***tu:*** **rotacja, fluktuacja**
101 **ethical dimension** 'eθɪkəl dɪ'menʃən **wymiar etyczny**
102 **well-intentioned** wel ɪn'tenʃənd **o dobrych intencjach**
103 **tangible** 'tændʒəbəl **namacalny, wymierny**
104 **heady** 'hedi **odurzający, ekscytujący**
105 **to grapple with sth** tə 'græpl wɪð 'sʌmθɪŋ **zmagać się, borykać się z czymś**
106 **consequence** 'kɒnsɪkwənsɪz **konsekwencje**
107 **sustainability** səˌsteɪnə'bɪlətɪ **zrównoważony rozwój**
108 **equity** 'ekwətɪ ***tu:*** **sprawiedliwość, równość**
109 **to engage with sth** tu ɪn'geɪdʒ wɪð 'sʌmθɪŋ **angażować się w coś, zajmować się czymś**
110 **to extract** tu ɪk'strækt ***tu:*** **wydobywać, czerpać**
111 **bandwidth** 'bændwɪdθ ***tu:*** **dostęp do internetu**
112 **morally** 'mɒrəli **moralnie**
113 **uncomplicated** ʌn'kɒmplɪkeɪtɪd **nieskomplikowany**



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Business Dialogues:

Vibe[1] Shift

Evergreen Stays has appointed Sarah as[2] the new General Manager[3] of their boutique manor hotel[4]. The staff[5] expected Leo, who has been there forever, to get the job. Now, there's a "cold war[6]" happening in the hallways[7]. Marcus, the Regional Manager, has to step in and sell the "logic" of the appointment without making the staff (and Leo) feel like their loyalty was a waste of time[8].

Act 1: "A bit of a waiting game[9]"

Setting: The hotel's back office[10]. Sarah is reviewing the weekly schedule[11], which is still being organised the "old way."

Sarah: (Sighing) So, I've been going over the shift rotas[12] for the next fortnight[13]. I noticed the team is still using the manual ledger[14] instead of[15] the digital planner I set up last week.

Marcus: Is it a technical glitch[16], or are they just used to the paper version?

Sarah: It's not the tech. I've seen them using it when I'm standing right there, but the second I head to the lobby, they go back to the ledger. I mean, the reality is, they're playing a bit of a waiting game. They're waiting to see if these "new ways" are actually going to stick[17], or if they can just hold out[18] until I stop asking.

Marcus: I've noticed the vibe in the morning briefings. They're polite[19], but there's no real engagement[20].

Sarah: Exactly. It's the "Leo" factor[21]. I'm struggling[22] to see how I can get any momentum[23] when every time I give an instruction, the team looks at Leo to see if he's going to back me up[24]. He isn't being rude[25], he's being perfectly professional, but he's not exactly helping me build any bridges.

Marcus: Right. He's doing his job, but he's not "leading" the transition[26]. He's just letting it happen to you. Let's get him in here. We need to be frank[27] about how his silence[28] is affecting the team's buy-in[29].

Act 2: "I'm just staying in my lane[30]"

Setting: Leo joins them. He's polite, calm, and has a "business as usual[31]" attitude[32] that is clearly frustrating Sarah.

Marcus: Leo, thanks for a moment. Sarah and I were just discussing the transition. We're sensing that the team is a bit hesitant[33] to fully adopt the new workflows[34]. You've been here a long time, how are they feeling about the changes?

Leo: (Levelly[35]) They're managing, Marcus. It's a lot of new information at once. I think they're just trying to make sure they don't drop the ball[36] on the actual guest service[37] while they're learning the new software[38].

