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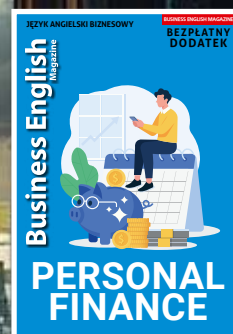
BUSINESS ENGLISH MAGAZINE

Business English Magazine

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A TICKET TO ADVANCEMENT?



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12 The Business of War

26 Are Meal Delivery Services Worth It?

48 Is Iceland's Four-Day Workweek a Blueprint for the Future?

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BRAINWAVE:
TAKE
A TUK-TUK**



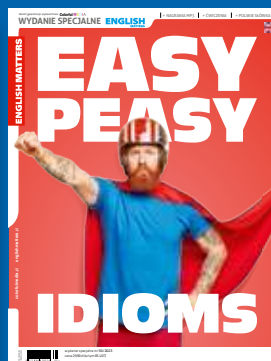
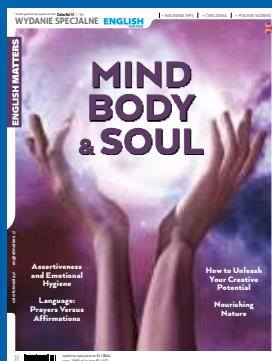
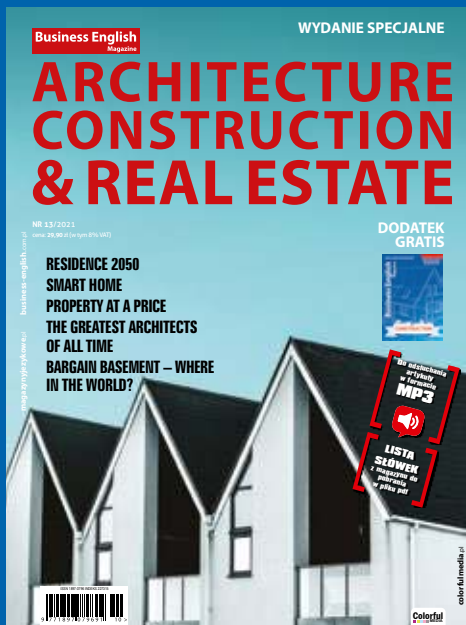
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4
6

IN BRIEF

Hokkaido Valley
The Cost of the Internet

54
60

TRAVEL

Ghana: West Africa's Dynamic Gateway Nation
Business in Ghana



8
12
18

MOMENTS IN HISTORY

The Stream Dream

64

TECHNOLOGY

Incredible New Translation Tools Have Arrived – but Will They Get Lost in Translation?



22
26

INTERNATIONAL

The Business of War
Crash-Landing: The Turbulence Hitting Small Airlines
Business Brainwave: Take a Tuk-tuk
Are Meal Delivery Services Worth It?

70
75

MANAGING PEOPLE

The Brilliant Jonathan Brill



78
79

BUSINESS LANGUAGE

Business Dialogues: When the Numbers Don't Add Up

AT THE END

Influential People
Book & Film Reviews



32
38

FUTURE FOCUS

Digital Governance

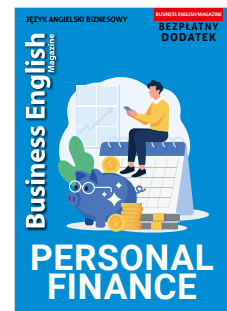
COVER STORY

MBA – A Ticket to Advancement?

DODATEK DO POBRANIA

83

Personal Finance



44
48

INFLUENTIAL WOMAN

Blaise Metreweli: Britain's New Female Spymaster

BUSINESS PROFILE

Is Iceland's Four-Day Workweek a Blueprint for the Future?

VIDEO



business-english.com.pl
KOD DOSTĘPU: v4827



by Paul Martin from
www.go-native.pl

HOKKAIDO VALLEY

FOR DECADES, THE northern Japanese island of Hokkaido has been famous for two things: its world-class **powder snow**¹ and for **supplying**² over half of the country's milk. But now a new **crop**³ is being planted, one made of silicon. Japan is making a multi-billion dollar **gamble**⁴ to transform its **agricultural**⁵ **heartland**⁶ into a global **semiconductor**⁷ superpower.

If you walk through the city of Chitose today, the view is changing. Where once there were only **open fields**⁸, **cranes**⁹ now dominate the **skyline**¹⁰, constructing **vast**¹¹ **research centres**¹² and **factories**¹³. It is all part of a plan to create “Hokkaido Valley”, Japan's answer to **Silicon Valley**¹⁴, and **reboot**¹⁵ a **national industry**¹⁶ that has **fallen behind**¹⁷ its Asian **neighbours**¹⁸. The goal is ambitious: to transform this quiet, snowy island into a major **contender**¹⁹ in the USD 600 bln global race to supply the **computer chips**²⁰ that power everything from our smartphones to **Artificial Intelligence**²¹.

Leading the charge²² is Rapidus, a new company **backed by**²³ the Japanese **government**²⁴ and titans like Toyota and Sony. Their mission is to build **fabrication plants**²⁵ **capable of**²⁶ producing **cutting-edge**²⁷ 2-nanometre (2nm) chips by 2027. Currently, only industry leaders TSMC and Samsung operate at this level. By partnering with IBM and Dutch semiconductor company ASML, Rapidus aims to **leapfrog**²⁸ several generations of development to join this elite club.

Rapidus CEO Atsuyoshi Koike chose Hokkaido for two **essentials**²⁹: water and stability. Chipmaking **requiring**³⁰ massive amounts of **ultra-pure**³¹ water, which the island has **in abundance**³². **Furthermore**³³, the region is less **prone to**³⁴ the **earthquakes**³⁵ that **plague**³⁶ the rest of Japan, offering the stable ground necessary for microscopic precision.



- ¹ powder snow 'paʊdə snəʊ puszysty, syпки śnieg
² to supply tə sə'plai zaopatrywać
³ crop kɹɒp uprawa
⁴ gamble 'gæmbl zagrywka, ryzykowny ruch
⁵ agricultural ,ægrɪ'kʌltʃərəl rolniczy
⁶ heartland 'hɑ:tlænd serce, centrum
⁷ semiconductor 'semɪkən'dʌktə półprzewodnik
⁸ open fields 'əʊpən fi:ldz otwarte pola
⁹ crane kreɪn dźwig, żuraw
¹⁰ skyline 'skaɪlaɪn panorama
¹¹ vast va:st ogromny
¹² research centre rɪ'sɜ:tʃ 'sentə centrum badawcze
¹³ factory 'fæktəri fabryka
¹⁴ Silicon Valley 'sɪlɪkən 'vælɪ Dolina Krzemowa
¹⁵ to reboot sth tə 'ri:bu:t 'sʌmθɪŋ zrestartować coś
¹⁶ national industry 'næʃənl 'ɪndəstri przemysł krajowy
¹⁷ to fall behind tə fɔ:l bɪ'hænd pozostawać w tyle
¹⁸ neighbour 'neɪbə sąsiad
¹⁹ contender kən'tendə pretendent
²⁰ computer chip kəm'pjʊ:tə tʃɪp mikroprocesor, układ scalony, chip
²¹ Artificial Intelligence ,ɑ:tɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja
²² to lead the charge tə led ðə tʃɑ:dʒ prowadzić natarcie
²³ backed by sth bækt. baɪ 'sʌmθɪŋ wspierany przez coś
²⁴ government 'gʌvnmənt rząd

Atsuyoshi Koike



- ²⁵ fabrication plant ,fæbrɪ'keɪʃən plɑ:nt zakład produkcyjny
²⁶ capable of sth 'keɪpəbl ɒv 'sʌmθɪŋ będący w stanie coś zrobić
²⁷ cutting-edge ,kʌtɪŋ 'edʒ najnowocześniejszy
²⁸ to leapfrog tə 'li:pfɹɒg przeskoczyć
²⁹ essentials ɪ'senʃəlz podstawy
³⁰ to require sth tə rɪ'kwaɪə 'sʌmθɪŋ wymagać czegoś
³¹ ultra-pure 'ʌltrə pjʊə niezwykle czysty
³² in abundance ɪn ə'bʌndəns pod dostatkiem
³³ furthermore 'fɜ:ðə'mɔ: co więcej, ponadto
³⁴ prone to sth prəʊn tə 'sʌmθɪŋ podatny na coś
³⁵ earthquake 'ɜ:kweɪk trzęsienie ziemi
³⁶ to plague tə pleɪg dręczyć

The Japanese government is **all in**³⁷. Between 2020 and 2024, it **poured** USD 27 bln **into**³⁸ the chip sector, a higher percentage of its **GDP**³⁹ than even the United States. In late 2024, Tokyo **unveiled**⁴⁰ another package worth USD 65 bln to support AI and chip **development**⁴¹. But writing cheques is the easy part. Japan faces a demographic **time bomb**⁴². Its population is **shrinking**⁴³, and the country is **bracing** **for**⁴⁴ a **shortage**⁴⁵ of 40,000 engineers in the coming years. With over a third of the national budget already consumed by **welfare**⁴⁶ for the **elderly**⁴⁷, money for training and education is **squeezed**⁴⁸. Rapidus is partnering with Hokkaido University to train **new blood**⁴⁹, but **admits**⁵⁰ it will need to rely on **foreign talent**⁵¹, a **sensitive topic**⁵² in a country that has historically been **resistant to**⁵³ immigration.

To compete with the massive scale of Taiwan's TSMC, Rapidus is betting on speed. Koike's strategy is to **deliver**⁵⁴ **bespoke**⁵⁵, **custom**⁵⁶ chips for AI three times faster than his rivals. It is a daring industrial push; if successful, it could secure Japan's economic future and create a vital new **supply chain**⁵⁷ for the world.

³⁷ to be all in tə bi: ɔ:l in i:ć na całość

³⁸ to pour into sth tə pɔ: 'ɪntə 'sʌmθɪŋ wpompować w coś

³⁹ GDP = Gross Domestic Product ,dʒi: di: 'pi: græs dəʊ'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

⁴⁰ to unveil sth tə ʌn'veɪl 'sʌmθɪŋ ujawniać coś

⁴¹ development dɪ'veləpmənt rozwój

⁴² time bomb taɪm bɒm bomba z opóźnionym zapłonem

⁴³ to shrink tə ʃrɪŋk kurczyć się

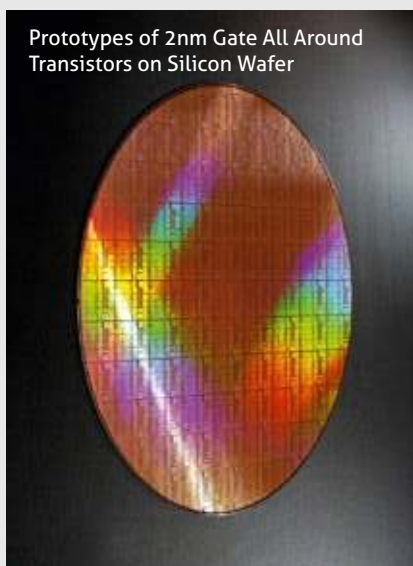
⁴⁴ to brace for sth tə breɪs fə 'sʌmθɪŋ przygotowywać się na coś

⁴⁵ shortage 'ʃɔ:tɪdʒ niedobór

⁴⁶ welfare 'welfeə opieka społeczna

A WORD WORTH REMEMBERING

in abundance
/ɪn ə 'bʌndəns/
pod dostatkiem



Prototypes of 2nm Gate All Around Transistors on Silicon Wafer

⁴⁷ elderly 'eldəli ludzie starsi

⁴⁸ squeezed skwi:zd tu: ograniczony

⁴⁹ new blood nju: blɒd świeża krew

⁵⁰ to admit tə əd'mɪt przyznawać

⁵¹ foreign talent 'fɔ:rn 'tælənt zagraniczni pracownicy

⁵² sensitive topic 'sensɪtv 'tɒpɪk drażliwy temat

⁵³ resistant to sth rɪ'zɪstənt tə 'sʌmθɪŋ niechętny czemuś

⁵⁴ to deliver sth tə dɪ'lɪvə 'sʌmθɪŋ dostarczać coś/czegoś

⁵⁵ bespoke bɪ'spəʊk zindywidualizowany

⁵⁶ custom 'kʌstəm tu: na zamówienie

⁵⁷ supply chain sə'plaɪ tʃeɪn łańcuch dostaw

The Nanometre Race

In the world of microchips, smaller is always better. The “nanometre” (nm) number refers to the size of the transistors on a chip. The smaller the transistor, the more you can pack onto a single chip, making your phone or computer faster and more energy-efficient.

- **10nm – 7nm:** The standard for most modern electronics a few years ago.
- **5nm – 3nm:** The current cutting edge, found in the latest premium smartphones (dominated by TSMC in Taiwan).
- **2nm:** The next **frontier**¹. This is the **Holy Grail**² that Rapidus, Samsung, and TSMC are all racing to mass produce. By **leaping straight**³ to 2nm, Japan is **attempting**⁴ to **skip**⁵ several generations of development to **catch up with**⁶ the leaders in one go⁷.

¹ frontier 'frʌntɪə granica

² Holy Grail 'həʊli greɪl Święty Graal

³ to leap straight tə li:p streɪt przeskakiwać prosto

⁴ to attempt tə ə'tempt próbować

⁵ to skip tə skɪp pominać

⁶ to catch up with sb tə kætʃ ʌp wɪð 'sʌmbədɪ dogonić kogoś

⁷ in one go ɪn wʌn gəʊ za jednym zamachem

INFOBOX

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by Janet Sandford

THE COST OF THE INTERNET

THESE DAYS, MOST of us **take access**¹ to the internet **for granted**², and for those working from home, it's a **must-have**³. As such, like **car tyres**⁴ or **insurance**⁵, it can be something of a **grudge purchase**⁶. We **bemoan**⁷ how much we have to pay for what has become **essential**⁸. However, Polish **residents**⁹ should not feel too **hard done by**¹⁰, as their **tariffs**¹¹ are better than most.

A 2025 **survey**¹² **conducted**¹³ by Cable.co.uk **revealed**¹⁴ the best and worst countries for internet value for money. Prices were **measured**¹⁵ by Mbps of **fixed broadband**¹⁶ **bandwidth**¹⁷ converted into USD for **comparison**¹⁸. To put that **in layman's terms**¹⁹, Mbps stands for megabits per second, a unit of data transfer speed; Broadband is a fixed connection such as **fibre**²⁰ or cable, and bandwidth **refers to**²¹ the maximum **capacity**²² of that connection – how much data can be transferred per second. Your monthly subscription price will show what you pay for a certain internet speed. For example, if you pay USD 100 per month for a 20 Mbps connection, the unit cost **works out**²³ at USD 5.00 per Mbps. **As clear as mud**²⁴? Let's **get down to business**²⁵ with the winners and losers.

By far the most expensive country is the UAE (United Arab Emirates), where two **exclusive**²⁶ **state providers**²⁷ hold a duopoly, **charging**²⁸ a very **stiff**²⁹ **average**³⁰ price of USD 4.31. Prices in Switzerland are **commensurate**³¹ with the high **standard of living**³² there at USD 2.07. However, it is perhaps surprising, and challenging for customers in the lower-income countries of Ghana, Kenya and Morocco, that they also **feature**³³ in the top five most expensive places to purchase internet access.

How about Europe? Germany is the only EU country with an average tariff above a dollar at USD 1.04. Many European countries, including the UK, are in the **range**³⁴ of USD 0.20 – 36; however, some come in

well below this figure. France and Hungary offer internet at USD 0.06 per Mbps, while Poland is three cents, and Romania is just a single cent. **How come**³⁵ the price is so **varied**³⁶?

The standard of living, **wage**³⁷ levels and customer **expectations**³⁸ **play a part**³⁹, so the wealthier may **not bat an eyelid**⁴⁰ at a higher price. The **rollout**⁴¹ of cheap internet in Central and Eastern Europe, as well as lower average wages (making technical support cheaper), has also been driven by EU and national **government**⁴² support in **digital infrastructure**⁴³ funding. Regulation has **ensured**⁴⁴ **healthy competition**⁴⁵, while high **urban density**⁴⁶ has made installation and **coverage**⁴⁷ more **cost-efficient**⁴⁸ for providers. Coming late to the game has also been **fortuitous**⁴⁹, **enabling**⁵⁰ the likes of Poland and Romania to **leapfrog**⁵¹ older technologies such as **copper-based**⁵² telephone lines and go straight to **fibre-optics**⁵³, with Romania **boasting**⁵⁴ the highest fibre penetration in Europe – by the end of 2023, 93 percent of **localities**⁵⁵ were covered by fibre-optic technology, **facilitating**⁵⁶ at least 1 Gbps.

The internet may be a global phenomenon, but the cost of accessing it, even **taking into account**⁵⁷ local **purchasing power**⁵⁸, is far

¹ access 'ækses dostęp

² to take sth for granted tə teik 'sʌmθɪŋ fə 'grɑ:ntɪd
brać coś za pewnik

³ must-have mʌst hæv coś niezbędny

⁴ car tyre kɑ: 'taɪə opona samochodowa

⁵ insurance ɪn'sʊərəns ubezpieczenie

⁶ grudge purchase ɡrʌdʒ 'pɜ:tʃəs zakup dokonywany z pewną niechęcią

⁷ to bemoan tə bi'məʊn lamentować

⁸ essential ɪ'senʃəl niezbędny, konieczny

⁹ resident 'rezɪdənt mieszkaniec

¹⁰ to be hard done by tə bi: hɑ:d dʌn baɪ bɪç
pokrzywdzonym

¹¹ tariffs 'tærnfɪs ceny

¹² survey 'sʊ:veɪ badanie

¹³ conducted by sb kɒndʌktɪd baɪ 'sʌmbədɪ
przeprowadzony przez kogoś

¹⁴ to reveal sth tə riːvɪl 'sʌmθɪŋ ujawniać coś

¹⁵ to measure tə 'meʒə mierzyć

¹⁶ fixed broadband fɪkst 'brɔ:dbænd łącze

szerokopasmowe

¹⁷ bandwidth 'bændwɪð przepustowość łącza

¹⁸ comparison kəm'pærɪsn porównanie

¹⁹ in layman's terms ɪn 'leɪmən tɜ:mz w prostych słowach, na chłopski rozum

²⁰ fibre 'faɪbə tu: światłowod

²¹ to refer to sth tə riːfɜ:tə 'sʌmθɪŋ odnosić się do czegoś

²² capacity kə'pæsəti tu: przepustowość

²³ to work out tə wɜ:k aʊt wynosić

²⁴ as clear as mud æz klɪər æz mʌd niejasne, zagmatwane

²⁵ to get down to business tə get daʊn tə 'bɪznɪs
przejsć do rzeczy

²⁶ exclusive ɪks'klu:sɪv wyłączny

²⁷ state provider steɪt prə'vaɪdə publiczny dostawca

²⁸ to charge sth tə tʃɑ:dʒ 'sʌmθɪŋ pobierać, naliczać coś

²⁹ stiff stɪf tu: wysoki

³⁰ average 'ævərɪdʒ średni, przeciętny

³¹ commensurate kəm'mensjəreɪt proporcjonalny

³² standard of living 'stændəd ɒv 'lɪvɪŋ poziom życia

³³ to feature tə 'fi:tʃə tu: znajdować się

³⁴ range reɪndʒ zakres

³⁵ how come haʊ kʌm jak to możliwe

³⁶ varied 'veəriəd zróżnicowany

³⁷ wage weɪdʒ płaca, zarobki

³⁸ expectations ˌekspek'teɪʃənz oczekiwania

³⁹ to play a part tə pleɪ ə pɑ:t odgrywać rolę

⁴⁰ to not bat an eyelid tə nɒt bæɪt ən 'aɪlɪd nie zwrócić uwagi, nie mrugnąć okiem

⁴¹ rollout 'rəʊl aʊt wprowadzenie, wdrażanie

⁴² government 'ɡʌvnmənt rząd

⁴³ digital infrastructure 'dɪdʒɪtəl ɪnfɪstrəktʃə(r)
infrastruktura cyfrowa

⁴⁴ to ensure sth tə ɪn'ʃə 'sʌmθɪŋ zapewniać coś

⁴⁵ healthy competition 'helθi ,kɒmpɪ'tɪʃən zdrowa konkurencja

⁴⁶ urban density 'ɜ:bən 'densɪti gęstość zaludnienia/gęstość zabudowy miejskiej

⁴⁷ coverage 'kʌvərɪdʒ zasięg

⁴⁸ cost-efficient kɒst ɪ'fɪʃnt opłacalny

⁴⁹ fortuitous fɔ: 'tju:ɪtəs szczęśliwy

⁵⁰ to enable tə ɪ'neɪbl łączyć

⁵¹ to leapfrog tə 'li:pfrɒɡ przeskoczyć

⁵² copper-based 'kɒpə beɪst oparty na miedzi

⁵³ fibre-optics 'faɪbə 'ɒptɪks technika światłowodowa

⁵⁴ to boast sth tə bɔ:st 'sʌmθɪŋ szczycić się czymś

⁵⁵ locality læ'kælɪti miejscowość

⁵⁶ to facilitate tə feɪ'sɪlɪteɪt udostępniać

⁵⁷ to take sth into account tə teɪk 'sʌmθɪŋ ɪn'tu
ə'kaʊnt uwzględnić coś



A WORD WORTH REMEMBERING

cost-efficient
 /,kɒst ɪ'fɪʃnt/
 opłacalny

from equal. Similarly, the **quantity**⁵⁹ of data and the speed at which it can be transferred vary **significantly**⁶⁰. If you don't believe it, Google it – oh dear⁶¹, slow loading⁶²?

⁵⁸ purchasing power 'pɜːtʃəsɪŋ 'paʊə sɪfə nabywcza

⁵⁹ quantity 'kwɒntəti ilość

⁶⁰ significantly sig'nɪfɪkəntli znacznie

⁶¹ oh dear əʊ diə ojejku

⁶² slow loading sləʊ 'ləʊdɪŋ wolne ładowanie

The Cost of Internet in Selected Countries – 2025

Country	Cost in USD per megabit per second (Mbps)
UAE	4.31
Ghana	2.58
Switzerland	2.07
Germany	1.04
Canada	0.66
UK, Austria, Belgium, Netherlands, Norway, Finland, Ireland, Turkey, USA, India, Bulgaria, Brazil, France, Japan, China, Poland, Romania	0.36, 0.22, 0.21, 0.22, 0.16, 0.11, 0.08, 0.06, 0.05, 0.03, 0.01

Source: Cable.co.uk

INFOBOX



by Paul Martin from
www.go-native.pl

THE STREAM¹ DREAM

OVER THE LAST quarter-century, the world has transitioned² from living rooms lined with³ dusty⁴ shelves⁵ of DVDs and compact discs to an era where our entire entertainment⁶ library lives in the “cloud.” Paul Martin streams the history of the disruptors⁷ that broke the old system, and the complex reality they have built in its place.

The Red Envelope⁸

Before “streaming” existed, the dominant way to watch a film at home was the brick-and-mortar⁹ rental shop¹⁰, epitomised¹¹ by companies like Blockbuster Video. Customers travelled to a physical shop, browsed¹² a limited selection¹³, paid for a few nights of rental, and returned the disc; often with a late fee¹⁴ if they missed the deadline¹⁵.

Netflix removed the shop entirely. Instead of¹⁶ thousands of expensive retail fronts¹⁷, it used centralised warehouses¹⁸ that could store¹⁹ far more titles, including rare²⁰ and older films that local shops had no space²¹ for. Customers ordered online, and DVDs arrived in thin red envelopes: lightweight, durable²², and instantly recognisable²³ across the United States.

This huge catalogue reflected²⁴ the business idea known as the “Long Tail²⁵”: instead of relying on²⁶ a handful of²⁷ major hits, a company can profit by offering thousands of niche²⁸ options that each attract small but steady²⁹ audiences³⁰. Blockbuster made its money from the hits; Netflix made money from everything else as well.

In 1999, Netflix introduced³¹ a second innovation: the subscription model³². By charging³³ a flat monthly fee³⁴ rather than a per-rental price, the company shifted users from “renting” individual items³⁵ to “accessing” a library. But the subsequent³⁶ move

¹ stream *stri:m tu:* media strumieniowe

² to transition *tə træn'ɪʒən* przejść

³ lined with sth *laɪnd wɪð 'sʌmθɪŋ* zastawiony czymś

⁴ dusty *'dʌsti* zakurzony

⁵ shelf *ʃelf* półka

⁶ entertainment *ˌentə'teɪnmənt* rozrywka (np. filmy)

⁷ disruptor *dis'rʌptə(r)* innowator, prekursor

⁸ envelope *'envələʊp* koperta

⁹ brick-and-mortar *brɪk ænd 'mɔ:tə* stacjonarny, z fizyczną siedzibą

¹⁰ rental shop *'rentəl ʃɒp* wypożyczalnia

¹¹ to epitomise sth *tə ɪ'pɪtəmaɪz 'sʌmθɪŋ* uosabiać coś

¹² to browse sth *tə braʊz 'sʌmθɪŋ* przeglądać coś

¹³ limited selection *'lɪmɪtəd sɪ'leɪʃən* ograniczony wybór

¹⁴ late fee *leɪt fi:* opłata za zwłokę

¹⁵ deadline *'dedlaɪn tu:* termin zwrotu

¹⁶ instead of sth *ɪn'stəd əv 'sʌmθɪŋ* zamiast czegoś

¹⁷ retail front *'ri:teɪl frʌnt* punkt sprzedaży detalicznej

¹⁸ warehouse *'weəhaʊs* magazyn

¹⁹ to store sth *tə stɔ: 'sʌmθɪŋ* przechowywać, magazynować coś

²⁰ rare *reə* rzadki

²¹ space *speɪs* miejsce

²² durable *'djʊərəbl* trwały, wytrzymały

²³ recognisable *'rekəgnaɪzəbl* rozpoznawalny

²⁴ to reflect sth *tə rɪ'flekt 'sʌmθɪŋ* odzwierciedlać coś

²⁵ Long Tail *lɒŋ teɪl* *dosł.* długi ogon, koncepcja opisująca zjawisko ekonomiczne i marketingowe polegające na tym, że firmy mogą zarabiać znaczące sumy pieniędzy na sprzedaży dużej liczby niszowych produktów (które są rzadko kupowane) zamiast skupiać się wyłącznie na sprzedaży małej liczby popularnych bestsellerów

²⁶ to rely on sth *tə rɪ'laɪ ɒn 'sʌmθɪŋ* polegać na czymś, opierać się na czymś

²⁷ handful of sth *'hændfʊl əv 'sʌmθɪŋ* garść, niewielka grupa, zestaw czegoś

²⁸ niche *nɪʃ* niszowy

²⁹ steady *'sti:di* stały

³⁰ audience *'ɔ:djəns* grupa odbiorców

³¹ to introduce sth *tə ɪn'trə'dju:s 'sʌmθɪŋ* wprowadzać coś

³² subscription model *səb'skrɪpsjən 'mɒdl* model subskrypcyjny

³³ to charge sth *tə tʃɑ:dʒ 'sʌmθɪŋ* pobierać coś

³⁴ flat fee *flæt fi:* stała opłata

³⁵ item *'aɪtəm tu:* pozycja

³⁶ subsequent *'sʌbsɪkwənt* kolejny

from physical post to digital streaming was not smooth³⁷. In 2011, CEO Reed Hastings attempted to split the DVD business into³⁸ a separate³⁹ service⁴⁰ called “Qwikster,” forcing customers to⁴¹ manage two accounts at a higher combined cost. Backlash⁴² was immediate⁴³: 800,000 subscribers cancelled⁴⁴, the share price⁴⁵ collapsed⁴⁶ and the plan was scrapped⁴⁷. But the direction was clear: Netflix was preparing to abandon⁴⁸ physical media entirely.

The Grand Bargain⁴⁹

While Netflix disrupted video rental, Spotify entered a music industry in free-fall⁵⁰. By the mid-2000s, CD sales were collapsing, and illegal⁵¹ downloading⁵² via sites like Napster dominated. Spotify offered a legal alternative: access to almost any song for free (with ads⁵³) or via a paid tier⁵⁴. To launch⁵⁵, it needed licences from major labels⁵⁶ terrified⁵⁷ the free model would finish off⁵⁸ their remaining sales. Negotiations

³⁷ smooth *smu:ð tu:* płynny, bez zakłóceń

³⁸ to split sth into sth *tə splɪt 'sʌmθɪŋ ɪntə 'sʌmθɪŋ* podzielić coś na coś

³⁹ separate *'seɪpəreɪt* oddzielny

⁴⁰ service *'sɜ:vɪs* usługa

⁴¹ to force sb to do sth *tə fɔ:s 'sʌmbədi tə du: 'sʌmθɪŋ* zmuszać kogoś do zrobienia czegoś

⁴² backlash *'bæklæʃ* gwałtowna reakcja, ostry sprzeciw

⁴³ immediate *ɪ'mi:dɪət* natychmiastowy

⁴⁴ to cancel sth *tə kænseɪl 'sʌmθɪŋ* anulować coś

⁴⁵ share price *ʃeə praɪs* cena akcji

⁴⁶ to collapse *tə kə'læps* runąć, gwałtownie spaść

⁴⁷ to scrap *tə skræp* odwoływać coś

⁴⁸ to abandon *tə ə'bændən 'sʌmθɪŋ* porzucać coś

⁴⁹ grand bargain *grænd 'bɑ:gɪn* wielka okazja

⁵⁰ freefall *'fri:'fɔ:l tu:* swobodny spadek, gwałtowny, niekontrolowany kryzys

⁵¹ illegal *ɪ'li:ɡəl* nielegalny

⁵² downloading *'daʊn'ləʊdɪŋ* pobieranie, ściąganie

⁵³ ad *æd* *pot.* reklama

⁵⁴ paid tier *peɪd taɪə* płatny abonament

⁵⁵ to launch *tə lɔ:ntʃ* wystartować

⁵⁶ major label *'meɪdʒə 'leɪbl* wielka wytwórnia płytowa

⁵⁷ terrified *'terfəɪd* przerażony

⁵⁸ to finish off sth *tə 'fɪnɪʃ əv 'sʌmθɪŋ* wykończyć coś



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A WORD WORTH REMEMBERING

backlash
/'bæklæʃ/
gwałtowna reakcja,
ostry sprzeciw

dragged on⁵⁹ for years. To secure rights⁶⁰, Spotify offered labels equity⁶¹, large upfront payments⁶², and a slow, invitation-only rollout⁶³ to control demand⁶⁴. When it finally launched in the US in 2011, it helped stabilise the industry⁶⁵, but created a new controversy by only paying artists fractions⁶⁶ of a cent per stream instead of dollars per album.

Shattered Windows⁶⁷

Hollywood, meanwhile, long relied on a rigid⁶⁸ “windowing” system where films played exclusively⁶⁹ in cinemas for months before moving to home release⁷⁰. Streaming disrupted this, but the COVID-19 pandemic shattered it completely. With cinemas closed, studios embraced⁷¹ “Day-and-Date” releases, launching films online and in theatres simultaneously⁷².

Even after restrictions were lifted⁷³, the old window never fully returned. By 2024, many films hit streaming platforms within 30–45 days, angering⁷⁴ actors whose contracts depended on⁷⁵ long theatre runs⁷⁶. In 2021, Scarlett Johansson sued⁷⁷ Disney over *Black Widow*, arguing that the film’s simultaneous online release reduced her box-office⁷⁸ bonuses. The case⁷⁹ was settled⁸⁰ privately.

This type of disruption soon widened into one of Hollywood’s largest labour⁸¹ disputes⁸². In the broadcast⁸³ era, actors and writers relied on residuals⁸⁴ from re-runs⁸⁵. Streaming erased⁸⁶ re-runs entirely: shows simply sit in digital libraries, generating only token⁸⁷ residuals. A major 2023 strike settlement⁸⁸ introduced new formulas such as a “Subscriber Factor” and a

“Success Bonus” tied⁸⁹ to how widely a title is viewed. Crucially⁹⁰, platforms were forced to reveal⁹¹ viewing data⁹² long kept secret, opening the “black box⁹³” of streaming economics.

Mind Games

Streaming has reshaped⁸⁴ not only the business but the psychology of viewing. Features⁹⁵ like “Post-Play” remove natural pauses, encouraging binge-watching⁹⁶, a behaviour researchers⁹⁷ link to stress relief⁹⁸ and escapism⁹⁹. Algorithms now classify users¹⁰⁰ into “Taste Communities¹⁰¹” based entirely on viewing behaviour, helping niche titles like the Korean show *Squid Game* find global audiences.

Now, in the mid-2020s, streaming’s explosive growth has begun to slow. “Subscription fatigue¹⁰²” has set in¹⁰³, and many users have become “Serial Churners¹⁰⁴,” subscribing for a month to watch a single show before cancelling. In response¹⁰⁵, companies began “rebundling¹⁰⁶”: combining internet and streaming packages¹⁰⁷ through broadband providers¹⁰⁸ and offering cheaper, ad-supported¹⁰⁹ tiers. In 2024, 40 percent of new Netflix users chose an ad-supported plan, showing that

⁵⁹ to drag on *tə dræg on* ciągnąć się

⁶⁰ to secure rights *tə s'kjʊə raɪts* zdobyć prawa

⁶¹ equity *'ekwɪti* akcje, udziały w kapitale

⁶² upfront payment *ʌp'frʌnt 'peɪmənt* płatność z góry, zaliczka (jednorazowa, duża kwota)

⁶³ rollout *'rəʊl aʊt* *tu:* wprowadzanie usługi

⁶⁴ demand *dɪ'mɑːnd* popyt

⁶⁵ industry *'ɪndəstri* branża

⁶⁶ fractions *'frækʃnz* ułamek, część

⁶⁷ shattered windows *'ʃætəd 'wɪndəʊz* rozbite okna (*tu:* systemu dystrybucji)

⁶⁸ rigid *'rɪdʒɪd* sztywny

⁶⁹ exclusively *ɪks'kluːsɪvli* wyłącznie

⁷⁰ home release *həʊm rɪ'lɪs* premiera w domu (np. w formie płyty DVD czy streamingu)

⁷¹ to embrace sth *tə ɪm'breɪs 'sʌmθɪŋ* wykorzystywać coś

⁷² simultaneously *ˌsmɒl'teɪnjəsli* równocześnie

⁷³ to lift sth *tə lɪft 'sʌmθɪŋ* znosić coś

⁷⁴ to anger sb *tə 'æŋgə 'sʌmbədi* zdenerwować

kogoś

⁷⁵ to depend on sth *tə dɪ'pend ɒn 'sʌmθɪŋ* zależeć od czegoś

⁷⁶ theatre run *'θiətə rʌn* wyświetlanie w kinach

⁷⁷ to sue sb *tə suː 'sʌmbədi* pozwać kogoś

⁷⁸ box-office *'bɒks'ɒfɪs* kasowy

⁷⁹ case *keɪs* sprawa, proces

⁸⁰ settled *'setlɪd* *tu:* rozstrzygnięty

⁸¹ labour *'leɪbə* *tu:* pracownicy

⁸² dispute *dɪs'pjʊt* spór, konflikt

⁸³ broadcast *'brɔːdkɑːst* *tu:* telewizja

⁸⁴ residuals *rɪ'zɪdʒənz* tantiemy, dodatkowe wynagrodzenie dla twórców za powtórny emisję lub dystrybucję programu

⁸⁵ re-run *'riːrʌn* powtórka

⁸⁶ to erase sth *tə ɪ'reɪz 'sʌmθɪŋ* *tu:* wy/eliminować coś

⁸⁷ token *'təʊkən* *tu:* symboliczny, znikomy

⁸⁸ settlement *'setlmənt* ugoda

⁸⁹ tied *'taɪd* powiązany

⁹⁰ crucially *'kruːʃjəli* co istotne

⁹¹ to reveal sth *tə rɪ'viːl 'sʌmθɪŋ* ujawniać coś

⁹² data *'deɪtə* dane

⁹³ black box *blæk bɒks* system lub urządzenie, którego funkcjonowanie nie jest w pełni zrozumiałe

⁹⁴ to reshape sth *tə rɪ:'ʃeɪp 'sʌmθɪŋ* przekształcać coś

⁹⁵ feature *'fi:tʃə* funkcja

⁹⁶ binge-watching *'bɪndʒ wɒtʃɪŋ* oglądanie ciągiem (np. wszystkich odcinków danego serialu)

⁹⁷ researcher *rɪ'sɜːtʃə* badacz

⁹⁸ stress relief *stres rɪ'liːf* odprężenie

⁹⁹ escapism *ɪs'keɪpɪzəm* eskapizm, ucieczka od problemów

¹⁰⁰ user *'juːzə* użytkownik

¹⁰¹ Taste Community *teɪst kə'mjuːnəti* grupa użytkowników o podobnych preferencjach

¹⁰² fatigue *fə'tiːg* zmęczenie, znużenie

¹⁰³ to set in *tə set ɪn* nastać

¹⁰⁴ churner *'tʃɜːnə* osoba rezygnująca z danej usługi, zmieniająca firmę dostarczającą usługi (to churn - zmieniać firmę dostarczającą usługi)

¹⁰⁵ in response *ɪn rɪ'spɒns* w odpowiedzi

¹⁰⁶ rebundling *rɪ:'bʌndlɪŋ* oferowanie nowych pakietów

¹⁰⁷ package *'pækɪdʒ* pakiet

¹⁰⁸ broadband provider *'brɔːdbænd prə'vaɪdə* dostawca usług internetowych

¹⁰⁹ ad-supported *æd sə'pɔːtɪd* z reklamami

¹¹⁰ creator *kri:'eɪtə* twórca

¹¹¹ attention *ə'tenʃən* uwaga, zainteresowanie

the market was circling back toward older television models.

Creators¹¹⁰ are also adapting to changing attention¹¹¹ habits¹¹². Many viewers now watch while scrolling¹¹³ on their phones, pushing writers toward simpler plots¹¹⁴, clearer emotional beats¹¹⁵, and more regular exposition¹¹⁶ so distracted¹¹⁷ viewers can keep up¹¹⁸. Directors¹¹⁹ report adding stronger visual cues¹²⁰ and faster tonal shifts¹²¹ because analytics¹²² show exactly where audiences stop watching. This “attention economy” hasn’t removed artistic ambition, but it has pushed the industry toward sharper openings¹²³, quicker hooks¹²⁴, and dialogue that survives¹²⁵ half-focused viewing.

So, are you still watching? The future of the content we stream may just depend on your answer.

¹¹² habit 'hæbit nawyk, zwyczaj

¹¹³ scrolling 'skrɔʊlɪŋ przewijanie, scrollowanie

¹¹⁴ plot plot tu: fabuła

¹¹⁵ emotional beat i'məʊʃənl bi:t akcent emocjonalny, punkt kulminacyjny w rozwoju emocjonalnym postaci lub sceny (ważny moment w narracji)

¹¹⁶ exposition ˌeksˌpəʒɪʃən wyjaśnienie

¹¹⁷ distracted dɪs'træktɪd rozkojarzony

¹¹⁸ to keep up tə ki:p ʌp nadążać

¹¹⁹ director di'rektə tu: reżyser

¹²⁰ cue kju: wskazówka

¹²¹ tonal shift 'təʊnl ʃɪft zmiana nastroju/tonacji (danego utworu)

¹²² analytics ˌæneɪ'lɪtiks analityka

¹²³ opening 'əʊpənɪŋ początek

¹²⁴ hook hʊk tu: haczyk narracyjny

¹²⁵ to survive tə sə'vaɪv przetrwać

Stream Smarter

While the algorithms are designed to keep you passive, a few insider tricks¹ can help you take back control of your entertainment queue².

• **The Secret Menu:** Netflix organises its vast³ library into thousands of specific micro-genres that aren't always listed on the homepage⁴. By typing *netflix.com/browse/genre/* followed by a specific code into your browser⁵, you can bypass⁶ the algorithm. Try 8711 for Horror Movies, 1365 for Action & Adventure, or 7424 for Anime.

• **Fix Your Flow:** If your music playlist feels disjointed⁷, dive into your Spotify settings⁸ and enable “Crossfade.” Setting this to between 6 and 12 seconds creates a seamless⁹, DJ-style transition between tracks¹⁰, eliminating awkward¹¹ silence and keeping the energy consistent¹².