[1] **vibe** vaɪb **klimat, atmosfera**
[2] **to appoint sb as X** tʊ ə'pɔɪnt 'sʌmbədɪ æz eks **wyznaczyć, mianować kogoś na stanowisko X**
[3] **General Manager** 'dʒenərəl 'mænədʒə **dyrektor generalny**
[4] **boutique manor hotel** buː'tiːk 'mænə həʊ'tel **kameralny hotel w stylu pałacowym, dworskim**
[5] **staff** stɑːf **pracownicy**
[6] **cold war** kəʊld wɔː **zimna wojna**
[7] **hallway** 'hɔːlweɪ **korytarz**
[8] **waste of time** weɪst ɒv taɪm **strata czasu**
[9] **waiting game** 'weɪtɪŋ geɪm **gra na przeczekanie, gra na zwłokę**
[10] **back office** bæk 'ɒfɪs **zaplecze**
[11] **schedule** 'ʃedjuːl **grafik, harmonogram**
[12] **shift rota** ʃɪft 'rəʊtə **grafik zmian**
[13] **fortnight** 'fɔːtnaɪt **dwa tygodnie**
[14] **manual ledger** 'mænjʊəl 'ledʒə **papierowy rejestr, papierowy grafik**
[15] **instead of sth** ɪn'sted ɒv 'sʌmθɪŋ **zamiast czegoś**
[16] **technical glitch** 'teknɪkəl glɪtʃ **problem techniczny**
[17] **to stick** tə stɪk **pozostawać**
[18] **to hold out** tə həʊld aʊt **wytrzymać**
[19] **polite** pə'laɪt **uprzejmy, grzeczny**
[20] **engagement** ɪn'geɪdʒmənt **zaangażowanie**
[21] **factor** 'fæktə **czynnik**
[22] **to struggle** tə 'strʌgl **zmagać się, borykać się**
[23] **momentum** məʊ'mentəm **rozpęd, impet, dynamika działania**
[24] **to back sb up** tə bæk 'sʌmbədɪ ʌp **wspierać kogoś**
[25] **rude** ruːd **nieuprzejmy, niegrzeczny**
[26] **transition** træn'sɪʃən **zmiana**
[27] **frank** fræŋk **szczery**
[28] **silence** 'saɪləns **milczenie**
[29] **buy-in** 'baɪ ɪn **akceptacja, poparcie**
[30] **to stay in one's lane** tə steɪ ɪn wʌnz leɪn **zajmować się swoją robotą**
[31] **"business as usual"** 'bɪznəs æz 'juːʒʊəl **"robimy swoje, jak gdyby nigdy nic"**
[32] **attitude** 'ætɪtjuːd **postawa, nastawienie, podejście**
[33] **hesitant** 'hezɪtənt **niezdecydowany, wahający się**
[34] **workflow** 'wɜːkfləʊ **organizacja pracy**
[35] **levelly** 'levəli ***tu:*** **spokojnie**
[36] **to drop the ball** tə drɒp ðə bɔːl **popełnić błąd, zawalić**
[37] **guest service** gest 'sɜːvɪs **obsługa gości**
[38] **software** 'sɒftweə(r) ***tu:*** **organizacja pracy**

A WORD WORTH REMEMBERING

soft launch
/sɒft lɔːntʃ/
ciche otwarcie, soft opening (faza testowa, w której nowa firma, produkt, usługa, hotel czy restauracja zostaje otwarta dla ograniczonej liczby osób przed oficjalną, huczną premierą)

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Sarah: Leo, I appreciate[39] that, but it's more than just a learning curve[40]. I feel like I'm an outsider trying to break into a closed circle[41]. When I suggest a change to the dining room[42] layout[43], the staff wait until I've left the room and then they ask you if they actually have to do it.

Leo: I see where you're coming from[44], Sarah. I really do. But I've worked with these people for over a decade. I'm not telling them to ignore you. I'm just staying in my lane and doing my own work.

Marcus: But that's the issue[45], Leo. In your position, staying in your lane isn't enough. By not actively supporting Sarah's decisions, you're giving the team a silent okay[46] to stay stuck in the old ways. I know it's a bit of a slap in the face[47] to see someone else in the GM office, but the reality is, we chose Sarah because she has the specific experience we need for this expansion[48].

Leo: (A long pause) I've never been anything but professional. But it's a big ask[49] to expect me to be the cheerleader[50] for a strategy that I wasn't even consulted on.

Marcus: I hear you[51]. We probably could have handled[52] the consultation better. But right now, the vibe is that you're the real boss and Sarah is just a guest. That doesn't work for the hotel, and it doesn't work for your career either.

Act 3: "Let's just get some momentum"

Setting: The afternoon tea service is starting; the muffled[53] clinking[54] of china[55] can be heard from the next room.

Sarah: (To Leo) Look, I don't need you to be a cheerleader. I just need you to be a partner. If you have a problem with a new protocol[56], tell me in here, not by letting the team ignore it on the floor.

Leo: What are you suggesting, specifically?

Sarah: Let's start with the shift rota. I need you to be the one to tell the team that the manual ledger is gone as of Monday[57]. If they hear it from you, they'll stop fighting it. In return, I want you to take the lead on[58] the VIP arrivals for the soft launch[59]. I'll stay out of the way of[60] the guest magic[61] if you help me with the operational structure[62].

Leo: (Nodding[63] slowly) So, a clear split of duties[64]? I handle the front-facing soul of the place[65], and I back your play on[66] the back-end systems[67]?

Marcus: For the time being[68], that's exactly what we need. It's a fair trade-off[69]. It allows the team to see that you're both on the same page[70]. Leo, you're still the "heart" of this place, but Sarah is the "engine." We need both to get moving.

Leo: (Exhales[71]) Fine. I'll speak to the supervisors[72] this afternoon. I'll tell them the ledger is retired[73].

Sarah: (With a small smile) I appreciate that, Leo. It's a solid start. Let's regroup[74] after the weekend and see if we've actually moved the needle on[75] the team's engagement.

Marcus: Perfect. Let's just focus on a smooth handover[76] for Monday. One step at a time[77].

[39] **to appreciate** tʊ əˈpriːʃɪeɪt **doceniać**
[40] **learning curve** ˈlɜːnɪŋ kɜːv ***tu:*** **proces wdrażania się, okres adaptacji, czas potrzebny na naukę nowych procedur**
[41] **closed circle** kləʊzd ˈsɜːkl **zamknięty krąg**
[42] **dining room** ˈdaɪnɪŋ ruːm **sala restauracyjna**
[43] **layout** ˈleɪaʊt ***tu:*** **układ, wystrój**
[44] **I see where you're coming from** aɪ siː weə jə ˈkʌmɪŋ frɒm **wiem co masz na myśli, wiem do czego pijesz**
[45] **that's the issue** ðæts ðiː ˈɪʃuː **w tym problem**
[46] **silent okay** ˈsaɪlənt ˈəʊˈkeɪ **cicha zgoda**
[47] **a slap in the face** ə slæp ɪn ðə feɪs **policzek**
[48] **expansion** ɪksˈpænʃən **ekspansja, rozwój**
[49] **a big ask** ə bɪg ɑːsk ***tu:*** **duże wymaganie, wygórowane żądanie, spora przesada**
[50] **cheerleader** ˈtʃɪəliːdə(r) ***tu:*** **orędownik, promotor, osoba, która ślepo coś zachwala i bije brawo**
[51] **I hear you** aɪ hɪə jʊ ***tu:*** **rozumiem cię**
[52] **to handle sth** tə ˈhændl ˈsʌmθɪŋ **przeprowadzić coś**
[53] **muffled** ˈmʌfld **przytłumiony**
[54] **clinking** ˈklɪŋkɪŋ **pobrzękiwanie**
[55] **china** ˈtʃaɪnə **porcelana**
[56] **protocol** ˈprəʊtəkɒl **zasady**
[57] **to be gone as of Monday** tə biː gɒn æz ɒv ˈmʌndeɪ **odchodzić w niepamięć od poniedziałku**
[58] **to take the lead on sth** tə teɪk ðə liːd ɒn ˈsʌmθɪŋ **przejąć kontrolę nad czymś**
[59] **soft launch** sɒft lɔːntʃ **ciche otwarcie, soft opening (faza testowa, w której nowa firma, produkt, usługa, hotel czy restauracja zostaje otwarta dla ograniczonej liczby osób przed oficjalną, huczną premierą)**
[60] **to stay out of the way of sth** tə steɪ aʊt ɒv ðə weɪ ɒv ˈsʌmθɪŋ **nie wtrącać się w coś**
[61] **guest magic** gest ˈmædʒɪk **tworzenie niezapomnianych wrażeń dla gości, dbanie o wyjątkową atmosferę**
[62] **operational structure** ˌɒpəˈreɪʃənl ˈstrʌktʃə **struktura operacyjna**
[63] **to nod** tə nɒd **przytaknąć**
[64] **split of duties** splɪt ɒv ˈdjuːtɪz **podział obowiązków**
[65] **soul of the place** səʊl ɒv ðə pleɪs **dusza tego miejsca**
[66] **to back sb's play on sth** tə bæk ˈsʌmbədiz pleɪ ɒn ˈsʌmθɪŋ **popierać czyjeś działania, stać za kimś murem, wspierać czyjś plan**
[67] **back-end systems** ˈbækˈend ˈsɪstəmz **systemy zaplecza, systemy wewnętrzne (do których goście nie mają dostępu)**
[68] **for the time being** fə ðə taɪm ˈbiːɪŋ **na razie**
[69] **fair trade-off** feə ˈtreɪd ɒf **uczciwy układ**
[70] **to be on the same page** tə biː ɒn ðə seɪm peɪdʒ **mówić jednym głosem**
[71] **to exhale** tʊ eksˈheɪl **wypuszczać powietrze**
[72] **supervisor** ˈsjuːpəvaɪzə **przełożony**
[73] **retired** rɪˈtaɪəd ***tu:*** **wycofany**
[74] **to regroup** tə ˈriːˈgruːp **spotkać się ponownie**
[75] **to move the needle on sth** tə muːv ðə ˈniːdl ɒn ˈsʌmθɪŋ **mieć wpływ na coś, ruszyć temat z miejsca**
[76] **smooth handover** smuːð ˈhændˌəʊvə ***tu:*** **sprawne wprowadzenie nowych zasad**
[77] **one step at a time** wʌn step æt ə taɪm **krok po kroku**