• **Algorithm Amnesia:** We all have that one guilty pleasure¹³ reality show we watched once but don't want haunting¹⁴ our “Recommended for You” list forever. On Netflix, navigate to “Account” > “Profile & Parental Controls¹⁵” > “Viewing Activity.” From there, you can delete¹⁶ individual titles to effectively tell the algorithm to forget your temporary¹⁷ lapse in taste¹⁸.

¹ insider trick 'ɪn'saɪdə trɪk sztuczka dla wtajemniczonych

² queue kju: lista rzeczy do obejrzenia, odsłuchania (np. filmów, seriali, piosenek, podcastów)

³ vast vɑ:st obszerny

⁴ homepage 'həʊm peɪdʒ strona główna

⁵ browser 'braʊzə przeglądarka

⁶ to bypass sth tə 'baɪpɑ:s 'sɪmθɪŋ ominąć coś

⁷ disjointed dɪs'dʒɔɪntɪd chaotyczny

⁸ settings 'setɪŋz ustawienia

⁹ seamless 'si:mles płynny

¹⁰ track træk tu: utwór

¹¹ awkward 'ɔ:kwəd tu: niezręczny

¹² consistent kən'sɪstənt spójny

¹³ guilty pleasure 'ɡɪltɪ 'pleʒə wstydliva przyjemność

¹⁴ to haunt tə haʊnt nawiedzać coś, tu: pojawiać się gdzieś

¹⁵ parental controls pə'rentl kən'trəʊlz kontrola rodzicielska

¹⁶ to delete sth tə dɪ'li:t 'sɪmθɪŋ usuwać coś

¹⁷ temporary 'tempərəri chwilowy

¹⁸ lapse in taste læps ɪn teɪst brak gustu

INFOBOX

The Business of War

As **dreadful**¹ as war is, it is also big business, and current conflicts around the world are **boosting**² the profits in an already massive global market. We explore how the **arms trade**³ functions.

First, let's **get a handle on**⁴ the scale of the market. An extremely useful **data source**⁵ is the Stockholm International Peace Research Institute (SIPRI), which **estimated**⁶ that in 2022, the global value of the arms trade was at least USD 138 bln, although **suspected**⁷ to be much more.

Their **fact file**⁸, *Trends in Arms Transfers 2024*, was also highly informative. It **revealed**⁹ that:

Between 2020 – 2024, the United States was **by far**¹⁰ the largest arms exporter with 43 percent **market share**¹¹. France was second with 9.6, followed by Russia, China, and Germany with 7.8, 5.9, and 5.6 percent, respectively. However, it should be noted that Russia's export share has fallen **sharply**¹² (some estimates show a 63 percent **drop**¹³ in its exports between 2015 and 2024) **due to**¹⁴ the war, sanctions and

production **redirected**¹⁵ to its own **war effort**¹⁶. Between 2015-19 and 2020-24, American arms exports rose by 21 percent.

In 2024, global military **expenditure**¹⁷ reached USD 2.72 tln, a 9.4 percent increase compared with 2023, the largest **annual**¹⁸ rise since the end of the Cold War. The reason that **figure**¹⁹ is so much higher than exports is that it includes **domestic**²⁰ expenditure – e.g., countries making and **supplying**²¹ their own weapons.

The United States' USD 997 bln (5.7 percent growth) **accounts for**²² 37 percent of global military spending. China's **defence outlay**²³ was around USD 314 bln.

¹ **dreadful** 'dredfʊl straszny

² **to boost sth** tə bu:st 'sʌmθɪŋ zwiększać coś

³ **arms trade** a:mz treɪd handel bronią

⁴ **to get a handle on sth** tə get ə 'hændl ɒn 'sʌmθɪŋ pojąć coś

⁵ **data source** 'deɪtə sɔ:s źródło danych

⁶ **to estimate** tə 'estɪmeɪt szacować

⁷ **to suspect** tə 'sʌspekt podejrzewać, przypuszczać

⁸ **fact file** fækt faɪl dokument zawierający informacje na dany temat

⁹ **to reveal sth** tə ri:'vi:l 'sʌmθɪŋ ujawniać coś

¹⁰ **by far** baɪ fɑ: zdecydowanie

¹¹ **market share** 'mɑ:kɪt feə udział w rynku

¹² **sharply** 'ʃɑ:pli gwałtownie

¹³ **drop** drɒp spadek

¹⁴ **due to sth** dju: tə 'sʌmθɪŋ z powodu czegoś

¹⁵ **to redirect sth** tə ,ri:'dɪ'rekt 'sʌmθɪŋ przekierowywać coś

¹⁶ **war effort** wɔ:r 'efət wysiłek wojenny

¹⁷ **expenditure** ɪks'pendɪtʃə wydatki

¹⁸ **annual** 'ænjʊəl roczny

¹⁹ **figure** 'fɪgə liczba

²⁰ **domestic** də'mestɪk krajowy

²¹ **to supply sth** tə sə'plaɪ 'sʌmθɪŋ uzupełniać coś; dostarczać, zaopatrywać w coś

²² **to account for sth** tə ə'kaʊnt fɔ: 'sʌmθɪŋ odpowiadać za coś

²³ **defence outlay** dɪ'fens 'aʊtleɪ nakłady na obronność

A WORD WORTH REMEMBERING

warhead
/'wɔ:hed/
głowica bojowa

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Table 1: The SIPRI Top 10 Arms-producing and Military Services Companies, 2024

COMPANY	ARMS REVENUE IN MILLIONS USD
1. Lockheed Martin Corp. (USA)	64,650
2. RTX (USA)	43,600
3. Northrop Grumman Corp (USA)	37,850
4. BAE Systems (UK)	33,790
5. General Dynamics Corp. (USA)	33,630
6. Boeing (USA)	30,550
7. Rostecf (Russia)	27,120
8. AVICg (China)	20,320
9. CETC (China)	18,920
10. L3Harris Technologies (USA)	16,210

INFOBOX

THE UKRAINIAN BATTLEFIELD HAS BECOME A GLOBAL SHOWCASE FOR A WIDE RANGE OF SUPPLIERS.

Russia's spending **surged**²⁴ 38 percent to about USD 149 bln, around 7.1 percent of its **GDP**²⁵.

Between 2020-2024, the top arms-importing country was Ukraine (8.8 percent), followed by India, Qatar, Saudi Arabia and Pakistan (8.3, 6.8, 6.8, 4.6 percent).

The Ukraine War, Rising Spending – A Windfall²⁶ for Weapons Producers²⁷

The invasion of Ukraine by Russia in February 2022 has had a **major impact**²⁸ on military budgets and **procurement**²⁹. In 2024, Ukraine's military spending was estimated at USD 64.7 bln, representing about 34 percent of its GDP – the highest **military burden**³⁰ of any country that year. It should also be noted that this figure does not include **military aid**³¹ for the same year of around USD 60 bln.

After years of **complacent**³² **slumber**³³, NATO and European states have **hiked up**³⁴ their own military expenditure **allocations**³⁵. In Europe (including Russia), military spending rose 17 percent in 2024. **Under pressure**³⁶ from United States President Trump, in 2025, NATO **members**³⁷ **committed**³⁸ to increasing security-related budgets to up to five percent of GDP by 2035. Many EU countries and the UK have made similar **undertakings**³⁹.

Other Big Spenders⁴⁰

Outside Europe, **defence budgets**⁴¹ are climbing sharply across the Middle East and South Asia.

Saudi Arabia was the world's fifth-largest military spender in 2023, at around USD 75 bln. Its high outlay **reflects**⁴² **tensions**⁴³ with Iran and **involvement**⁴⁴ in Yemen, as well as a **desire**⁴⁵ to secure **oil facilities**⁴⁶. The main **suppliers**⁴⁷ are Lockheed Martin, Boeing, RTX, and Britain's BAE Systems, which **maintains**⁴⁸ **extensive**⁴⁹ contracts including the Typhoon **jet**⁵⁰. Riyadh also aims to localise half its defence procurement by 2030 through Saudi Arabian Military Industries (SAMI).

Qatar, meanwhile, increased spending sharply after the 2017 regional blockade. Its imports from France, the UK, and the USA include Rafale and Typhoon **aircraft**⁵¹.

Pakistan spent about USD 10 bln, around 3.7 percent of GDP, largely **driven**⁵² by rivalry with India and **internal security**⁵³ needs. Its main suppliers are China, through firms such as NORINCO and AVIC, with additional imports from Turkey and the United States.

In East Asia, Japan, long **constrained**⁵⁴ by its **post-war**⁵⁵ pacifist constitution, **improved**⁵⁶ a record USD 51 bln defence budget for 2024, part of a plan to double military expenditure to two percent of GDP by 2027. The move reflects **concerns**⁵⁷ over China's military expansion, North Korea's **missile tests**⁵⁸ and the security of **sea lanes**⁵⁹ around Taiwan. Tokyo is investing heavily in missile defence, cybersecurity and **long-range strike**⁶⁰ **capability**⁶¹, and is **co-developing**⁶² a next-generation **fighter jet**⁶³ with the UK and Italy under the Global Combat Air Programme (GCAP).

South Korea, **facing**⁶⁴ a **nuclear-armed**⁶⁵ North and a **volatile**⁶⁶ **regional environment**⁶⁷, allocated about USD 50 bln to protecting itself in 2024, **roughly**⁶⁸ 2.7 percent of GDP. It maintains one of the world's largest **standing armies**⁶⁹ and is becoming a major arms exporter **in its own right**⁷⁰, supplying tanks, artillery, and fighter jets to Europe, the Middle East and Southeast Asia. Seoul's growing industry, led by firms like Hanwha Aerospace and Korea Aerospace Industries, reflects a shift from **dependence**⁷¹ on American **equipment**⁷² towards building a **self-sustaining**⁷³, export-driven defence sector.

²⁴ to surge tə sɜːdʒ wʒrɪstɑːtʃ

²⁵ GDP = Gross Domestic Product ,dʒiː diː 'piː = grɒs də'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

²⁶ windfall 'wɪndfɔːl tuː grɑːtkɑː, uśmiejch losu

²⁷ weapons producer 'wepənz prə'djuːsə producent broni

²⁸ major impact 'meɪdʒər 'ɪmpækt znaczący wpływ

²⁹ procurement prə'kjʊəmənt tuː zamówienia

³⁰ military burden 'mɪlɪtəri 'bɜːdn obciążenie wydatkami wojskowymi

³¹ military aid 'mɪlɪtəri eɪd pomoc wojskowa

³² complacent kəm'plənsnt beztroski

³³ slumber 'slʌmbə sen

³⁴ to hike up sth tə haɪk ʌp 'sʌmθɪŋ zwiększyć coś

³⁵ allocation ˌæləʊ'keɪʃən przydział, alokacja

³⁶ under pressure 'ʌndə 'preʃə pod presją

³⁷ member 'membə członek

³⁸ to commit tə kə'mɪt zobowiązać się

³⁹ undertaking ˌʌndə'teɪkɪŋ zobowiązanie

⁴⁰ spender 'spendə wydający pieniądze

⁴¹ defence budget dɪ'fens 'bʌdʒɪt budżet obronny

⁴² to reflect tə rɪ'flekt być wynikiem

⁴³ tensions 'tenʃənz napięcia

⁴⁴ involvement ɪn'vɒlmənt zaangażowanie

⁴⁵ desire dɪ'zaɪə chęć, pragnienie

⁴⁶ oil facilities ɔɪl fə'sɪlɪtɪz instalacje naftowe

⁴⁷ supplier sə'plaɪə dostawca

⁴⁸ to maintain sth tə meɪn'teɪn 'sʌmθɪŋ utrzymywać coś

⁴⁹ extensive ɪks'tensɪv duży

⁵⁰ jet dʒet samolot odrzutowy

⁵¹ aircraft 'eəkrɑːft samolot

⁵² driven 'drɪvn napędzany

⁵³ internal security ɪn'tɜːnl sɪ'kjʊərəti

bezpieczeństwo wewnętrzne

⁵⁴ constrained kən'streɪnd ograniczony

⁵⁵ post-war 'pəʊst'wɔː powojenny

⁵⁶ to approve sth tə ə'pruːv 'sʌmθɪŋ zatwierdzać

coś

⁵⁷ concern kən'sɜːn obawa

⁵⁸ missile tests 'mɪsaɪl tests testy rakietowe

⁵⁹ sea lane siː leɪn szlak żeglugowy

⁶⁰ long-range strike 'lɒŋ'reɪndʒ stɪrɪk uderzenie

dalekiego zasięgu

⁶¹ capability ˌkeɪpə'bɪləti potencjał, zdolność

⁶² to co-develop tə kəʊ dɪ'veləp opracowywać

wspólnie

⁶³ fighter jet 'faɪtə dʒet myśliwiec

⁶⁴ to face sth tə feɪs 'sʌmθɪŋ stawiać czoła

czemuś

⁶⁵ nuclear-armed 'njuːklɪər ɑːmd posiadający broń

jądrową

⁶⁶ volatile 'vɒlətaɪl niestabilny

⁶⁷ regional environment 'riːdʒənəl ɪn'vaɪərənmənt

uwarunkowania regionalne

⁶⁸ roughly 'rʌfli mniej więcej

⁶⁹ standing army 'stændɪŋ 'ɑːrmi regularna armia

⁷⁰ in one's own right ɪn wʌnz əʊn raɪt na własną

rękę

⁷¹ dependence dɪ'pendəns zależność

⁷² equipment ɪ'kwɪpmənt sprzęt

⁷³ self-sustaining ˌself sə'steɪnɪŋ

samowystarczalny

Leading Suppliers

While several countries are looking to become more **self-sufficient**⁷⁴ in military production, a few major players **rule the roost**⁷⁵. (see Table 1)

Many of the largest companies and leading export countries are **engaged in**⁷⁶ producing **big-ticket**⁷⁷ **items**⁷⁸ such as fighter jets and **battleships**⁷⁹. For example, USA firms have **on order**⁸⁰ 996 combat aircraft, 342 combat helicopters, 7 **warships**⁸¹, 41 **surface-to-air missile systems**⁸² (SAM), 403 **tanks**⁸³ and 1,706 **armoured vehicles**⁸⁴.

Changing Procurement Trends

However, as the nature of war changes, a different class of weapon is **entering the fray**⁸⁵. **Outgunned**⁸⁶ by a larger adversary, the Ukrainian **military forces**⁸⁷ have had to **think outside the box**⁸⁸ by relying less on expensive **hardware**⁸⁹ and more on **low-budget**⁹⁰, but effective **weaponry**⁹¹.

The Ukrainian production of drones **reportedly**⁹² increased **tenfold**⁹³ during 2024: from about 20,000 **units**⁹⁴ to over 200,000 per month. **Unmanned**⁹⁵ systems reportedly accounted for nearly half of all Russian vehicle or artillery losses in January 2025.

Consequently, the Ukrainian **battlefield**⁹⁶ has become a global **showcase**⁹⁷ for a **wide range**⁹⁸ of suppliers. Prominent foreign **manufacturers**⁹⁹ include Turkey's Baykar, maker of the TB2 tactical strike drone that saw heavy use early in the war and remains a **high-profile**¹⁰⁰ export success for Ankara. Baykar has expanded capacity and invested in **indigenous**¹⁰¹ engines as it **scales**¹⁰² exports.

Russia has relied heavily on Iranian designs such as the Shahed family of **loitering munitions**¹⁰³. Meanwhile, Russian manufacturers, notably ZALA Aero (Kalashnikov group) and the Kronshtadt Group (Orion family), produce domestically designed loitering munitions and MALE (**medium-altitude**¹⁰⁴, **long-endurance**¹⁰⁵) drones that have been **fielded**¹⁰⁶ alongside simpler kamikaze types. (see *Weapons Terms p. 17*)



⁷⁴ **self-sufficient** 'selfsə'fɪʃənt
samowystarczalny, niezależny

⁷⁵ **to rule the roost** tə ru:l ðə ru:st **rzządzić, mieć pełną kontrolę**

⁷⁶ **to be engaged in sth** tə bi: ɪn'geɪdʒd ɪn
'sʌmθɪŋ być zaangażowanym w coś

⁷⁷ **big-ticket** 'bɪɡ tɪkt **bardzo kosztowny**

⁷⁸ **item** 'aɪtəm **tu: pozycja, rzecz, produkt**

⁷⁹ **battleship** 'bætlɪʃɪp **pancernik, okręt wojenny**

⁸⁰ **on order** ɒn 'ɔ:ðə **w zamówieniu**

⁸¹ **warship** 'wɔ:ʃɪp **okręt wojenny**

⁸² **surface-to-air missile system** 'sɜ:fɪstə'eə 'mɪsəl
'sɪstəm system rakiet ziemia-powietrze

⁸³ **tank** tæŋk **czołg**

⁸⁴ **armoured vehicle** 'ɑ:məd 'vi:ɪkl **pojazd opancerzony**

⁸⁵ **to enter the fray** tə 'entə ðə freɪ **włączać się do konfliktu**

⁸⁶ **to outgun** tu ,aʊt'gʌn **przewyższać siłą ognia**

⁸⁷ **military forces** 'mɪlɪtəri 'fɔ:sɪz **siły zbrojne**

⁸⁸ **to think outside the box** tə θɪŋk 'aʊt'saɪd ðə
bɒks myśleć kreatywnie

⁸⁹ **hardware** 'hɑ:dweə **sprzęt**

⁹⁰ **low-budget** ,ləʊ 'bʌdʒɪt **tani**

⁹¹ **weaponry** 'weɪpənri **broń**

⁹² **reportedly** rɪ'pɔ:tɪdli **według doniesień**

⁹³ **tenfold** 'tenfəʊld **dziesięciokrotnie**

⁹⁴ **unit** 'ju:nɪt **sztuka**

⁹⁵ **unmanned** 'ʌn'mænd **bezzałogowy**

⁹⁶ **battlefield** 'bætlfi:ld **pole walki**

THE GLOBAL ARMS INDUSTRY OPERATES THROUGH A COMPLEX MIX OF GOVERNMENT POLICY, DIPLOMACY AND CORPORATE SALESMANSHIP.

⁹⁷ **showcase** 'ʃəʊkeɪs **tu: wizytówka, wystawa**

⁹⁸ **wide range** waɪd reɪndʒ **szeroki zakres**

⁹⁹ **manufacturer** ,mænjə'fæktʃərə **producent**

¹⁰⁰ **high-profile** ,haɪ 'prəʊfaɪl **głośny**

¹⁰¹ **indigenous** ɪn'dɪdʒɪnəs **lokalny**

¹⁰² **to scale sth** tə skeɪl 'sʌmθɪŋ **skalować, zwiększać skalę czegoś**

¹⁰³ **loitering munition** 'lɔɪtərɪŋ mju:'nɪʃən **amunicja krążąca, drony kamikaze**

¹⁰⁴ **medium-altitude** 'mi:djəm 'æltɪtju:d **średni pułap**

¹⁰⁵ **long-endurance** lɒŋ ɪn'dʒʊərəns **duża długotrwałość lotu**

¹⁰⁶ **fielded** 'fi:ldɪd **wystawiony na pole walki**

Smaller producers include Ukrainian companies such as Ukrspesystems and Aerorozvidka, and the Polish WB Group, which provides the Warmate loitering munition.

How Deals Are Done

The global arms industry¹⁰⁷ operates through a complex mix of government policy¹⁰⁸, diplomacy and corporate salesmanship¹⁰⁹. Unlike most sectors, defence deals are rarely¹¹⁰ open-market¹¹¹ transactions. Because weapons exports affect¹¹² national security¹¹³ and foreign policy¹¹⁴, they are closely regulated and often negotiated government-to-government, either directly or with manufacturers acting under licence.

Major contracts usually begin with defence attachés¹¹⁵, official delegations or state visits¹¹⁶. When the buyer is a national government, the seller is typically another state or a company authorised¹¹⁷ by it. In the United States, for example, many exports are handled through¹¹⁸ the Foreign Military Sales (FMS) programme, in which the US Department of Defense acts as broker¹¹⁹ between an American manufacturer and the purchasing country. Elsewhere, countries such as France or the UK may allow their defence companies to deal directly, but under export approval from their respective governments.

A key meeting point¹²⁰ for buyers and sellers is the international defence exhibition¹²¹ circuit¹²². The biggest events include the Farnborough International Airshow in the UK, Eurosatory in Paris, IDEX in Abu Dhabi, and DSEI (Defence and Security Equipment International) in London. These shows attract military delegations from over 100 countries and feature¹²³ everything from tanks and missiles to cybersecurity tools. Contracts are often announced¹²⁴ during such events, but most negotiations occur¹²⁵ privately, months or years in advance¹²⁶.

Today, the process increasingly involves offset agreements¹²⁷ – arrangements requiring¹²⁸ suppliers to reinvest part of a contract's value in the buyer's economy, often through technology transfer¹²⁹ or local assembly¹³⁰.

Beyond formal trade fairs¹³¹, arms dealers¹³² and brokers play an important behind-the-scenes role¹³³. Some act as intermediaries¹³⁴ for governments lacking¹³⁵ diplomatic access or technical expertise¹³⁶, arranging financing, logistics or end-user¹³⁷ certification. This part of the business is controversial: middlemen¹³⁸ have historically been involved in illicit¹³⁹ or grey-area¹⁴⁰ sales, prompting¹⁴¹ tighter international rules such as the UN Arms Trade Treaty¹⁴² (2014), which seeks to prevent weapons from reaching embargoed¹⁴³ states or terrorist groups.

A Logistics Challenge¹⁴⁴

Understandably, moving weapons and munitions¹⁴⁵ around the globe requires considerable care¹⁴⁶ and planning. How do they get from the factory floor to the battlefield?

1. Production and Preparation

- Weapons and munitions are completed, tested and certified at defence plants¹⁴⁷ before shipment¹⁴⁸.
- Each item receives documentation for export control, serial tracking¹⁴⁹ and, if required, secrecy classification¹⁵⁰.

Packaging depends on the type:

- Small arms and ammunition: sealed crates¹⁵¹ or ISO containers¹⁵².
- Missiles and precision systems: shock-proof¹⁵³, climate-controlled cases.
- Vehicles, aircraft and artillery: heavy-lift trailers¹⁵⁴ or modular shipping frames¹⁵⁵.

2. Domestic Transport to Port or Airbase

- Cargo travels by secure road or rail under armed escort.

¹⁰⁷ industry 'ɪndəstri branża

¹⁰⁸ government policy 'gʌvnmənt 'pɒlɪsi polityka rządowa

¹⁰⁹ salesmanship 'seɪlzmənʃɪp techniki sprzedaży, sztuka pozyskiwania klienta

¹¹⁰ rarely 'reəli rzadko

¹¹¹ open-market 'əʊpən 'mɑːkt wolnorynkowy

¹¹² to affect sth tɔ ə'fekt 'sʌməθɪŋ mieć wpływ na coś

¹¹³ national security 'næʃənəl sɪ'kjʊərəti bezpieczeństwo narodowe

¹¹⁴ foreign policy 'fɔrɪn 'pɒlɪsi polityka zagraniczna

¹¹⁵ defence attaché 'dɪfens ə'tætʃeɪ attaché wojskowy

¹¹⁶ state visit steɪt 'vɪzɪt wizyta państwowa

¹¹⁷ authorised 'ɔːθəraɪzd upoważniony

¹¹⁸ handled through 'hændld θruː obsługiwany za pośrednictwem

¹¹⁹ broker 'brɒkə pośrednik

¹²⁰ meeting point 'miːtɪŋ pɔɪnt miejsce spotkań

¹²¹ exhibition ,eksɪ'bɪʃən wystawa

¹²² circuit 'sɜːkɪt cykl

¹²³ to feature sth tɔ 'fi:tʃə 'sʌməθɪŋ prezentować coś

¹²⁴ to announce sth tɔ ə'naʊns 'sʌməθɪŋ ogłaszać coś

¹²⁵ to occur tɔ ə'kɜː mieć miejsce

¹²⁶ in advance ɪn ə'dvɑːns z wyprzedzeniem

¹²⁷ offset agreement 'ɒfset ə'grɪ:mənt umowa offsetowa

¹²⁸ to require sth tɔ rɪ'kwaɪə 'sʌməθɪŋ wymagać czegoś

¹²⁹ technology transfer tek'nɒlədʒɪ 'trænsfɜː transfer technologii

¹³⁰ assembly ə'sembli tu: montaż

¹³¹ trade fair treɪd feə targi

¹³² arms dealer ə:mz 'di:lə handlarz bronią

¹³³ behind-the-scenes role bɪ'hænd ðə siːnz rəʊl zakulisowa rola

¹³⁴ intermediary ,ɪntə'mɪ:djəri pośrednik

¹³⁵ to lack sth tɔ læk 'sʌməθɪŋ nie mieć czegoś

¹³⁶ technical expertise 'teknɪkəl ,eksps:'tiːz specjalistyczna wiedza

¹³⁷ end-user ,end 'juːzə(r) odbiorca

¹³⁸ middleman 'mɪdlmæn pośrednik

¹³⁹ illicit 'ɪlɪt nielegalny

¹⁴⁰ grey-area ,greɪ 'eəriə szara strefa

¹⁴¹ to prompt sth tɔ prɒmpt 'sʌməθɪŋ powodować coś

¹⁴² Arms Trade Treaty ə:mz treɪd 'triːtɪ traktat o handlu bronią

¹⁴³ embargoed em'bɑːgəʊd objęty embargiem

¹⁴⁴ logistics challenge lɒdʒɪstɪks 'tʃælɪndʒ wyzwanie logistyczne

¹⁴⁵ munitions mjuː'nɪʃənz amunicja

¹⁴⁶ considerable care kən'sɪdərəbl keə duża ostrożność

¹⁴⁷ defence plant dɪfens plɑːnt fabryka uzbrojenia

¹⁴⁸ shipment 'ʃɪpmənt wysyłka, transport

¹⁴⁹ serial tracking 'sɪəriəl 'træktɪŋ śledzenie po numerze seryjnym

¹⁵⁰ secrecy classification 'siːkrəsi ,klæsɪfɪ'keɪʃən kategoria, klasyfikacja tajności

¹⁵¹ crate kreɪt skrzynka

¹⁵² ISO container 'aɪsoʊ kən'teɪnə kontener ISO

¹⁵³ shockproof 'ʃɒkpruːf odporny na wstrząsy

¹⁵⁴ heavy-lift trailer 'hevi lift 'treɪlə ciężka naczepa niskopodwoziowa

¹⁵⁵ modular shipping frame 'mɒdjələ(r) 'ʃɪprɪ frejm modułowa rama transportowa

- Movements are logged in a **chain-of-custody**¹⁵⁶ system to prevent **tampering**¹⁵⁷ or diversion.
 - **Hazardous**¹⁵⁸ or explosive loads (e.g., **propellants**¹⁵⁹, **warheads**¹⁶⁰) follow special safety routes and timing regulations.
- 3. International Shipping or Airlift**¹⁶¹
- Sea freight handles most heavy equipment using roll-on/roll-off (Ro-Ro) **vessels**¹⁶² or **flat-deck carriers**¹⁶³.
 - Airlift (military C-17s, Il-76s, or chartered freighters) is reserved for **urgent**¹⁶⁴ or high-value **deliveries**¹⁶⁵.
 - Sensitive electronics or **classified**¹⁶⁶ parts are sometimes hand-carried by courier or shipped separately **under armed guard**¹⁶⁷.
- 4. Customs¹⁶⁸ and Handover¹⁶⁹**
- Every **consignment**¹⁷⁰ must have an **export licence**¹⁷¹, an end-user certificate and **customs clearance**¹⁷² at entry.
 - Receiving states often **undergo**¹⁷³ inspection or verification before the transfer is finalised.
 - At this stage, **ownership**¹⁷⁴ formally passes from supplier to buyer, usually government-to-government.
- 5. Distribution Within the Country**
- Shipments move from ports or airbases to central **depots**¹⁷⁵ or arsenals for **storage**¹⁷⁶ and **inventory checks**¹⁷⁷.
 - Ammunition is stored in separate, **blast-protected**¹⁷⁸ magazines.
 - Equipment earmarked for **combat units**¹⁷⁹ is transported by secure convoy or tactical airlift to forward bases.
- 6. Deployment¹⁸⁰ and Sustainment¹⁸¹**
- Once in **theatre**¹⁸², local logistics units handle **refuelling**¹⁸³, repairs and **resupply**¹⁸⁴.
 - **Follow-on**¹⁸⁵ shipments of **spares**¹⁸⁶, **replacement parts**¹⁸⁷ and munitions maintain readiness.
 - **Disruption**¹⁸⁸ – from damaged infrastructure, **port congestion**¹⁸⁹, or airspace restrictions can **delay**¹⁹⁰ delivery and limit combat effectiveness.

¹⁵⁶ chain-of-custody tʃeɪn ɒv 'kɑːstədi kontrola pochodzenia produktu

¹⁵⁷ tampering 'tæmpərɪŋ manipulacja, ingerencja

¹⁵⁸ hazardous 'hæzədəs niebezpieczny

The Battle Continues

Modern arms trading involves a complex **web of alliances**¹⁹¹, **trade missions**¹⁹², multimillion-dollar investments in **research**¹⁹³ and product development, **supply chains**¹⁹⁴ to service what seems to be an **insatiable demand**¹⁹⁵. Whether it is the **pursuit**¹⁹⁶ or prevention of war as the primary **driving factor**¹⁹⁷, future **forecasts**¹⁹⁸ suggest arms production is only moving in one direction.

¹⁵⁹ propellant prə'pelənt paliwo

¹⁶⁰ warhead 'wɔːhed głowica bojowa

¹⁶¹ airlift 'eəɹlɪft transport drogą lotniczą

¹⁶² vessel 'vesl statek

¹⁶³ flat-deck carrier flæt dek 'kæərə kontener płaski

¹⁶⁴ urgent 'ɜːdʒənt pilny

¹⁶⁵ delivery dɪ'lvəri dostawa, przesyłka

¹⁶⁶ classified 'klæsɪfaɪd tajny

¹⁶⁷ under armed guard 'ʌndər ɑːmd gɑːd pilnowany przez uzbrojonych strażników

¹⁶⁸ customs 'kʌstəmz odprawa celna

¹⁶⁹ handover 'hændəʊvɜːɹ przekazanie

¹⁷⁰ consignment kən'saɪnmənt przesyłka

¹⁷¹ export licence 'eksɔːt 'laɪsəns pozwolenie na wywóz

¹⁷² customs clearance 'kʌstəmz 'klɪərəns odprawa celna

¹⁷³ to undergo tu 'ʌndə'gəʊv przechodzić

¹⁷⁴ ownership 'ɔːnəʃɪp stan własności

¹⁷⁵ depot 'depəʊ magazyn, składnica

¹⁷⁶ storage 'stɔːrɪdʒ składowanie, magazynowanie

¹⁷⁷ inventory check 'ɪnvəntri tʃek kontrola zapasów, inwentaryzacja, proces weryfikacji

¹⁷⁸ blast-protected blaːst prə'tektəd zabezpieczony przed wybuchem

¹⁷⁹ combat unit 'kɒmbət 'juːnɪt jednostka bojowa

¹⁸⁰ deployment dɪ'plɔɪmənt rozlokowanie

¹⁸¹ sustainment sə'steɪnm(ə)nt utrzymanie

¹⁸² theatre 'θɪətə tu: teatr działań wojennych, obszar działań zbrojnych

¹⁸³ refuelling 'riː'fjuːlɪŋ tankowanie

¹⁸⁴ to resupply 'riːsə'plai ponownie zaopatrzyć, uzupełnić zapasy (np. amunicję, żywność)

¹⁸⁵ follow-on 'fɒləʊ 'ɒn kolejny

¹⁸⁶ spares speəz części zamienne

¹⁸⁷ replacement parts rɪ'pleɪsmənt paːts części zamienne

¹⁸⁸ disruption dɪs'rʌpʃən zamęt

¹⁸⁹ congestion kən'dʒestʃən zator

¹⁹⁰ to delay tə di'leɪ opóźnić

¹⁹¹ web of alliances web ɒv ə'laɪənsɪz sieć sojuszy

¹⁹² trade mission treɪd 'mɪʃən misja handlowa

¹⁹³ research rɪ'sɜːtʃ badanie

¹⁹⁴ supply chain sə'plai tʃeɪn łańcuch dostaw

¹⁹⁵ insatiable demand ɪn'seɪʃəbl dɪ'mɑːnd nienasycony apetyt

¹⁹⁶ pursuit pə'sjuːt dążenie

¹⁹⁷ driving factor 'draɪvɪŋ 'fæktə czynnik napędzający

¹⁹⁸ forecast 'fɔːkɑːst prognoza

Weapons Terms

- **Loitering munitions** – expendable unmanned weapons that can circle over an area, identify a target, and then **dive in**¹ to destroy it, combining **surveillance**² and strike in one system.
- **Kamikaze drones** – an informal term for loitering munitions or improvised attack drones that **deliberately**³ crash into their targets and are destroyed on impact.
- **Hard kill** – a **defensive measure**⁴ that physically destroys or **intercepts**⁵ an **incoming threat**⁶ (such as a missile or drone), as opposed to “soft kill” methods like **jamming**⁷ or **deception**⁸.
- **Magazine** – In military and defence logistics, a specialised storage facility for ammunition or explosives, designed with blast walls, safety distances, and ventilation to prevent accidental detonation

¹ to dive in tə daɪv ɪn rzucić się, zanurkować

² surveillance sɜː'veɪləns obserwacja

³ deliberately dɪ'lɪbərətɪli celowo, specjalnie

⁴ defensive measure dɪ'fensɪv 'meʒə system obrony

⁵ to intercept sth tə ɪntəsept 'sʌmtɪŋ przechwytywać coś

⁶ incoming threat ɪn,kʌmɪŋ θret nadlatujące zagrożenie

⁷ jamming 'dʒæmɪŋ zagłuszanie

⁸ deception dɪ'sepʃən zmylenie

INFOBOX

Crash-Landing¹: The Turbulence² Hitting Small Airlines³

These days, reserving a flight online is as simple, and often as cheap as booking train or bus tickets, but that's making it challenging for some operators to remain **airborne**⁴.

Chaos has **erupted**⁵ in the skies, and not **due to**⁶ **air-traffic controllers**⁷ striking. Over the past 18 months, several smaller and one or two larger airlines have either **grounded**⁸ their fleets or **filed for bankruptcy**⁹, leaving passengers **stranded**¹⁰ and investors shaken. Just take a look at the **carnage**¹¹:

• May 2024 – Qantas Airways (Australia) – **Suspended**¹² its Shanghai–Sydney route as part of broader Asia-network **trimming**¹³.

- January 2025 – airBaltic (Latvia) – Suspended 19 routes, reduced **frequencies**¹⁴ on 21 others and **cancelled**¹⁵ 4,670 flights (67,000 passengers **affected**¹⁶).
- February 2025 – Bees Airlines (Romania) – Had its Air Operator Certificate **revoked**¹⁷ after suspending operations in December 2024.
- April 2025 – Air Belgium (Belgium) – Declared bankrupt after **ceasing**¹⁸ **scheduled**¹⁹ passenger operations in October 2023 and shifting focus to **cargo**²⁰.

¹ crash-landing 'kraszlądowy lądowanie awaryjne

² turbulence 'turbulans turbulencje, zawirowania

³ airline 'eajam linia lotnicza

⁴ airborne 'eabon w powietrzu

⁵ to erupt 'to rypat wybuchać

⁶ due to sth 'du: to 'samom z powodu czegoś

⁷ air-traffic controller 'eə tráfík kən'trɔlə(r) kontroler lotów

⁸ to ground 'to graund uziemić

⁹ to file for bankruptcy 'to fail fo: 'bæŋkrɒptsi złożyć wniosek o upadłość

¹⁰ stranded 'strændid pozostawiony samemu

sobie

¹¹ carnage 'kɑ:nɪdʒ masakra

¹² to suspend sth 'to səs'pend'sɪmɪŋ zawiesić coś

¹³ trimming 'trɪmɪŋ tu: ograniczanie, zmniejszanie

¹⁴ frequency 'frɪkwənsi częstotliwość

¹⁵ to cancel sth 'to 'kænsəl'sɪmɪŋ odwołać, anulować coś

¹⁶ affected 'əfektəd dotknięty

¹⁷ to revoke 'to rɪ'vəʊk anulować, unieważniać

¹⁸ to cease 'to si:s zaprzestać, przerwać, zakończyć

¹⁹ scheduled 'ʃedju:ld zaplanowany

²⁰ cargo 'kɑ:ɡəʊ transport towarowy, fracht

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- August 2025 – Spirit Airlines (USA) – Filed for Chapter 11 bankruptcy protection and **announced**²¹ **major**²² route reductions, cutting 11 cities starting 2 October.
- August 2025 – Ravn Alaska (USA) – Ceased all flights in Alaska **abruptly**²³.
 - Mid-2025 (announced) – PLAY (Iceland) – Cancelled multiple US services (e.g., New York Stewart, Boston, Baltimore) ahead of its **collapse**²⁴.
- September 2025 – PLAY (Iceland) – Abruptly ceased all operations and filed for bankruptcy, cancelling all flights.
- September 2025 – Braathens International Airways (Sweden) – Filed for bankruptcy of its Airbus charter operations, ceasing flights under that **division**²⁵. ATR72 operations continued.
- September 2025 – Wizz Air (Europe/Middle East, Abu Dhabi JV) – Suspended operations of Abu Dhabi joint venture. By the end of October 30 routes were affected.
- October 2025 – Ryanair (Europe) – Announced cancellation of 24 routes and over 800,000 seats in its German winter schedule.

Code Sharing

Code-sharing is a **partnership**¹ between airlines that allows them to share the same flight. One airline operates the aircraft, while the other sells seats under their own flight numbers. This helps smaller carriers cut costs, extend their networks, and attract more passengers without adding new aircraft. The flight itself is operated by just one airline.

¹ **partnership** 'pa:tnəʃɪp **współpraca partnerska**

INFOBOX

The **spate**²⁶ of **failures**²⁷ and cancelled routes raises a worrying question: have **low-cost airlines**²⁸ reached their **final destination**²⁹, or is this **merely**³⁰ a **bout**³¹ of **rough air**³² in an industry known for **volatility**³³?

The Fragile³⁴ Economics of Flying

The airline industry has always operated on **wafer-thin**³⁵ **margins**³⁶, but for smaller and budget **carriers**³⁷, that margin has now all but **vanished**³⁸. Fuel, which typically **accounts for**³⁹ 25-35 percent of **operating costs**⁴⁰, has **soared**⁴¹ in price over the past year. This **surge**⁴², driven by global **supply**⁴³ **disruptions**⁴⁴ and **carbon taxes**⁴⁵, has hit smaller operators hardest. **Unlike**⁴⁶ the major airlines, they **lack**⁴⁷ the **financial muscle**⁴⁸ to **hedge**⁴⁹ fuel prices or absorb cost **spikes**⁵⁰.

Leasing costs⁵¹ have also **shot up**⁵². Many regional and start-up airlines do not own their planes but lease them from international **lessors**⁵³, often in US dollars. With **interest rates**⁵⁴ remaining high and the dollar strong, **repayments**⁵⁵ have become increasingly expensive. For carriers such as Play and Braathens, whose **revenues**⁵⁶ are **primarily**⁵⁷ in weaker European **currencies**⁵⁸, the maths simply stopped working.

Air Belgium's collapse, meanwhile, **highlights**⁵⁹ another structural **weakness**⁶⁰. It had tried to balance passenger and cargo operations to **spread**⁶¹ risk, but slower global trade and weak **freight demand**⁶² left the company with **underused**⁶³ **aircraft**⁶⁴ and

²¹ **to announce sth** tɒ ə'naʊns 'sʌmθɪŋ **ogłaszać coś**

²² **major** 'meɪdʒə **główny**

²³ **abruptly** ə'brʌptli **nagle, gwałtownie**

²⁴ **collapse** kə'læps **upadek**

²⁵ **division** dɪ'vɪʒən **oddział**

²⁶ **spate** speɪt **zalew, nawał, natłok**

²⁷ **failure** 'feɪljə **porażka**

²⁸ **low-cost airlines** ,ləʊ 'kɒst 'eəlaɪnz **tanie linie lotnicze**

²⁹ **final destination** 'faɪnl ,destɪ'neɪʃən **cel podróży, końcowa stacja**

³⁰ **merely** 'mɪəli **tylko**



³¹ **bout** baʊt **tu: okres** (np. walki, choroby, trudności)

³² **rough air** ˌrʌf eə **turbulencje, wstrząsy, tu: trudny okres**

³³ **volatility** ,vɒlə'tɪləti **niestabilność**

³⁴ **fragile** 'frædʒaɪl **kruchy, wrażliwy**

³⁵ **wafer-thin** ,weɪfə 'θɪn **bardzo cienki**

³⁶ **margin** 'mɑ:dʒɪn **marża**

³⁷ **carrier** 'kæriə **przewoźnik**

³⁸ **to vanish** tə 'vænɪʃ **zniknąć**

³⁹ **to account for sth** tə ə'kaʊnt fə 'sʌmθɪŋ **odpowiadać za coś**

⁴⁰ **operating costs** 'ɒpəreɪtɪŋ kɒsts **koszty operacyjne**

⁴¹ **to soar** tə sɔ: **gwałtownie wzrastać**

⁴² **surge** sɜ:dʒ **wzrost**

⁴³ **supply** sə'plai **podaż**

⁴⁴ **disruption** dɪs'rʌpʃən **zakłócenie**

⁴⁵ **carbon tax** 'kɑ:bən tæks **podatek węglowy**

⁴⁶ **unlike X** 'ʌn'laɪk eks **inaczej niż X**

⁴⁷ **to lack sth** tə læk 'sʌmθɪŋ **nie posiadać czegoś**

⁴⁸ **financial muscle** faɪ'nænʃəl 'mʌsəl **siła finansowa, zdolność finansowa**

⁴⁹ **to hedge sth** tə hedʒ 'sʌmθɪŋ **zabezpieczyć coś, zabezpieczyć się przed czymś**

⁵⁰ **spike** spaɪk **nagły wzrost**

⁵¹ **leasing costs** 'li:zɪŋ kɒsts **koszty leasingu**

⁵² **to shoot up** tə ʃu:t ʌp **wystrzelić**

⁵³ **lessor** le'sɔ: **wynajmujący**

⁵⁴ **interest rates** 'ɪntrest reɪts **stopy procentowe**

⁵⁵ **repayment** ri:'peɪmənt **spłata**

⁵⁶ **revenues** 'revənju:z **przychody**

⁵⁷ **primarily** 'praɪməɪəli **głównie**

⁵⁸ **currency** 'kʌrənɪ **waluta**

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

⁶⁰ **weakness** 'wi:knəs **słabość**

⁶¹ **to spread sth** tə spreɪd 'sʌmθɪŋ **tu: rozłożyć coś**

⁶² **freight demand** freɪt dɪ'mɑ:nd **popyt na fracht/przewóz towarów**

⁶³ **underused** ,ʌndə'ju:zd **niewykorzystany**

⁶⁴ **aircraft** 'eəkrɑ:ft **flota, maszyny**

mounting⁶⁵ debts⁶⁶. Ravn Alaska, which depended heavily on regional routes and local tourism, suffered from reduced passenger numbers and higher maintenance costs⁶⁷ in remote⁶⁸ locations.

Shifting Passenger Behaviour

The low-cost model depends on full planes, fast turnarounds⁶⁹ and steady demand. But since the pandemic, travel habits⁷⁰ have changed. Passengers are booking later, flying less frequently⁷¹, and are more likely to choose direct routes⁷² with trusted⁷³ operators. Business travel, once a reliable⁷⁴ filler⁷⁵ of midweek⁷⁶ seats, has not recovered to pre-2020 levels, as hybrid working remains entrenched⁷⁷.

- Later bookings: Passengers are booking closer to departure⁷⁸, with over 60 percent of bookings happening online within 0–7 days for some markets (FCM Travel Hub, 2025).
- Business travel still below pre-pandemic levels: Global business travel spending in 2023 was 93 percent of 2019 levels; international trips⁷⁹ are further behind at 79 percent (Global Business Travel Association – GBTA, 2023).
- Load factors⁸⁰ remain crucial: Global airline load factor was 85.2 percent in August 2024; North America reached 88.2 percent (International Association of Travel Agents – IATA, 2024).
- Shift to trusted direct routes: Airlines report that passengers increasingly prefer reliable, direct flights, reducing the fill on secondary or connecting routes⁸¹ (International Airlines Group – IAG, 2024).

At the same time, leisure travellers⁸² are showing signs of fatigue⁸³ with “ultra-low-cost” flying. Hidden fees⁸⁴, cramped seats⁸⁵, and long delays⁸⁶ have eroded some of the goodwill⁸⁷ that once fuelled the budget boom. Many consumers are now prepared to pay a little more for comfort and reliability⁸⁸, particularly after a spate of cancellations and stranded passengers in recent months⁸⁹.

Wizz Air’s decision to cut back on⁹⁰ several routes across Central and Eastern Europe

MEETING ENVIRONMENTAL GOALS REQUIRES COSTLY INVESTMENT IN NEWER AIRCRAFT OR SUSTAINABLE FUELS, OFTEN OUT OF REACH FOR SMALLER OPERATORS.

illustrates this shift. Routes that were profitable⁹¹ when aircraft were full during the summer are now loss-making in the off-season⁹². Fewer passengers and higher costs have made it difficult to justify⁹³ serving⁹⁴ marginal destinations.

Environmental⁹⁵ and Regulatory⁹⁶ Headwinds⁹⁷

Growing environmental scrutiny⁹⁸ is also creating major challenges for airlines. European regulators are tightening⁹⁹ emissions targets, and some countries are introducing taxes or banning¹⁰⁰ short-haul flights¹⁰¹ where rail¹⁰² alternatives exist, hitting the core business¹⁰³ of small and regional carriers. Sustainability¹⁰⁴ pressures are reshaping expectations¹⁰⁵, with criticism over carbon footprints¹⁰⁶ and greenwashing¹⁰⁷. Meeting environmental goals¹⁰⁸ requires costly investment in newer aircraft or sustainable fuels, often out of reach¹⁰⁹ for smaller operators.

⁶⁵ mounting 'maʊntɪŋ piętrzący się

⁶⁶ debt det zadłużenie

⁶⁷ maintenance costs 'meɪntənəns kɒsts koszty utrzymania

⁶⁸ remote rɪ'məʊt odległy

⁶⁹ turnaround 'tɜːnəraʊnd tu: obsługa naziemna (czas, jaki samolot spędza na lotnisku między przylotem a odlotem), czas postoju

⁷⁰ habit 'hæbɪt nawyk

⁷¹ less frequently les 'friːkwəntli rzadziej

⁷² direct routes dɪ'rekt ruːts bezpośrednie połączenia

⁷³ trusted 'trʌstɪd zaufany

⁷⁴ reliable rɪ'laɪəbl niezawodny

⁷⁵ filler 'fɪlə wypełniacz

⁷⁶ midweek 'mɪd'wiːk w środku tygodnia

⁷⁷ entrenched ɪn'trentʃt tu: ugruntowany

⁷⁸ departure dɪ'pɑːtʃə wylot

⁷⁹ international trips ɪntə'næʃənl trɪps podróże międzynarodowe

⁸⁰ load factor ləʊd 'fæktə współczynnik wykorzystania miejsc pasażerskich

⁸¹ connecting route kə'nektɪŋ ruːt lot przesiadkowy

⁸² leisure traveller 'leɪʒə 'trævlə turysta

⁸³ fatigue fə'tiːg zmęczenie

⁸⁴ hidden fees 'hɪdn fiːz ukryte opłaty

⁸⁵ cramped seat kræmpt siːt ciasny fotel

⁸⁶ delay dɪ'leɪ opóźnienie

⁸⁷ goodwill 'ɡʊd'wɪl życzliwość, dobra wola, w kontekście biznesowym: reputacja, pozytywny wizerunek

⁸⁸ reliability rɪ'laɪə'bɪləti niezawodność

⁸⁹ in recent months ɪn 'riːsnt mʌnθs w ostatnich miesiącach

⁹⁰ to cut back on sth tə kʌt bæk ɒn 'sʌmθɪŋ ograniczyć coś

⁹¹ profitable 'prɒfɪtəbl rentowny

⁹² off-season ɒf 'siːzən poza sezonem

⁹³ to justify sth tə 'dʒʌstɪfaɪ 'sʌmθɪŋ uzasadniać coś

⁹⁴ to serve sth tə sɜːv 'sʌmθɪŋ obsługiwać coś

⁹⁵ environmental ɪn,vəɪərənməntl ekologiczny

⁹⁶ regulatory 'regjələtəri regulacyjny

⁹⁷ headwinds hedwɪnz trudności

⁹⁸ scrutiny 'skruːtəri nadzór

⁹⁹ to tighten sth tə taɪt 'sʌmθɪŋ zaostrzać coś

¹⁰⁰ to ban sth tə bæn 'sʌmθɪŋ zakazywać czegoś

¹⁰¹ short-haul flight 'ʃɔːt haʊl flɑːt lot krótkodystansowy

¹⁰² rail reɪl kolej

¹⁰³ core business kɔː 'bɪznəs główna działalność

¹⁰⁴ sustainability sə'steɪnə'bɪləti zrównoważony rozwój

¹⁰⁵ expectations ˌekspek'teɪʃənz oczekiwania

¹⁰⁶ carbon footprint 'kɑːbən 'fʊtprɪnt ślad węglowy

¹⁰⁷ greenwashing 'ɡriːnwoʃɪŋ forma wprowadzającego w błąd marketingu i public relations, która ma na celu stworzenie fałszywie pozytywnego, proekologicznego wizerunku firmy, produktu lub usługi, bez rzeczywistego i znaczącego zaangażowania w praktyki zrównoważonego rozwoju

¹⁰⁸ goal ɡəʊl cel

¹⁰⁹ out of reach aʊt ɒv riːtʃ poza zasięgiem

Even **surviving**¹¹⁰ airlines face limited airport access. **Major hubs**¹¹¹ prioritise **established**¹¹² carriers, leaving smaller players on the edges of **timetables**¹¹³, losing prime departure times and **connecting traffic**¹¹⁴ essential for profitability.

Large airlines can **cross-subsidise**¹¹⁵ weaker routes, share risks **via**¹¹⁶ alliances, access cheaper finance and negotiate better with **suppliers**¹¹⁷ and airports. The **budget**¹¹⁸ carriers' old formula of cutting extras and costs is **under strain**¹¹⁹. Rising **labour costs**¹²⁰, expensive maintenance and **supply chain**¹²¹ delays, combined with intense **competition**¹²², have pushed **fares**¹²³ down to **unsustainable**¹²⁴ levels. Any disruption in fuel, finance or demand can quickly ground smaller operators.

Surviving airlines have acted **cautiously**¹²⁵. Low-cost carriers like Ryanair and easyJet focus on efficiency and selective expansion, investing in fleet management systems. Qantas has **withdrawn**¹²⁶ from some long-haul and unprofitable regional routes. Others are exploring **code-sharing**¹²⁷ (See Fact Box) or **partial**¹²⁸ **mergers**¹²⁹ to reduce duplication and costs. Investors, once attracted to rapid expansion, now demand **prudence**¹³⁰ and environmental **accountability**¹³¹.

Recent collapses have caused real disruption. Thousands have been stranded or forced onto more expensive carriers. Even where passengers are **insured**¹³², trust in smaller airlines is damaged, creating a **feedback loop**¹³³: **wary**¹³⁴ passengers reduce load factors, raising the risk of further failures. In this industry, reputation is a sensitive **wind vane**¹³⁵ that **tips**¹³⁶ the direction of **balance sheets**¹³⁷.

The current turbulence is not so much a **one-off**¹³⁸ storm as a **market correction**¹³⁹. The rapid expansion of the 2010s, with **over-leveraged**¹⁴⁰ low-cost carriers selling **underpriced**¹⁴¹ tickets and betting on rapid and **persistent**¹⁴² growth, was never sustainable. As a result, we are likely to see fewer but stronger airlines, operating more realistically.

While the appetite for **affordable**¹⁴³ travel is likely to remain strong among younger and price-sensitive passengers, budget operators' business models may need to evolve, resulting in higher fares, fewer **fringe**¹⁴⁴ destinations and greater focus on reliability and sustainability.

Final¹⁴⁵ Approach¹⁴⁶

The **flightpaths**¹⁴⁷ are still busy, but the **free-for-all**¹⁴⁸ era of budget flying is **fading over the horizon**¹⁴⁹. Rising costs, shifting passenger priorities and environmental **obligations**¹⁵⁰ have grounded the weakest operators. Those that remain will need to **clip their wings**¹⁵¹.

For travellers, this may mean fewer options and slightly higher prices. For the industry, it means a necessary recalibration – trimming the **excesses**¹⁵² of the past decade and building a more stable, if less **exuberant**¹⁵³, future. The market is **descending**¹⁵⁴ towards financial **terra firma**¹⁵⁵ – though expect some continued turbulence and **bumpy rides**¹⁵⁶ for passengers on the way down.

¹¹⁰ **surviving** sə'vaɪvɪŋ **tu: pozostający na rynku**

¹¹¹ **major hubs** 'meɪdʒə hʌbz **duże lotniska**

¹¹² **established** ɪ'stæblɪʃt **uznany**

¹¹³ **timetable** 'taɪm,teɪbl **rozkład lotów**

¹¹⁴ **connecting traffic** kə'nektɪŋ 'træfɪk **ruch przesiadkowy**

¹¹⁵ **to cross-subsidise sth** tə kros 'sʌbsɪdaɪz 'sʌmθɪŋ **dotować coś**

¹¹⁶ **via X** 'vɪə eks **poprzez, za pośrednictwem X**

¹¹⁷ **supplier** sə'plaɪə **dostawca**

¹¹⁸ **budget** 'bʌdʒɪt **tu: tani**

¹¹⁹ **under strain** 'ʌndə streɪn **pod presją**

¹²⁰ **labour costs** 'leɪbə kɒsts **koszty pracy**

¹²¹ **supply chain** sə'plaɪ tʃeɪn **łańcuch dostaw**

¹²² **competition** ,kɒmpə'tɪʃən **konkurencja**

¹²³ **fare** feə **tu: opłata za przelot**

¹²⁴ **unsustainable** ,ʌnsə'steɪnəbl **nie do utrzymania**

¹²⁵ **cautiously** 'kɔ:ʃəsli **ostrożnie**

¹²⁶ **to withdraw** tə wɪð'drɔ: **wycofać się**

¹²⁷ **code-sharing** 'kəʊd ʃeərɪŋ **dosł. współdzielenie kodu, powszechna umowa handlowa w branży lotniczej, w której dwie lub więcej linii lotniczych zgadzają się na to, aby ta sama trasa była obsługiwana przez jedną linię (operującego przewoźnika), ale oferowana i sprzedawana przez wszystkie partnerskie linie lotnicze pod ich własnymi numerami lotów (kodami)**

¹²⁸ **partial** 'pɑ:ʃəl **częściowy**

¹²⁹ **merger** 'mɜ: dʒə **fuzja**

¹³⁰ **prudence** 'pru: dəns **roztropność, rozwaga**

¹³¹ **accountability** ə,kəʊntə'biləti **odpowiedzialność**

¹³² **insured** ɪn'ʃʊəd **ubezpieczony**

¹³³ **feedback loop** 'fi:dbæk lu:p **sprzężenie zwrotne**

¹³⁴ **wary** 'weəri **niefufny**

¹³⁵ **wind vane** wɪnd veɪn **wiatrowskaz**

¹³⁶ **to tip sth** tə tɪp 'sʌmθɪŋ **wskazywać coś**

¹³⁷ **balance sheet** 'bæləns ʃi:t **arkusz bilansowy**

¹³⁸ **one-off** ,wʌn 'ɒf **jednorazowy**

¹³⁹ **market correction** 'mɑ:kət kə'rekʃən **korekta rynku**

¹⁴⁰ **over-leveraged** 'əʊvə 'li:vədʒd **nadmiernie zadłużony**

¹⁴¹ **underpriced** ,ʌndə'praɪst **zbyt tani, niedoszacowany**

¹⁴² **persistent** pə'sɪstənt **ciągly**

¹⁴³ **affordable** ə'fɔ:dəbl **przystępny cenowo**

¹⁴⁴ **fringe** frɪndʒ **peryferyjny**

¹⁴⁵ **final** 'faɪn **końcowy**

¹⁴⁶ **approach** ə'prəʊtʃ **podejście**

¹⁴⁷ **flightpath** flaɪt pa:θ **trasa**

¹⁴⁸ **free-for-all** 'fri: fər:ɔ:l **wolna amerykanka**

¹⁴⁹ **to fade over the horizon** tə feɪd 'əʊvə ðə hæ'reɪzən **znikać za horyzontem**

¹⁵⁰ **obligation** ,ɒblɪ'geɪʃən **zobowiązanie**

¹⁵¹ **to clip their wings** tə klɪp ðeə wɪŋz **tu: ograniczyć swobodę działań**

¹⁵² **excesses** ɪk'sesɪz **ekscesy, wybryki**

¹⁵³ **exuberant** ɪg'zju:bərənt **tu: burzliwy**

¹⁵⁴ **to descend** tə dɪ'send **obniżyć lot**

¹⁵⁵ **terra firma** ,terə 'fɜ:mə **łac. stały ląd**

¹⁵⁶ **bumpy ride** 'bʌmpɪ raɪd **wyboista droga**



Business Brainwave: Take a Tuk-tuk¹

Social Enterprise Business Model

A social enterprise is a business that prioritises social or environmental goals alongside financial profit. It operates like a traditional company but reinvests most profits into **fulfilling**¹ its mission, such as reducing **poverty**², improving health, or protecting the **environment**³. Unlike **charities**⁴, social enterprises earn income through trading, not donations, and unlike regular businesses, their main aim is to make a positive impact rather than maximise **shareholder**⁵ **returns**⁶.

¹ to fulfill tɒ ˈfʊlˌfɪl wypełniać

² poverty ˈpɒvəti bieda, ubóstwo

³ environment ɪnˈvaɪərnment środowisko

⁴ charity ˈtʃærəti organizacja charytatywna

⁵ shareholder ˈʃeə,həʊldə udziałowiec

⁶ return rɪˈtʃn zysk

INFOBOX

For many travellers in Asia, the tuk-tuk is more than just a **quirky**² three-wheeled **mode of transport**³; it is a cultural icon. These **buzzing**⁴, **brightly painted**⁵ auto-rickshaws are synonymous with chaotic **city traffic**⁶, **narrow**⁷ **village lanes**⁸ and the **thrilling**⁹ **unpredictability**¹⁰ of local travel. But now, thanks to a **bold**¹¹ and imaginative business idea, the **humble**¹² tuk-tuk has been **reinvented**¹³, changing the tourist's role from passenger to driver.

Enter TukTuk Rental¹⁴, a Sri Lanka-based business that **allows** tourists to¹⁵ **take the wheel**¹⁶ – **literally**¹⁷ – and drive their own tuk-tuk through the island's jungles, coastlines, **mountain passes**¹⁸ and **bustling**¹⁹ towns. The man behind the idea is Thomas Cornish, an Australian **civil engineer**²⁰

turned travel **entrepreneur**²¹, who spotted the opportunity during his travels through the region. **Instead of**²² being **confined to**²³ standard tour buses or **hiring**²⁴ a car and driver, Cornish **envisaged**²⁵ a more

¹ tuk-tuk ˈtʊk tʊk autoriksza, tuk-tuk

² quirky ˈkwɜːki dziwny

³ mode of transport məʊd ɒv ˈtrænsˌpɔːt środek transportu

⁴ buzzing ˈbʌzɪŋ dzwoniący, brzęczący

⁵ brightly-painted ˈbraɪtlɪ ˈpeɪntɪd pomalowany na jaskrawy kolor

⁶ city traffic ˈsɪti ˈtræfɪk ruch uliczny

⁷ narrow ˈnæərəʊ wąski

⁸ village lane ˈvɪlɪdʒ leɪn wiejska uliczka

⁹ thrilling ˈθrɪlɪŋ ekscytujący

¹⁰ unpredictability ˌʌnpɪˈdɪktəˈbɪləti nieprzewidywalność

¹¹ bold bæʊld śmiały

¹² humble ˈhʌmbəl prosty, skromny

¹³ to reinvent tə ˌriːnˈvent wymyślić na nowo

¹⁴ rental ˈrentl wypożyczalnia

¹⁵ to allow sb to do sth tə əˈlaʊ ˈsʌmbədi tə duː ˈsʌmθɪŋ pozwalać komuś na coś

¹⁶ to take the wheel tə teɪk ðə wiːl przejąć stery

¹⁷ literally ˈlɪtərəli dosłownie

¹⁸ mountain pass ˈmaʊntɪn pɑːs przełęcz górską

¹⁹ bustling ˈbʌsɪŋ tętniący życiem

²⁰ civil engineer ˈsɪvəl ˌendʒɪˈnɪə inżynier budownictwa

²¹ entrepreneur ˌɒntrəˈprɛːnɜː przedsiębiorca

²² instead of sth ɪnˈsted ɒv ˈsʌmθɪŋ zamiast czegoś

²³ to be confined to sth tə biː kənˈfaɪnd tə ˈsʌmθɪŋ być ograniczonym do czegoś

²⁴ to hire tə ˈhaɪə wynajmować

²⁵ to envisage tə ɪnˈvɪzɪdʒ wyobrazić sobie

A WORD WORTH REMEMBERING

agency
/'eidʒənsi/
tu: sprawczość

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TRAVEL LIKE A LOCAL. SUPPORT THE COMMUNITY.

immersive and adventurous alternative: putting the traveller in the driver's seat, quite literally, of their Asian experience.

The concept is simple but brilliant. Tourists hire a tuk-tuk for several days or weeks, receive a special local **driving permit**²⁶, and get a **crash course**²⁷ (**figuratively speaking**²⁸) in how to operate the vehicle. Then, with a map in hand (or more likely, smartphone GPS), they set off **on their own**²⁹ to explore Sri Lanka's less-travelled roads. For many, it's the perfect **blend**³⁰ of independence and authentic **cultural engagement**³¹.

The idea has **struck a chord**³² with modern tourists looking for deeper experiences and **meaningful**³³ travel. No longer satisfied with passive **sightseeing**³⁴, today's travellers want interaction, spontaneity and the freedom to **roam**³⁵. A tuk-tuk offers all of this. It's small enough to **navigate**³⁶ **rural backroads**³⁷, open enough to smell the spices **wafting from**³⁸ **roadside**³⁹ kitchens, and **eye-catching**⁴⁰ enough to make friends everywhere you stop.



PREPOSITION PROPOSITION

Complete each sentence with the correct preposition.
You may be able to use more than one phrase
in your answer.

a. across b. along c. around d. from... to
f. in g. into h. towards i. through

- Most travellers prefer to start their tuk-tuk tours early _____ the morning, before the roads get busy.
- The tuk-tuk rolled slowly _____ the entrance gate as the guard waved us forward.
- Their route cut straight _____ the dry lake bed, leaving a trail of dust behind them.
- The full tuk-tuk journey runs _____ Kandy _____ Ella, taking in some of Sri Lanka's most scenic views.
- The tuk-tuk rattled slowly _____ the outside of the old fort, giving us a full view of its walls.
- After a long morning drive, the group pulled _____ the small guesthouse courtyard for lunch.
- They travelled slowly _____ a busy fishing village filled with morning markets, meeting a lot of fishermen as they did.
- Their route followed a narrow path _____ the edge of the tea fields.

BEM TEST

Answers: 1. f. 2. h or i. 3. a or f. 4. d. 5. c. 6. g. 7. f. 8. b or c

It's also surprisingly **affordable**⁴¹. Daily rental prices start at levels well below standard hire car prices. Optional extras, such as a **cool box**⁴² for drinks, Bluetooth **speakers**⁴³ for road-trip playlists, or a phone holder for navigation, add **convenience**⁴⁴ and comfort. **Insurance**⁴⁵, **maintenance**⁴⁶ and 24/7 support are all part of the package, helping to ease any **anxiety**⁴⁷ tourists might have about driving in a **foreign country**⁴⁸.

²⁶ driving permit 'draɪvɪŋ 'pɜːmɪt prawo jazdy

²⁷ crash course kɹæʃ kɔːs intensywny kurs

²⁸ figuratively speaking 'fɪɡjʊrətɪvli 'spiːkɪŋ mówiąc w przenośni

²⁹ on one's own ɒn wʌnz əʊn samodzielnie

³⁰ blend blend połączenie, mieszanka

³¹ cultural engagement 'kʌltʃərəl ɪn'geɪdʒmənt tu: zagłębienie się w lokalną kulturę

³² to strike a chord tə strik ə kɔːd trafić do serca

³³ meaningful 'miːnɪŋfʊl głęboki, pełen znaczenia

³⁴ sightseeing 'saɪt,siːɪŋ zwiedzanie

³⁵ to roam tə rəʊm włóczyć się

³⁶ to navigate tə 'nævɪgeɪt poruszać się

³⁷ rural backroads 'rʊərəl bæk rəʊdz wiejskie drogi

³⁸ wafting from sth 'wɔftɪŋ frəm 'sʌmθɪŋ unoszący się, dobiegający skądś

³⁹ roadside 'rəʊdsaɪd przydrożny

⁴⁰ eye-catching 'aɪ kætʃɪŋ przyciągający wzrok

⁴¹ affordable ə'fɔːdəbl przystępny cenowo

⁴² cool box ku:l bɒks lodówka turystyczna

⁴³ speaker 'spiːkə głośnik

⁴⁴ convenience kən'viːnjəns wygoda

⁴⁵ insurance ɪn'ʃʊərəns ubezpieczenie

⁴⁶ maintenance 'meɪntənəns serwis, utrzymanie

⁴⁷ anxiety æŋ'zɪəti obawa, niepokój

⁴⁸ foreign country 'fɔːrɪn 'kʌntri obcy kraj

All the same⁴⁹, this is not a **venture**⁵⁰ for the **faint-hearted**⁵¹. Driving in Sri Lanka, or indeed, in many parts of South and Southeast Asia, requires a **steady nerve**⁵² and a lot of **patience**⁵³. Traffic can be unpredictable, **signage**⁵⁴ minimal, and the local driving style haphazard and enthusiastic. But for those **willing to**⁵⁵ adapt, the rewards are **considerable**⁵⁶. Customers describe the experience as **liberating**⁵⁷, **hilarious**⁵⁸ and **unforgettable**⁵⁹, from **winding through**⁶⁰ tea plantations and greeting villagers **along the way**⁶¹, to camping on **remote**⁶² beaches or discovering roadside **eateries**⁶³ tourists would never otherwise find.

One of the cleverest aspects of the business model is that it **empowers**⁶⁴ not just travellers, but locals, too. TukTuk Rental **endeavours**⁶⁵ to work on the **social enterprise**⁶⁶ model (See Fact Box) and defined by the company's **strapline**⁶⁷ – “*Travel like a local. Support the Community*”⁶⁸. Many of the tuk-tuks are owned by local drivers who **lease**⁶⁹ them to the company when not in use. This creates a new **source of income**⁷⁰ for them and supports local families. Moreover, a portion of the profits is invested in community projects, **sustainability**⁷¹ initiatives and road safety campaigns, which is all part of a broader **commitment**⁷² to responsible and sustainable tourism.

Building on the success in Sri Lanka, the business has now expanded into Cambodia, another country where tuk-tuks are part of the **cultural fabric**⁷³. It is quickly becoming popular with younger tourists, **digital nomads**⁷⁴ and **couples**⁷⁵ seeking unique **honeymoon**⁷⁶ alternatives.

From a business perspective, Cornish's venture offers a **textbook case**⁷⁷ of how identifying an **overlooked**⁷⁸ niche can create a **scalable**⁷⁹, **cross-border**⁸⁰ opportunity. His **background**⁸¹ as an engineer likely contributed to the structured yet practical approach to operations by **securing**⁸² legal permits for foreign drivers, offering training and safety advice, and **ensuring**⁸³ roadside support. These systems make the experience not only possible but also **reliable**⁸⁴, **repeatable**⁸⁵ and, **crucially**⁸⁶, safe.

The brand has also benefited from viral **word-of-mouth**⁸⁷ and strong online **storytelling**⁸⁸. Social media is **peppered**⁸⁹ with videos

of **intrepid**⁹⁰ travellers navigating their colourful tuk-tuks down **winding**⁹¹ roads, waving to laughing schoolchildren and describing the adventure of a lifetime. These **organic**⁹² **endorsements**⁹³ are **invaluable**⁹⁴, creating a **buzz**⁹⁵ that traditional **advertising**⁹⁶ could never **match**⁹⁷.

Looking ahead, there's **scope**⁹⁸ for further expansion into countries like Thailand, Vietnam and the Philippines – all of which have strong tuk-tuk cultures and growing **tourist demand**⁹⁹. The model could also inspire similar ventures in other parts of the world using different iconic vehicles, **campervans**¹⁰⁰ in New Zealand, Citroën 2CVs in France, or even Trabants in Central and Eastern Europe.

Ultimately¹⁰¹, TukTuk Rental **taps into**¹⁰² something fundamental: the human desire for freedom, discovery and connection. In an age of **package holidays**¹⁰³ and experiences **handed on a plate**¹⁰⁴, taking the controls of a tuk-tuk offers a **rare**¹⁰⁵ sense of **agency**¹⁰⁶ and spontaneity. It's a small vehicle, but it opens up a world of experience.

In enterprise terms, it proves that, with a little imagination, the next great business idea might be right under your nose.

⁴⁹ all the same ɔ:l ðə seɪm mimo wszystko, tak czy siak

⁵⁰ venture 'ventʃə przedsięwzięcie

⁵¹ faint-hearted 'feɪnt'ha:td bojaźliwy

⁵² steady nerve 'stedɪ nɜ:v opanowanie, zimna krew

⁵³ patience 'peɪʃəns cierpliwość

⁵⁴ signage 'saɪnɪdʒ oznakowanie

⁵⁵ willing to do sth 'wɪlɪŋ tə du: 'sʌmθɪŋ skłonny do zrobienia czegoś

⁵⁶ considerable 'kən'sɪdərəbl znaczny, niemały

⁵⁷ liberating 'lɪbəreɪtɪŋ dający poczucie swobody

⁵⁸ hilarious 'hɪ'leəriəs prze zabawny

⁵⁹ unforgettable 'ʌnfə'getəbl niezapomniany

⁶⁰ to wind through sth tə wɪnd θru: 'sʌmθɪŋ przedziera się przez coś

⁶¹ along the way ə'lɒŋ ðə weɪ po drodze

⁶² remote rɪ'məʊt pusty

⁶³ eatery 'i:təri lokal gastronomiczny

⁶⁴ to empower sb tə ɪm'pəʊə 'sʌmbədɪ wspierać kogoś

⁶⁵ to endeavour tə ɪn'devə usiłować

⁶⁶ social enterprise 'səʊʃəl 'entəpraɪz przedsiębiorstwo społeczne

⁶⁷ strapline 'stræp.laɪn slogan

⁶⁸ community kə'mju:nəti społeczność

⁶⁹ to lease sth tə li:s 'sʌmθɪŋ wynajmować coś

⁷⁰ source of income sɔ:sɪs ɒv 'ɪŋkʌm źródło dochodu

⁷¹ sustainability sə'steɪnə'bɪləti zrównoważony rozwój

⁷² commitment kə'mɪtmənt zaangażowanie

⁷³ cultural fabric 'kʌltʃərəl 'fæbrɪk tkanka kulturowa

⁷⁴ digital nomad 'dɪdʒɪtl 'nəʊməd cyfrowy nomada, osoba, która wykonuje pracę zdalną i nie jest przywiązana do jednego miejsca zamieszkania

⁷⁵ couple 'kʌpl para

⁷⁶ honeymoon 'hʌnɪmu:n podróż poślubna

⁷⁷ textbook case 'tekstbʊk keɪs podręcznikowy przykład

⁷⁸ overlooked ˌəʊvə'lʊkt pomijany, przeoczony

⁷⁹ scalable 'skɛləbl skalowalny

⁸⁰ cross-border 'krɒs bɔ:də(r) transgraniczny

⁸¹ background 'bækgraʊnd wiedza, doświadczenie

⁸² to secure tə sɪ'kjʊə uzyskiwać

⁸³ to ensure tə ɪn'ʃʊə zapewniać

⁸⁴ reliable rɪ'laɪəbl niezawodny

⁸⁵ repeatable rɪ'pi:təbl powtarzalny

⁸⁶ crucially 'kru:ʃəli co istotne

⁸⁷ word-of-mouth wɜ:d ɒv maʊθ marketing szeptany

⁸⁸ storytelling 'stɔ:ri:telɪŋ narracja

⁸⁹ peppered 'pepəd usiany

⁹⁰ intrepid ɪn'trepɪd nieustraszony

⁹¹ winding 'wɪndɪŋ kręty

⁹² organic ɔ:'gæɪnɪk naturalny

⁹³ endorsement ɪn'dɔ:smənt poparcie

⁹⁴ invaluable ɪn'væljuəbl beczenny

⁹⁵ buzz blʌz szum

⁹⁶ advertising 'ædvɛtaɪzɪŋ reklama

⁹⁷ to match sth tə mætʃ 'sʌmθɪŋ dorównywać czemuś

⁹⁸ scope skəʊp tu: możliwość

⁹⁹ tourist demand 'tʊərɪst dɪ'mɑ:nd popyt turystyczny

¹⁰⁰ campervan 'kæmpə væn kamper

¹⁰¹ ultimately 'ʌltɪmətlɪ w końcu, ostatecznie

¹⁰² to tap into sth tə tæp 'ɪntə 'sʌmθɪŋ tu: wpisywać się w coś

¹⁰³ package holidays 'pækɪdʒ 'hɒlədeɪz wyjazdy zorganizowane

¹⁰⁴ handed on a plate 'hændɪd ɒn ə plɛt podany na talerzu

¹⁰⁵ rare reə rzadki

¹⁰⁶ agency 'eɪdʒənsɪ sprawczość

Are Meal Delivery Services¹ Worth It?

If you live in a **block of flats**² and get up early, you might have noticed meal delivery packages on your **neighbour's**³ **doorstep**⁴. Is it a smart move, or are they **paying through the nose**⁵ for **ingredients**⁶ they could easily buy more cheaply in a shop?

In recent years, meal delivery services have exploded onto the consumer scene, offering **busy**⁷ **households**⁸ and **health-conscious**⁹ individuals a **seemingly**¹⁰ perfect **solution**¹¹ to the **age-old**¹² problem: what's for dinner?

Whether trying to lose weight, eat more healthily, or just avoid another tiresome and time-consuming trip to the supermarket, meal delivery kits look to **tick all the boxes**¹³. As new customers **flock**¹⁴ to **order**¹⁵, there are now **numerous**¹⁶

providers¹⁷ servicing this growing trend. (see *Providers and Popularity Fact Box*).

The Rise of the Meal Kit Industry

Meal delivery services are not an entirely new concept. For decades, companies like Weight Watchers have offered **pre-packaged**¹⁸, calorie-controlled meals for delivery, primarily focused on **weight loss**¹⁹.

¹ meal delivery service mi:l dɪ'lɪvəri 'sɜ:vɪs dieta pudełkowa

² block of flats blɒk ɒv flæts blok mieszkaniowy

³ neighbour 'neɪbə sɑ:ɪəd

⁴ doorstep 'dɔ:stɛp próg

⁵ to pay through the nose tə peɪ θru: ðə nəʊz przepłacać

⁶ ingredient ɪn'grɪ:djənt składnik

⁷ busy 'bɪzi tu: zabiegany

⁸ household 'haʊshəʊld gospodarstwo domowe

⁹ health-conscious helθ 'kɒnfəs dbający o zdrowie

¹⁰ seemingly 'si:mɪŋli na pozór

¹¹ solution sə'lju:ʃən rozwiązanie

¹² age-old 'eɪdʒ'əʊld stary jak świat

¹³ to tick all the boxes tə tɪk ɔ:l ðə 'bɒksz spełniać wszystkie oczekiwania, zaspakajając wszystkie potrzeby

¹⁴ to flock tə flɒk gromadzić się

¹⁵ to order tə 'ɔ:də zamawiać

¹⁶ numerous 'nju:mərəs liczny

¹⁷ provider prə'vaɪdə dostawca

¹⁸ pre-packaged 'pri:'pækɪdʒd gotowy

¹⁹ weight loss weɪt lɒs utrata wagi



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MEAL DELIVERY SERVICES ARE NOT AN ENTIRELY NEW CONCEPT.



A WORD WORTH REMEMBERING

double-digit
/ˈdʌbl ˈdɪdʒɪt/
dwucyfrowy

But the modern **iteration**²⁰, offering fresh ingredients and recipes to cook at home, first **gained traction**²¹ around 2012, with companies like Blue Apron pioneering the model in the United States.

These services typically provide weekly deliveries of pre-portioned ingredients and **easy-to-follow**²² recipe cards. Some, like HelloFresh and Marley Spoon, focus on **gourmet**²³ or family-friendly options, while others like Freshly and Factor deliver fully-prepared meals that only

need **heating**²⁴. Companies such as Daily Harvest specialise in **plant-based**²⁵, **frozen**²⁶ meal options, smoothies and soups.

The industry received an unexpected **boost**²⁷ during the COVID-19 pandemic, when lockdowns and social distancing made traditional **grocery shopping**²⁸ more challenging. Consumers turned to meal kits not only for **convenience**²⁹ but

²⁰ iteration ˌɪtəˈreɪʃən wersja

²¹ to gain traction tə ɡeɪn ˈtrækʃən zyskać

uznanie

²² easy-to-follow ˈiːzi tə ˈfɒləʊ łatwy do zrozumienia

²³ gourmet ˈɡɔːməɪ wykwintny, delikatesowy

²⁴ heating ˈhiːtɪŋ podgrzanie

²⁵ plant-based ˈplɑːnt beɪst roślinny

²⁶ frozen ˈfrɔːzn mrożony

²⁷ boost buːst doładowanie

²⁸ grocery shopping ˈɡrɔːsəri ˈʃɒpɪŋ zakupy spożywcze

²⁹ convenience kənˈviːnjəns wygodna



for safety and comfort, creating a **surge in demand**³⁰ that many providers were **barely**³¹ able to **keep up with**³².

According to a report by Statista, the global meal kit market size reached over USD 15 bln in 2021 and is projected to **surpass**³³ USD 30 bln by 2028, with **double-digit**³⁴ **annual**³⁵ growth.

The Appeal: Convenience Meets Health Goals

Delivery services aim to make life easier by removing the **hassle**³⁶ of meal planning, shopping, and portioning. For busy professionals, families with **hectic schedules**³⁷, or those who can't think what to cook each day, these kits are a **compelling**³⁸ solution.

But convenience is only part of the **pitch**³⁹. Many services now emphasise health and weight management, offering low-calorie, **keto**⁴⁰, **paleo**⁴¹, vegetarian and gluten-free options.

Meal delivery services also **boast**⁴² about eliminating **food waste**⁴³. Because ingredients are pre-measured, users are less likely to **overbuy**⁴⁴ at the supermarket or let **perishables**⁴⁵ **rot**⁴⁶ in the **fridge**⁴⁷. For **environmentally aware**⁴⁸ consumers, this

is another **appealing**⁴⁹ **factor**⁵⁰, although some plastic-heavy packaging has drawn criticism.

Do They Help with Weight Loss?

Through calorie counts and portion sizes controlled by the provider, it becomes easier for users to monitor **intake**⁵¹ and avoid **impulse eating**⁵². Many platforms give customers the opportunity to select dietary goals, such as protein and calorie intake. However, the **evidence**⁵³ is mixed.