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1: Workplace Tension

- A bit of a waiting game: Waiting to see how a situation develops before taking action.
- The vibe: The general atmosphere or feeling within a team or workplace.
- The [person] factor: The influence of one key individual on a situation or group dynamic.
- Build bridges: To improve relationships between people, especially after tension.
- A closed circle: A group that is difficult for outsiders to enter or influence.
- An outsider: Someone who is not fully accepted or integrated into a group.
- No real engagement: A lack of active interest, energy or participation.

2: Managing Change

- Stick (if something sticks): To become accepted or permanent over time.
- Hold out: To resist change and wait for things to return to the old way.
- Get momentum: To start making visible progress or forward movement.
- Leading the transition: Actively supporting and driving a change process.
- A learning curve: The time and effort needed to learn something new.
- Stay stuck in the old ways: To resist adopting new systems or behaviours.
- Adopt new workflows: To start using new processes or systems in daily work.

3: Roles & Authority

- Stay in my lane: To focus only on your own responsibilities and avoid involvement in others' areas.
- Drop the ball: To fail to do something important or make a mistake in your duties.
- A slap in the face: An action that feels insulting or unfair.
- The real boss: The person who is seen as having real influence, regardless of official role.
- Back someone up: To support someone publicly, especially in front of others.
- Back your play: To actively support someone's decision or strategy.
- Take the lead: To take responsibility and guide others in a task or situation.

4: Alignment & Progress

- Be on the same page: To share the same understanding or agreement.
- A clear split of duties: A well-defined division of responsibilities.
- A fair trade-off: A balanced exchange where both sides gain something.
- Regroup: To meet again after a period of action to review progress.
- Move the needle: To create a noticeable improvement or impact.
- For the time being: Focusing on the present situation rather than long-term plans.
- One step at a time: To approach progress gradually and in stages.