While structured eating plans with limited choices can help some individuals **stay on track**⁵⁴, they are not **foolproof**⁵⁵. A review by Rumen.com.au **points out**⁵⁶ that weight loss success depends on **consistency**⁵⁷, **exercise**⁵⁸ and personal motivation, factors beyond what a meal kit can provide. Some users report that while meal kits help reduce **snacking**⁵⁹ and promote portion control **in the short term**⁶⁰, they don't necessarily **translate into**⁶¹ **lasting**⁶²

³⁰ surge in demand sɜːdʒ ɪn dɪˈmɑːnd wzrost popytu

³¹ barely 'beəli ledwo

³² to keep up with sth tə ki:p ʌp wɪð 'sʌmθɪŋ nadążać za czymś

FOR CASH-RICH, TIME-POOR PROFESSIONALS, MEAL DELIVERY SERVICES ARE A GOOD TRADE-OFF.

³³ to surpass sth tə sɜːˈpɑːs 'sʌmθɪŋ przekraczać coś

³⁴ double-digit ˌdʌbl ˈdɪdʒɪt dwucyfrowy

³⁵ annual ˈænjʊəl roczny

³⁶ hassle 'hæsl kłopot

³⁷ hectic schedule 'hektɪk 'fedju:l napięty harmonogram

³⁸ compelling kəmˈpeliŋ przekonujący

³⁹ pitch pɪtʃ tu: oferta

⁴⁰ keto 'ki:tə dieta ketogeniczna

⁴¹ paleo ˈpæliə dieta paleolityczna

⁴² to boast tə bæʊst chwalić się

⁴³ food waste fu:d weɪst marnotrawstwo żywności

⁴⁴ to overbuy tə ˌəʊvəˈbaɪ kupić za dużo

⁴⁵ perishables ˈperɪʃəblz łatwo psujące się produkty

⁴⁶ to rot tə rɒt psuć się

⁴⁷ fridge frɪdʒ lodówka

⁴⁸ environmentally aware ɪnˌvaɪəŋəˈmentəli əˈweə świadomy ekologicznie

⁴⁹ appealing əˈpiːliŋ atrakcyjny

⁵⁰ factor ˈfæktə czynnik

⁵¹ intake ˈɪnteɪk spożycie

⁵² impulse eating ˈɪmpʌls ˈiːtɪŋ objadanie się

⁵³ evidence ˈeɪvɪdəns dowody, dowód

⁵⁴ to stay on track tə steɪ ɒn træk nie zbaczać z obranego kursu

⁵⁵ foolproof ˈfuːlpruːf niezawodny

⁵⁶ to point out sth tə pɔɪnt aʊt 'sʌmθɪŋ zwracać uwagę na coś

⁵⁷ consistency kənˈsɪstənsɪ konsekwencja

⁵⁸ exercise ˈeksəsaɪz ćwiczenia

⁵⁹ snacking ˈsnækiŋ podjadanie

⁶⁰ in the short term ɪn ðə ʃɔːt tɜːm na krótką metę

⁶¹ to translate into sth tə trænsˈleɪt ˈɪntə 'sʌmθɪŋ przekładać się na coś

⁶² lasting ˈlɑːstɪŋ trwały

changes. Once the subscription ends, old habits⁶³ may return unless broader lifestyle shifts are made.

Additionally, not all meal kits are equally healthy. Some meals, despite being convenient, can be high in sodium, saturated fats⁶⁴, or processed⁶⁵ ingredients, especially in ready-to-heat versions.

Cost Versus⁶⁶ Convenience

On the face of it⁶⁷, meal delivery services are expensive compared to traditional grocery shopping. Add in delivery fees⁶⁸ and subscription charges⁶⁹, and the weekly cost can rival or exceed⁷⁰ dining out⁷¹. However, cost comparisons⁷² are not

⁶³ habit 'hæbit nawyk

⁶⁴ saturated fats 'sætʃəreɪtɪd fæts tłuszcz nasycone

⁶⁵ processed 'prəʊsest przetworzony

⁶⁶ versus 'vɜːsəs kontra

⁶⁷ on the face of it ɒn ðə feɪs ɒv ɪt na pierwszy rzut oka

⁶⁸ delivery fee dɪ'lɪvəri fi: opłata za dostawę

⁶⁹ charge tʃɑːdʒ opłata

⁷⁰ to exceed sth tə ɪk'siːd 'sʌmθɪŋ przewyższać coś

⁷¹ to dine out tə daɪn aʊt jeść na mieście

⁷² comparison kəm'pærɪsn porównanie



Providers and Popularity

United States

- HelloFresh: A German company, but very active in the US, UK, Australia and several European markets.
- Blue Apron: US-only.
- Daily Harvest: US-only, known for plant-based frozen meals and smoothies.
- Trifecta: US-based, specialising in fitness/weight-loss meal plans.

The United Kingdom

In the UK, the market has progressively increased over the past 10 years. Key players include:

- HelloFresh UK – a major market leader.
- Gousto – a British meal kit provider offering 75+ recipes weekly.
- Mindful Chef – focuses on healthy, gluten-free, low-carb¹ meals.
- Green Chef UK – owned by HelloFresh, specialising in keto and vegan meals.
- SimplyCook – offers flavour kits² and recipes rather than full ingredients.
- Allplants – delivers plant-based, pre-cooked frozen meals.
- Prep Kitchen UK – more fitness – and calorie-focused, with macro³-balanced options.

Poland

Poland's meal kit market is smaller and has been slower to develop, but is catching up⁴ quickly, with a strong emphasis on “catering dietetyczny” – diet-specific catering services.

Popular providers include:

- Maczfit – one of the largest in Poland, offering a wide range of calorie – and diet-specific meal plans.
- Body Chief – fitness-focused, with tailored⁵ plans for weight loss, muscle gain⁶, etc.
- Catering Dietetyczny LightBox – focuses on health-conscious and portion-controlled meals.
- Fit Appetit – offers trendy, visually appealing, and macro-tracked meals.
- Nice To Fit You (NTFY) – flexible⁷ and app-based, with a strong lifestyle branding.

These typically deliver multiple meals per day (often 3–5), boxed in daily bags, not just dinner kits.

Popularity by Country

(based on market penetration⁸, consumer spend, and number of companies):

1. United States
2. United Kingdom
3. Germany
4. Australia
5. Canada
6. Netherlands
7. Poland – favours daily diet catering rather than weekly meal kits. Growth is tied to fitness and diet culture, especially in major cities like Warsaw, Kraków, and Wrocław.

¹ low-carb ,ləʊ 'kɑːb niskowęglowodanowy

² flavour kit 'fleɪvə kɪt zestaw przypraw, past smakowych etc.

³ macro 'mækrəʊ makroskładniki

⁴ to catch up tə kætʃ ʌp nadganiać

⁵ tailored 'teɪləd dopasowany

⁶ muscle gain 'mʌsl geɪn przyrost masy mięśniowej

⁷ flexible 'fleksəbl elastyczny

⁸ market penetration 'mɑːkɪt ,penɪ'treɪʃən penetracja rynku

INFOBOX

straightforward⁷³. Advocates⁷⁴ argue that the price includes not only the ingredients but the planning, shopping, portioning and, in some cases⁷⁵, preparation⁷⁶. For cash-rich⁷⁷, time-poor⁷⁸ professionals, meal delivery services are a good trade-off⁷⁹.

Despite their convenience, a frequent complaint⁸⁰ is a lack of variety⁸¹ or culinary spontaneity. Many users report regimen⁸² fatigue⁸³ after a few months, as menus begin to feel repetitive⁸⁴. The home preparation⁸⁵ aspect may also become boring. While recipe kits offer step-by-step⁸⁶ instructions for those with limited cooking skills, some users may feel like they are assembling furniture⁸⁷ rather than engaging⁸⁸ in any meaningful⁸⁹ culinary creativity.

Are Meal Kits Here to Stay?

Given the market growth projections, the answer is a resounding⁹⁰ 'yes.' The market has also evolved to cater to⁹¹ other potential markets. What began as simple recipe boxes has now expanded into niche services targeting vegans, fitness enthusiasts, gourmet foodies⁹² and even children's lunches. Many brands are leveraging⁹³ AI⁹⁴ and data analytics⁹⁵ to personalise offerings based on previous⁹⁶ orders⁹⁷ or dietary goals.

On the other hand⁹⁸, during tighter⁹⁹ financial times, consumers might revert to¹⁰⁰ traditional cooking as a cheaper alternative, especially in households with more than two people. The weaker¹⁰¹ providers may go under¹⁰² as a consequence, but the market leaders are likely to prevail¹⁰³.

At the End of the Day, Are They Worth It?

The answer depends on who you are and what you value¹⁰⁴. For people seeking structure¹⁰⁵, convenience, or a short-term health kick¹⁰⁶, they can be highly effective. For others, especially those on tight budgets or with a taste for culinary exploration¹⁰⁷, they may fall short¹⁰⁸.



Their appeal lies less in the food itself and more in the lifestyle they support, resulting in time saved, stress reduced, and

⁷³ straightforward *stret'fɔ:wəd* bezpośredni

⁷⁴ advocate *'ædvəkət* zwolennik

⁷⁵ in some cases *in sʌm 'keɪsɪz* w niektórych przypadkach

⁷⁶ preparation *ˌprepə'reɪʃən* przygotowanie

⁷⁷ cash-rich *ˌkæʃ 'rɪtʃ* nadziany

⁷⁸ time-poor *ˌtaɪm 'pɔ:(r)* zapracowany

⁷⁹ trade-off *'treɪd* of kompromis

⁸⁰ frequent complaint *'fri:kwənt kəm'pleɪnt* częsty zarzut

⁸¹ variety *və'raɪəti* różnorodność

⁸² regimen *'redʒɪmen* dieta

⁸³ fatigue *fə'ti:g* znużenie

⁸⁴ repetitive *n'petɪtv* powtarzający się, monotony

⁸⁵ preparation *ˌprepə'reɪʃən* przygotowanie, przyrządzanie

⁸⁶ step-by-step *step baɪ step* krok po kroku

⁸⁷ to assemble furniture *tə ə'sembl 'fɜ:nɪʃə* skręcać meble

⁸⁸ to engage *tə ɪn'geɪdʒ* podejmować

⁸⁹ meaningful *'mi:nɪŋfʊl* istotny, znaczący

⁹⁰ resounding *rɪ'zaʊndɪŋ* głośny

⁹¹ to cater to sth *tə 'keɪtə tə 'sʌmθɪŋ*

zaopatrywać coś

⁹² foodie *'fu:di* smakosz

⁹³ to leverage *tə 'li:vərɪdʒ 'sʌmθɪŋ*

wykorzystywać coś jak najefektywniej

⁹⁴ AI = artificial intelligence *ˌeɪ 'aɪ* sztuczna inteligencja

⁹⁵ data analytics *'deɪtə ˌænə'lɪtiks* analiza danych

⁹⁶ previous *'pri:vjəs* poprzedni

⁹⁷ order *'ɔ:də* zamówienie

⁹⁸ on the other hand *ɒn ði: 'lðə hænd* z drugiej strony

⁹⁹ tight *tʌɪt* ograniczony

¹⁰⁰ to revert to sth *tə rɪ'vɜ:t tə 'sʌmθɪŋ* powracać do czegoś

¹⁰¹ weak *wɪ:k* słaby

¹⁰² to go under *tə ɡəʊ 'ʌndə* upaść

¹⁰³ to prevail *tə prɪ'veɪl* przetrwać

¹⁰⁴ to value *tə 'vælju:* cenić sobie

¹⁰⁵ structure *'strʌktʃə* struktura, *tu:* ustalony plan, porządek

¹⁰⁶ health kick *helθ kɪk* poprawa stanu zdrowia

¹⁰⁷ exploration *ˌeksplə:'reɪʃən* poszukiwania, eksperymenty

¹⁰⁸ to fall short *tə fɔ:l ʃɔ:t* nie wystarczać, nie spełniać oczekiwań



choices simplified. For a certain segment of the population, that is more than worth the extra cost.

As the industry continues to innovate and **respond**¹⁰⁹ to changing consumer demands, meal delivery services look here to stay. They will never **replace**¹¹⁰ **home cooking**¹¹¹ or dining out altogether, but they are **carving**¹¹² a **substantial**¹¹³ space through a hybrid model that responds to the demands of modern living. Just remember to watch your step as you **wander out**¹¹⁴ of your **doorway**¹¹⁵ half-asleep in the morning.

¹⁰⁹ to respond *tə rɪs'pɒnd* odpowiadać, reagować

¹¹⁰ to replace sth *tə rɪ'pleɪs* 'sʌmθɪŋ zastępować coś

¹¹¹ home cooking *həʊm 'kʊkɪŋ* domowa kuchnia

¹¹² to carve sth *tə kɑ:v* 'sʌmθɪŋ wykrawać, wycinać coś, **tu:** tworzyć coś

¹¹³ substantial *səb'stænʃəl* okazały

¹¹⁴ to wander out *tə 'wɒndər aʊt* wychodzić

¹¹⁵ doorway *'dɔ:weɪ* drzwi



Digital Governance¹

Digitisation offers **improved² efficiency³**, speed and economy, but will we pay too high a price in civil liberty and human control?

Governments have always **delegated⁴** tasks, from **tax collection⁵** to **road maintenance⁶**, to specialist agencies. The last two decades, however, have seen a different kind of outsourcing: moving public duties to software and algorithms. Digital governance changes not just how governments deliver services, but how decisions are made, and who, if anyone, is **accountable⁷**.

Digital tools **include⁸** online portals for **permits⁹** and benefits, **national digital identity systems¹⁰**, sensor networks that manage traffic or **utilities¹¹**, and algorithmic systems that **aid¹²**, or sometimes replace, **human judgments¹³**.

Tasks Already Handed Over to¹⁴ Technology

Identity and access. National digital-ID systems now authenticate citizens for banking, **taxes¹⁵**, **healthcare¹⁶** and **voting registration¹⁷**. Estonia's electronic ID and e-Residency are examples of a country built around a digital identity architecture.

¹ digital governance 'dɪdʒɪtl 'gʌvənəns cyfrowe zarządzanie

² improved ɪm'pruːvd ulepszony, usprawniony

³ efficiency ɪ'fɪjənsɪ efektywność, wydajność, sprawność

⁴ to delegate sth tə 'delɪgeɪt sth delegować coś, przekazywać uprawnienia do czegoś

⁵ tax collection tæks kə'leɪʃən pobór podatków,

ściągnięcie podatków

⁶ road maintenance rəʊd 'meɪntənəns utrzymanie dróg, konserwacja dróg

⁷ accountable ə'kaʊntəbl odpowiedzialny (np. za swoje działania)

⁸ to include sth tə ɪn'klud sth zawierać, obejmować, włączać coś

⁹ permit 'pɜːmɪt pozwolenie, zezwolenie

¹⁰ national digital identity system 'næʃənl 'dɪdʒɪtl aɪ'dentɪtɪ 'sɪstəm krajowy system cyfrowej tożsamości

¹¹ utilities ju:'tɪlɪtɪz usługi użyteczności publicznej, media (np. prąd, gaz, woda)

¹² to aid sth tə eɪd sth pomagać czemuś, wspierać coś

¹³ human judgements 'hjuːmən 'dʒʌdʒmənts ludzkie osądy, ludzka ocena

¹⁴ handed over to sth 'hændɪd 'əʊvə tə sth przekazany czemuś, oddany w ręce czegoś

¹⁵ taxes 'tæksɪz podatki

¹⁶ healthcare 'helθkeə opieka zdrowotna, służba zdrowia

¹⁷ voting registration 'vəʊtɪŋ ,redʒɪ's'treɪʃən rejestracja wyborców (do głosowania)



India's Aadhaar programme shows that massive digital identity rollouts¹⁸ can reshape¹⁹ public administration overnight²⁰. Introduced in 2009, it assigns²¹ every resident a unique 12-digit number linked to fingerprints²² and iris scans²³, creating the world's largest biometric database. Aadhaar now underpins²⁴ everything from opening a bank account and receiving pensions to subsidised²⁵ food distribution, allowing the government to²⁶ cut duplication²⁷, reduce fraud²⁸, and deliver payments directly to beneficiaries' accounts.

Transactional services. Tax filing, business registration, social-security claims²⁹ and many licensing processes are increasingly³⁰ automated. Citizens file returns³¹ online; governments auto-validate³² documents and trigger³³ payments. Many of these activities can be done through government portals along with personal healthcare, as is the case in Poland.

Infrastructure management. "Smart city" technologies such as traffic sensors³⁴, utility meters³⁵, and waste-collection trackers³⁶ allow municipal managers to optimise resources in near real time. China has invested heavily in such urban platforms, coupling³⁷ sensors and big-data processing to run transport, energy and public-safety systems at scale³⁸.

Compliance³⁹ and enforcement⁴⁰. Automated checks from benefit eligibility screening to automated tax audits and

A WORD WORTH REMEMBERING
rollout
/'rəʊləʊt/
wprowadzanie na rynek, wdrożenie, uruchomienie (np. systemu, produktu)

Black-Box System

In e-government, a black-box system refers to an algorithm or digital process whose internal workings are hidden or too complex for users, including¹ officials, to fully understand. The system takes data in and produces decisions or recommendations, but the reasoning behind those outcomes is opaque.

For example, an AI model might approve² some welfare applications and reject³ others without offering a clear explanation of how it weighed the inputs. This lack of⁴ transparency makes it difficult to audit decisions, challenge errors, or assign accountability.

¹ including sb in'klu:dɪŋ (sb) włączając kogoś

² to approve sth tə ə'pru:v sth zatwierdzać, akceptować coś

³ to reject sb tə 'rɪdʒekt (sb) odrzucać kogoś

⁴ lack of sth læk ɒv sth brak czegoś

INFOBOX

coś na masową skalę

³⁹ compliance kəm'plaɪəns zgodność (z przepisami, normami), przestrzeganie (czegoś)

⁴⁰ enforcement ɪn'fɔ:smənt egzekwowanie (np. przepisów, prawa)

¹⁸ rollout 'rəʊləʊt wprowadzanie na rynek, wdrożenie, uruchomienie (np. systemu, produktu)

¹⁹ to reshape sth tə 'ri:ʃeɪp sth przekształcać coś, nadawać czemuś nowy kształt

²⁰ overnight 'əʊnə'taɪt z dnia na dzień

²¹ to assign sth tə ə'saɪn sth przypisywać coś

²² fingerprints 'fɪŋgə'prɪnts odciski palców

²³ iris scans 'aɪrɪs skænz skany tęczówki

²⁴ to underpin sth tə ˌʌndə'paɪn sth wspierać coś, stanowić podstawę/filar dla czegoś

²⁵ subsidised 'sʌbsɪdɪ:d dotowany, subsydiowany

²⁶ to allow sb to do sth tə ə'ləʊ 'sʌmbədi tə du: sth pozwalać komuś coś zrobić, umożliwiać komuś zrobienie czegoś

²⁷ to cut duplication tə kʌt ˌdju:plɪ'keɪʃən ograniczyć powielanie (czynności/danych)

²⁸ fraud frɔ:d oszustwo, wyłudzenie

²⁹ social-security claim 'səʊʃəl sɪ'kjʊərəti kleɪm wnioski o świadczenie socjalne, roszczenie z ubezpieczenia społecznego

³⁰ increasingly ɪn'kri:ɪŋli coraz bardziej, w coraz większym stopniu

³¹ to file return tə faɪl rɪ'tʃ:n złożyć zeznanie (podatkowe), złożyć deklarację

³² to auto-validate sth tə ˌɔ:ˌtəʊ'vælɪdeɪt sth automatycznie zatwierdzać coś, dokonywać automatycznej walidacji czegoś

³³ to trigger sth tə 'trɪgə sth wywoływać, uruchamiać, inicjować coś

³⁴ traffic sensor 'træfɪk 'sensə czujnik ruchu (drogowego)

³⁵ utility meter ju:'tɪlətɪ 'mi:tə licznik mediów (np. prądu, wody, gazu)

³⁶ waste-collection tracker weɪst kə'leɪʃən 'træke system śledzenia zbiórki odpadów, urządzenie do śledzenia odbioru śmieci

³⁷ to couple sth tə 'kʌpl sth łączyć, sprzęgać, parować coś

³⁸ to run sth at scale tə rʌn sth æt skeɪl uruchamiać coś na dużą skalę, prowadzić



FILL THE GAP

Complete each sentence with the correct term from the box. Each collocation is used once only.

- a. accountability b. algorithmic bias c. data security
d. digital inclusion e. governance framework f. privacy protection
g. regulatory oversight h. transparency

- Public agencies need effective _____ to monitor how automated tools are deployed.
- Clear rules and legal structures should form a consistent _____ for how AI systems may be used.
- Governments must ensure strong _____ so that AI decisions do not unfairly disadvantage certain groups.
- Any platform storing citizen information must maintain robust _____ to prevent leaks or hacking.
- Officials must remain answerable for harms caused by flawed AI systems, ensuring proper _____.
- New digital ID systems must guarantee strong _____, allowing citizens to control how their information is used.
- Publishing documentation that explains how an algorithm works increases _____ and builds public trust.
- Policies must promote _____ so rural residents, elderly users and low-income groups are not excluded.

BEM TEST

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

fraud detection are reducing routine **workloads**⁴¹. But automation also introduces **opaque**⁴² decision logic and brittle failures when the input data is poor.

⁴¹ **workload** wɜ:k.ləʊd **obciążenie pracą, nakład pracy**

⁴² **opaque** əp'peɪk **nieprzejrzysty, mętny**

⁴³ **policy support** 'pɒləsɪ sə'pɔ:t **poparcie dla polityki/strategii**

⁴⁴ **large-scale** 'lɑ:dʒ'skeɪl **na dużą skalę, wielkoskalowy**

⁴⁵ **policy impact** 'pɒləsɪ 'ɪmpækt **wpływ polityki, skutek polityki (danej strategii)**

⁴⁶ **to draft sth** tə drɑ:ft sth **opracować coś, sporządzać projekt czegoś**

⁴⁷ **to map sb in sth** tə mæp (sb) ɪn sth

Analytics and **policy support**⁴³. **Large-scale**⁴⁴ data analysis helps officials spot trends, model **policy impacts**⁴⁵, and prioritise interventions. Even **drafting**⁴⁶ tasks

przyrzędkować kogoś do czegoś, umieścić kogoś w jakimś schemacie/systemie

⁴⁸ **to assess sth against sth** tə ə'ses sth **oceniać coś pod kątem czegoś, porównywać/analizować coś względem czegoś**

⁴⁹ **scope** skəʊp **zakres, pole działania, zasięg**

⁵⁰ **digital/network infrastructure** 'dɪdʒ.ɪ.təl'net.wɜ:k 'ɪn.frə.strʌk.tʃə **infrastruktura cyfrowa/sieciowa**

⁵¹ **to score highly** tə skɔ: 'haɪli **osiągać wysokie wyniki, być wysoko ocenianym**

IF THIS PATH IS A CONTINUUM, THE NEXT LOGICAL STEP IS TO HAND OVER THE WHOLE SHEBANG OF E-GOVERNMENT TO AI.

such as routine legal texts or report summaries are now often assisted by generative tools.

From E-government to AI-government?

Mapping the global leaders in⁴⁷ digital governance, a useful point of reference is the United Nations EGovernment Survey 2024. It **assesses** countries **against**⁴⁸ three criteria:

- Online Services Index (OSI) – the **scope**⁴⁹ and quality of government online services.
- Telecommunications Infrastructure Index (TII) – the status of **digital/network infrastructure**⁵⁰.
- Human Capital Index (HCI) – education, skills and human-capacity aspects.

Top 10 countries in the 2024 ranking:

- Denmark
- Estonia
- Singapore
- Republic of Korea
- Iceland
- Saudi Arabia
- United Kingdom
- Australia
- Finland
- Netherlands

China and India, while excelling in scale, do not **score highly**⁵¹ across all three criteria and therefore do not make the top 10.



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A Natural Evolution?

If this path is a **continuum**⁵², the next logical step is to **hand over the whole shebang**⁵³ of e-government to⁵⁴ AI, but is that even possible, and perhaps more importantly, **desirable**⁵⁵?

Technically, we are well on the way. AI systems are already moving up the decision-making ladder. For example, allocating **student grants**⁵⁶ based on **predictive**⁵⁷ models of success, prioritising applicants for **social housing**⁵⁸ **according to**⁵⁹ need and risk scores, recommending which infrastructure projects should receive limited **municipal funding**⁶⁰, or simulating **budget outcomes**⁶¹ to inform **citywide**⁶² spending plans. In some pilot programmes, algorithms even propose how to distribute **welfare funds**⁶³ or emergency aid, leaving human officials to validate or **adjust**⁶⁴ the machine's recommendations.

Politically, **though**⁶⁵, there is much less appetite, at least in democratic systems and among international institutions, for **ceding**⁶⁶ final, discretionary decisions that

materially affect rights or freedoms to machines. **Apart from**⁶⁷ anything, it is not generally a great **vote-winner**⁶⁸, although the current UK government has **sought to**⁶⁹ link a proposed introduction of digital ID to reducing illegal immigration.

Putting the issue of public support **aside**⁷⁰, the **crux of the matter**⁷¹ **comes down to**⁷² a well-known statement, cited in IBM training material from 1979 and often quoted today:

⁵² **continuum** kən'tɪnjuəm kontinuum, ciągłość, nieprzerwany ciąg

⁵³ **to hand sth over to sth** tə hænd sth 'əʊvə tə sth przekazywać coś czemuś, oddawać coś w ręce czegoś

⁵⁴ **the whole shebang** ðə həʊl 'ʃi:bæŋ cała reszta, wszystko, cały komplet

⁵⁵ **desirable** dɪ'zɑ:ərəbl pożądany

⁵⁶ **student grants** 'stju:dənt grɑ:nts stypendia studenckie

⁵⁷ **predictive** prɪ'dɪktɪv prognostyczny, przewidujący

⁵⁸ **social housing** 'səʊʃəl 'həʊzɪŋ mieszkalnictwo socjalne, mieszkania komunalne

⁵⁹ **according to sth** ə'kɔ:rdɪŋ tə sth według czegoś, zgodnie z czymś

⁶⁰ **municipal funding** mju:'nɪʃpəl 'fʌndɪŋ finansowanie miejskie, fundusze komunalne

⁶¹ **budget outcomes** 'bʌdʒɪt 'aʊtkʌmz wyniki budżetowe

⁶² **citywide** sɪ'ti'waɪd ogólnomiejski, w całym mieście

⁶³ **welfare funds** 'welfeə fʌndz fundusze socjalne, fundusze pomocy społecznej

⁶⁴ **to adjust sth** tə ə'dʒʌst sth dostosować coś

⁶⁵ **though** ðəʊ chociaż, jednak, aczkolwiek

⁶⁶ **ceding** 'si:ɪŋ ustępowanie, cedowanie, zrzekanie się

⁶⁷ **apart from sth** ə'pɑ:t frəm sth oprócz czegoś, poza czymś

⁶⁸ **vote-winner** vɔ:t 'wɪnə kwestia/hasło przynoszące głosy, magnes na wyborców

⁶⁹ **to seek to do sth** tə si:k tə du: sth dążyć do zrobienia czegoś, starać się coś zrobić

⁷⁰ **to put sth aside** tə pʊt sth ə'saɪd odkładać coś na bok, pomijać coś

⁷¹ **crux of the matter** kɹʌks ɒv ðə 'mætə sedno sprawy, istota problemu

⁷² **to come down to sth** tə kʌm daʊn tə sth sprowadzać się do czegoś



Big Brother

The term Big Brother originates from George Orwell's 1949 novel *Nineteen Eighty-Four*, where it represents an all-seeing, authoritarian state that constantly monitors its citizens through telescreens and propaganda. The slogan “*Big Brother is watching you*” became a symbol of government surveillance and loss of privacy.

INFOBOX

“A computer can never be held accountable⁷³; therefore, a computer must never make a management decision.”

The maxim lives on because it states the core tension: machines may be excellent at **processing**⁷⁴ data and selecting optimal choices, but they cannot accept moral or legal responsibility in the way a human official has to.

Future Risks

It seems a no-brainer that⁷⁵ we would not place our future in the hands of a computer to decide, but it is a **slippery slope**⁷⁶ where changes are often **incremental**⁷⁷ and almost **unnoticeable**⁷⁸. What if the autonomous decision-making role of AI were to become greater still?

Handing decisions to algorithms introduces a **hornet's nest**⁷⁹ of risks that governments, businesses and individuals would have to **grapple with**⁸⁰:

- The **accountability gap**⁸¹. If an automated system **denies**⁸² benefits or triggers enforcement, who answers for an error?
- **Bias**⁸³ and exclusion. AI models trained on historical data could reproduce past discrimination, **entrenching**⁸⁴ inequality. When those models are used in hiring, policing, **welfare**⁸⁵

or credit, the social consequences are significant.

- **Transparency and legitimacy**⁸⁶. Black-box systems (See Fact Box) corrode public trust. Citizens demand understandable **rationales**⁸⁷ when decisions **affect**⁸⁸ their lives; opaque models make that hard.
- **Security and privacy**. Centralised identity databases and sensor networks are attractive targets for theft and **abuse**⁸⁹. **Data breaches**⁹⁰ in health or ID systems can have catastrophic personal consequences. In the age of cyberwar and **ransomware**⁹¹, this is a **genuine**⁹² current danger.
- **Systemic fragility**⁹³. Automation scales errors as well as efficiencies. A **flawed**⁹⁴ ruling applied across millions of transactions can create **widespread**⁹⁵ harm before humans notice.

Mitigating⁹⁶ the Dangers – A Pragmatic Path Forward

A number of **safety valves**⁹⁷ are being explored and are likely to include all or many of the following mechanisms:

- **Human-in-the-loop**⁹⁸ (HITL). Reserve final discretion for humans, while letting AI handle **triage**⁹⁹, summarisation and low-risk automation.

- ⁷³ to be held accountable for sth *tə bi: held ə'kauntəbl fə sth* **być pociągniętem do odpowiedzialności za coś, być rozliczanym z czegoś**
- ⁷⁴ to process sth *tə 'prəuses sth* **przetwarzać coś**
- ⁷⁵ it seems a no-brainer that *it si:mz ə ,nəʊ'breɪn. nə ðæt* **wyduje się oczywiste, że**
- ⁷⁶ slippery slope *'slɪpəri sləʊp* **równia pochyła (niebezpieczna tendencja)**
- ⁷⁷ incremental *ˌɪŋkrə'mentəl* **stopniowy, przyrostowy**
- ⁷⁸ unnoticeable *ˌʌn'nəʊtɪsəbəl* **niezauważalny, niepostrzegalny**
- ⁷⁹ hornet's nest *'hɔ:nɪts nest* **gniazdo szerszeni (problematiczna/drażliwa sprawa, której lepiej nie ruszać)**
- ⁸⁰ to grapple with sth *tə 'græpl wɪð sth* **zmagać się z czymś, borykać się z czymś**
- ⁸¹ accountability gap *ə'kauntə'biləti ɡæp* **luka w odpowiedzialności, brak odpowiedzialności (np. za błędy systemowe)**
- ⁸² to deny sth *tə di'naɪ sth* **odmawiać czegoś**
- ⁸³ bias *'bi:əs* **uprzedzenie, stronnictwo**
- ⁸⁴ to entrench sth *tə ɪn'trentʃ sth* **umacniać coś, utrwałać coś**
- ⁸⁵ welfare *'welfeə* **tu: opieka społeczna, świadczenia socjalne**
- ⁸⁶ legitimacy *lɪ'dʒɪtɪməsi* **prawomocność, zasadność**
- ⁸⁷ rationales *ˌræʃə'nə:lz* **logiczne podstawy**
- ⁸⁸ to affect sth *tə ə'fekt sth* **wpływać na coś**
- ⁸⁹ abuse *ə'bjʊ:s* **nadużycie, wykorzystywanie**
- ⁹⁰ data breaches *'dætə 'brɪ:tʃɪz* **wycieki danych, naruszenia bezpieczeństwa danych**
- ⁹¹ ransomware *'rænsəmweə* **oprogramowanie wymuszające okup**
- ⁹² genuine *'dʒenjuɪn* **autentyczny, prawdziwy, rzeczywisty**
- ⁹³ fragility *frə'dʒɪləti* **kruchość**
- ⁹⁴ flawed *flɔ:d* **wadliwy, błędny, z defektami**
- ⁹⁵ widespread *'wɪdspreɪd* **szeroko rozpowszechniony**
- ⁹⁶ to mitigate sth *tə 'mɪtɪgeɪt sth* **łagodzić coś**
- ⁹⁷ safety valves *'seɪftɪ vælvz* **zabezpieczenia, dosł. zawory bezpieczeństwa**
- ⁹⁸ human-in-the-loop *'hju:mən ɪn ðə lu:p* **dosł. człowiek w pętli (konceptcja, w której człowiek jest częścią procesu decyzyjnego/kontrolnego w systemie automatycznym)**
- ⁹⁹ triage *'tri:ə:ʒ* **triaż, sortowanie, kwalifikacja (np. wniosków, spraw)**

- **Auditability**¹⁰⁰ and **explainability**¹⁰¹. **Mandate logging**¹⁰², model documentation and **explainable outputs**¹⁰³ so decisions can be reviewed and appealed.
- **Risk-based deployment**¹⁰⁴. Use stronger governance for **higher-stakes**¹⁰⁵ applications (criminal justice, **welfare eligibility**¹⁰⁶) and lighter touch for low-risk automation.
- Open standards and **interoperability**¹⁰⁷. Avoid **vendor lock-in**¹⁰⁸ and create transparent procurement standards so public systems can be inspected and improved.
- Legal and institutional **accountability**¹⁰⁹. Laws and organisational roles must make clear who is responsible when an algorithm harms a citizen, the vendor, the civil servant, or the political officeholder.

Is Digital Governance the Road to Utopia or Dystopia?

Some countries have shown that thoughtful, well-managed citizen-centric design can benefit society without **jeopardising**¹¹⁰ individual freedom or the quality of decision-making. At the other end of the spectrum, China demonstrates the power of massive scale combined with a controlling purpose to use interconnecting technologies such as **surveillance cameras**¹¹¹, digital identities and phone tracking to become a

real-life modern-day Big Brother. (see *Fact Box*).

Fast-forward¹¹² 50 years. What will this conversation look like? Will we laugh at our paranoia as we relax in our smart-city apartments while driverless roadsweepers, managed by a digital city council, clean the streets? Or, will the internet be banned under the censorship of 24/7 surveillance, our every move tracked and recorded, accumulating or losing points on a digital scorecard that determines our access to housing, jobs and even our ability to travel? **Appealing** a decision **to**¹¹³ a computer would be **futile**¹¹⁴.

Your guess on which scenario is more likely will depend on whether you are a techno-optimist or a pessimist, but either way, right now, society **stands at a significant fork in the road**¹¹⁵.

IT IS A SLIPPERY SLOPE WHERE CHANGES ARE OFTEN INCREMENTAL AND ALMOST UNNOTICEABLE.



¹⁰⁰ **auditability** 'ɔ:ˌdɪtəˈbɪləti możliwość audytu/kontrolowania

¹⁰¹ **explainability** ɪkˈsplɛɪnəˈbɪləti wyjaśnialność, możliwość wyjaśnienia (np. działania algorytmu)

¹⁰² **to mandate logging** təˈmændəntˈlɒɡɪŋ nakazać rejestrację/logowanie

¹⁰³ **explainable outputs** ɪksˈpleɪnəblˈaʊtpʊts możliwe do wytłumaczenia wyniki

¹⁰⁴ **risk-biased deployment** rɪskˈbaɪ.əst dɪˈplɔɪmənt wdrożenie ukierunkowane na ryzyko, wdrożenie oparte na ryzyku

¹⁰⁵ **higher-stakes** ˈhaɪ.əsteɪks większej wagi, o większą stawkę

¹⁰⁶ **welfare eligibility** ˈwɛlfəɪrˌelɪdʒəˈbɪləti prawo do świadczeń socjalnych, uprawnienie do opieki społecznej

¹⁰⁷ **interoperability** ˌɪntərəpərəˈbɪləti interoperacyjność, zdolność (np. systemów) do

współdziałania

¹⁰⁸ **vendor lock-in** ˈvɛndəːlɒk ɪn zależność od konkretnego dostawcy

¹⁰⁹ **accountability** əˌkaʊntəˈbɪləti odpowiedzialność (za swoje działania, rozliczalność)

¹¹⁰ **to jeopardise sth** təˈdʒepədəɪz sth narażać coś na szwank, zagrażać czemuś

¹¹¹ **surveillance camera** sɜːˈveɪləns ˈkæməɹə kamera monitorująca, kamera nadzoru

¹¹² **fast-forward X** fɑːstˈfɔːwəd eks przenieśmy się do X czasu

¹¹³ **to appeal sth to sth** tə əˈpiːl sth to sth odwołać się od czegoś do czegoś

¹¹⁴ **futile** ˈfjuːtəl daremny, bezcelowy

¹¹⁵ **to stand at a significant fork in the road** tə stænd æt ə sɪɡˈnɪfɪkənt fɔːk ɪn ðə rəʊd stać na znaczącym rozdrożu

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MBA¹ – A Ticket to Advancement²?



by Paul Martin from
www.go-native.pl

For ambitious professionals, three letters seem to promise a faster **route**³ to the top: MBA. The Master of Business Administration is marketed as a career **accelerator**⁴, a passport to higher **salaries**⁵, and a way to join an international business elite. But how much of that is true, especially in the Polish context? **Paul Martin** **finds out**⁶.

¹ MBA = Master of Business Administration ,em bi: 'ei = 'mɑ:stər ov 'bɪznɪs əd,mɪnɪs'treɪʃən **studia podyplomowe z zarządzania**

² advancement əd'vɑ:nsmənt **rozwój**

³ route ru:t **droga**

⁴ accelerator ək'seləreɪtə **przyspieszacz**

⁵ salary 'sæləri **pensja**

⁶ to find out tə faɪnd aʊt **dowiadawać się**

A WORD WORTH REMEMBERING

differentiator
/,dɪfə'renʃiətə/
wyróżnik

FOR MANY PROFESSIONALS, AN MBA SERVES AS A BRIDGE FROM EXPERT TO MANAGER.

Three Letters, Big Expectations⁷

At its core⁸, an MBA is a postgraduate degree⁹ that teaches broad business management skills¹⁰. Instead of specialising in just one field, students move across finance, accounting¹¹, marketing, operations¹², strategy and leadership¹³.

Classes are usually practical and case study¹⁴ driven. You analyse real companies, work in project teams, and apply¹⁵ theory to business problems. Many programmes add consulting projects, internships¹⁶ or a final “capstone¹⁷” project where you help a real organisation.

For many professionals, especially engineers, IT specialists, lawyers or doctors, an MBA serves as a bridge from expert to manager. It gives you a structured¹⁸ way to understand balance sheets¹⁹, strategy slides²⁰ and people management, not just the technical side of your work. One Polish engineer-turned-executive²¹ described²² it as a way to “put structure” on all the practical and intuitive knowledge²³ he had picked up²⁴ on the job.

⁷ big expectations big ,ekspek'teifənz wielkie oczekiwania

⁸ at its core æt its kɔ: w swej istocie

⁹ postgraduate degree 'pɒst'grædʒʊət dɪ'grɪ: studia podyplomowe

¹⁰ management skills 'mænidʒmənt skɪlz umiejętności zarządzania

¹¹ accounting ə'kaʊntɪŋ księgowość, rachunkowość

¹² operations ,ɒpə'reɪʃənz tu: prowadzenie działalności

¹³ leadership 'li:dəʃɪp przywództwo, kierownictwo

¹⁴ case study 'keɪs stʌdi studium przypadku

¹⁵ to apply to ə'plai stosować

¹⁶ internship 'ɪntɜ:nʃɪp staż, praktyka

¹⁷ capstone 'kæpstəʊn ukoronowanie, zwieńczenie

¹⁸ structured 'strʌktʃəd ustrukturyzowany

¹⁹ balance sheet 'bæləns ʃi:t zestawienie bilansowe

²⁰ strategy slide 'strætədʒɪ slɑɪd slajd strategiczny (element prezentacji/raportu przedstawiający strategię biznesową)

²¹ engineer-turned-executive ,endʒɪ'nɪə tɜ:nd ɪg'zɛkjətɪv inżynier, który został dyrektorem

²² to describe sth tə dɪs'kraɪb'sʌmθɪŋ opisywać coś

²³ knowledge 'nɒlɪdʒ wiedza, znajomość rzeczy

²⁴ to pick up sth tə pik ʌp 'sʌmθɪŋ nauczyć się czegoś

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The financial argument is hard to ignore, too. In Poland, the potential for salary jumps remains **significant**²⁵, often cited in the 30–50 percent **range**²⁶. However, this **high end**²⁷ is typically realised only when a **graduate**²⁸ strategically **switches**²⁹ employers, **leveraging**³⁰ the degree for a major **external move**³¹. Promotions secured within the same organisation often result in a lower **adjustment**³², generally **capped**³³ around 20 percent.

How Employers in Poland See the MBA

In the 1990s and early 2000s, having **MBA** on your CV in Poland was a **shiny**³⁴, almost exotic **badge**³⁵. For many recruiters, any MBA was impressive. Today, the market has **matured**³⁶, and most senior recruiters will tell you that not all MBAs are **equal**³⁷. The key questions they ask are: *Which school? Which programme? Is it accredited*³⁸ *and recognised*³⁹?

A **generic**⁴⁰, **unknown**⁴¹ programme may add little to your profile. A respected Polish MBA from a well-known business school, or a diploma from a top international institution like INSEAD, LBS, Harvard or Chicago Booth, is a very different story. In those cases, an MBA is often seen as a **clear asset**⁴² and sometimes almost a “**must have**⁴³” for upper management roles.

In some sectors, especially consulting and large corporations, the **absence**⁴⁴ of any MBA at senior level can even **trigger**⁴⁵ the question “Why not?”. At the same time, employers are more critical than before. They look beyond the three letters to the skills, **mindset**⁴⁶ and **experience**⁴⁷ you can demonstrate.

Study at Home?

In Poland, there is a wide choice of **domestic**⁴⁸ programmes. One of the most **reliable**⁴⁹ **quality checks**⁵⁰ is to look for international accreditation. Three main organisations set the **benchmark**⁵¹ here: AMBA (the Association of MBAs), AACSB (the Association to Advance

Collegiate Schools of Business) and EQUIS (the EFMD Quality Improvement System).

Some universities manage to secure all three of these accreditations – the so-called **“triple crown**⁵²”, a **distinction**⁵⁴ achieved by only about one percent of business schools **worldwide**⁵⁵. In Poland, institutions such as Kozminski University (for its Executive MBA) and SGH Warsaw School of Economics have **reached**⁵⁶ this level, signalling that their programmes meet demanding international standards.

Polish rankings are another **useful guide**⁵⁷. The Perspektywy MBA ranking regularly **highlights**⁵⁸ leading domestic programmes, **including**⁵⁹ Executive MBAs at Kozminski and SGH Warsaw School of Economics, as well as **partnerships**⁶⁰ such as the Poznań–Atlanta programme. These rankings are not perfect, but they do **indicate**⁶¹ which schools have **established reputations**⁶² and strong **alumni**⁶³ **outcomes**⁶⁴.

Formats

Polish MBAs are offered in several formats to **match**⁶⁵ different **career stages**⁶⁶ and lifestyles.

Full-time MBAs typically last one to two years and are aimed at younger professionals who are ready to take a **career break**⁶⁷ or change sector. **Part-time**⁶⁸ MBAs usually run over two to three years, with classes in the evenings or at weekends, allowing **participants**⁶⁹ to keep working and apply what they learn directly in their jobs. Executive MBAs are designed specifically for **corporate executives**⁷⁰ and senior managers already established in the **workforce**⁷¹. Delivered in modules or intensive long weekends, these programmes

ruch/zmiana

³² **adjustment** ə'dʒʌstmənt **zmiana**

³³ **capped** 'kæpt **ograniczony**

³⁴ **shiny** 'ʃaɪni **lśniący**

³⁵ **badge** bædʒ **odznaka**

³⁶ **to mature** tə mə'tjʊə **dojrzeć**

³⁷ **equal** 'i:kwəl **równy, jednaki**

³⁸ **accredited** ə'kredɪtɪd **akredytowany**

³⁹ **recognised** 'rekəgnaɪzd **uznany**

⁴⁰ **generic** dʒɪ'nerɪk **ogólny, generyczny, pospolity**

⁴¹ **unknown** 'ʌn'nəʊn **nieznany**

⁴² **clear asset** klɪər 'æset **oczywista zaleta**

⁴³ **must have** mʌst hæv **niezbędny**

⁴⁴ **absence** 'æbsəns **tu: brak**

⁴⁵ **to trigger sth** tə 'trɪgə 'sʌmθɪŋ **wywołać coś**

⁴⁶ **mindset** 'maɪndset **nastawienie, sposób myślenia**

⁴⁷ **experience** ɪks'pɪəriəns **doświadczenie**

⁴⁸ **domestic** də'mestɪk **krajowy, rodzimy**

⁴⁹ **reliable** rɪ'laɪəbl **wiarygodny**

⁵⁰ **quality check** 'kwɒlətɪ tʃek **kontrola jakości**

⁵¹ **benchmark** 'bentʃmɑ:k **punkt odniesienia**

⁵² **so-called** 'səʊ'kɔ:ld **tak zwany**

⁵³ **triple crown** 'trɪpl kraʊn **potrójna korona**

⁵⁴ **distinction** dɪs'tɪŋkʃən **wyróżnienie**

⁵⁵ **worldwide** 'wɜ:ldwaɪd **na całym świecie**

⁵⁶ **to reach sth** tə ri:tʃ 'sʌmθɪŋ **osiągać coś**

⁵⁷ **useful guide** 'ju:sfʊl gaɪd **przydatna wskazówka**

⁵⁸ **to highlight sth** tə 'haɪlaɪt 'sʌmθɪŋ **wyróżniać coś**

⁵⁹ **including sth** ɪn'klɪ:dnɪŋ 'sʌmθɪŋ **włącznie z czymś**

⁶⁰ **partnership** 'pɑ:tənəʃɪp **partnerstwo**

⁶¹ **to indicate sth** tə 'ɪndɪkeɪt 'sʌmθɪŋ **wskazywać coś**

⁶² **to establish one's reputation** tə ɪs'tæblɪʃ wʌnz ,reɪju:'teɪʃən **wyrobić sobie reputację**

⁶³ **alumnus** ə'ʌlmnəs **absolwent**

⁶⁴ **outcome** 'aʊtkʌm **wynik**

⁶⁵ **to match sth** tə mætʃ 'sʌmθɪŋ **pasować do czegoś**

⁶⁶ **career stage** kə'riə steɪdʒ **etap kariery**

⁶⁷ **career break** kə'riə breɪk **przerwa w pracy zawodowej**

⁶⁸ **part-time** 'pɑ:ttaɪm **zaoczny**

⁶⁹ **participant** pɑ:'tɪsɪpənt **uczestnik**

⁷⁰ **corporate executive** 'kɔ:pərət ɪg'zekjʊtɪv **dyrektor wyższego szczebla, kadra kierownicza przedsiębiorstwa, menedżer wykonawczy**

⁷¹ **workforce** 'wɜ:kfɔ:s **tu: rynek pracy**

²⁵ **significant** sɪg'nɪfɪkənt **znaczący**

²⁶ **range** reɪndʒ **zakres, przedział**

²⁷ **high end** haɪ end **górną półką**

²⁸ **graduate** 'grædʒʊət **absolwent**

²⁹ **to switch sb** tə swɪtʃ 'sʌmbədi **zmieniać kogoś**

³⁰ **to leverage sth** tə 'li:vərɪdʒ 'sʌmθɪŋ

wykorzystywać coś jak najefektywniej

³¹ **external move** ɛks'tɜ:nl mu:v **zewnętrzny**

Case Studies

“Piotr” is a senior engineer at a large Polish industrial firm. After years of technical success, he feels blocked from the management board because he lacks formal business training. Rather than move abroad, he **enrols in**¹ a respected Executive MBA in Warsaw, studying at weekends while remaining in his role. The programme gives him a **clear framework**² for finance, strategy and people management, helping him connect his practical experience with modern **management tools**³. Within a few years, he steps into a **commercial director**⁴ role and later joins the board. Both he and his company see the MBA as the bridge that turned a deep specialist into a **confident**⁵ executive – without any international **relocation**⁶.

“Magda”, **by contrast**⁷, works in consulting and dreams of operating on a global stage. She chooses an Executive MBA at a top European school with a highly international cohort. In addition to **rigorous**⁸ **coursework**⁹, she gains classmates from **dozens**¹⁰ of countries and access to a powerful worldwide alumni network. Returning to Poland, she uses this network and the school’s **global brand**¹¹ to win **cross-border**¹² projects and **advisory work**¹³ for international investors. Her MBA becomes an international passport, positioning her as a natural **link**¹⁴ between Polish business and global markets.

¹ to enrol in X *tɒ ɪnˈrɒl ɪn eks* **zapisać się na X**

² clear framework *kliə ˈfreɪmwɜːk* **jasne ramy**

³ management tools *ˈmænɪdʒmənt tuːlz* **narzędzia, instrumenty do zarządzania**

⁴ commercial director *kəˈmɜːʃjəl dɪˈrektə* **dyrektor handlowy**

⁵ confident *ˈkɒnfɪdənt* **pewny siebie**

⁶ relocation *ˌriːləʊˈkeɪʃn* **przeniesienie**

⁷ by contrast *bɑː ˈkɒntrɑːst* **dla odmiany**

⁸ rigorous *ˈrɪɡərəs* **intensywny, wymagający**

⁹ coursework *ˈkɔːswɜːk* **zajęcia**

¹⁰ dozen *ˈdɒzn* **tuzin, dużo**

¹¹ global brand *ˈɡləʊbəl brænd* **globalna marka**

¹² cross-border *ˈkrɒs bɔːdə(r)* **międzynarodowy**

¹³ advisory work *ədˈvaɪzəri wɜːk* **posada doradcza, praca doradcza**

¹⁴ link *lɪŋk* **połączenie, ogniwo**

INFOBOX

NOT ALL MBAS ARE EQUAL. THE KEY QUESTIONS ARE: WHICH SCHOOL? WHICH PROGRAMME? IS IT ACCREDITED?

place a strong **emphasis on**⁷² developing advanced leadership potential, emotional intelligence, and skills for strategic **value creation**⁷³ and negotiating **pivotal**⁷⁴ deals. You’ll also see specialised MBAs (for example

in IT management, **ESG**⁷⁵ or **healthcare**⁷⁶). These can be useful if you know your niche, but make sure the programme still offers a solid general management **foundation**⁷⁷.

⁷² to place emphasis on sth *tə ples ˈɪmfəzɪs ɒn ˈsɪmθɪŋ* **kłaść nacisk na coś**

⁷³ value creation *ˈvæljuː kriːˈeɪʃn* **tworzenie wartości (np. biznesowej, ekonomicznej)**

⁷⁴ pivotal *ˈpɪvətl* **kluczowy**

⁷⁵ ESG = environmental, social and corporate governance *ˌiːsˈdʒiː ɪnˌvaɪərənˈmentl ˈsɔʃjəl ənd ˈkɔːpərət ˈɡɒvənəns* **ład środowiskowy, społeczny i korporacyjny**

⁷⁶ healthcare *ˈhelθ keə(r)* **opieka medyczna**

⁷⁷ foundation *fəʊnˈdeɪʃən* **fundament, podstawa**



A RECOGNISED FOREIGN MBA SIGNALS THAT YOU'VE PROVED YOURSELF IN A DEMANDING, COMPETITIVE SETTING.

Cost, Funding and Local Networks⁷⁸

Tuition⁷⁹ can range significantly. At some public universities, **fees⁸⁰** for international students may be as low as EUR 2,000 – EUR 9,000 per year, but courses often **lack⁸¹** accreditation. In contrast, tuition for the most prestigious, internationally accredited executive programmes, like the Executive MBA at Kozminski University, typically ranges from PLN 85,000 to PLN 100,000 for the entire program **duration⁸²**. Still, even the most expensive Polish MBAs often cost less than just one semester at an elite US school.

To help with fees, Polish schools and foundations offer **merit** and **need-based⁸³** **scholarships⁸⁴**, and many employers are willing to co-finance Executive MBAs for **promising⁸⁵** managers. Some consulting firms even send **high performers⁸⁶** on MBAs as part of their **talent strategy⁸⁷**, paying most or all of the bill in exchange for a **commitment⁸⁸** to return.

Another major plus is the local alumni network. Graduates of SGH, Kozminski, technical university business schools and other leading programmes now hold key roles across Polish banking, consulting,

tech, **manufacturing⁸⁹** and the public sector. For those planning a **long-term⁹⁰** career in Poland, this domestic network can be just as powerful as an international one, especially when it comes to local **job moves⁹¹**, **board⁹²** roles or business partnerships.

Study Abroad⁹³: The Global MBA Experience

Every year, a smaller but determined group of Polish professionals **head⁹⁴** abroad for MBAs in Western Europe, the UK, the US or Canada. The attraction is prestige, global networks and access to the very **top tier⁹⁵** of business education. While **few⁹⁶** Polish schools **appear⁹⁷** in global rankings, programmes such as INSEAD, London Business School, Harvard or Wharton regularly do, **drawing⁹⁸** world-class **faculty⁹⁹** and highly **selective¹⁰⁰** **cohorts¹⁰¹**.

Studying in this **environment¹⁰²** means learning alongside **classmates¹⁰³** from many countries, being taught by leading **researchers¹⁰⁴**, and joining an alumni network spread across major **business hubs¹⁰⁵**. For Poles aiming at international consulting, global finance or senior roles in **multinationals¹⁰⁶**, a recognised **foreign¹⁰⁷** MBA can be a powerful **differentiator¹⁰⁸** both abroad and back in Poland, signalling that you have **proved yourself¹⁰⁹** in a **demanding¹¹⁰**, **competitive setting¹¹¹**.

naukowe

⁸⁵ promising 'promisɪŋ] obiecujący

⁸⁶ high performer haɪ pə'fɔ:mə osoba

osiągająca bardzo dobre wyniki w pracy

⁸⁷ talent strategy 'tælənt 'strætədʒɪ strategia

zarządzania talentami (plan dotyczący pozyskiwania, rozwoju i zatrzymywania kluczowych pracowników)

⁸⁸ commitment kə'mɪtmənt zobowiązanie

⁸⁹ manufacturing ,mænjʊ'fæktʃərɪŋ produkcja przemysłowa

⁹⁰ long-term 'lɒŋtɜ:m długi

⁹¹ job move dʒɒb mu:v zmiana pracy

⁹² board bɔ:d zarząd

⁹³ abroad ə'brɔ:d za granicą

⁹⁴ to head tə hed kierować się

⁹⁵ top tier tɒp 'tɪə najwyższy szczebel

⁹⁶ few fju: niewiele

⁷⁸ network 'netwɜ:k sieć

⁷⁹ tuition tju:'tʃən czesne

⁸⁰ fee fi: opłata

⁸¹ to lack sth tə læk 'sʌmθɪŋ nie mieć czegoś

⁸² duration djuə'reɪʃən czas trwania

⁸³ need-based ni:d beɪst socjalny

⁸⁴ merit scholarship 'merɪt 'skɒləʃɪp stypendium



⁹⁷ to appear tə ə'piə pojawiać się

⁹⁸ to draw sb/sth tə drɔ:'sʌmbədi 'sʌmθɪŋ przyciągać kogoś/coś

⁹⁹ faculty 'fækəltɪ kadra akademicka

¹⁰⁰ selective sɪ'lektɪv wymagający

¹⁰¹ cohorts 'kəʊhɔ:ts tu: grupy studentów

¹⁰² environment ɪn'vaɪənmənt otoczenie, środowisko

¹⁰³ classmate 'klɑ:smeɪt kolega z roku

¹⁰⁴ researcher rɪ'sɜ:tʃə badacz

¹⁰⁵ business hubs 'bɪznɪs hʌbz centra biznesowe

¹⁰⁶ multinational 'mʌltɪ'næʃənl międzynarodowa korporacja

¹⁰⁷ foreign 'fɔ:rn zagraniczny

¹⁰⁸ differentiator ,dɪfə'renʃiəte wyróżnik

¹⁰⁹ to prove oneself tə pru:v wʌn'self sprawdzić się

¹¹⁰ demanding dɪ'mɑ:ndɪŋ wymagający

¹¹¹ competitive setting kəm'petɪtɪv 'setɪŋ konkurencyjne środowisko



The route is not easy. Top schools expect strong **GMAT**¹¹² or **GRE**¹¹³ scores, **proof of English**¹¹⁴, several years of **meaningful**¹¹⁵ work experience and **persuasive**¹¹⁶ essays and recommendations. You must also **handle**¹¹⁷ visas, relocation and very high costs: tuition can run into tens of thousands of euros or dollars, plus **living expenses**¹¹⁸. Scholarships and grants help, and higher post-MBA salaries often make **loans**¹¹⁹ **manageable**¹²⁰, but the financial commitment still **requires**¹²¹ careful planning.

After graduation, Polish alumni abroad either stay on to build international experience or return home and use their new skills in the Polish or regional market. Those who come back often move faster into senior roles; those who stay abroad may build long-term global careers. In both cases, a good international MBA offers **flexibility**¹²² and a network that travels with you.

Planning Your Own MBA Journey

Whether you study in Warsaw or at a campus across the ocean, success with an MBA starts long before the first class. Most **reputable**¹²³ programmes expect at least a few years of work experience, and the degree is most powerful when you already have some **concrete**¹²⁴ **achievements**¹²⁵, a bit of **responsibility**¹²⁶ for people or budgets, and a **clear reason**¹²⁷ for doing it – a promotion, a career change, starting your own business or moving into a more international role. If those **pieces are in place**¹²⁸, the MBA becomes a logical next step rather than an expensive experiment.

Once you are in, the real value comes from how you use the experience. **Networking**¹²⁹, career services, projects and student activities can be as important as exams, especially if you push yourself beyond your **comfort zone**¹³⁰ and think carefully about how to apply what you learn back in Poland or abroad. In the end, you do not simply “get” value from an MBA – you create it through how actively and **thoughtfully**¹³¹ you **engage with**¹³² the journey.

¹¹² **GMAT** = Graduate Management Admission Test 'dʒi:mæt 'grædʒʊət 'mæniɪdʒmənt əd'mɪʃən
test standaryzowany komputerowy test adaptacyjny

¹¹³ **GRE** = Graduate Record Examinations 'dʒi:ɑ:r 'i: 'grædʒʊət 'reko:d ɪg,zæmɪ'neɪʃənz
wymagany na wielu kierunkach test dla kandydata na studia drugiego stopnia w USA

¹¹⁴ **proof of English** pru:f ɒv 'ɪŋɡlɪʃ certyfikat językowy

¹¹⁵ **meaningful** 'mi:niŋfəl znaczący

¹¹⁶ **persuasive** pə'sweɪsɪv przekonujący

¹¹⁷ **to handle sth** tə 'hændl 'sʌmθɪŋ poradzić sobie z czymś

¹¹⁸ **living expenses** 'lɪvɪŋ ɪks'pensɪz wydatki na życie

¹¹⁹ **loan** læʊn pożyczka, kredyt

¹²⁰ **manageable** 'mæniɪdʒəbl możliwy do opanowania, do udźwignięcia, znośny

¹²¹ **to require sth** tə rɪ'kwaɪə 'sʌmθɪŋ wymagać czegoś

¹²² **flexibility** 'fleksə'bɪləti elastyczność, umiejętność dostosowania się do danej sytuacji

¹²³ **reputable** 'repjʊtəbl renomowany

¹²⁴ **concrete** 'kɒkri:t konkretny

¹²⁵ **achievement** ə'tʃi:vmənt osiągnięcie

¹²⁶ **responsibility** rɪs,pɒnsə'bɪləti odpowiedzialność

¹²⁷ **clear reason** klɪə 'ri:zn wyraźny powód

¹²⁸ **pieces are in place** 'pi:si:z ər ɪn pleɪs wszystko jest na swoim miejscu

¹²⁹ **networking** 'netwɜ:kɪŋ budowanie sieci kontaktów

¹³⁰ **comfort zone** 'kɒmfət zəʊn strefa komfortu

¹³¹ **thoughtfully** 'θɔ:tfʊli roztropnie

¹³² **to engage with sth** tə ɪn'geɪdʒ wɪð 'sʌmθɪŋ zaangażować się w coś

Blaise Metreweli: Britain's New Female Spymaster¹

The Old School Tie

The old school tie refers both to an actual **necktie**¹ and to the **informal**² network linking former **pupils**³ of Britain's elite schools, such as Eton, Harrow and Winchester. Worn as a sign of shared background, the tie also symbolises the social connections that can open doors to prestigious careers in politics, the **civil service**⁴, diplomacy and the intelligence services. It represents both a visible **badge of privilege**⁵ and the **enduring**⁶ influence of Britain's old educational and **class system**⁷.

¹ necktie 'nektaɪ krawat

² informal ɪn'fɔ:məl nieformalny

³ pupil 'pjʊ:pəl uczeń

⁴ civil service 'sɪvəl 'sɜ:vɪs administracja państwowa, służba cywilna

⁵ badge of privilege bædʒ əv 'prɪvɪlɪdʒ oznaka przywileju, symbol uprzywilejowania, atrybut pozycji

⁶ enduring ɪn'dʒʊərɪŋ trwały, nieprzemijający

⁷ class system kla:s 'sɪstəm system klasowy

INFOBOX

Until recently, apart from² the **fictitious**³ 'M' in Bond movies, MI6 had never had a female chief. Meet the new boss, who is **definitely**⁴ not the same as the old boss.

When the **glamorously**⁵ named Blaise Metreweli walked into the **HQ**⁶ of MI6 at the iconic SIS Building at Vauxhall Cross, to **take over**⁷ as its chief, she became the first woman ever to hold that position. The news, when it **broke**⁸ in mid-2025, travelled fast. **Unlike**⁹ the fictional "M" made famous by Judi Dench in the Bond films, her real title is "C" – the code name used by MI6 chiefs since the First World War.

Blaise Florence Metreweli was born in 1977 and grew up in Britain and Hong Kong **on account of**¹⁰ her father's work as a radiologist. This cosmopolitan **upbringing**¹¹ helped shape her **lifelong**¹² **ease**¹³ in international environments. Educated first at the elite Cheltenham Ladies' College and later at Westminster School, she was

a bright and athletic student, **eventually**¹⁴ going on to **read**¹⁵ Social Anthropology at Pembroke College, Cambridge. While figures are **elusive**¹⁶, perhaps necessarily, research shows that among Britain's

¹ spymaster 'spajmɑ:stə(r) szef organizacji szpiegowskiej

² apart from sth ə'pɑ:t frəm 'sʌmθɪŋ oprócz czegoś

³ fictitious fɪk'tɪʃəs fikcyjny

⁴ definitely 'defɪnətli zdecydowanie

⁵ glamorously 'glæməərəsli czarująco

⁶ HQ = headquarters etʃ 'kju: 'hed'kwɔ:təz siedziba

⁷ to take over tə teɪk 'əʊvə tu: przejąć (obowiązki)

⁸ to break tə breɪk tu: zostać ogłoszonym, ujawnionym

⁹ unlike X 'ʌn'laɪk eks inaczej niż X

¹⁰ on account of sth ɒn ə'kaʊnt əv 'sʌmθɪŋ z powodu czegoś

¹¹ upbringing 'ʌp,briŋɪŋ wychowanie

¹² lifelong 'laɪflɒŋ tu: na całe życie

¹³ ease i:z tu: łatwość przebywania, obracania się (np. w jakimś środowisku)

¹⁴ eventually ɪ'ventʃəli w końcu, ostatecznie

¹⁵ to read tə ri:d tu: studiować, podjąć studia

¹⁶ elusive ɪ'lʊ:sɪv tu: trudny do zdefiniowania

¹⁷ government 'gʌvnmənt rządowy

UNDER HER
CODENAME 'ADA,'
SHE WORKED IN
IRAN AND THE
MENA REGION.

Blaise Metreweli

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A WORD WORTH REMEMBERING

tinged with sth
/tɪndʒd wið
'sʌmθɪŋ/
zabarwiony czymś

MI5, MI6

MI5 and MI6 were both founded in 1909 as parts of Britain's early Secret Service Bureau. MI5 handles¹ domestic security² and counterespionage³ within the UK, while MI6 (the Secret Intelligence Service) gathers⁴ intelligence overseas⁵. Both report to the Foreign, Commonwealth and Development Office⁶ for coordination but serve distinct⁷ purposes.

¹ to handle sth tə 'hændl 'sʌmθɪŋ
zajmować się czymś

² domestic security də'mestɪk sɪ'kjʊərətɪ
bezpieczeństwo wewnętrzne

³ counterespionage 'kaʊntər,espɪə'nɑ:ʒ
kontrwywiad

⁴ to gather sth tə 'gæðə 'sʌmθɪŋ zbierać,
gromadzić coś

⁵ overseas 'əʊvə'si:z za granicą

⁶ Foreign, Commonwealth and
Development Office 'fɔ:rn 'kɒmənwelθ
ænd dɪ'veləpmənt 'ɒfɪs Biuro Spraw
Zagranicznych, Wspólnoty Narodów
i Rozwoju

⁷ distinct dɪ'stɪŋkt różny

INFOBOX

senior government¹⁷ and diplomatic leadership¹⁸, around half have attended¹⁹ Oxford or Cambridge, so on paper at least, she has the right credentials²⁰.

While at Cambridge, she rowed²¹ competitively – a physically and mentally demanding²² pursuit²³ that helped develop qualities for the challenging roles that would follow. Former²⁴ peers²⁵ recall²⁶ her being fiercely²⁷ focused but calm under pressure²⁸, a trait²⁹ that later became the hallmark³⁰ of her professional life. After graduating in 1998, she joined the

¹⁸ leadership 'li:dʃɪp kierownictwo

¹⁹ to attend X tə ə'tend eks uczęszczać na X,
uczestniczyć w X

²⁰ credentials krɪ'denʃjəlz referencje

intelligence service³¹ the following year, one of only a small number of women entering MI6 at that time.

Rising Through the Ranks³²

Ms Metreweli worked in the Middle East³³, where her fluent³⁴ command³⁵ of Arabic proved³⁶ invaluable³⁷. Specific assignment³⁸ details are classified³⁹, but it is thought that, under her code name⁴⁰ 'Ada,' she worked in Iran and the wider Middle East and North Africa (MENA) region. She worked on counterterrorism and political analysis during years of intense regional upheaval⁴¹, a period that gave her first-hand experience⁴² of diplomacy, risk assessment⁴³ and operating in the unpredictable environment⁴⁴ of fieldwork⁴⁵. In an interview with the Financial Times in 2021, before her appointment⁴⁶ as C, she commented on espionage⁴⁷ that "there are no rules of etiquette. Ironically, it becomes something like a neutral zone." She added that she felt women were well-suited⁴⁸ to managing such fuzzy⁴⁹ boundaries⁵⁰.

Over the next two decades, she held postings⁵¹ in Europe and the Gulf⁵² and worked closely with and within other branches of government⁵³, including the Foreign Office⁵⁴ and MI5. In the latter⁵⁵, she was head⁵⁶ of Directorate K, which assessed threats⁵⁷ from the likes of Russia and China. (See Fact box MI5 and MI6).

In more recent years⁵⁸, Ms Metreweli shifted her focus towards technology and innovation within the service. Leading the

²¹ to row tə rəʊ wiosłować

²² demanding dɪ'mɑ:ndɪŋ wymagający

²³ pursuit pə'sju:t zajęcie

²⁴ former 'fɔ:mə dawnny, były

²⁵ peer pɪə kolega, rówieśnik/koleżanka,
rówieśniczka

²⁶ to recall tə rɪ'kɔ:l przypominać sobie, wspominać

²⁷ fiercely 'fɪəslɪ zacięcie

²⁸ under pressure 'ʌndə 'prefə pod presją

²⁹ trait treɪt cecha

³⁰ hallmark 'hɔ:kɪlmɑ:k cecha charakterystyczna,
znak rozpoznawczy

³¹ intelligence service ɪn'telɪdʒəns 'sɜ:vɪs służby

technology division, she oversaw⁵⁹ projects aimed at adapting traditional intelligence gathering⁶⁰ to the digital world, where data trails⁶¹, cyberespionage and artificial intelligence⁶² now shape the landscape⁶³ as much as human sources⁶⁴ ever did. This

wywiadowcze

³² to rise through the ranks tə raɪz θru: ðə
ræŋks awansować

³³ Middle East 'mɪdl i:st Bliski Wschód

³⁴ fluent 'flu:ənt biegly

³⁵ command of sth kə'mɑ:nd ɒv 'sʌmθɪŋ

znajomość czegoś, posługiwanie się czymś

³⁶ to prove tə pru:v okazywać się

³⁷ invaluable ɪn'væljuəbl bezcenny

³⁸ assignment ə'saɪnmənt zadanie, misja

³⁹ classified 'klæsɪfɪd tu: tajny

⁴⁰ code name 'kəʊd neɪm kryptonim

⁴¹ upheaval ʌp'hi:vəl niepokój

⁴² first-hand experience 'fɜ:st'hænd ɪks'pɪəriəns

doświadczenie z pierwszej ręki

⁴³ risk assessment rɪsk ə'sesmənt ocena ryzyka

⁴⁴ unpredictable environment 'ʌnpri'dɪktəbl
ɪn'vaɪərənmənt nieprzewidywalne otoczenie

⁴⁵ fieldwork 'fi:ldwɜ:k praca w terenie

⁴⁶ appointment ə'pɔɪntmənt tu: nominacja

⁴⁷ espionage ,espɪə'nɑ:ʒ szpiegostwo

⁴⁸ well-suited ,wel'su:tɪd odpowiedni

⁴⁹ fuzzy 'fʌzi rozmyty, niewyraźny

⁵⁰ boundaries 'baʊndərɪz granice

⁵¹ posting 'pɔ:stɪŋ stanowisko

⁵² the Gulf ðə ɡʌlf Zatoka Perska

⁵³ branch of government brɑ:nʃ ɒv 'ɡʌvnmənt

ministerstwo, department rządowy

⁵⁴ Foreign Office 'fɔ:rn 'ɒfɪs Ministerstwo Spraw

Zagranicznych

⁵⁵ the latter ðə 'lætə ten drugi

(z wymienionych)

⁵⁶ head hed szef

⁵⁷ threat θret zagrożenie

⁵⁸ in more recent years ɪn mɔ: 'ri:snt jɪəz

w ostatnich latach

⁵⁹ to oversee sth tə 'əʊvə'si: 'sʌmθɪŋ

nadzorować coś

⁶⁰ intelligence gathering ɪn'telɪdʒəns 'gæðərɪŋ

gromadzenie danych wywiadowczych

⁶¹ data trail 'deɪtə treɪl cyfrowy ślad

⁶² artificial intelligence ,ɑ:tɪ'fɪʃəl ɪn'telɪdʒəns

sztuczna inteligencja

⁶³ to shape the landscape tə ʃeɪp ðə 'lændskeɪp

kształtować krajobraz

⁶⁴ source sɔ:s źródło

blend⁶⁵ of traditional field experience⁶⁶ and technical understanding made her a stand-out⁶⁷ candidate in an era when the lines between human and AI intelligence gathering have become blurred⁶⁸.

It is believed the appointment as chief boiled down to⁶⁹ a two-horse race between her and another woman, Barbara Woodward, former UK Ambassador to China. However, she had apparently blotted her copybook⁷⁰ by being too pro-Trump and openly critical of China, so Blaise Metreweli landed the plum job⁷¹.

Given⁷² the high-ranking⁷³ and politically sensitive⁷⁴ nature of the position, Blaise and her family could easily be terrorist targets. Consequently, very little is known about her personal life. She has children, still rows recreationally, but avoids publicity⁷⁵ of any kind. Not surprisingly, you won't find her posting photos on Facebook or anywhere else, for that matter.

Colleagues say she has a sense of humour⁷⁶ and dislikes grandstanding⁷⁷. Her manner, according to one former colleague, "doesn't fill a room but steadies it." It's a useful quality in an organisation that values calm over charisma, and poise⁷⁸ over pizzazz⁷⁹.

Woman in a Man's World

MI6 has always projected a certain image – discreet, masculine⁸⁰, and rooted in⁸¹ a culture of self-assured⁸² superiority⁸³. Traditionally, it has been populated by members⁸⁴ of the old school tie⁸⁵ (See Fact box) network. Even today, the agency remains heavily male-dominated, especially at the top. Women have long held analytical and operational roles, dating back to⁸⁶ the codebreakers⁸⁷ of Bletchley

⁶⁵ blend blend mieszanka

⁶⁶ field experience fi:ld iks'piəriəns doświadczenie terenowe

⁶⁷ stand-out 'stændaʊt wybitny, wyróżniający się

⁶⁸ blurred bli:d rozmyty

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

⁷⁰ to blot one's copybook tə blɒt wʌnz 'kɒpi:bʊk zepsuć swoją reputację

The SIS Building at Vauxhall Cross houses the headquarters of the Secret Intelligence Service (SIS).



Park during the Second World War, where women played a crucial part⁸⁸ in cracking⁸⁹ the Enigma code. However, such deeds⁹⁰ have not translated into commensurate⁹¹ presence⁹² in leadership roles.

After decades of male dominance, a woman has finally broken through the secret service⁹³ glass ceiling⁹⁴. But being the first female C also comes with intense scrutiny⁹⁵. Every decision she makes will inevitably⁹⁶ be judged, consciously⁹⁷ or not, through the lens⁹⁸ of gender. She is unlikely to be fazed⁹⁹ by this, nor the challenges that lie ahead.

It has become increasingly apparent¹⁰⁰ that the current geopolitical climate is at its most volatile¹⁰¹ and unpredictable¹⁰² since

⁷¹ plum job plʌm dʒɒb intratna posada

⁷² given X 'gɪvn eks zważywszy na X

⁷³ high-ranking 'haɪ,ræŋkɪŋ ważny

⁷⁴ politically sensitive pə'lɪtɪkəlɪ 'sensɪtv delikatny politycznie

⁷⁵ publicity pʌb'lɪsəti rozgłos

⁷⁶ sense of humour sens əv 'hju:mə poczucie humoru

⁷⁷ grandstanding 'grændstændɪŋ granie pod publikę, populizm

⁷⁸ poise pɔɪz opanowanie

⁷⁹ pizzazz pɪ'zæz energia, polot

⁸⁰ masculine 'mæskjʊlɪn męski

⁸¹ rooted in sth 'ru:tɪd ɪn 'sʌmθɪŋ zakorzeniony w czymś

⁸² self-assured ,self 'əʃə:d pewny siebie

⁸³ superiority su:piəri'brɛtɪ wyższość

AFTER DECADES OF MALE DOMINANCE, A WOMAN HAS FINALLY BROKEN THROUGH THE SECRET SERVICE GLASS CEILING.

⁸⁴ member 'membə członek

⁸⁵ old school tie əʊld sku:l taɪ stare szkolne koneksje

⁸⁶ to date back to sth tə deɪt bæk tə 'sʌmθɪŋ sięgać wstecz czasów

⁸⁷ codebreaker kəʊd 'breɪkə kryptograf

⁸⁸ crucial part 'kru:ʃəl pɑ:t kluczowa rola

⁸⁹ to crack sth tə kræk 'sʌmθɪŋ złamać coś

⁹⁰ deeds di:dz dokonania

⁹¹ commensurate kə'mensjəret proporcjonalny

⁹² presence 'preznəs obecność

⁹³ secret service 'sɪ:kret 'sɜ:vɪs tajne służby

⁹⁴ glass ceiling gla:s 'si:lɪŋ szklany sufit

⁹⁵ scrutiny 'skru:tɪnɪ nadzór, przypatrywanie się

⁹⁶ inevitably ɪn'veɪtəbəl nieuchronnie

⁹⁷ consciously 'kɒnʃəsli świadomie

⁹⁸ lens lenz soczewka

⁹⁹ fazed feɪzd zbity z tropu

¹⁰⁰ apparent ə'pærənt oczywisty, widoczny

¹⁰¹ volatile 'vɒlətaɪl niestabilny

¹⁰² unpredictable 'ʌnpri'dɪktəbəl nieprzewidywalny

the Cold War, and that technology in the form of hacking and other cyberattacks is drastically changing the nature of **national security**¹⁰³ and espionage. These **factors**¹⁰⁴ will **undoubtedly**¹⁰⁵ influence her **to-do list**¹⁰⁶. In her first months as Chief, she is expected to focus on three key areas:

- Rebuilding the agency's human networks **abroad**¹⁰⁷ after years of geopolitical **turbulence**¹⁰⁸.
- Strengthening cyberdefence **capabilities**¹⁰⁹.
- Deepening cooperation with **allies**¹¹⁰ across Europe and North America.

She also faces a quieter but equally significant **task**¹¹¹ of modernising the culture within the service. As the geopolitical and technology **landscapes**¹¹² have transformed, so too have the social and cultural **environments**¹¹³. While the British secret service has historically been associated with 'good breeding'¹¹⁴ and the best schools and universities, the new realities of the present and future will require **drawing on**¹¹⁵ a more **socially diverse**¹¹⁶ **talent pool**¹¹⁷.

A New Kind of Spymaster

In the public imagination, the head of MI6 has always been a figure of **authority**¹¹⁸ **tinged with**¹¹⁹ **mystique**¹²⁰. Blaise Metreweli brings both qualities but in a subtler form. She is not a **cinematic**¹²¹ archetype but a **thoughtful**¹²² professional leading one of the most secretive institutions in the world with calm, intellect, and a quiet **sense of purpose**¹²³.

Her appointment may be intended to step away from the old-boy's network image of the spymaster to one more **in tune with**¹²⁴ the **complexities**¹²⁵ of the modern world. Although, given her educational background, **it could be argued**¹²⁶ that she represents the less influential female **equivalent**¹²⁷ social elite of top girls' schools. Nonetheless, she is the closest thing to M to date. While she may never appear in the **end credits**¹²⁸ of a Bond film, Blaise Metreweli is, **without doubt**¹²⁹, the most interesting C MI6 has ever had.

¹⁰³ national security 'næʃənl sɪ'kjʊərəti
bezpieczeństwo narodowe

¹⁰⁴ factor 'fæktə czynniki

¹⁰⁵ undoubtedly 'ʌn'daʊtədlɪ niewątpliwie

¹⁰⁶ to-do list tə'du: list lista zadań do zrobienia

¹⁰⁷ abroad ə'brɔ:d zagranica

¹⁰⁸ turbulence 'tɜ:bjʊləns zamieszanie

¹⁰⁹ capabilities 'keɪpə'bɪlɪtɪz zdolności

¹¹⁰ ally 'æli: sojusznik

¹¹¹ task tɑ:sk zadanie

¹¹² landscape 'lændskeɪp krajobraz

¹¹³ environment ɪn'vaɪərənmənt
środowisko

¹¹⁴ good breeding gʊd 'brɪ:dɪŋ dobre pochodzenie

¹¹⁵ to draw on sth tə drɔ: ɒn 'sʌmθɪŋ sięgać do czegoś

¹¹⁶ socially diverse 'səʊʃəli daɪ'vɜ:s
źródnicowany społecznie

¹¹⁷ talent pool 'tælənt pu:l pula kandydatów

¹¹⁸ authority ɔ:'θɔ:ɪtɪ władza

¹¹⁹ tinged with sth tɪŋdʒd wɪð 'sʌmθɪŋ
zabarwiony czymś

¹²⁰ mystique mɪs'tɪk aura tajemniczości

¹²¹ cinematic ,sɪnə'mæɪtɪk filmowy

¹²² thoughtful θɔ:tfʊl rozważny

¹²³ sense of purpose sens ɒv 'pɜ:pəs
poczucie celu

¹²⁴ in tune with sth ɪn tju:n wɪð 'sʌmθɪŋ
przystający do czegoś

¹²⁵ complexity kəm'pleksəti złożoność

¹²⁶ it could be argued ɪt kʊd bi: 'ɑ:gju:d
można się spierać

¹²⁷ equivalent ɪ'kwɪvələnt odpowiednik

¹²⁸ end credits end 'kredɪts napisy
końcówce

¹²⁹ without doubt wɪ'ðaʊt daʊt bez wątpienia

Is Iceland's Four-Day Workweek¹ a Blueprint² for the Future?

Once **dismissed**³ as a utopian fantasy, the four-day working week has become a serious topic of debate in **boardrooms**⁴ and parliaments alike. Maybe it's not such a **daft**⁵ idea after all?