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Jennifer Doudna

(b. 1964) is an American biochemist and professor at the University of California, Berkeley, who fundamentally changed the future of medicine and agriculture[1]. She earned her PhD[2] from Harvard, and spent her early career studying RNA structures. In 2012, alongside French scientist Emmanuelle Charpentier, Doudna co-developed[3] CRISPR-Cas9, a revolutionary gene-editing technology that functions like a pair of microscopic scissors[4], allowing scientists to rewrite DNA sequences with unprecedented[5] precision. This discovery[6] earned the duo the 2020 Nobel Prize in Chemistry. While the technology holds the potential to eradicate[7] genetic diseases[8] and engineer climate-resilient crops[9], Doudna has taken a leading role in global ethical debates, warning against the unregulated use of CRISPR on human embryos[10] and advocating for[11] responsible scientific boundaries[12].



Benjamin Graham

(1894-1976) was a British-born American economist, professor and investor, widely recognised as the "father of value investing[13]." Educated at Columbia University, he went on to teach there, transforming stock market[14] investment from a game of speculative gambling[15] into a rigorous[16] academic discipline. Alongside David Dodd, he authored *Security Analysis* (1934), followed by his seminal[17] book *The Intelligent Investor* (1949), which introduced the concept of a "margin of safety[18]," buying assets[19] for significantly less than their intrinsic[20] economic value to minimise risk. He also famously introduced the allegory of "Mr. Market," to teach investors how to remain rational despite volatile market[21], and emotional swings[22]. His most famous student and employee, Warren Buffett, credits Graham's philosophy as the bedrock[23] of his immense wealth[24] and investing success.



Wang Huning

(b. 1955) is a highly influential[25] Chinese political theorist and one of the top leaders of the Chinese Communist Party (CCP). Formerly a prominent academic and dean[26] of Fudan University's law school, Wang transitioned into[27] politics in the 1990s and became the chief[28] ideological architect behind three consecutive[29] Chinese presidents: Jiang Zemin, Hu Jintao, and Xi Jinping. He is credited with crafting[30] the core political theories that define modern China, including the "Chinese Dream" and Xi Jinping Thought. Wang first gained international attention[31] with his 1991 book, *America Against America*, where he argued that the United States' extreme individualism and social divisions[32] would lead to its eventual decline[33]. Operating largely behind the scenes[34], Wang serves on the powerful Politburo Standing Committee, shaping China's nationalist shift[35] away from Western cultural influence[36].

[1] **agriculture** 'ægrɪkʌltʃə **rolnictwo**
[2] **to earn a PhD** tʊ ɜ:n ə ˌpi: eɪtʃ 'di: **zrobić doktorat**
[3] **to co-develop** tə kəʊ dɪ'veləp **opracować wspólnie**
[4] **scissors** 'sɪzəz **nożyczki**
[5] **unprecedented** ʌn'presɪdəntɪd **niespotykany**
[6] **discovery** dɪs'kʌvərɪ **odkrycie**
[7] **to eradicate sth** tʊ ɪ'rædɪkeɪt 'sʌmθɪŋ **zwalczyć coś**
[8] **genetic disease** dʒɪ'netɪk dɪ'zi:z **choroba genetyczna**
[9] **crops** krɒps **uprawy**
[10] **human embryos** 'hju:mən 'embrɪəʊz **ludzkie embriony**
[11] **to advocate for sth** tʊ 'ædvəkɪt fər 'sʌmθɪŋ **postulować coś, opowiadać się za czymś**
[12] **scientific boundaries** ˌsaɪən'tɪfɪk 'baʊndərɪz **granice badań naukowych**