WORKERS
ACHIEVED AS
MUCH, OR MORE,
IN LESS TIME.

¹ workweek 'wɜ:kwi:k tydzień pracy

² blueprint 'blu:prɪnt plan

³ dismissed dɪs'mɪst odrzucany

⁴ boardroom 'bɔ:dru:m sala posiedzeń zarządu

⁵ daft da:ft głupi

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To Do List

Sunday
weekend

Monday
work

Tuesday
work

Wednesday
work

Thursday
work

Friday
weekend

Saturday
weekend

OGIĄDAJ VIDEO



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A WORD WORTH REMEMBERING

to swap sth for sth
/tə swɑp 'sɪmθɪŋ
fə 'sɪmθɪŋ/
zamieniać coś na coś

In 2015, Iceland began what seemed like a **bold**⁶ **social experiment**⁷: several thousand public-sector workers were offered the chance to **swap** their traditional five-day, 40-hour week **for**⁸ one lasting just 35–36 hours with no reduction in pay. It sounds like economic **suicide**⁹.

The **trials**¹⁰, which ran until 2019, were closely monitored across a range of **workplaces**¹¹, from offices and hospitals to schools and **local councils**¹², and the results were **contrary**¹³ to what many might have expected. Productivity remained the same or improved in most workplaces, while employee **well-being**¹⁴ rose significantly. Stress levels fell, job satisfaction increased and **absenteeism**¹⁵ dropped. In short, workers **achieved**¹⁶ as much, or more, in less time.

The trials were **hailed as**¹⁷ an “**overwhelming success**¹⁸,” and within a few years, **agreements**¹⁹ inspired by the experiment covered about 90 percent of Iceland’s **workforce**²⁰. Today, most Icelandic employees either work fewer hours or enjoy greater **flexibility**²¹ over how and when they work. This small Nordic country, with a population under 400,000, may have quietly provided the world with a new employment model, but could it work in the **industrial heartlands**²² or **frenetic**²³ **hospital wards**²⁴?

Gaining Momentum²⁵

One reason Iceland’s experiment attracted attention was its **breadth**²⁶ and realism. Unlike isolated start-up trials, it involved a **diverse**²⁷ range of roles, from office administrators to hospital **staff**²⁸, showing that shorter hours need not be limited to **white collar**²⁹ or creative jobs.

The message was clear: when people feel valued and **rested**³⁰, they often work more **efficiently**³¹. Iceland’s public sector workers showed that **meaningful**³² reform of the workweek is not only possible but can benefit both employers and employees.

Since Iceland’s success, similar experiments have **taken place**³³ around the world with **comparable**³⁴ results.

• **United Kingdom:** In 2022–2023, over 60 companies and 2,900 workers joined a six-month four-day week **pilot**³⁵. Staff worked 20 percent fewer hours for the same pay. Most companies continued the **scheme**³⁶, citing steady or improved productivity, lower **turnover**³⁷ and better employee well-being.

• **Netherlands:** Some **public sector**³⁸ organisations trialled shorter **schedules**³⁹. Results show higher job satisfaction, improved well-being and lower absenteeism. Strong **union**⁴⁰ support suggests wider **adoption**⁴¹ is possible.

• **Australia:** Several banks and tech companies ran pilots inspired by the UK. **Outcomes**⁴² include happier workers, reduced stress and stable productivity. Employers **reclaimed**⁴³ time lost to inefficient meetings and reporting.

And even the **notoriously**⁴⁴ workaholic Japanese have **dipped their toe in the water**⁴⁵ of a shorter working week.

• **Japan:** Companies like Panasonic and Microsoft trialled four-day weeks. Improved productivity and employee satisfaction were observed. The **government**⁴⁶ recommends offering four-day options **amid**⁴⁷ workforce and mental health concerns.

Stepping Away⁴⁸ From Work

While Iceland’s experiment **predated**⁴⁹ the pandemic, COVID-19 **profoundly**⁵⁰ accelerated global conversations about work.

Lockdowns **forced**⁵¹ millions into remote or hybrid **arrangements**⁵² almost **overnight**⁵³. Many companies discovered

⁶ **bold** ˈbɔːld śmiały

⁷ **social experiment** ˈsəʊʃəl ɪksˈperɪmənt eksperyment społeczny

⁸ **to swap sth for sth** tə swɒp ˈsʌmθɪŋ fə ˈsʌmθɪŋ zamieniać coś na coś

⁹ **suicide** ˈsjuːsaɪd samobójstwo

¹⁰ **trial** ˈtraɪəl **tu:** test

¹¹ **workplace** ˈwɜːkpleɪs miejsce pracy

¹² **local council** ˈləʊkəl ˈkaʊnsəl samorząd lokalny,

rada miejska

¹³ **contrary** ˈkɒntrəri sprzeczny, przeciwstawny

¹⁴ **well-being** ˈwelˈbiːŋ dobre samopoczucie

¹⁵ **absenteeism** ˌæbsənˈtiːzəm nieobecność w pracy, absencja

¹⁶ **to achieve sth** tə ətʃiːv ˈsʌmθɪŋ osiągać coś

¹⁷ **to hail sth as sth** tə heɪl ˈsʌmθɪŋ æz ˈsʌmθɪŋ okrzyknąć coś czymś

¹⁸ **overwhelming success** ˌəʊvəˈwelmɪŋ səkˈses ogromny sukces

¹⁹ **agreement** əˈɡriːmənt umowa, układ, porozumienie

²⁰ **workforce** ˈwɜːkfoːs siła robocza, pracownicy

²¹ **flexibility** ˌfleksəˈbɪləti elastyczność

²² **industrial heartland** ɪnˈdʌstriəl ˈhɑːtlænd centrum przemysłowe

²³ **frenetic** frəˈnetɪk **tu:** chaotyczny

²⁴ **hospital ward** ˈhɒspɪtl wɔːd oddział szpitalny

²⁵ **to gain momentum** tə ɡeɪn məˈmentəm nabrać rozpędu

²⁶ **breadth** bredθ zakres

²⁷ **diverse** daɪˈvɜːs różnicowany

²⁸ **staff** stɑːf **personel**

²⁹ **white collar** waɪt ˈkɒlə pracownik umysłowy

³⁰ **rested** ˈrestɪd wypoczęty

³¹ **efficiently** ɪˈfɪʃntli wydajnie

³² **meaningful** ˈmiːnɪŋfʊl głęboki

³³ **to take place** tə teɪk pleɪs mieć miejsce

³⁴ **comparable** ˈkɒmpərəbl porównywalny

³⁵ **pilot** ˈpaɪlət **tu:** program pilotażowy

³⁶ **scheme** skiːm program

³⁷ **turnover** ˈtɜːnˌəʊvə **tu:** rotacja kadr (odejścia pracowników)

³⁸ **public sector** ˈpʌblɪk ˈsektə państwowy

³⁹ **schedule** ˈʃedjuːl grafik

⁴⁰ **union** ˈjuːnjən związek zawodowy

⁴¹ **adoption** əˈdɒpʃən przyjęcie, wcielenie w życie

⁴² **outcome** ˈaʊtkʌm wynik, rezultat

⁴³ **to reclaim sth** tə rɪˈkleɪm ˈsʌmθɪŋ odzyskać coś

⁴⁴ **notoriously** nəʊˈtɔːriəsli notorycznie

⁴⁵ **to dip a toe in the water** tə dɪp ə təʊ ɪn ðə ˈwɔːtə sprawdzić, czy coś się podoba

⁴⁶ **government** ˈɡʌvənmənt rząd

⁴⁷ **amid** əˈmɪd **tu:** w czasie

⁴⁸ **to step away** tə steɪp əˈweɪ odchodzić, odsuwać się, wycofywać się

⁴⁹ **to predate** tə ˈpriːdeɪt poprzedzać

⁵⁰ **profoundly** prəˈfaʊndli gruntownie

⁵¹ **to force** tə fɔːs zmuszać

⁵² **arrangement** əˈreɪndʒmənt ustalenie

⁵³ **overnight** ˈəʊvəˈnaɪt z dnia na dzień

that productivity could be **maintained**⁵⁴, or even raised, when employees had more autonomy over their time. Workers, **in turn**⁵⁵, began to prioritise flexibility, well-being and balance over working all hours to **impress**⁵⁶ the boss and **climb the greasy pole**⁵⁷.

This collective experience has reshaped **expectations**⁵⁸. The “new normal” has made many question the traditional **nine-to-five**⁵⁹, five-day model. As one UK business leader observed after his company’s four-day work week trial, “*COVID taught us that we could trust people to deliver*⁶⁰ *without watching the clock. The four-day work week is the next logical step.*”

In this post-pandemic environment, the idea of measuring work by **output**⁶¹ rather than hours now feels far more **attainable**⁶². Technological advances and digital **collaboration**⁶³ tools have made it easier to redesign **workflows**⁶⁴, simplify or automate **tasks**⁶⁵ making a shorter working week more realistic.

But what if workers start to think of it not as an option but a right? Could the four-day working week move from experiment to **entitlement**⁶⁶? Some **campaigners**⁶⁷ are pushing for **legal recognition**⁶⁸. History suggests that ideas once considered radical, such as **paid holidays**⁶⁹, **paternity leave**⁷⁰ and more recently, the **right to disconnect**⁷¹, (See Fact box) often start life **on the fringes**⁷² before becoming widely accepted as **reasonable**⁷³.

For employers, the strongest argument for a shorter week is largely economic rather than ethical. If the numbers **make the case**⁷⁴, they will need less **persuading**⁷⁵, as was the case with the **suspicion**⁷⁶ that unobserved, people working from home would **skive**⁷⁷.

The four-day week debate goes beyond scheduling to a **reappraisal**⁷⁸ of the purpose of work itself. In 1883, French political writer, essayist and economist Paul Lafargue **released**⁷⁹ the book *The Right to be Lazy*, in which he asked, “*if machines can do more of our work, why shouldn’t we work less?*” The **quote**⁸⁰ is often **attributed to**⁸¹ British economist John Maynard Keynes who, in 1930, wrote *Economic Possibilities for Our Grandchildren*, in which he **envisaged**⁸² a time when **wealth**⁸³



BEHIND THE GLOWING PILOT STUDIES LIES A MORE COMPLEX REALITY.

would be so **abundant**⁸⁴ that the need, or **desire**⁸⁵, to work would be greatly **diminished**⁸⁶. The **evidence**⁸⁷ from Iceland, and now from many other countries, suggests that reducing working hours does not

⁵⁴ to maintain tə meɪn'teɪn utrzymywać

⁵⁵ in turn ɪn tɜːn w rezultacie

⁵⁶ to impress tʊ 'ɪmpres zaimponować

⁵⁷ to climb the greasy pole tə klaɪm ðə 'ɡriːzi pəʊl piąć się z trudem po szczeblach kariery

⁵⁸ expectations ˌekspek'teɪʃənz oczekiwania

⁵⁹ nine-to-five naɪn tə faɪv pełnoetatowy, **dosł. od 9:00 do 17:00**

⁶⁰ to deliver tə dɪ'lɪvə wywiązać się z czegoś

⁶¹ output 'aʊtpʊt wyniki pracy

⁶² attainable ə'teɪnəbl realny

⁶³ collaboration kə,læbə'reɪʃən współpraca

⁶⁴ workflow 'wɜːkfləʊ organizacja zadań

⁶⁵ task tɑːsk zadanie

⁶⁶ entitlement ɪn'taɪtlmənt uprawnienie pracownicze

⁶⁷ campaigner kæm'peɪnə aktywista, orędownik, działacz (osoba prowadząca kampanię/działania na rzecz czegoś)

⁶⁸ legal recognition 'liːɡəl ,rekəg'nɪʃən prawne uznanie

⁶⁹ paid holidays peɪd 'hɒlədeɪz płatny urlop

⁷⁰ paternity leave pə'tɜːnəti liːv urlop tacierzyński

⁷¹ right to disconnect raɪt tə 'dɪskə'nekt prawo do rozłączenia się, prawo do bycia offline

⁷² on the fringes of sth ɒn ðə 'frɪndʒɪz ɒv 'sʌmθɪŋ na marginesie czegoś

⁷³ reasonable 'riːznəbl rozsądny

⁷⁴ to make the case tə meɪk ðə keɪs dowodzić (słuszności czegoś), potwierdzać coś

⁷⁵ persuading pə'sweɪdɪŋ przekonywanie

⁷⁶ suspicion səs'pɪʃən podejrzenie

⁷⁷ to skive tə skaɪv obijać się, wymigiwać się od czegoś

⁷⁸ reappraisal ,riːə'preɪzəl ponowne rozważenie

⁷⁹ to release sth tə rɪ'liːs 'sʌmθɪŋ wydać coś

⁸⁰ quote kwəʊt cytat

⁸¹ to attribute sth to sb tə 'ætrɪbjʊːt 'sʌmθɪŋ tə 'sʌmbədi przypisywać coś komuś

⁸² to envisage tə ɪn'vɪʒɪdʒ przewidywać, wyobrażać sobie

⁸³ wealth welθ dobrobyt

⁸⁴ abundant ə'bʌndənt tu: powszechny

⁸⁵ desire dɪ'zaɪə pragnienie

⁸⁶ diminished dɪ'mɪnɪʃt zmniejszony

⁸⁷ evidence 'eɪdɪəns dowody, dane



threaten⁸⁸ and may even guarantee prosperity⁸⁹ – so is it a no-brainer⁹⁰?

Time to Wake Up⁹¹ From Cloud-cuckoo-land⁹²

The four-day week sounds irresistible⁹³ – happier workers, stable or even increased productivity, and more time for leisure⁹⁴. Yet behind the glowing⁹⁵ pilot studies lies a more complex reality. For many countries and sectors, particularly those already grappling with⁹⁶ staff shortages⁹⁷ and ageing populations⁹⁸, shorter hours may be an unaffordable luxury⁹⁹.

Nowhere is this clearer than in the UK's overstretched¹⁰⁰ National Health Service¹⁰¹. With more than 100,000 vacancies¹⁰² in England alone and record waiting lists¹⁰³,

⁸⁸ to threaten sb/sth *tə 'θreɪn* zagrażać komuś/ czemuś

⁸⁹ prosperity *prɒs'perəti* dobrobyt

⁹⁰ no-brainer *ˌnəʊ 'breɪnə(r)* oczywistość

⁹¹ to wake up *tə weɪk ʌp* budzić się

⁹² cloud-cuckoo-land *ˌklaʊd 'kʊkuː lænd* kraina baśni

⁹³ irresistible *ˌɪrɪ'zɪstəbl* porywający

⁹⁴ leisure *'leɪzə* wypoczynek

⁹⁵ glowing *'gləʊɪŋ* *tu:* zachwycający, pełen pochwał

⁹⁶ to grapple with sth *tə 'græpl wɪð 'sʌmθɪŋ* zmagać się z czymś

⁹⁷ shortage *'ʃɔːtɪdʒ* niedobór

⁹⁸ ageing population *'eɪdʒɪŋ ˌpɒpjʊ'seɪʃən* starzejące się społeczeństwo

⁹⁹ unaffordable luxury *ˌʌnə'fɔːdəbl 'lʌkʃəri* luksus, na który nie można sobie pozwolić

¹⁰⁰ overstretched *ˌəʊvə'stretʃt* przeciążony

¹⁰¹ National Health Service *'næʃənəl heɪlθ 'sɜːvɪs* publiczna służba zdrowia (w Wielkiej Brytanii)

¹⁰² vacancy *'veɪkənsɪ* wakat

¹⁰³ waiting list *'weɪtɪŋ lɪst* lista oczekujących

The Right to Disconnect

Since 2017 in France, and later in Italy and Spain, the right to disconnect is legally protected. Employers cannot require staff to¹ respond² to work emails or calls outside set hours³. The law protects work-life balance, reduces stress and burn-out⁴, and mandates clear company policies.

¹ to require sb to do sth *tə rɪ'kwaɪə* wymagać od kogoś zrobienia czegoś

² to respond *tə rɪs'pɒnd* odpowiadać

³ set hours *set 'aʊəz* ustalone godziny pracy

⁴ burnout *'bɜːn'aʊt* wypalenie zawodowe

INFOBOX

any reduction in contracted hours without a major **recruitment drive**¹⁰⁴ would simply reduce **clinical capacity**¹⁰⁵. For **public services**¹⁰⁶ already struggling to meet demand, cutting hours may be politically popular but operationally **out of the question**¹⁰⁷.

The same fiscal arithmetic worries **policymakers**¹⁰⁸ elsewhere. The Netherlands, often cited as a model for work-life balance, is facing rising costs from an ageing population. **Pension**¹⁰⁹ and healthcare spending are climbing faster than **tax revenues**¹¹⁰, **prompting**¹¹¹ the Dutch finance ministry to warn of “*serious long-term budget pressure*”¹¹². **Encouraging** people **to**¹¹³ work shorter hours when the size of the workforce is smaller could deepen those pressures further.

Japan has one of the world’s oldest populations, its workforce is **shrinking**¹¹⁴ rapidly, and **public debt**¹¹⁵ already **exceeds**¹¹⁶ 250 percent of **GDP**¹¹⁷. While major companies such as Panasonic have tested four-day schedules, economists **point out**¹¹⁸ that a **nationwide**¹¹⁹ reduction in hours would **undermine**¹²⁰ the government’s urgent **drive**¹²¹ to **boost**¹²² **labour participation**¹²³ and productivity. Shorter weeks **are at loggerheads**¹²⁴ with the country’s demographic profile.

There are also equality concerns. Most successful trials have taken place in office-based sectors, where output can be measured and meetings **streamlined**¹²⁵. **Frontline jobs**¹²⁶ in health, **retail**¹²⁷, transport and **manufacturing**¹²⁸ can’t easily be compressed without extra staff or longer **shifts**¹²⁹ for existing ones. One group may benefit **at the expense of**¹³⁰ another.

The Icelandic model remains inspiring, but in the context of labour shortages, **public spending**¹³¹ cuts, unfilled vacancies and elderly populations, such a combination of factors may make the four-day working week in many countries as **ethereal**¹³² as the **Northern Lights**¹³³.

¹⁰⁴ **recruitment drive** r'kru:tment draɪv akcja rekrutacyjna

¹⁰⁵ **clinical capacity** 'klɪnɪkəl kə'pæsəti liczba miejsc

¹⁰⁶ **public services** 'pʌblɪk 'sɜ:vɪsɪz usługi publiczne

¹⁰⁷ **out of the question** aʊt ɒv ðə 'kwɛstʃən wykluczone

¹⁰⁸ **policymaker** 'pɒləsɪmeɪkə(r) decydent

¹⁰⁹ **pension** 'penʃn emerytura

¹¹⁰ **tax revenues** tæks 'revɪnju:z wpływ podatkowe

¹¹¹ **to prompt** tə prɒmpt skłaniać

¹¹² **pressure** 'preʃə presja

¹¹³ **to encourage sb to do sth** tə ɪn'kʌrɪdʒ 'sʌmbədi tə du: 'sʌmθɪŋ zachęcać kogoś do zrobienia czegoś

¹¹⁴ **to shrink** tə ʃrɪŋk kurczyć się, maleć

¹¹⁵ **public debt** 'pʌblɪk det dług publiczny

¹¹⁶ **to exceed sth** tə ɪk'si:d 'sʌmθɪŋ przekraczać coś

¹¹⁷ **GDP = Gross Domestic Product** ,dʒɪ: di: 'pi: = grɒs də'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

¹¹⁸ **to point out** tə pɔɪnt aʊt wskazywać

¹¹⁹ **nationwide** 'neɪʃənwaɪd ogólnokrajowy

¹²⁰ **to undermine** tə ,ʌndə'maɪn podkopywać

¹²¹ **drive** draɪv tu: potrzeba, dążenie

¹²² **to boost sth** tə bu:st 'sʌmθɪŋ pobudzać coś

¹²³ **labour participation** 'leɪbə pɑ:tɪ'sɪ'peɪʃən uczestnictwo w rynku pracy

¹²⁴ **to be at loggerheads** tə bi: æt 'lɒgəhedz kłócić się

¹²⁵ **streamlined** 'stri:mlaɪnd uproszczony

¹²⁶ **frontline jobs** 'frʌntlʌɪn dʒɒbz stanowiska pierwszej linii, praca na pierwszej linii, stanowiska pracy, które charakteryzują się bezpośrednim kontaktem z klientami, produktami, usługami lub operacjami w terenie

¹²⁷ **retail** 'ri:teɪl handel detaliczny

¹²⁸ **manufacturing** ,mænjʊ'fæktʃərɪŋ produkcja przemysłowa

¹²⁹ **shift** ʃɪft zmiana

¹³⁰ **at the expense of sb** æt ði: ɪks'pens ɒv 'sʌmbədi kosztem kogoś

¹³¹ **public spending** 'pʌblɪk 'spɛndɪŋ wydatki publiczne

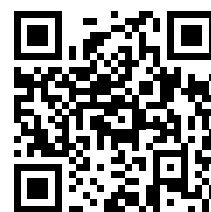
¹³² **ethereal** i:'θɪəriəl ulotny

¹³³ **Northern Lights** 'nɔ:ðən laɪts zorza polarna

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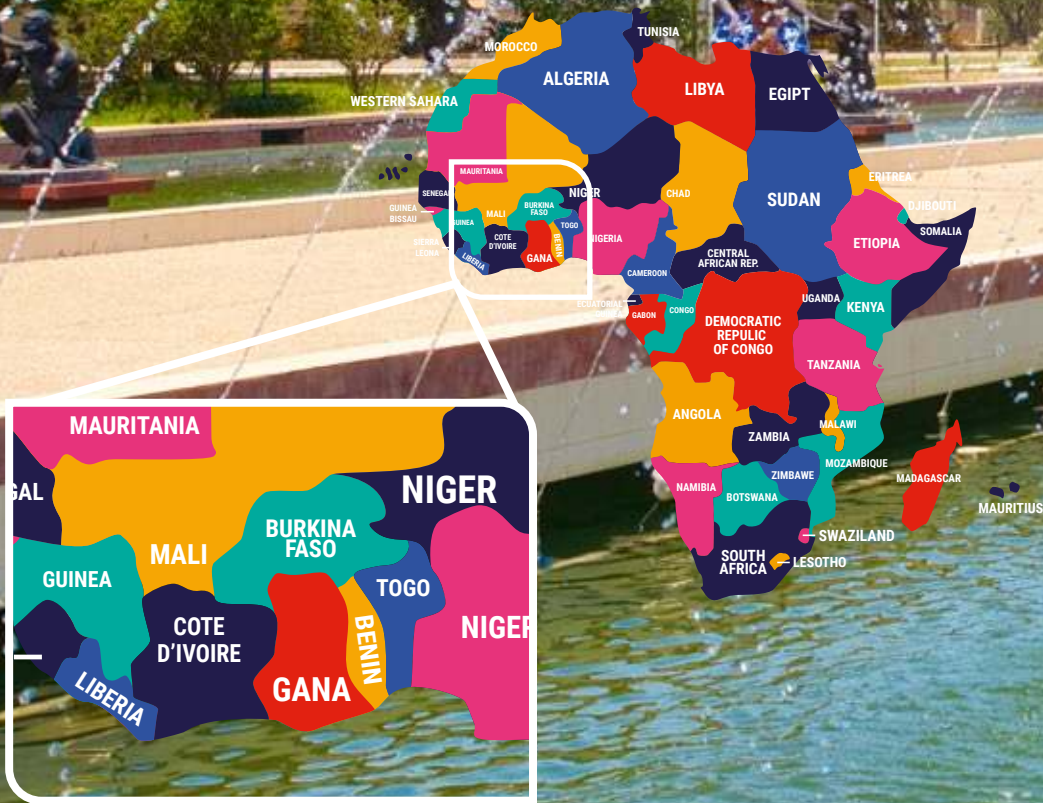
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¹ gateway nation 'getwɛr 'neɪʃən brama

Ghana

West Africa's Dynamic Gateway Nation¹



Kissed by Atlantic breezes, Ghana combines an attractive **coastline**² with smiling **hospitality**³. But far from **resting on its laurels**⁴ as a tourist destination, the country is **leveraging**⁵ its **mineral wealth**⁶, cocoa plantations and **youthful**⁷ **workforce**⁸ to **forge ahead**⁹.

² coastline 'kəʊstlaɪn wybrzeże

³ hospitality ,hɒspɪ'tælətɪ gościnność

⁴ to rest on one's laurels tə rest ɒn wʌnz 'ləʊrəlz spoczywać na laurach

⁵ to leverage sth tə 'li:vərɪdʒ 'sʌmθɪŋ wykorzystywać coś jak najefektywniej

⁶ mineral wealth 'mɪnərəl welθ bogactwa mineralne

⁷ youthful 'ju:θfʊl młdzieńczy, młody

⁸ workforce 'wɜ:kfɔ:s siła robocza

⁹ to forge ahead tə fɔ:dʒ ə'hed przeć do przodu, robić postępy

The Kwame Nkrumah Memorial Park and Mausoleum

Gateway Nation

The term “gateway nation” refers to¹ a country that serves as a key **point of entry**², geographically, economically, or politically, into a wider region or market. In Ghana’s case, it **highlights**³ the country’s strategic coastal position, stable **governance**⁴ and English-speaking environment that make it a natural hub for trade, investment and travel into West Africa.

¹ to refer to sth tə rɪ'fɜ: tə 'sʌmθɪŋ odnosić się do czegoś

² point of entry pɔɪnt ɒv 'entri punkt wejściowy

³ to highlight sth tə 'haɪlaɪt 'sʌmθɪŋ podkreślać coś

⁴ governance 'gʌvənəns rządy

A WORD WORTH REMEMBERING
guided tour
/'gɑ:ɪdɪd tʊə/
zwiedzanie z przewodnikiem, wycieczka z przewodnikiem

INFOBOX

The Republic of Ghana is located on the Gulf of Guinea in West Africa, **bounded by**¹⁰ by Côte d'Ivoire to the west, Burkina Faso to the north and Togo to the east. Its southern border meets the Atlantic Ocean, giving Ghana **unbroken access**¹¹ to **sea lanes**¹² and a tropical coast. With a **land area**¹³ of approximately 238,500 km², it is slightly smaller than the United Kingdom (around 242,500 km²) and of similar scale to Romania.

Though **compact**¹⁴ by African continental standards, the country's topography is **varied**¹⁵. The southern coastal belt **comprises**¹⁶ lagoons, **mangroves**¹⁷ and **low plains**¹⁸; **inland**¹⁹ from the coast lie forested hills and the Ashanti **uplands**²⁰; further north, the country **transitions**²¹ into savannah and broad plains that **edge towards**²² the Sahel. The **presence**²³ of the **artificial**²⁴ Lake Volta – one of the largest **man-made**²⁵ lakes by **surface area**²⁶ globally – adds to the geographic **diversity**²⁷ and provides energy, inland transport and **fisheries resources**²⁸.

The country's climate is **essentially**²⁹ tropical, but with regional variation. Along the coast and in the southern forested belt, the climate is **humid**³⁰ and receives two **wet seasons**³¹ (**roughly**³² April to June, and September to November). This rainfall supports tropical forest and rich **agricultural**³³ zones such as cocoa and oil-palm plantations. Heading northward, a long **dry season**³⁴ develops as temperatures rise and the **landscape**³⁵ becomes savannah and open **grassland**³⁶ with **dust storms**³⁷ and **water scarcity**³⁸. The sea breeze along the coast **moderates**³⁹ the extremes in the south. The more **fertile**⁴⁰ zones and coastal access have historically attracted **settlement**⁴¹ and **driven**⁴² agriculture and **trade**⁴³.

Proud History Marred⁴⁴ by Colonialism

Ghana's history is very much **rooted in**⁴⁵ the great West African **trade networks**⁴⁶ of the **medieval period**⁴⁷. The name "Ghana" was **adopted**⁴⁸ at **independence**⁴⁹, but echoes the older Ghana Empire (though that empire lay **primarily**⁵⁰ further north). **From**

GHANA'S HISTORY IS VERY MUCH ROOTED IN THE GREAT WEST AFRICAN TRADE NETWORKS OF THE MEDIEVAL PERIOD.

around the 8th century **onwards**⁵¹, gold, salt, **cloth**⁵², **ivory**⁵³ and other goods passed through the region, carried on trans-Saharan caravans and exchanged along **riverine**⁵⁴ and forest routes.

In the 15th century, Europeans arrived: Portuguese, Dutch, British, Danish and other **fleets**⁵⁵ **established**⁵⁶ forts and trading posts along the coast, drawn by gold, **timber**⁵⁷ and eventually the **chilling**⁵⁸ **traffic**⁵⁹ of the **slave trade**⁶⁰.

In the 19th century, the British dominated the region and formally administered the territory as the **Gold Coast**⁶¹. In 1957, Ghana **achieved**⁶² independence – the first sub-Saharan African colony to do so in that wave – with Kwame Nkrumah as its first **prime minister**⁶³ and then president. Post-independence decades were marked by ambitious **social programmes**⁶⁴, **infrastructural push**⁶⁵, periods of economic

¹⁰ **bounded by sth** 'baʊndɪd baɪ 'sʌmθɪŋ tu: graniczący z czymś

¹¹ **unbroken access** 'ʌn'brʊkən 'æksɛs bezpośredni dostęp

¹² **sea lane** si: leɪn szlak żeglugowy

¹³ **land area** lænd 'eəriə powierzchnia

¹⁴ **compact** 'kɒmpækt kompaktowy, zbity

¹⁵ **varied** 'veəriəd różnorodny

¹⁶ **to comprise sth** tə kəm'praɪz 'sʌmθɪŋ składać się z czegoś, obejmować coś

¹⁷ **mangroves** 'mæŋgrʊvz namorzyny

¹⁸ **low plain** læʊ pleɪn nizina

¹⁹ **inland** 'ɪnlænd w głębi lądu

²⁰ **uplands** 'ʌplænd wyżyna

²¹ **to transition** tə træn'sɪʒən przeksztąpić się

²² **to edge towards sth** tə ɛdʒtə'wɔ:dz 'sʌmθɪŋ przechodzić stopniowo w coś

²³ **presence** 'preznɪs obecność

²⁴ **artificial** ,ɑ:ti'fɪʃəl sztuczny

²⁵ **man-made** 'mæn'meɪd stworzony przez człowieka

²⁶ **surface area** 'sɜ:fɪs 'eəriə powierzchnia

²⁷ **diversity** daɪ'vɜ:sɪti różnorodność

²⁸ **fishery resources** 'fɪʃəri rɪ'sɔ:sɪz zasoby połowowe

²⁹ **essentially** 'ɪsɛnʃəli zasadniczo

³⁰ **humid** 'hju:mɪd wilgotny

³¹ **wet season** wet 'si:zn pora deszczowa

³² **roughly** 'rʌfli: z grubsza

³³ **agricultural** ,ægrɪ'kʌltʃərəl rolniczy

³⁴ **dry season** draɪ 'si:zn pora sucha

³⁵ **landscape** 'lændskeɪp krajobraz

³⁶ **grassland** 'grɑ:slənd łąka, użytki zielone

³⁷ **dust storm** dʌst stɔ:m burza piaskowa

³⁸ **water scarcity** 'wɔ:tə 'skeəsəti niedobór wody

³⁹ **to moderate sth** tə 'mɒdərɪt 'sʌmθɪŋ łagodzić coś

⁴⁰ **fertile** 'fɜ:taɪl żyzny

⁴¹ **settlement** 'setlmənt osadnictwo

⁴² **to drive sth** tə draɪv 'sʌmθɪŋ tu: napędzać coś

⁴³ **trade** treɪd handel

⁴⁴ **marred by sth** mɑ:d baɪ 'sʌmθɪŋ zniszczony przez coś

⁴⁵ **rooted in sth** 'ru:tɪd ɪn 'sʌmθɪŋ zakorzeniony w czymś

⁴⁶ **trade network** treɪd 'netwɜ:k tu: szlak handlowy

⁴⁷ **medieval period** ,medɪ'vi:əl 'pɪəriəd okres średniowiecza

⁴⁸ **adopted** ə'dɒptɪd przyjęty

⁴⁹ **independence** ,ɪndɪ'pendəns niepodległość

⁵⁰ **primarily** 'praɪmæri:li pierwotnie

⁵¹ **from around X onwards** frɒm ə'raʊnd eks 'ɒnwədz począwszy od około X

⁵² **cloth** klɒθ tkanina, materiał

⁵³ **ivory** 'aɪvəri kość słoniowa

⁵⁴ **riverine** 'rɪvəri:n nadrzeczny

⁵⁵ **fleet** flɪ:t flota

⁵⁶ **to establish sth** tə ɪs'tæblɪʃ 'sʌmθɪŋ zakładać coś

⁵⁷ **timber** 'tɪmbə drewno

⁵⁸ **chilling** 'tʃɪlɪŋ przerażający

⁵⁹ **traffic** 'træfɪk ruch

⁶⁰ **slave trade** sleɪv treɪd handel niewolnikami

⁶¹ **Gold Coast** gəʊld kəʊst Złote Wybrzeże

⁶² **to achieve sth** tə ə'tʃi:v 'sʌmθɪŋ zdobywać coś

⁶³ **prime minister** praɪm 'mɪnɪstə premier

⁶⁴ **social programmes** 'səʊʃəl 'prəʊgræmz programy społeczne

⁶⁵ **infrastructural push** ,ɪnfɹə'strʌktʃərəl pʊʃ wysiłek infrastrukturalny

Selected African Countries' Literacy Levels

COUNTRY	LITERACY RATE
Ghana	69.8 percent
Chad	27 percent
Mali	30.5 percent
Nigeria	63.2 percent
South Africa	95 percent

Sources include *The Global Economy and the US Career Institute*.

INFOBOX

difficulty and political change. Since the 1990s, Ghana has consolidated as a multi-party democracy with **peaceful**⁶⁶ **transitions of power**⁶⁷, making it a regional **exemplar**⁶⁸ of political stability in West Africa.

A Youthful Population

Ghana's population is in the mid-30 million, growing **steadily**⁶⁹. It is youthful compared to many other countries.

- According to the 2023 **scenario briefing**⁷⁰ by the Institute for Security Studies (ISS Africa), the “**youth bulge**⁷¹” (population aged 15-29) stood at about 42.2 percent of the adult population in Ghana in 2023.
- Ghana's population has a very low median age of around 21–22 years.
- In sub-Saharan Africa as a whole, the share of the population under 15 years is approximately 39 percent.
- In the EU, about a third of the population is under 30.

Major⁷² **urban centres**⁷³ include the

The Flagstaff House, commonly known as Flagstaff House, is the presidential palace in Accra which serves as a residence and office to the President of Ghana



Larabanga mosque, one of the oldest muslim places in Ghana



capital⁷⁴ Accra (where nearly 5.5 million people live), the Ashanti Region's commercial city Kumasi, and other **regional hubs**⁷⁵. Ethnically, the country is **diverse**⁷⁶: the Akan (which includes Ashanti) form a dominant grouping in the south and central **belt**⁷⁷; Ewe peoples are concentrated in the east; various groups, such as the

⁶⁶ **peaceful** 'pi:sfəl pokojowy

⁶⁷ **transition of power** træn'siʒən ɒv 'paʊə przekazanie władzy

⁶⁸ **exemplar** ɪg'zɛmplə wzór

⁶⁹ **steadily** 'stedəli równomiernie

⁷⁰ **scenario briefing** sɪ'nɑ:riəʊ 'bri:fiŋ informacja o możliwych scenariuszach, scenariuszowy briefing

⁷¹ **youth bulge** ju:θ bʌldʒ przewaga/duży odsetek młodych ludzi w społeczeństwie

⁷² **major** 'meɪdʒə główny

⁷³ **urban centre** 'ɜ:bən 'sentə ośrodek miejski

⁷⁴ **capital** 'kæpɪtł stolica

⁷⁵ **regional hub** 'ri:dʒənɪl hʌb ośrodek regionalny

⁷⁶ **diverse** daɪ'vɜ:s zróżnicowany

⁷⁷ **belt** belt pas, obszar



COLLOCATION STATION

Complete each sentence with the correct collocation from the box. Each collocation is used once only.

- a. beachfront lodge b. canopy walkway c. guided tour d. heritage sites
e. laid-back vibe f. national park g. safari drive h. vibrant markets

1. Tourists often start their trip in Accra, exploring its _____ filled with colours, food stalls and local crafts.
2. Many visitors stay in a small _____ overlooking palm trees and the Atlantic Ocean.
3. Kakum National Park is known for its famous _____ suspended high above the rainforest.
4. Wildlife lovers can book a morning _____ to spot antelopes, birds and other animals.
5. Ghana's coastal forts are recognised globally, and several are listed as UNESCO _____.
6. Travellers who enjoy relaxed holidays often praise Ghana's _____, especially in seaside towns.
7. Mole is Ghana's oldest _____, attracting visitors who want to see elephants in the wild.
8. A _____ is available at many historical landmarks, helping visitors learn the stories behind each site.

BEM TEST

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

⁷⁸ to inhabit *tʊ ɪn'hæbɪt* zamieszkiwać

⁷⁹ official language *ə'fɪʃləl 'læŋgwɪdʒ* język urzędowy

⁸⁰ legacy *'legəsi* spuścizna

⁸¹ indigenous *ɪn'dɪdʒɪnəs* rdzenny

⁸² to flourish *tə 'flaʊrɪʃ* rozwijać się

⁸³ local identity *'lɒkəl aɪ'dentɪti* tożsamość lokalna

⁸⁴ literacy *'lɪtərəsɪ* alfabetyzm, umiejętność czytania i pisanie

⁸⁵ rate *reɪt* wskaźnik

⁸⁶ disparity *dɪs'pærəti* dysproporcja

⁸⁷ to persist *tə pə'sɪst* utrzymywać się

⁸⁸ rural area *'rʊərəl 'eəriə* obszar wiejski

⁸⁹ nonetheless *ˌnʌnðə'les* niemniej jednak

⁹⁰ to score sth *tə skɔː 'sʌmθɪŋ* zdobywać coś

⁹¹ mark *mɑ:k* ocena

⁹² vibrant *'vaɪbrənt* żywy, ekscytujący

⁹³ many-layered *'meni 'leɪəd* mający wiele warstw

⁹⁴ drumming *'drʌmɪŋ* granie na bębnach

⁹⁵ communal *'kɒmjʊnəl* wspólny; społeczny

⁹⁶ craft *kra:ft* rzemiosło

⁹⁷ weaving *'wi:vɪŋ* tkanie

⁹⁸ bead *bi:d* koralik

⁹⁹ wood-carving *wʊd 'kɑ:vɪŋ* rzeźbienie w drewnie, snycerstwo

¹⁰⁰ brass-casting *brɑ:s 'kɑ:stɪŋ* odlewanie z mosiądzu

¹⁰¹ significant *sɪg'nɪfɪkənt* ważny, znaczący

REALLY ADVENTUROUS TRAVELLERS MIGHT WANT TO EXPERIENCE A DAREDEVIL RIDE IN A LOCAL MINIBUS KNOWN AS A TROTRO.

Mole-Dagbon peoples, **inhabit**⁷⁸ the northern regions.

English is the **official language**⁷⁹, a **legacy**⁸⁰ of colonial rule, yet dozens of **indigenous**⁸¹ languages **flourish**⁸², and **local identities**⁸³ remain strong. **Literacy**⁸⁴ and schooling **rates**⁸⁵ have improved over recent decades, though educational and infrastructure **disparities**⁸⁶ **persist**⁸⁷ between urban and **rural areas**⁸⁸, and between the north and south. **Nonetheless**⁸⁹, Ghana is **scoring**⁹⁰ good **marks**⁹¹ in literacy compared to most of Africa.

Enjoy the Hiplife

Ghana's culture is **vibrant**⁹² and **many-layered**⁹³. Music plays an important role, particularly Afrobeat and more recently, 'hiplife.' (See West-African Music Fact Box).

Traditional festivals are celebrated across different regions (for example, the Ashanti's Adaye festivals, the Ewe's Hogbetsotso, and Fetu Afahye in Cape Coast), often accompanied by colourful dress, **drumming**⁹⁴, dancing and **communal**⁹⁵ ceremonies.

Crafts⁹⁶ such as kente **weaving**⁹⁷, **bead**⁹⁸ making, **wood-carving**⁹⁹ and **brass-casting**¹⁰⁰ remain important cultural expressions and attract both local and international interest.

For visitors with an interest in history, **significant**¹⁰¹ sites include the

UNESCO-listed Cape Coast Castle and Elmina Castle, central points for the **capture**¹⁰², **containment**¹⁰³ and **shipment**¹⁰⁴ of up to three million slaves.

Nature-lovers will want to head to Kakum National Park in the south-west, where a **canopy walkway**¹⁰⁵ through West African **rainforest**¹⁰⁶ offers rare wildlife sightings, **guided birdwatching**¹⁰⁷ **tours**¹⁰⁸, and night walks to spot **nocturnal**¹⁰⁹ **species**¹¹⁰. Visitors can stay in nearby **ecolodges**¹¹¹ or community-run camps that combine comfort with **sustainable**¹¹² practices. Further north, similar experiences can be had in the Mole National Park where savannah safaris offer the chance to see elephants, antelope, **warthogs**¹¹³ and a **variety**¹¹⁴ of birds. **Overnight stays**¹¹⁵ at lodges or camping sites within the park enable visitors to experience the bush at sunrise and sunset.

On the coast, beaches near Accra, Cape Coast and further west offer sun, surf and relaxation, making Ghana a growing destination for seaside tourism. In Accra, the Labadi Beach and Kokrobite Beach are the most popular for both locals and visitors. Labadi **features**¹¹⁶ **lively**¹¹⁷ weekend **entertainment**¹¹⁸, horse riding and beachside bars, while Kokrobite has a more **laid-back**¹¹⁹ **vibe**¹²⁰ with music, local food **stalls**¹²¹ and **guesthouses**¹²². Moving west along the coast, Cape Coast and Elmina offer quieter, **scenic**¹²³ beaches that can be combined with cultural visits to the historic castles. Further west, towns such as Busua and Axim provide opportunities for surfing, fishing trips, and staying in **boutique lodges**¹²⁴ or **eco-resorts**¹²⁵ that **cater to**¹²⁶ a mix of adventure and comfort.

Accra itself has much to offer beyond the coastline. The city's vibrant markets, such as Makola Market, sell textiles, crafts and **spices**¹²⁷, while cultural attractions include the W.E.B. Du Bois Centre, Independence Square and the Kwame Nkrumah Mausoleum. **Art galleries**¹²⁸, restaurants and **nightlife venues**¹²⁹ add to the urban experience. In general, Accra is considered relatively safe for tourists, though, as in any major city, visitors are advised to take standard **precautions**¹³⁰, avoid walking alone at night in **unfamiliar**¹³¹ areas,

and secure **belongings**¹³² in **busy**¹³³ **public spaces**¹³⁴.

Ready For Takeoff¹³⁵?

Have you been **sold on**¹³⁶ the idea of an African adventure? Ghana may not be an **obvious**¹³⁷ **travel destination**¹³⁸, but it **has a lot going for**¹³⁹ it, with a friendly welcome awaiting.

Ghana is well-connected to Europe by air, with Kotoka International Airport (ACC) in Accra serving as the main international gateway. **Direct flights**¹⁴⁰ go from several major European cities, including

- ¹⁰² capture 'kæptʃə łapanie
¹⁰³ containment kən'teɪnmənt przetrzymywanie
¹⁰⁴ shipment 'ʃɪpmənt wysyłanie
¹⁰⁵ canopy walkway 'kænəpi 'wɔ:kwei kładka zawieszona wśród koron drzew
¹⁰⁶ rainforest 'reɪnfɒrɪst las deszczowy
¹⁰⁷ birdwatching 'bɜ:dwɒtʃɪŋ obserwowanie ptaków
¹⁰⁸ guided tour 'gɑɪdɪd təʊ zwiedzanie z przewodnikiem, wycieczka z przewodnikiem
¹⁰⁹ nocturnal nɒk'tɜ:nl prowadzący nocny tryb życia
¹¹⁰ species 'spi:si:z gatunek
¹¹¹ ecolodge 'i:kəʊ,lɒdʒ ekologiczne zakwaterowanie
¹¹² sustainable sə'steɪnəbl nienaruszający równowagi ekologicznej
¹¹³ warthog 'wɔ:θɒg guziec
¹¹⁴ variety və'reɪəti różnorodność
¹¹⁵ overnight stay 'əʊvə'nɑ:t steɪ jednorazowy nocleg
¹¹⁶ to feature sth tə 'fi:tʃə 'sʌmθɪŋ cechować się czymś
¹¹⁷ lively 'laɪvli tu: tętniący życiem
¹¹⁸ entertainment ,entə'teɪnmənt rozrywka
¹¹⁹ laid-back ,leɪd 'bæk wyluzowany, spokojny
¹²⁰ vibe vaɪb atmosfera, klimat
¹²¹ stall stɔ:l stoisko
¹²² guesthouse 'gest haʊs pensjonat, domek
¹²³ scenic 'si:nɪk malowniczy
¹²⁴ boutique lodge bu:'ti:k lɒdʒ rodzaj zakwaterowania, które łączy w sobie cechy hotelu butikowego z estetyką i lokalizacją typową dla schroniska, domku wypoczynkowego lub luksusowego, ustronnego ośrodka
¹²⁵ eco-resort i:kəʊ rɪ'zɔ:t ekologiczny kurort

- ¹²⁶ to cater to sth tə 'keɪtə tə 'sʌmθɪŋ oferować coś
¹²⁷ spices 'spaisɪz przyprawy
¹²⁸ art gallery ɑ:t 'gæləri galeria sztuki
¹²⁹ nightlife venue 'naɪtlaɪf 'venju: klub nocny
¹³⁰ precautions prɪ'kɔ:ʃənz środki ostrożności
¹³¹ unfamiliar 'ʌnfə'mɪljə nieznan
¹³² belongings bi'lɒŋɪŋz rzeczy osobiste
¹³³ busy 'bɪzi zatłoczony, ruchliwy
¹³⁴ public space 'pʌblɪk speɪs miejsce publiczne
¹³⁵ takeoff 'teɪkɒf start
¹³⁶ to be sold on sth tə bi: səʊld ɒn 'sʌmθɪŋ polubić coś
¹³⁷ obvious 'ɒbvɪəs oczywisty
¹³⁸ travel destination 'trævl ,destɪ'neɪʃən cel podróży
¹³⁹ to have a lot going for tə hæv ə lɒt 'gəʊɪŋ fə mieć wiele do zaoferowania
¹⁴⁰ direct flight dɪ'rekt flaɪt bezpośredni lot

West African Music

Afrobeat is a vibrant music **genre**¹ that **emerged**² in the late 1960s and early 1970s in West Africa, pioneered by Nigerian musician Fela Kuti. It combines traditional African rhythms, highlife, jazz, funk and soul, often featuring complex polyrhythms, layered percussion, **horns**³, electric guitars, bass and keyboards. The most famous Ghanaian musician is Reggie Rockstone. He is often **credited as**⁴ the “**Godfather**⁵ of **Hiplife**,” a genre that **blends**⁶ highlife, hip-hop, and Afrobeat rhythms.

¹ genre ʒɑ:ŋr gatunek (np. muzyczny, filmowy)

² to emerge tə ɪ'mɜ:dʒ pojawiać się

³ horn hɔ:n waltornia, róg

⁴ credited as X 'kredɪtɪd æz eks uznawany za X

⁵ godfather 'gɒd,fɑ:ðə ojciec chrzestny

⁶ to blend sth tə blend 'sʌmθɪŋ mieszać coś

INFOBOX

London, Frankfurt, Amsterdam, Paris and Istanbul. Flight times vary depending on the **departure**¹⁴¹ city, but typically take between six to seven hours direct.

Once in Accra, **domestic**¹⁴² flights, buses, or private transfers **enable**¹⁴³ access to the main tourist and business destinations along the coast and inland. Really adventurous travellers might want to experience a **daredevil**¹⁴⁴ ride in a local minibus known as a troto, **replete with**¹⁴⁵ loud music, lively passengers and **combative**¹⁴⁶ drivers.

If you are looking for something **out of the ordinary**¹⁴⁷ with variety, colour, excellent weather and friendly **hosts**¹⁴⁸, Ghana ticks all the boxes¹⁴⁹.

¹⁴¹ **departure** dɪ'pɑ:tʃə wylot

¹⁴² **domestic** də'mestɪk krajowy

¹⁴³ **to enable** tə ɪ'neɪbl̩ umożliwić

¹⁴⁴ **daredevil** 'deə,devɪl ryzykowny

¹⁴⁵ **replete with sth** rɪ'pli:t wɪð 'sʌmθɪŋ pełny czegoś

¹⁴⁶ **combative** 'kɒmbətɪv agresywny

¹⁴⁷ **out of the ordinary** aʊt ɒv ði: 'ɔ:dnɪrɪ niezwykły

¹⁴⁸ **host** hɒst gospodarz

¹⁴⁹ **to tick all the boxes** tə tɪk ɔ:l ðə 'bɒksɪz spełniać wszystkie warunki



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Business in Ghana

Ghana's economy is one of Africa's emerging success stories. While it does not **match**¹⁵⁰ Africa's giants such as Nigeria, South Africa or Egypt in absolute **GDP**¹⁵¹, it **ranks among**¹⁵² the **top tier**¹⁵³ of growth-oriented economies in West Africa. According to recent reports, Ghana achieved real GDP growth in the mid-single-digits, driven by **commodity**¹⁵⁴ exports, **services**¹⁵⁵, infrastructure investment and political stability.

¹⁵⁰ **to match sth** tə mətʃ 'sʌmθɪŋ dorównywać czemuś

¹⁵¹ **GDP = Gross Domestic Product** ,dʒi: di: 'pi: = grɒs də'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

¹⁵² **to rank among sth** tə ræŋk ə'mɒŋ 'sʌmθɪŋ plasować się wśród czegoś

¹⁵³ **top tier** tɒp 'tɪə czołowy

¹⁵⁴ **commodity** kə'mɒdətɪ surowiec; towar

¹⁵⁵ **services** 'sɜ:vɪsɪz usługi



Accra

Accra



mining¹⁶⁷, light manufacturing and food processing¹⁶⁸ forming key components.

Services, including telecommunications, banking, trade, fintech¹⁶⁹ and tourism, are expanding rapidly, providing employment¹⁷⁰ and economic output¹⁷¹. The oil and gas sector adds government revenue¹⁷² and foreign exchange, though its capital-intensive¹⁷³ nature limits¹⁷⁴ local employment absorption. Mining, particularly gold, is both economically and geopolitically significant.

Tourism: An Increasingly Important Sector

Tourism is a growing contributor to Ghana's economy, both in terms of¹⁷⁵ revenues and employment.

In 2024, international arrivals reached 1.29 million, up 12 percent from the previous year. Estimated¹⁷⁶ tourism revenue hit record levels, supporting hotels, restaurants, transport, and tour operators. The sector directly and indirectly provides hundreds of thousands of jobs, particularly in coastal and heritage regions¹⁷⁷.

The Growing Gold Trade

Gold remains Ghana's flagship¹⁷⁸ export. In 2024, production reached 4.8 million ounces¹⁷⁹ (see Fact Box), a 19.3

ts natural-resource endowment¹⁵⁶ has been a foundation¹⁵⁷ for growth, yet the country has actively diversified into agriculture¹⁵⁸, manufacturing¹⁵⁹, oil and gas, and services.

Because of its English-speaking status, coastal access, with large ports such as Tema Harbour in the south, and a relatively stable democracy, Ghana is often considered a regional hub for investment in West Africa. From an export perspective, Ghana's economy pivots on¹⁶⁰ three pillars:

- Gold
- Cocoa
- Oil and gas

Each plays a significant role in foreign-exchange¹⁶¹ generation.

Key Economic Activities

Agriculture remains a cornerstone¹⁶²: Ghana is a world-leading cocoa producer and also grows oil palm, rubber¹⁶³, maize¹⁶⁴, and cassava¹⁶⁵. The industrial sector contributes¹⁶⁶ roughly a third of GDP, with

¹⁵⁶ natural-resource endowment 'nætʃrəl rɪ'sɔ:s ɪn'dəʊnmənt bogactwo zasobów naturalnych

¹⁵⁷ foundation 'faʊn'deɪʃən fundament, podstawa

¹⁵⁸ agriculture 'ægrɪkʌltʃə rolnictwo

¹⁵⁹ manufacturing 'mænjʊ'fæktʃərɪŋ produkcja przemysłowa

¹⁶⁰ to pivot on sth tə 'pɪvət ɒn 'sʌmθɪŋ zależeć od czegoś, obracać się wokół czegoś

¹⁶¹ foreign-exchange 'fɔ:ən ɪks'tʃeɪndʒ wymiana zagraniczna

¹⁶² cornerstone 'kɔ:nstəʊn fundament, podstawa

¹⁶³ rubber 'rʌbə kauczuk

¹⁶⁴ maize 'meɪz kukurydza

¹⁶⁵ cassava 'kə'sə:və maniok

¹⁶⁶ to contribute sth tə kən'trɪbjʊ:t 'sʌmθɪŋ tu: wnosić coś, składać się na coś

¹⁶⁷ mining 'maɪnɪŋ górnictwo

¹⁶⁸ food processing fu:d 'prəʊsesɪŋ przetwórstwo

Ounces of Gold

Gold has been traded in ounces for centuries¹, and the troy ounce², the standard used for precious metals³, traces its origins⁴ to the medieval trading system in Troyes, France, rather than Ancient Greece. Adopted in the 18th century in the United Kingdom, the troy ounce provides a consistent⁵ standard for gold, silver and other precious metals.

One troy ounce equals approximately 31.1035 grams, or 0.0311 kilograms. Using Troy ounces ensures uniformity⁶ in reporting gold production, reserves, and trading across mines, commodity exchanges⁷ and industry publications worldwide.

¹ century 'sentʃəri stulecie

² troy ounce trɔɪ əʊns uncja trojańska

³ precious metal 'preʃəs 'metl metal szlachetny

⁴ to trace one's origins tə treɪs wʌnz 'brɪdʒɪnz wywodzić swój początek

⁵ consistent kən'sɪstənt jednolity

⁶ uniformity ju:nɪ'fɔ:məti jednolitość

⁷ commodity exchange kə'mɒdətɪ ɪks'tʃeɪndʒ giełda towarowa

INFOBOX

spożywcze

¹⁶⁹ fintech 'fɪntek technologia finansowa

¹⁷⁰ employment ɪm'plɔɪmənt zatrudnienie

¹⁷¹ economic output 'ekə'nɒmɪk 'aʊtpʊt produkcja gospodarcza

¹⁷² government revenue 'gʌvnmənt 'revɛnju: dochody budżetu państwa

¹⁷³ capital-intensive 'kæptɪl ɪn'tensɪv kapitałochłonny

¹⁷⁴ to limit sth tə 'lɪmɪt 'sʌmθɪŋ ograniczać coś

¹⁷⁵ in terms of sth ɪn tɜ:mz ɒv 'sʌmθɪŋ pod względem czegoś

¹⁷⁶ estimated 'estɪmeɪtɪd szacowany

¹⁷⁷ heritage region 'herɪtɪdʒ 'rɪ:dʒən region dziedzictwa (kulturowego, historycznego lub przyrodniczego), region o dużym znaczeniu

¹⁷⁸ flagship 'flæɡʃɪp flagowy

¹⁷⁹ ounce əʊns uncja

counting for¹⁸² 57 percent of merchandise exports¹⁸³, and the industry contributed GHS 17.7 bln (Ghananian cedi) in taxes¹⁸⁴, a 51 percent increase year-on-year¹⁸⁵.

In April 2025, the Ghana Gold Board (GoldBod) announced¹⁸⁶ measures to purchase portions of gold output to bolster¹⁸⁷ reserves and reduce smuggling, formalising a sector central to Ghana's economic strategy.

Trade, Investment Climate, and Infrastructure

Ghana's export basket¹⁸⁸ remains commodity-heavy, exposing the country to¹⁸⁹ global price shocks¹⁹⁰. However, it offers a relatively favourable investment climate:

- English law underpins¹⁹¹ business contracts
 - Accra serves as a banking and telecom hub
 - Upgraded¹⁹² ports at Tema and Takoradi facilitate¹⁹³ trade
- Investment opportunities include:
- Agribusiness (cocoa/chocolate processing, horticulture¹⁹⁴)
 - Mineral value-addition (gold refining)
 - Renewable energy¹⁹⁵ (hydropower, solar, wind)

- Digital services¹⁹⁶ and fintech

Beyond gold and agriculture, Ghana offers opportunities in:

- Energy: offshore gas, hydropower, solar and wind projects
- Tourism: new resorts, upgraded air and road access, eco-lodges
- Digital economy: mobile-money¹⁹⁷ platforms, internet services, start-ups
- Partnerships¹⁹⁸ between local and international firms can create value chains¹⁹⁹ in manufacturing, service delivery, and regional distribution.

Business Environment²⁰⁰ and Challenges²⁰¹

While Ghana offers a relatively favourable²⁰² climate for investors compared with many West African peers²⁰³, doing business is not without hurdles²⁰⁴.

Currency²⁰⁵ volatility²⁰⁶ can affect costs and profits, particularly for companies reliant on²⁰⁷ imported inputs²⁰⁸ or exporting in foreign currencies. Public-debt pressures²⁰⁹ occasionally prompt²¹⁰ tighter fiscal policies²¹¹, which can influence taxation and government spending.

Bureaucracy and infrastructure bottlenecks²¹² remain significant considerations²¹³. Registering a business is straightforward²¹⁴ for foreigners, and non-Ghanaian investors can legally establish companies, often with 100 percent ownership²¹⁵, though some sectors may require local partnerships.

However, the process can be slowed by administrative delays²¹⁶, with obtaining business licenses or permits²¹⁷ typically taking 2-8 weeks, approvals²¹⁸ for land use or construction ranging from 1-3 months, and environmental compliance clearances²¹⁹ sometimes extending to 4-6 months, depending on the agency and location.

Corruption, while declining²²⁰, is still a factor in certain sectors, and companies may need to navigate²²¹ informal payments²²² or delays in public services²²³.

Installing utilities²²⁴ such as electricity, water, and telecommunications can take time, particularly outside Accra or other major cities. For example:

- Electricity: In Accra or Kumasi, a new residential or small-business

¹⁸⁰ open-pit mine ˌɒpən ˈpɪt maɪn kopalnia odkrywkowa

¹⁸¹ to bring in sth tə ˈbrɪŋ ɪn ˈsʌmθɪŋ przynosić coś

¹⁸² to account for sth tə əˈkaʊnt fə ˈsʌmθɪŋ odpowiadać za coś

¹⁸³ merchandise exports ˈmɜːtʃəndaɪs ˈeksɔːts eksport towarów

¹⁸⁴ tax tæks podatek

¹⁸⁵ year-on-year jɪər ɒn jɪər rok do roku

¹⁸⁶ to announce sth tə əˈnaʊns ˈsʌmθɪŋ ogłaszać coś

¹⁸⁷ to bolster sth tə ˈbɒlstə ˈsʌmθɪŋ wzmocnić coś

¹⁸⁸ export basket ˈeksɔːt ˈbɑːskɪt koszyk eksportowy

¹⁸⁹ to expose sth to sth tə ˈeksˌpəʊz ˈsʌmθɪŋ tə ˈsʌmθɪŋ tu: narażać coś na coś

¹⁹⁰ price shock praɪs ʃɒk szok cenowy

¹⁹¹ to underpin sth tʊ ˌʌndəˈpɪn ˈsʌmθɪŋ stanowić podstawę czegoś

¹⁹² upgraded ˈʌpˈɡreɪdɪd zmodernizowany

¹⁹³ to facilitate sth tə fəˈsɪlɪteɪt ˈsʌmθɪŋ umożliwiać coś

¹⁹⁴ horticulture ˈhɔːtɪkʌltʃə ogrodnictwo

¹⁹⁵ renewable energy rɪˈnjuːəbl ˈenədʒɪ odnawialne źródła energii

¹⁹⁶ digital services ˈdɪdʒɪtəl ˈsɜːvɪsɪz usługi cyfrowe

¹⁹⁷ mobile-money ˈməʊbaɪl ˈmʌni płatności mobilne

¹⁹⁸ partnership ˈpɑːtnəʃɪp współpraca, partnerstwo

¹⁹⁹ value chain ˈvæljuː tʃeɪn łańcuch wartości

²⁰⁰ business environment ˈbɪznəs ɪnˈvaɪənmənt otoczenie biznesowe, środowisko biznesowe

²⁰¹ challenge ˈtʃælɪndʒ wyzwanie

²⁰² favourable ˈfeɪvərəbl przychylny

²⁰³ peer piə rówieśnik

²⁰⁴ hurdle ˈhɜːdl przeszkoda

²⁰⁵ currency ˈkʌrənsɪ waluta

²⁰⁶ volatility ˌvɒləˈtɪləti niestabilność

²⁰⁷ to be reliant on sth tə biː rɪˈlaɪənt ɒn ˈsʌmθɪŋ być zależnym od czegoś

²⁰⁸ inputs ˈɪnpʊts nakłady, środki produkcji, zasoby (wykorzystywane w procesie produkcyjnym)

²⁰⁹ public-debt pressures ˈpʌblɪk det ˈprefəz obciążenie długiem publicznym, presja długu publicznego

²¹⁰ to prompt sth tə prɒmpt ˈsʌmθɪŋ skłaniać do czegoś, wymuszać coś

²¹¹ fiscal policy ˈfɪskəl ˈpɒləsɪ polityka fiskalna

²¹² bottleneck ˈbɒtlnek wąskie gardło

²¹³ considerations kənˌsɪdəˈreɪʃənz względy

²¹⁴ straightforward streɪtˈfɔːwəd prosty

²¹⁵ ownership ˈɒnəʃɪp stan własności

²¹⁶ delay dɪˈleɪ opóźnienie

²¹⁷ permit ˈpɜːmɪt pozwolenie

²¹⁸ approval əˈpruːvəl zgoda

²¹⁹ environmental compliance ɪnˌvaɪənməntl kəmˈplajəns clearance ˈkliːərəns zaświadczenie o zgodności z wymogami środowiskowymi

²²⁰ to decline tə dɪˈklaɪn zmniejszać się

²²¹ to navigate tə ˈnævɪɡeɪt przebrnąć

²²² informal payments ɪnˈfɔːml ˈpeɪmənts łapówki

²²³ public services ˈpʌblɪk ˈsɜːvɪsɪz usługi publiczne

²²⁴ utilities juːˈtɪlətɪz media

connection may take 4-6 weeks if all documents and deposits are in order. Outside major cities, rural or semi-urban areas can face **waits**²²⁵ of 3–6 months, especially if transformer upgrades or new lines are needed.

- **Water:** Urban connections often take 2–8 weeks, while rural areas may require several months for **pipeline**²²⁶ **extensions**²²⁷ or new **boreholes**²²⁸.

²²⁵ wait *wɛɪt* **tu:** okres oczekiwania

²²⁶ pipeline *'paɪplajn* rurociąg

²²⁷ extension *ɪks'tenʃən* przedłużenie

²²⁸ borehole *'bɔːhəʊl* odwiert

²²⁹ fixed broadband connection *fɪkst 'brɔːdbænd kə'nekʃən* szerokopasmowy dostęp do internetu

²³⁰ provider *prə'vaɪdə* dostawca

²³¹ essential *i'senʃəl* niezbędny

²³² operational disruptions *ˌɒpə'reɪʃənəl dɪs'rʌpʃənz* zakłócenia w działalności

- **Telecommunications/Internet:** Mobile connections are immediate, but a **fixed broadband connection**²²⁹ can take 1-3 months in cities; in smaller towns, it may take longer due to limited infrastructure.

Delays are usually caused by bureaucracy, infrastructure limitations, and the need for inspections before service activation. For investors or new businesses,

²³³ uncommon *ʌn'kɒmən* rzadki

²³⁴ to emphasise sth *tu 'emfəsaɪz 'sʌmθɪŋ* podkreślać coś

²³⁵ legal support *'liːgəl sə'pɔːt* wsparcie prawne

²³⁶ risk management *rɪsk 'mænɪdʒmənt* zarządzanie ryzykiem

²³⁷ obstacle *'ɒbstəkl* przeszkoda

²³⁸ viable *'vaɪəbl* realny

²³⁹ frontier-market *'frʌntɪə 'mɑːkɪt* rynek krajów rozwijających się, które są mniej rozwinięte i mniejsze niż rynki wschodzące

planning and coordinating early with utility **providers**²³⁰ is **essential**²³¹ to avoid **operational disruptions**²³².

Getting paid can also present challenges: delayed payments are not **uncommon**²³³ in both private and public contracts, **emphasising**²³⁴ the importance of clear contracts, local **legal support**²³⁵, and **risk management**²³⁶ strategies.

Despite these **obstacles**²³⁷, Ghana's relative political stability, English-language business environment, and growing digital and service sectors make it a **viable**²³⁸ and attractive destination for investors willing to manage **frontier-market**²³⁹ risks.

African Gold

Gold has been mined in Africa for millennia. West African **kingdoms**¹ such as Ghana (ancient Ghana), Mali and Songhai built wealth on the trans-Saharan gold trade from c. AD 700–1600, exchanging gold for salt, textiles and horses. Europeans intensified gold **extraction**² from the 15th century, and colonial powers later industrialised mining, often with **exploitative**³ practices. In the 20th and 21st centuries, modern mining corporations and state actors have dominated large-scale extraction, while **artisanal miners**⁴ still provide much of the continent's output. Today, West Africa and Southern Africa are home to many of the continent's largest gold producers, and gold remains a **vital**⁵ export earner.

¹ kingdom *'kɪŋdəm* królestwo

² extraction *ɪks'trækʃən* wydobywanie

³ exploitative *ɪk'splɔɪtətɪv* wykorzystujący, wykorzystujący

⁴ artisanal miner *ɑː'tɪzənəl 'maɪnə* górnik rzemieślnik

⁵ vital *'vaɪtəl* istotny

INFOBOX



Incredible New Translation Tools Have Arrived – But Will They Get Lost in Translation¹?

Within the last few months, Apple and Google have **rolled out**² popular new tools that make language translation faster and easier than ever. Is that completely positive? BEM's Michael Gaylord **put on**³ his new Ray Ban glasses to **get to the bottom of**⁴ this trend.

- ¹ lost in translation *lost in træns'leɪʃən*
nieoddany w tłumaczeniu (np. o sensie lub stylu wyrażenia źródłowego)
- ² to roll out *tə rɔʊl aʊt* wprowadzić na rynek
- ³ to put on sth *tə pʊt ɒn 'sʌmθɪŋ* zakładać coś
- ⁴ to get to the bottom of sth *tə get tə ðə 'bɒtəm*
ɒv 'sʌmθɪŋ dotrzeć do sedna czegoś



OGLĄDAJ

VIDEO



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POBIERZ

NAGRANIA MP3



KOD DOSTĘPU:
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For years now, we've been accustomed to⁵ using familiar⁶ on-line services⁷ such as Google Translate to successfully learn new target language⁸ vocabulary⁹, check grammatical accuracy¹⁰, and even facilitate¹¹ communication with friends who

⁵ accustomed to sth ə'kʌstəmd tə 'sʌmθɪŋ przyzwyczajony do czegoś

⁶ familiar fə'mɪljə znany

⁷ online service ˌɒn'laɪn 'sɜ:vɪs usługa internetowa

⁸ target language 'tɑ:ɡɪt 'læŋɡwɪdʒ język docelowy (na który tłumaczymy jakiś tekst)

⁹ vocabulary vəʊ'kæbjʊləri słownictwo

¹⁰ grammatical accuracy grə'mætɪkəl 'ækjʊərəsɪ poprawność gramatyczna

¹¹ to facilitate sth tə fə'sɪlɪteɪt 'sʌmθɪŋ umożliwiać coś

A WORD WORTH REMEMBERING

on the fly
/ɒn ðə flaɪ/
na bieżąco

speak languages different from our own. For the most part¹², these have worked quite well, especially as new features¹³ such as audio examples have been added. However, with the help of artificial intelligence¹⁴ (AI), recent translation tools developed¹⁵ by the big tech¹⁶ companies have taken speech translation to a new level.

How Do They Work?

Two people speak to each other in their respective¹⁷ languages. After each utterance¹⁸, there is a delay¹⁹ of a few seconds during which time the tool translates the speech from, say, English to Spanish. The voice that the listener hears, which is computer generated, mimics²⁰ the original speaker's intonation and voice. Although manufacturers²¹ won't reveal²² all, the data²³ collected which allows the translators to work is likely²⁴ taken from existing translation services, textbooks²⁵, and government²⁶ documents.

Available²⁷ Translators

The best products currently on the market (with some others in the works²⁸) appear to be Google Meet's live translation (video conferencing tool), Meta's Ray Ban glasses, the latter²⁹ translating speech almost in real time³⁰ as the user wears the ultralight, rather³¹ stylish³² glasses. A third tool, an update³³ to Apple's AirPods earbuds³⁴, will also translate languages from speech on the fly³⁵. It's still in the works. This foray into³⁶ the live translation market is notable³⁷, said senior business editor³⁸ at WIRED magazine, Louise Mataskis. "The company tends to hold back³⁹ [on introducing⁴⁰ new tech features] until that technology is really mature⁴¹ and they know it's going to be reliable⁴². So, I think this shows that this technology is starting to mature", she said in an interview⁴³ with CBC's Piya Chattopadhyay. She also mentioned⁴⁴ that the newer generation tools are better at deciphering⁴⁵ the meaning⁴⁶ of slang terminology.

A Few Wrinkles⁴⁷

As impressive⁴⁸ as the technology is, there appear to be some limitations⁴⁹ and even a few potential problems. Google's product allows for translation only between Spanish and English, while the Ray Bans accommodate⁵⁰ just four languages (French and Italian, in addition to Spanish and English). Google Meet is also limited, in that users must be in the US and must be Google AI Pro premium service members⁵¹. That tidbit⁵² of info could be translated to something

¹² for the most part fə ðə məʊst pa:t przez większość czasu

¹³ feature 'fi:tʃə funkcja

¹⁴ artificial intelligence ,ɑ:tɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

¹⁵ developed dɪ'veləpt rozwinięty, rozbudowany

¹⁶ big tech ,bɪg 'tek gigant technologiczny

¹⁷ respective rɪs'pektɪv tu: własny

¹⁸ utterance 'ʌtərəns wypowiedź

¹⁹ delay dɪ'leɪ opóźnienie

²⁰ to mimic sth tə 'mɪmɪk 'sʌmθɪŋ naśladować, imitować coś

²¹ manufacturer ,mænjʊ'fæktʃərə producent

²² to reveal sth tə rɪ'vi:l 'sʌmθɪŋ ujawniać coś

²³ data 'deɪtə dane

²⁴ likely 'laɪklɪ prawdopodobnie

²⁵ textbook 'tekstbʊk podręcznik

²⁶ government 'gʌvnmənt rząd

²⁷ available ə'veɪləbl dostępny

²⁸ in the works ɪn ðə wɜ:k s w przygotowaniu

²⁹ the latter ðə 'lætə ten drugi z wymienionych

³⁰ in real time ɪn rɪəl taɪm w czasie rzeczywistym

³¹ rather 'rɑ:ðə całkiem

³² stylish 'staɪlɪʃ stylowy

³³ update ʌp'det aktualizacja

³⁴ earbud 'ɛəbʌd słuchawka douszna

³⁵ on the fly ɒn ðə flaɪ na bieżąco

³⁶ foray into sth 'fɔreɪ 'ɪntə 'sʌmθɪŋ pierwszy

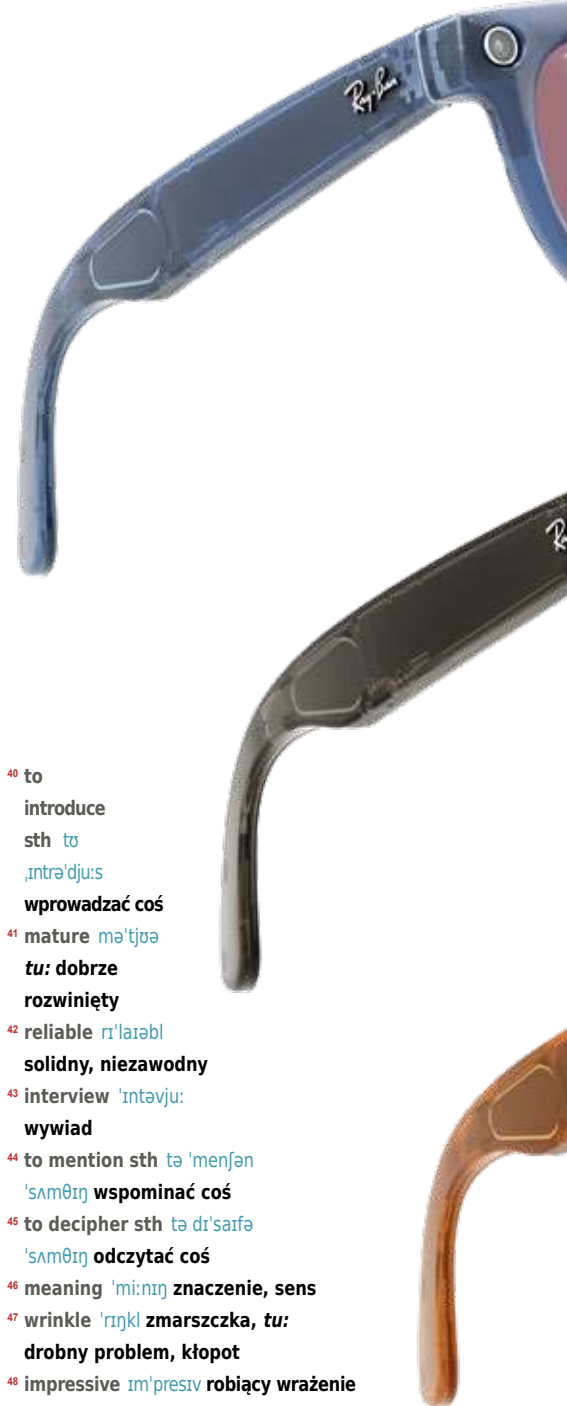
krok na czymś

³⁷ notable 'nəʊtəbl godny uwagi

³⁸ editor 'edɪtə redaktor

³⁹ to hold sth back tə həʊld 'sʌmθɪŋ bæk

wstrzymywać coś



⁴⁰ to

introduce

sth tə

,ɪntrə'dju:s

wprowadzać coś

⁴¹ mature mə'tjʊə

tu: dobrze

rozwinięty

⁴² reliable rɪ'laɪəbl

solidny, niezawodny

⁴³ interview 'ɪntəvju:

wywiad

⁴⁴ to mention sth tə 'menʃən

'sʌmθɪŋ wspominać coś

⁴⁵ to decipher sth tə dɪ'saɪfə

'sʌmθɪŋ odczytać coś

⁴⁶ meaning 'mi:nɪŋ znaczenie, sens

⁴⁷ wrinkle 'rɪŋkl zmarszczka, tu:

drobny problem, kłopot

⁴⁸ impressive ɪm'presɪv robiący wrażenie

⁴⁹ limitation ,lɪmɪ'teɪʃən ograniczenie

⁵⁰ to accommodate sth tə ə'kɒmədeɪt

'sʌmθɪŋ tu: obsługiwać coś

⁵¹ member 'membə członek

⁵² tidbit 'tɪdɪt ciekawostka

like: you gotta pay a pretty penny⁶³ for it! Furthermore⁶⁴, it doesn't save users' audio. However, Google is expected to add⁶⁵ more languages in the very near future, according to⁶⁶ a representative⁶⁷ interviewed by media.

Some skeptics⁶⁸ question⁶⁹ how effectively Google's translator works in a real meeting, noting that people don't usually have clear, fluid⁶⁰ conversations with each other. "They typically will overlap⁶¹ or interrupt⁶², and [there is the possibility of] a cacophony⁶³

occurring⁶⁴ when people are excitedly talking back and forth⁶⁵ [...] and voices cutting in⁶⁶ and then cutting back out⁶⁷ again. How is that controlled?" said Roger Kruez, a professor who specialises in the psychology of language at the University of Memphis in the US.

Additionally, while the tech companies producing the tools claim⁶⁸ they use objectivity to translate, are they able to capture⁶⁹ the nuance of language? Some point out⁷⁰ that existing translations can, at times, be formal, even stifled⁷¹. "Language is not neutral. What we learn in a textbook is not necessarily the way we speak", Mataskis added in her interview. According to

⁶³ pretty penny 'prɪtɪ 'penɪ pot. spora kwota, duża suma pieniędzy

⁶⁴ furthermore 'fɜːðə'mɔː co więcej

⁶⁵ to add tɔ æd dodawać

⁶⁶ according to sb ə'kɔːdɪŋ tə 'sʌmbədɪ według kogoś

⁶⁷ representative ,reprɪ'zentətɪv przedstawiciel

⁶⁸ skeptic 'skeptɪk sceptyk

⁶⁹ to question tə 'kwɛstʃən kwestionować

⁶⁰ fluid 'fluːɪd płynny

⁶¹ to overlap tɔ ,əʊvə'læp nakładać się na siebie

⁶² to interrupt tɔ ,ɪntə'rʌpt przerywać

⁶³ cacophony kæk'kɒfəni kakofonia

⁶⁴ to occur tɔ ə'kɜː występować

⁶⁵ to talk back and forth tə tɔ:k bæk ænd fɔːθ prowadzić dynamiczną wymianę zdań

⁶⁶ to cut in tə kʌt ɪn wtrącać się, wchodzić w słowo

⁶⁷ to cut back out tə kʌt bæk aʊt wycofywać się, znikać z rozmowy, nagle zakończyć wtrącenie

⁶⁸ to claim tə kleɪm twierdzić, utrzymywać

⁶⁹ to capture sth tə 'kæptʃə 'sʌmθɪŋ uchwycić, oddawać coś

⁷⁰ to point out sth tə pɔɪnt aʊt 'sʌmθɪŋ wskazywać na coś

⁷¹ stifled 'staɪflɪd tu: sztuczny





THIS TEST IS TO BE TAKEN... PASSIVELY

Complete each sentence with the correct passive form of the verb indicated in brackets.

Example 1 (Present Simple):

New translation tools _____ (use {present simple}) in many international meetings. (use → are used)

Example 2 (Past Simple):

Early versions of the software _____ (develop {past simple}) over ten years ago. (develop → were developed)

1. Large amounts of linguistic data _____ (collect {present simple}) before these tools can function accurately.
2. The earliest prototypes _____ (test {past simple}) only in small research labs.
3. During live conversations, speech _____ (convert {present simple}) into another language within seconds.
4. Only four languages _____ (support {present simple}) by the Ray Ban glasses at the moment.
5. Concerns _____ (raise {present perfect}) by experts about how well these devices handle interruptions.
6. In some cases, slang expressions _____ (interpret {present simple}) too formally by the software.
7. Google's premium translation feature _____ (limit {present simple}) to users in the United States.
8. Many hope that dying languages _____ (preserve {future simple}) as AI technology improves.

BEM TEST

Answers: 1. are collected, 2. were tested, 3. is converted, 4. are supported, 5. have been raised, 6. are interpreted, 7. is limited, 8. will be preserved

⁷² to assume *tə ə'sju:m* zakładac

⁷³ wide array of sth *wáid ə'rei ov 'sálmθɪŋ*
szeroki wachlarz czegoś

⁷⁴ expression *ɪks'preʃən* wyrażenie

⁷⁵ monolithic *'mɒnəθɪk* *tu:*
nieuwzględniający różnic i niuansów

⁷⁶ approach to sth *ə'prəʊtʃ tə 'sálmθɪŋ* podejście
do czegoś

⁷⁷ to consider *tə kən'sɪdə* brać pod uwagę

⁷⁸ cultural factor *'kʌltʃərəl 'fæktə* czynnik
kulturowy

⁷⁹ to influence *tə 'ɪnfluəns* wywierać
wpływ

⁸⁰ textual *'tekstʃʊəl* tekstowy

⁸¹ Mandarin *'mændərɪn* język
mandaryński

⁸² coffee shop *'kɒfi ʃɒp* kawiarnia

⁸³ therefore *'ðeəfɜ:* dlatego też

⁸⁴ ridiculous *rɪ'dɪkjʊləs*

niedorzeczny

⁸⁵ instant *'ɪnstənt* natychmiastowy

⁸⁶ state media *steɪt 'medɪə* media
publiczne

⁸⁷ to end up *tə end ʌp* *tu:* okazać się

⁸⁸ dry *draɪ* *tu:* sztywny

⁸⁹ certain *'sɜ:tɪn* pewny

critics, the translators **assume**⁷² there's only one way to translate a **wide array of**⁷³ words, **expressions**⁷⁴ and slang.