[13] **value investing** 'vælju: ɪn'vestɪŋ **inwestowanie w wartość (strategia inwestycyjna polegająca na kupowaniu akcji lub innych aktywów, które według analizy inwestora są wyceniane przez rynek poniżej ich rzeczywistej - wewnętrznej - wartości)**
[14] **stock market** stɒk 'mɑ:kɪt **giełda**
[15] **gambling** 'gæmblɪŋ **hazard**
[16] **rigorous** 'rɪgərəs **ścisły**
[17] **seminal** 'si:mɪnl **przełomowy**
[18] **margin of safety** 'mɑ'dʒɪn ɒv 'seɪftɪ **margines bezpieczeństwa**
[19] **assets** 'æsets **aktywa**
[20] **intrinsic** ɪn'trɪnsɪk **rzeczywisty**
[21] **volatile market** 'vɒlətaɪl 'mɑ'kɪt **niestabilny rynek**
[22] **emotional swings** ɪ'məʊʃənl swɪŋz ***tu:*** **emocjonalne reakcje uczestników rynku**
[23] **bedrock** 'bed'rɒk **podstawa**
[24] **immense wealth** ɪ'mens welθ **ogromny majątek**

[25] **highly influential** 'haɪlɪ ˌɪnflʊ'enʃəl **bardzo wpływowy**
[26] **dean** di:n **dziekan**
[27] **to transition into sth** tə træn'sɪʒən 'ɪntu: 'sʌmθɪŋ **przejść do czegoś**
[28] **chief** tʃi:f **główny**
[29] **consecutive** kən'sekjʊtɪv **kolejny**
[30] **to craft sth** tə krɑtft 'sʌmθɪŋ **tworzyć coś**
[31] **to gain attention** tə geɪn ə'tenʃən **zwrócić na siebie uwagę**
[32] **social divisions** 'səʊʃəl dɪ'vɪʒənz **podziały społeczne**
[33] **decline** dɪ'klaɪn **upadek, schyłek**
[34] **behind the scenes** bɪ'haɪnd ðə si:nz **za kulisami**
[35] **shift** ʃɪft **zwrot**
[36] **cultural influence** 'kʌltʃərəl 'ɪnflʊəns **wpływ kulturowy**

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The Devil Wears Prada 2

The early buzz[1] around *The Devil Wears Prada 2* was extraordinary[2], with reports that the trailer had over 181.5 million views within 24 hours. But sequels have a patchy[3] track record[4], from *The Godfather Part II* being hailed as[5] the best film of all time, to disappointing flops[6] such as *Sex In The City 2*, and *Mamma Mia! Here We Go Again*.

Speaking of Meryl Streep, she is back as the irresistible[7] editor-in-chief[8] of Runway magazine, Miranda Priestly, who, 20 years on, finds herself in a fashion industry reshaped by digital media, influencers and shifting consumer habits. Can she still cut it in this very different landscape? To help her on her way, Anne Hathaway, Emily Blunt and Stanley Tucci all return, with the cast joined by Shakespearean luvvie[9], Kenneth Branagh.

The original film's blend of cutting dialogue, ambition and wit[10] set a high benchmark[11]. Does the follow-up maintain the same sharpness and gloss? Is it dated? A clue may lie in the trailer soundtrack, *Vogue* by Madonna. It is certainly thematically appropriate, but not the most contemporary[12]. Nonetheless, the directorship is in the safe hands of David Frankel, who made the original, the canine comedy drama Marley and Me, and the understated[13] Intern, starring Robert de Niro and Anne Hathaway. All things considered, the odds are that *Prada 2* will be the box office hit[14] of the year.



Director: David Frankel
Cast: Meryl Streep, Anne Hathaway, Emily Blunt, Stanley Tucci, Kenneth Branagh
Production Studio: 20th Century Studios
Release date:1st May 2026
Genres: Comedy-drama

[1] **buzz** bʌz **szum**
[2] **extraordinary** ɪks'trɔ:dnrɪ **niezwykły**
[3] **patchy** 'pætʃɪ **nierówny**
[4] **track record** træk 'rekɔ:d **osiągnięcia, historia**
[5] **to be hailed as X** tə bi: heɪld æz eks **być okrzykniętym jako X**
[6] **flop** flɒp ***tu:*** **fiasko, klapa**
[7] **irresistible** ˌɪrɪ'zɪstəbl **o nieodpartym uroku**
[8] **editor-in-chief** 'edɪtərɪn'tʃi:f **redaktor naczelny**
[9] **luvvie** 'lʌvi ***pot.*** **aktor zachowujący się bardzo teatralnie, przesadnie emocjonalnie, pretensjonalnie**
[10] **wit** wɪt **dowcip**
[11] **to set a high benchmark** tə set ə haɪ 'bentʃmɑ:k **wysoko zawiesić poprzeczkę**
[12] **contemporary** kən'tempərərɪ **współczesny**
[13] **understated** 'ʌndə'steɪtɪd **niedoceniony**
[14] **box office hit** bɒks 'ɒfɪs hɪt **przebój kasowy**

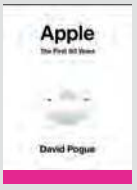


Apple: The First 50 Years – David Pogue

OMG[1]! Has Apple really existed for 50 years already? It's hard to imagine, but it's true. For a generation raised on MacBooks, iPads and iPhones, it will be interesting to retrace[2] the iconic brand's steps from foundation[3] on April Fool's Day[4], 1976, to the current day.

Author, CBS Sunday Morning journalist David Pogue draws on eclectic[5] sources and numerous interviews to build a comprehensive, multifaceted[6] picture. The narrative runs through key landmarks[7] and turning points[8]: the rise of the Jobs-Wozniak partnership, Tim Cook's influence, early successes, the near-collapse of the 1990s, and the remarkable resurgence[9] driven by new product development and the Apple ecosystem. Thankfully, the book, while including some glowing[10] testimonies[11], also covers mistakes and challenges along the way.

Visually, the book is richly illustrated, making it appealing to browse through[12] and keep on the bookshelf. Managers and owners will glean[13] business insights, while casual readers will find it an engaging but not too challenging holiday read. Either way, Apple, as a name we have grown up with, is our story too, and one that many will want to revisit.



Author: David Pogue
Publisher: Simon & Schuster
Publication date: March 10, 2026

[1] **OMG = oh my God** ˌəʊ em 'dʒi:= oʊ maɪ gɑ:d **o mój Boże**
[2] **to retrace** tə rɪ'treɪs **prześledzić**
[3] **foundation** faʊn'deɪʃən **założenie**
[4] **April Fool's Day** 'eɪprəl fu:lz deɪ **Prima aprilis**
[5] **eclectic** ek'lektɪk ***tu:*** **różny**
[6] **multifaceted** ˌmʌlti'fæsɪtɪd **o wielu aspektach**
[7] **landmark** 'lændmɑ:k **kamień milowy**
[8] **turning point** 'tɜ:nɪŋ pɔɪnt **punkt zwrotny**
[9] **resurgence** rɪ'sɜ:dʒəns **odrodzenie**
[10] **glowing** 'gləʊɪŋ **pochlebny**
[11] **testimony** 'testɪmənɪ **świadectwo**
[12] **to browse through** tə braʊz θru: **wertować**
[13] **to glean** tə gli:n **czerpać**

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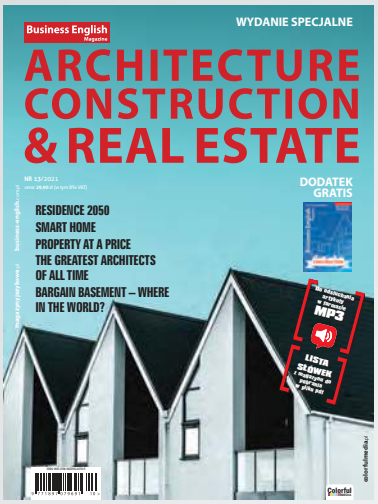
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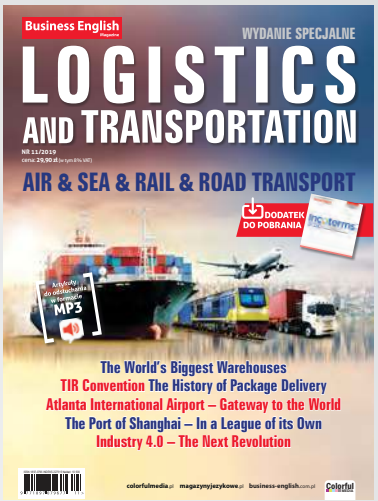
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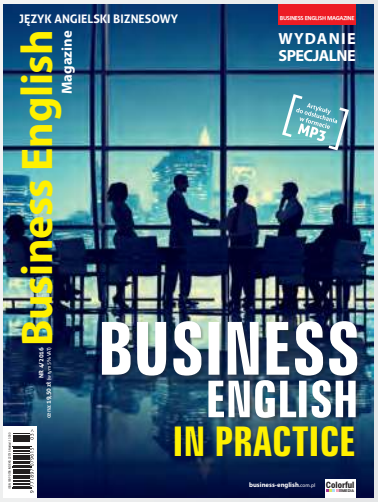










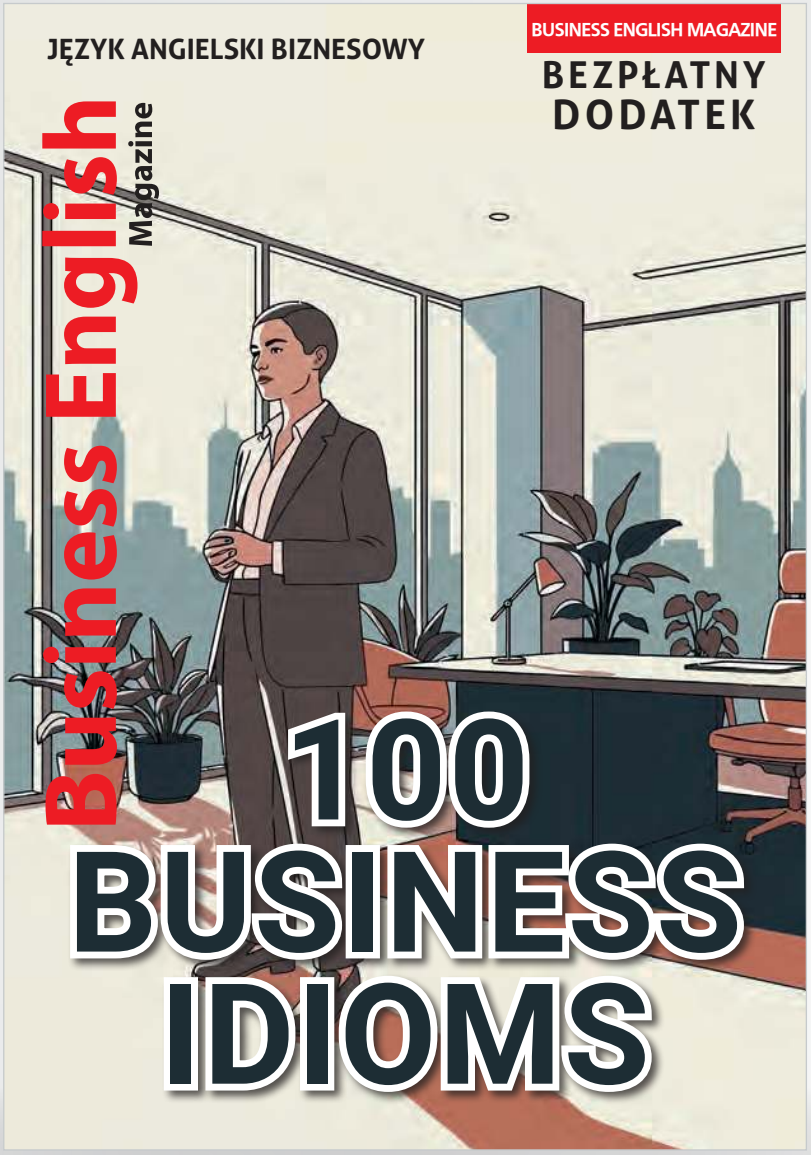


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