Such **monolithic**⁷⁵ **approaches to**⁷⁶ translation don't fully **consider**⁷⁷ **cultural factors**⁷⁸ that greatly **influence**⁷⁹ language. One user shared an example with BEM. "[While using a **textual**⁸⁰ translation tool to translate from English to **Mandarin**⁸¹], the barista in the **coffee shop**⁸² would look at me funny when I asked her if I could use their toilet (in the American way), 'Do you have a bathroom here?', which was a strange way to ask to use the toilet because in Mandarin they don't give people possession of things at their jobs. **Therefore**⁸³, to her it appeared that I was asking her a **ridiculous**⁸⁴ question – of course they had a toilet", she said.

So, if the new **instant**⁸⁵ speech translation tools use **state media**⁸⁶ texts to provide vocabulary, the translation could **end up**⁸⁷ being too **dry**⁸⁸. Because **certain**⁸⁹ sounds that have no **equivalent**⁹⁰ in the target language, they could present challenges for tools expected to make instant translations. "Culture plays a big role when it comes to language, and therefore we can't **paint** all these languages **with the same brush**⁹¹, in a sense", noted Mohammad Abdul Mageed, a university **researcher**⁹² specialising in **natural language processing**⁹³ and **machine learning**⁹⁴. "Historically, translation **apps**⁹⁵ have had trouble detecting and **properly**⁹⁶ translating **homophones**⁹⁷ or sarcasm", he added.

⁹⁰ equivalent *i'kwɪvələnt* odpowiednik

⁹¹ to paint sth with the same brush *tə peɪnt 'sálmθɪŋ wɪð ðə seɪm brʌʃ* **traktować wszystko jednakowo, wrzucać do jednego worka**

⁹² researcher *rɪ'sɜ:tʃə* badacz

⁹³ natural language processing *'nætʃrəl 'læŋgwɪdʒ 'prəʊsesɪŋ* przetwarzanie języka naturalnego

⁹⁴ machine learning *mə'ʃɪ:n 'lɜ:nɪŋ* uczenie maszynowe

⁹⁵ app *æp* *pot.* aplikacja

⁹⁶ properly *'prɒpəli* poprawnie

⁹⁷ homophone *'hɒməʊfəʊn* homofon

The New Tools Could Facilitate Language Learning

It's worth pointing out that there are some **conceivable**⁹⁸ positives to the development of the new, AI-assisted fast translators. Advances in machine learning could assist in the **preservation**⁹⁹ of dying languages. In this sense, it could be seen as a way of **maintaining**¹⁰⁰ **biodiversity**¹⁰¹. “We want to preserve the **animal kingdom**¹⁰², the **plant kingdom**¹⁰³. Language is a part of us, right? And if we let certain languages go, we are letting parts of us go”, added Mageed. Also, if people use the language tools to **aid**¹⁰⁴ their learning, rather than **depend on**¹⁰⁵ them, it could **pave the way**¹⁰⁶ for additional learning **settings**¹⁰⁷ – after achieving a comfortable level of communicative fluency, one could be more likely to go to the café with a friend fluent in the target language and **chatting**¹⁰⁸ with them in a natural way, for example.

Yet, as **convenient**¹⁰⁹ as these new “live” translators can be, they are not a **worthy substitute**¹¹⁰ for learning a new language **on one's own**¹¹¹. Many **scientists**¹¹² maintain that learning languages improves our

brain's **neuroplasticity**¹¹³. What's more, some **caution**¹¹⁴ that a lot of work will be needed as tech companies expand the AI-based language tools to **cover**¹¹⁵ additional language – after all, there are over 7,000 languages globally. They will have to take extra care when building language models that translate from European languages to Arabic, East Asian and African languages. At this point, perhaps the best approach is to think of tools such as Meta's Ray Bans and Google Meet's Live Translator not as **intermediaries**¹¹⁶ between us and our international friends and colleagues. Instead, they can be viewed as a way of **supporting**¹¹⁷ those social and professional **connections**¹¹⁸.

⁹⁸ **conceivable** kən'si:vəbl **możliwy**

⁹⁹ **preservation** ,prez:z:'veɪʃən **zachowanie**

¹⁰⁰ **to maintain** tə meɪn'teɪn **utrzymywać**

¹⁰¹ **biodiversity** ,baɪəʊdaɪ'vɜ:səti
bioróżnorodność

¹⁰² **animal kingdom** 'æniməl 'kɪŋdəm **królestwo zwierząt**

¹⁰³ **plant kingdom** plɑ:nt 'kɪŋdəm **królestwo roślin**

¹⁰⁴ **to aid sth** tə eɪd 'sʌmθɪŋ **wspomóc, wesprzeć coś**

¹⁰⁵ **to depend on sth** tə dɪ'pend ɒn 'sʌmθɪŋ **polegać na czymś**

¹⁰⁶ **to pave the way** tə peɪv ðə weɪ **torować drogę**

¹⁰⁷ **setting** 'setɪŋ **miejsce**

¹⁰⁸ **to chat** tə tʃæt **ucinać sobie pogawędkę**

¹⁰⁹ **convenient** kən'vi:njənt **wygodny**

¹¹⁰ **worthy substitute** 'wɜ:ði 'sʌbstɪtju:t **godny zastępca**

¹¹¹ **on one's own** ɒn wʌnz əʊn **samodzielnie, we własnym zakresie**

¹¹² **scientist** 'saɪəntɪst **naukowiec**

¹¹³ **neuroplasticity** ,njʊərəʊplə'stɪsɪti
neuroplastyczność

¹¹⁴ **to caution** tə 'kɔ:ʃən **ostrzegać**

¹¹⁵ **to cover sth** tə 'kʌvə 'sʌmθɪŋ **objąć, obejmować coś**

¹¹⁶ **intermediary** ,ɪntə'mi:djəri **pośrednik**

¹¹⁷ **to support sth** tə sə'pɔ:t 'sʌmθɪŋ **wspierać coś**

¹¹⁸ **connections** kə'nekʃnz **tu: relacje**



Jonathan Brill



POBIERZ NAGRANIA
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KOD DOSTĘPU:
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NA STRONIE
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The Brilliant Jonathan Brill

This is the story of how a frog turned into an **octopus**¹, and ultimately a **thought leader**² on business transformation.

Jonathan Brill was born in the United States in 1967. Little is publicly known about his **childhood**³, but his later career shows early signs of **curiosity**⁴ about how technology and human imagination **intersect**⁵. He has said that as a child, he was fascinated by how things worked and would **dismantle**⁶ toys to understand their mechanisms. These days, he **dissects**⁷ organisations to see how they work.

He studied Industrial Design at the Pratt Institute in New York, where he learned to combine creativity with practical **problem solving**⁸. He later completed **executive**⁹ training at the Stanford Graduate School of Business and worked as a **research consultant**¹⁰ at the MIT Media Lab. This unusual combination of design thinking, technology, and business strategy became the **foundation**¹¹ of his professional life. It explains why his **approach**¹² to futurism is never abstract or academic, but **rooted in**¹³ how ideas can be **applied**¹⁴ in the real world.

From Frog to Octopus

His career began in design and **product innovation**¹⁵. He worked as Creative Director at the **consultancy**¹⁶ Frog Design, one of the world's best-known design firms. There, he helped clients turn ideas into products – more than 350 of them in

HE ENCOURAGES LEADERS TO FOCUS ON STRUCTURAL CHANGE RATHER THAN INCREMENTAL IMPROVEMENT.

¹ octopus 'ɒktəpəs ośmiornica

² thought leader θɔ:t 'li:də osoba lub firma, która dzięki swojej wiedzy, innowacyjnym pomysłom i perspektywom na dany temat, jest uznawana za autorytet i eksperta w swojej branży lub dziedzinie

³ childhood 'tʃaɪldhʊd dzieciństwo

⁴ curiosity ,kɜ:ʒə'rɪ'bsə:tɪ ciekawość

⁵ to intersect tə ,ɪntə'sekt krzyżować się

⁶ to dismantle sth tə dɪs'mæntl 'sʌmθɪŋ rozbierać coś na części, rozkładać

⁷ to dissect sth tə dɑɪ'sekt 'sʌmθɪŋ wnikliwie coś analizować

⁸ problem solving 'prɒbləm 'sɒlvɪŋ rozwiązywanie problemów

⁹ executive ɪg'zekjʊtɪv manager, kierownik

¹⁰ research consultant rɪ'sɜ:tʃ kən'sʌltənt konsultant naukowy

¹¹ foundation faʊn'deɪʃən fundament

¹² approach ə'prəʊtʃ podejście

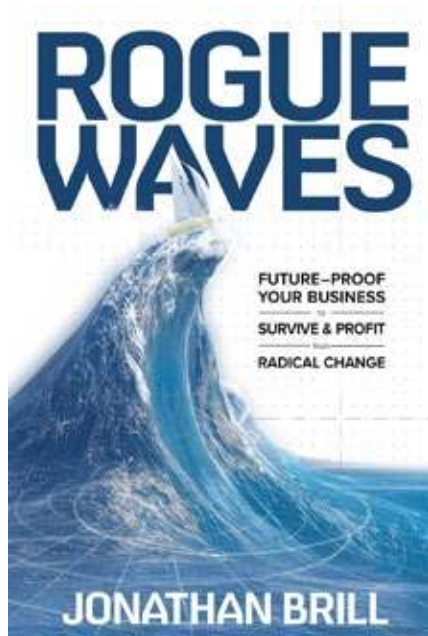
¹³ rooted in sth 'ru:tɪd ɪn 'sʌmθɪŋ mający źródło w czymś

¹⁴ to apply sth tə ə'plɑɪ 'sʌmθɪŋ stosować coś

¹⁵ product innovation 'prɒdʌkt ,ɪnəʊ'veɪʃən innowacje produktowe

¹⁶ consultancy kən'sʌltənsɪ firma konsultingowa

A WORD WORTH REMEMBERING
to reinvent oneself
/tə ,ri:ɪn'vent
wʌn'self/
wymyślać siebie
na nowo



total, which together generated tens of billions of dollars.

That practical **grounding**¹⁷ in innovation led him naturally to think about the future of organisations. How could companies not only invent new things but also **reinvent themselves**¹⁸? He moved into strategy and **foresight**¹⁹, becoming Global Futurist and Research Director at HP Inc., where he advised on long-term trends shaping technology and **society**²⁰. His **remit**²¹ included examining how automation, digital platforms and **artificial intelligence**²² would **affect**²³ the way companies operate.

Brill now **chairs**²⁴ the Center for Radical Change, advising corporate leaders and **governments**²⁵ on transformation and innovation. He is a **sought-after**²⁶ **keynote speaker**²⁷ and consultant for firms **navigating**²⁸ **disruption**²⁹. Harvard Business Review recently described him as “the world’s leading transformation architect”, while Forbes has named him the top-ranked futurist.

Publications and ideas

Johnathan Brill’s thinking is expressed most clearly in his two **major**³⁰ books.

His first, **Rogue Waves**³¹: *Future-Proof Your Business to Survive and Profit from Radical Change* (2021), uses the metaphor

of a rogue wave – a **sudden**³², unexpected and often destructive **surge**³³ in the ocean, to describe how **converging**³⁴ disruptions can hit organisations **without warning**³⁵. Rather than trying to predict each wave, he **urges**³⁶ companies to design themselves to **stay afloat**³⁷ **no matter what comes next**³⁸. It’s a **manual**³⁹ for building **resilience**⁴⁰ and opportunity in a **turbulent**⁴¹ world.

His second book, *AI and the Octopus Organization: Building the Superintelligent Firm* (2025), is even more ambitious. It explores how companies need to restructure themselves for the age of artificial intelligence. The central image, the octopus, **captures**⁴² how an organisation can become **flexible**⁴³ and intelligent, with decision-making distributed across its **limbs**⁴⁴ rather than concentrated in a central head.

“The octopus isn’t just a metaphor,” Brill says. “It’s a **biological operating system**⁴⁵ for resilience.” In his view, the future of business will not be hierarchical but **networked**⁴⁶. Intelligence will no longer reside at the top of a pyramid but at the **edges**⁴⁷, close to customers, **data**⁴⁸ and action.

He **argues**⁴⁹ that most AI projects fail not because the technology is **weak**⁵⁰ but because the organisations adopting it are still built for the **industrial age**⁵¹. “AI **deployments**⁵² **rarely**⁵³ fail because the algorithms don’t work,” he explains. “They fail because the technology is introduced into organisations that were never designed to take advantage of it.”

Brill’s Octopus model has three **key features**⁵⁴:

- **Distributed**⁵⁵ **decision-making**⁵⁶ – “Eight Arms.” **Authority**⁵⁷ is pushed to the edges of the organisation so that teams closest to customers and information can act quickly without waiting for central **approval**⁵⁸.

¹⁷ **grounding** 'graʊndɪŋ ugruntowanie, osadzenie (np. w rzeczywistości, w praktyce), gruntowna znajomość

¹⁸ **to reinvent oneself** tə ˌriːɪn'vent wɒn'self wymyślać siebie na nowo

¹⁹ **foresight** ˈfɔːsaɪt przewidywanie, prognozowanie

²⁰ **society** sə'saɪəti społeczeństwo

²¹ **remit** rɪ'mɪt kompetencje, zakres odpowiedzialności

²² **artificial intelligence** ˌɑːtɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

²³ **to affect** tə ə'fekt oddziaływać

²⁴ **to chair** tə tʃeə sprawować funkcję prezesa

²⁵ **government** 'gʌvənmənt rząd

²⁶ **sought-after** 'sɔːt'ɑːftə mający wzięcie

²⁷ **keynote speaker** 'kiːnəʊt 'spiːkə główny prelegent, najważniejszy mówca

²⁸ **to navigate sth** tə 'nævɪgeɪt 'sʌmθɪŋ przebrnąć przez coś

²⁹ **disruption** dɪs'rʌpʃən zakłócenie

³⁰ **major** 'meɪdʒə główny, ważny

³¹ **rogue wave** rəʊg weɪv potężna fala

³² **sudden** 'sʌdn nagły, niespodziewany

³³ **surge** sɜːdʒ fala

³⁴ **converging** kən'vɜːdʒɪŋ zbieżny

³⁵ **without warning** wɪ'ðaʊt 'wɔːnɪŋ bez ostrzeżenia

³⁶ **to urge** tə ɜːdʒ zalecać

³⁷ **to stay afloat** tə steɪ ə'fləʊt utrzymać się na powierzchni

³⁸ **no matter what comes next** nəʊ 'mætə wɒt kʌmz nekst niezależnie od wszystkiego

³⁹ **manual** 'mænjʊəl podręcznik, instrukcja obsługi

⁴⁰ **resilience** rɪ'zɪljəns odporność, elastyczność

⁴¹ **turbulent** 'tɜːbjələnt niespokojny

⁴² **to capture sth** tə 'kæptʃə 'sʌmθɪŋ uchwycić, oddawać coś

⁴³ **flexible** 'fleksəbl elastyczny

⁴⁴ **limb** lɪm kończyna

⁴⁵ **operating system** 'ɒpəreɪtɪŋ 'sɪstəm system operacyjny

⁴⁶ **networked** 'netwɜːkt sieciowy, połączony z siecią

⁴⁷ **edge** edʒ krawędź, brzeg

⁴⁸ **data** 'deɪtə dane

⁴⁹ **to argue** tə 'ɑːgjuː twierdzić

⁵⁰ **weak** wiːk słaby

⁵¹ **industrial age** ɪn'dʌstriəl eɪdʒ era przemysłowa

⁵² **deployment** dɪ'plɔɪmənt wdrożenie, zastosowanie

⁵³ **rarely** 'reəli rzadko

⁵⁴ **key feature** kiː 'fi:tʃə kluczowa cecha

⁵⁵ **distributed** dɪs'trɪbjʊːtɪd tuː rozproszony

⁵⁶ **decision-making** dɪ'sɪʒn meɪkɪŋ proces podejmowania decyzji

⁵⁷ **authority** ɔː'thɔːrɪtɪ władza

⁵⁸ **approval** ə'pruːvəl zgoda, zatwierdzenie

JONATHAN BRILL'S CORE MESSAGE IS THAT IN THE AGE OF AI, SUCCESS WILL DEPEND LESS ON EFFICIENCY AND MORE ON ADAPTABILITY.

- **Seamless connectivity**⁵⁹ – “*The Neural Necklace*⁶⁰.” Data and **intelligence**⁶¹ flow freely between the centre and the periphery, linking every part of the organisation through AI-driven communication and **shared insight**⁶².
- **Balanced leadership**⁶³ rhythms – “*Three Hearts*.” Leadership operates on three **complementary**⁶⁴ rhythms: analytical, **agile**⁶⁵ and **aligned**⁶⁶, **ensuring that**⁶⁷ strategy, innovation and **execution**⁶⁸ move in harmony rather than in isolation.

His message is that the next generation of firms must think, feel and act more like living organisms than machines.

Advice

His **appeal**⁶⁹ lies partly in his ability to make complex ideas sound human and practical. He often **frames**⁷⁰ transformation as a **mindset**⁷¹ rather than a project plan. “*You don’t have to predict the future*,” he says. “*You just have to know how to change with it*.”

He tells leaders to start small: find one decision that **wastes**⁷² time and deliver it faster and better by **empowering**⁷³ the people closest to it with data and AI. “*Transformation begins when people see AI working for them – simplifying*⁷⁴ **workflows**⁷⁵, **uncovering**⁷⁶ **insights**, **reducing friction**⁷⁷.”

He also **warns**⁷⁸ that technology alone will not save a **poorly**⁷⁹ designed company. “*Success comes not from automating tasks*

*but from reimagining*⁸⁰ **how organisations function at every level**.”

He challenges people to **take an honest look in the mirror**⁸¹. “*Ask yourself, what are the things we won’t do? That’s the blue ocean*⁸². *That’s where the opportunity lies*.” He encourages leaders to focus on structural change rather than **incremental**⁸³ improvement, thus freeing human potential by redesigning the way work itself is organised.

Why His Work Matters⁸⁴

Jonathan Brill’s influence **stems from**⁸⁵ three main **factors**⁸⁶.

Credibility⁸⁷. He is not an **academic**⁸⁸ observing from a distance. He has spent years building real products and **guiding**⁸⁹ innovation in global firms. When he talks about the friction between creativity and corporate systems, he speaks from experience.

Clarity⁹⁰. His metaphors, such as rogue waves and octopuses, are **vivid**⁹¹ but not **gimmicky**⁹². They give executives a language for thinking about change that feels alive and **urgent**⁹³. He manages to turn abstract trends like AI and automation into practical questions of design and structure.

Actionability⁹⁴. He doesn’t stop at describing problems; he offers concrete steps. His model for the Octopus Organisation **sets out**⁹⁵ how to push authority to the edges, connect teams through intelligent systems and build resilience into the DNA of the organisation.

⁵⁹ **seamless connectivity** 'si:mli:s kə,nek'tvəti
płynna łączność (stan, w którym użytkownik ma nieprzerwany, automatyczny i niewymagający ingerencji dostęp do sieci - Internet, dane, komunikacja - podczas przechodzenia między różnymi technologiami, urządzeniami lub lokalizacjami)

⁶⁰ **necklace** 'nekləs naszyjnik

⁶¹ **intelligence** ɪn'telɪdʒəns **tu: informację**

⁶² **shared insight** ʃeəd 'ɪnsaɪt **tu: wspólne spostrzeżenia**

⁶³ **leadership** 'li:dəʃɪp przywództwo, kierownictwo

⁶⁴ **complementary** ,kɒmplɪ'mentəri

komplementarny, uzupełniający

⁶⁵ **agile** 'ædʒaɪl elastyczny, zwinny

⁶⁶ **aligned** ə'laɪnd **dopasowany, uzgodniony**

⁶⁷ **to ensure that** tə ɪn'ʃʊə ðæt **zapewniać, że, gwarantować, że**

⁶⁸ **execution** ,eksɪ'kju:ʃən realizacja

⁶⁹ **appeal** ə'pi:l atrakcyjność, urok

⁷⁰ **to frame** tə freɪm **formułować**

⁷¹ **mindset** 'maɪndset **nastawienie, sposób myślenia**

⁷² **to waste sth** tə weɪst 'sʌmθɪŋ **marnować coś**

⁷³ **to empower sth** tə ɪm'paʊə 'sʌmθɪŋ **wspierać, wzmacniać coś**

⁷⁴ **to simplify sth** tə 'sɪmplɪfaɪ 'sʌmθɪŋ

upraszczać coś

⁷⁵ **workflow** 'wɜ:kfləʊ **organizacja zadań**

⁷⁶ **to uncover sth** tə ʌn'kʌvə 'sʌmθɪŋ **odkrywać coś**

⁷⁷ **friction** 'frɪkʃən **tarcia**

⁷⁸ **to warn** tə wɔ:n **ostrzegać**

⁷⁹ **poorly** 'pʊəli **źle**

⁸⁰ **to reimagine** tə ,ri:ɪ'mædʒɪn **wyobrazić sobie na nowo**

⁸¹ **to take an honest look in the mirror** tə teɪk ən 'ɒnɪst lʊk ɪn ðə 'mɪrə **uczciwie spojrzeć w lustro**

⁸² **blue ocean** blu: 'əʊʃən **nawiązanie do strategii błękitnego oceanu opisującej to jak firmy mogą osiągnąć wysoki i zrównoważony wzrost zysków poprzez tworzenie nowej przestrzeni rynkowej, w której konkurencja staje się nieistotna**

⁸³ **incremental** ,ɪŋkrə'mentl **stopniowy**

⁸⁴ **to matter** tə 'mætə **liczyć się, mieć znaczenie**

⁸⁵ **to stem from sth** tə stem frɒm 'sʌmθɪŋ **wynikać z czegoś**

⁸⁶ **factor** 'fæktə **czynnik**

⁸⁷ **credibility** ,kredi'bɪləti **wiarygodność**

⁸⁸ **academic** ,æke'demɪk **naukowiec**

⁸⁹ **to guide sth** tə gaɪd 'sʌmθɪŋ **tu: wprowadzać coś, przewodniczyć czemuś**

⁹⁰ **clarity** 'klærəti **jasność, klarowność**

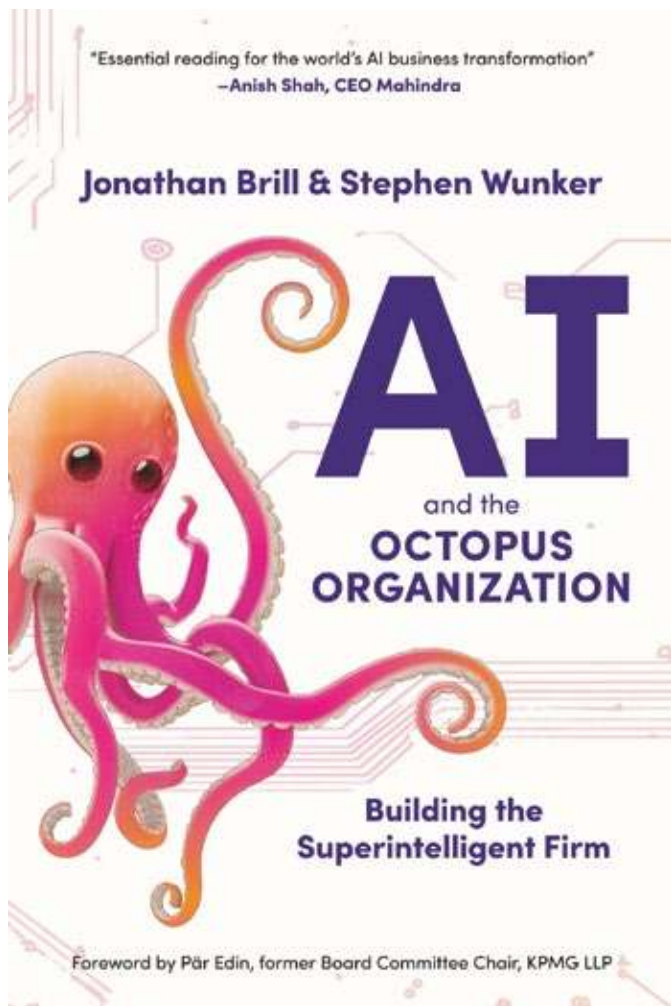
⁹¹ **vivid** 'vɪvɪd **tu: sugestywny**

⁹² **gimmicky** 'ɡɪmɪki **efekciarski, oparty na tanich chwytach**

⁹³ **urgent** 'ɜ:dʒənt **pilny**

⁹⁴ **actionability** ,ækʃnə'bɪləti **wykonalność, możliwość podjęcia działania, przydatność w praktyce**

⁹⁵ **to set out sth** tə set aʊt 'sʌmθɪŋ **przedstawiać, określać, wyznaczać coś (tu: plan, model)**



His ideas arrive at a time when many companies are experimenting with AI, but few are **rethinking**⁹⁶ their organisational architecture. Most still operate on **principles**⁹⁷ designed for a slower, more **predictable**⁹⁸ world, **layers**⁹⁹ of hierarchy, centralised control, and **information bottlenecks**¹⁰⁰. His insight is that AI does not fit **neatly**¹⁰¹ into those structures. To gain its benefits, organisations must change shape.

In his words, “AI’s true promise isn’t replacing humans – it’s **amplifying**¹⁰² our ability to coordinate at **unprecedented scale**¹⁰³.” He sees it as a chance to reimagine **collaboration**¹⁰⁴.

His **background**¹⁰⁵ in industrial design explains much of his approach. Designers are trained to see systems as **interconnected**¹⁰⁶, to balance beauty, function and **user experience**¹⁰⁷. He brings that same **sensibility**¹⁰⁸ to strategy and leadership. To him,

ers because they are structured to notice and **seize**¹¹⁹ **unexpected**¹²⁰ opportunities. Watch this space if you want to get lucky!

Time to Morph¹²¹

Jonathan Brill’s **core message**¹²² is simple but radical: in the age of AI, success will depend less on **efficiency**¹²³ and more on **adaptability**¹²⁴. Organisations must learn to sense, **respond**¹²⁵ and evolve like living systems. The companies that do so will not just **survive**¹²⁶ the coming waves of change; they will ride them.

As the **boundaries**¹²⁷ between human and machine intelligence continue to **blur**¹²⁸, Brill’s vision of the octopus organisation offers a warning and a **roadmap**¹²⁹. Those who **cling to**¹³⁰ **rigid**¹³¹ hierarchies may drown in the next surge of disruption.

an organisation is a kind of designed **artefact**¹⁰⁹: one that must evolve continuously as its environment changes.

Colleagues describe him as energetic, analytical and **relentlessly**¹¹⁰ **curious**¹¹¹. He enjoys challenging **assumptions**¹¹² and asking **awkward**¹¹³ questions about how decisions are made. His speaking style mixes optimism with urgency; he **insists**¹¹⁴ that disruption can be **harnessed**¹¹⁵ rather than feared, but only by those **willing to**¹¹⁶ rebuild themselves.

He has **hinted**¹¹⁷ at¹¹⁷ a further project around “*strategic luck*,” the idea that some organisations seem naturally more **fortunate**¹¹⁸ than others

Those who **embrace**¹³² flexibility, intelligence and connection will **thrive**¹³³. For that reason, Jonathan Brill stands among the most influential **thinkers**¹³⁴ in the architecture of transformation.

⁹⁶ to rethink *tə ˈriːθɪŋk* przemyśleć ponownie

⁹⁷ principle *ˈprɪnsəpl* zasada

⁹⁸ predictable *priːdɪktəbl* przewidywalny

⁹⁹ layer *ˈleɪə* warstwa

¹⁰⁰ information bottleneck *ˌɪnfəˈmeɪʃənˈbɒtlɪnek* wąskie gardło informacyjne, zator informacyjny

¹⁰¹ neatly *ˈniːtli* zgrabnie

¹⁰² to amplify sth *tə ˈæmplɪfaɪ ˈsʌmθɪŋ* wzmacniać coś

¹⁰³ at unprecedented scale *æt ənˈpresɪdntɪd skeɪl* na niespotykaną skalę

¹⁰⁴ collaboration *kəˌlæbəˈreɪʃən* współpraca

¹⁰⁵ background *ˈbækgraʊnd* *tu:* doświadczenie

¹⁰⁶ interconnected *ˈɪntəkəˈnektɪd* połączone

¹⁰⁷ user experience *ˈjuːzər ɪksˈpiəriəns*

doświadczenie użytkownika

¹⁰⁸ sensibility *ˌsensɪˈbɪləti* wrażliwość

¹⁰⁹ artefact *ˈɑːtɪfækt* *tu:* artefakt, ludzkie dzieło

¹¹⁰ relentlessly *rɪˈlentləsli* nieustannie

¹¹¹ curious *ˈkjʊəriəs* ciekawy

¹¹² assumption *əˈsʌmpʃən* założenie

¹¹³ awkward *ˈɔːkwəd* niezręczny

¹¹⁴ to insist *tə ɪnˈsɪst* uparcie twierdzić

¹¹⁵ to harness *tə ˈhɑːnəs* wykorzystywać

¹¹⁶ willing to do sth *ˈwɪlɪŋ tə duː ˈsʌmθɪŋ* skłonny do zrobienia czegoś

¹¹⁷ to hint *tə hɪnt* robić aluzję do czegoś

¹¹⁸ fortunate *ˈfɔːtʃənət* mający szczęście

¹¹⁹ to seize sth *tə siːz ˈsʌmθɪŋ* wykorzystać coś

¹²⁰ unexpected *ˈʌnɪksˈpektɪd* niespodziewany

¹²¹ to morph *tə mɔːf* przemienić

¹²² core message *kɔː ˈmesɪdʒ* główny przekaz

¹²³ efficiency *ɪˈfɪjənsi* efektywność, wydajność

¹²⁴ adaptability *əˌdæptəˈbɪləti* zdolność przystosowania się

¹²⁵ to respond *tə rɪsˈpɒnd* reagować

¹²⁶ to survive *tə səˈvaɪv* przetrwać

¹²⁷ boundary *ˈbɑːndərɪ* granica

¹²⁸ to blur *tə blɜː* zamazać, zacierać się

¹²⁹ roadmap *ˈrəʊd mæp* plan działania

¹³⁰ to cling to sth *tə klɪŋ tə ˈsʌmθɪŋ* kurczowo się czegoś trzymać

¹³¹ rigid *ˈrɪdʒɪd* sztywny, niezmienny

¹³² to embrace sth *tə ɪmˈbreɪs ˈsʌmθɪŋ* *tu:* wykorzystywać coś

¹³³ to thrive *tə θraɪv* odnosić sukcesy

¹³⁴ thinker *ˈθɪŋkə* myśliciel



by Paul Martin from
www.go-native.pl

Business Dialogues:

When the Numbers Don't Add Up¹

NimbusQ once called itself “the future of smart **scheduling**².” Investors agreed. Last year, the company **raised money**³ **at a high valuation**⁴ and **hired**⁵ quickly. But sales slowed, growth targets were missed, and cash started **disappearing**⁶ faster than planned. To **survive**⁷, the company now must **raise**⁸ new **investment**⁹, but **at a much lower valuation**¹⁰.

CEO¹¹ Lena must sit with her **board**¹², accept the financial reality, and decide who will stay, who will go, and how to explain everything without destroying what **remains**¹³ of the **company culture**¹⁴.

ACT 1: Difficult News

A quiet **boardroom**¹⁵. Afternoon light reflects on the long glass table. Three people sit with laptops open but untouched.

Victor (lead investor) closes a document on his screen.

Victor: We have the final offer. The deal is confirmed. The investor will **wire**¹⁶ the money, but the valuation is eighty million.

(**Lena** looks up. Her last round was at 160 mln).

Lena: That means the company is now worth half of what it was.

Priya: I'm afraid so. It's officially a **down-round**¹⁷.

There is a long pause.

Lena: Last year, I told the team that we were on a growth rocket. We doubled **headcount**¹⁸. People left stable jobs because they believed in our vision. Now I need to explain why we are suddenly... **going backwards**¹⁹.

Victor: Look, if it helps, you're not

the only one. The market has changed. Investors want profit, not just growth. Every company is being valued lower, even big ones.

Priya: We don't **approve**²⁰ the down-round because we don't believe in you. We approve it because we *do* believe in you, and we want the company to survive.

Lena (softly): So what must we do?

Victor: **Cut costs**²¹ until you can survive eighteen months without more funding.

Priya: That means big decisions. Not just **cancelling**²² **software**²³ subscriptions, you must reduce people.

Lena: I understand the numbers. I just wish they weren't connected to real humans.

Victor: Nobody enjoys this. But if you do nothing now, everyone will lose their job later. This is survival, not **surrender**²⁴. Lena is silent again. She presses her fingers together.

Lena: I can face financial reality. I just hate the idea of **breaking trust**²⁵.

Priya: Then don't break it. Communicate honestly, treat people with respect, and some of them will stay. But you cannot **avoid the pain**²⁶.

⁸ to raise sth tə reɪz 'sʌmθɪŋ tu: pozyskać coś

⁹ investment ɪn'vestmənt inwestycja

¹⁰ at a much lower valuation æt ə mʌtʃ 'ləʊə ,væljuː'eɪʃən przy znacznie niższej wycenie

¹¹ CEO = Chief Executive Officer ,si: i: 'əʊ = tʃi:f ɪg'zɛkjətɪv 'ɒf.i.sə dyrektor generalny

¹² board bɔ:d zarząd

¹³ to remain tə rɪ'meɪn pozostawać

¹⁴ company culture 'kʌmpəni 'kʌltjə kultura organizacyjna

¹⁵ boardroom 'bɔ:dru:m sala posiedzeń zarządu

¹⁶ to wire tə 'waɪə przelać

¹⁷ down-round daʊn raʊnd runda

finansowania w dół, spadkowa runda

¹⁸ headcount 'hedkaʊnt liczebność załogi

¹⁹ to go backwards tə ɡəʊ 'bækwɔ:dz cofać się

²⁰ to approve tə ə'pru:v akceptować, zatwierdzać

²¹ to cut costs tə kʌt kɒsts ciąć koszty

²² to cancel sth tə 'kænsəl 'sʌmθɪŋ anulować coś

²³ software 'sɒftweə(r) oprogramowanie

²⁴ surrender sə'rendə kapitulacja, składanie broni

²⁵ breaking trust 'breɪkɪŋ trʌst utrata zaufania

²⁶ to avoid the pain tə ə'vɔɪd ðə peɪn uniknąć bólu, cierpienia

¹ to add up tə æd ʌp zgadzać się

² scheduling 'fedʒu:lɪŋ planowanie

³ to raise money tə reɪz 'mʌni pozyskać środki, zebrać pieniądze

⁴ at a high valuation æt ə haɪ ,væljuː'eɪʃən przy wysokiej wycenie

⁵ to hire sb tə 'haɪə 'sʌmbədi zatrudniać kogoś

⁶ to disappear tə ,dɪsə'piə znikać

⁷ to survive tə sə'vaɪv przetrwać



ACT 2: The Choices

Next morning. A small meeting room. Screens show financial graphs. Mateo, the CFO²⁷, has been up since 5am.

Lena: I need multiple versions of a cost-cutting plan, not just one.

Mateo: Done. I created three.

He pushes a document across the table.

Mateo: Option A: Small cuts: nine months of runway²⁸. Option B: Medium cuts: one year. Option C: Major restructure²⁹: eighteen months.

Lena: Explain “major restructure.”

Mateo: We shrink³⁰ the company by twenty-five percent. Around forty people. Mostly sales and operations³¹. Engineering and product stay mostly intact³²; we must protect what makes us valuable³³.

Lena: And if we take the smaller option?

Mateo: Then we will be right back here in nine months, asking for money again. And we will look even weaker.

Lena: And morale?

Mateo: It will fall in every scenario. The difference is whether we manage it or ignore it. If layoffs³⁴ feel random³⁵, people will panic and leave. If we are transparent³⁶, and if we give the people who stay a real reason³⁷ to commit³⁸, we can stabilise.

Lena: A reason like... what?

Mateo: Fresh stock options³⁹. Not huge grants⁴⁰, but enough for people to feel the company still belongs to them.

Lena (thinking aloud): That means layoffs and equity grants on the same day.

Mateo: Yes. Imagine you are one of the survivors: you’ve just watched your friends lose their jobs. Tomorrow you get a LinkedIn message offering a higher salary somewhere else. Why stay? You need a reason.

Lena: What about messaging⁴¹?

Mateo: We must control the story⁴². If someone leaks⁴³ the phrase “down-round” without context, people will assume⁴⁴ the company is dying.

Lena: So we must say *it ourselves*. Before rumours⁴⁵ begin.

Mateo: Exactly. Remote companies⁴⁶ can fall apart⁴⁷ in hours if communication is unclear. Slack becomes a rumour machine.

Lena: I will speak to them live. Not a long email. Not a company memo⁴⁸.

Mateo: Good. And one more thing: support⁴⁹ for those leaving. If departures⁵⁰ feel cold or automated, if they just receive a calendar invite⁵¹, the emotional damage will spread⁵² to the entire team.

Lena: I hate this.

ACT 3: The Plan

Two days later. Back in the boardroom. The plan is ready.

Lena (presenting): We accept the down-round. I will explain to the team:

– The market changed, not just us

– We need to reduce costs

– We believe the product still has a future

Victor: Good start.

Lena: We will reduce headcount by twenty-five percent. Cuts will focus on projects that are not profitable⁵³ or not strategic. We are not removing the core product⁵⁴ team.

Priya: How will you speak to the company?

Lena: I will address⁵⁵ them live on video. I will explain the situation directly⁵⁶. I will not hide⁵⁷ the fact that this is a down-round⁵⁸. If I hide it, people will search for information elsewhere and think we are lying.

Victor: And those leaving?

Lena: They will receive a human conversation, no emails, four weeks of paid transition time⁵⁹, and appropriate⁶⁰ help with finding their next job. If we must lose people, we do it with respect⁶¹.

Priya: And those who remain?

Lena: They will get refreshed stock options. I will say: “Yes, the company is smaller. But your ownership⁶² is now bigger. If we rebuild successfully, you will benefit⁶³.”

Victor: Tone?

Lena: Honest⁶⁴, not dramatic. We are not collapsing. We are correcting course⁶⁵.

Priya: That matters. Many teams can accept bad news if it is clear and fair⁶⁶.

Lena: I will also stay available⁶⁷ for questions.

Victor: Good. Uncertainty⁶⁸ destroys trust faster than layoffs.

Lena closes her laptop.

²⁷ CFO = Chief Financial Officer 'sɪ:fəʊ tʃi:f faɪ'nænʃəl 'bɪfɪs dyrektor finansowy

²⁸ runway 'rʌnweɪ pozostały czas (w kontekście startupów i finansów: czas, jaki pozostał firmie do wyczerpania rezerw gotówkowych), dosł. pas startowy

²⁹ major restructure 'meɪdʒə ,rɪ:'strʌktʃə(r) poważna restrukturyzacja

³⁰ to shrink tə ʃrɪŋk zmniejszać

³¹ operations ˌɒpə'reɪʃnz działania operacyjne

³² intact ɪn'tækt nietknięty, nienaruszony

³³ valuable 'væljuəbəl wartościowy, cenny

³⁴ layoffs 'leɪ'ɒfs zwolnienia

³⁵ random 'rændəm przypadkowy, losowy

³⁶ transparent træns'peərənt transparentny, szczery

³⁷ reason 'ri:zn powód

³⁸ to commit tə kə'mɪt angażować się

³⁹ stock options stɒk 'ɒpʃnz opcje na akcje, prawo wykupu akcji po określonej cenie

⁴⁰ grant grɑ:nt dotacja, grant

⁴¹ messaging 'mesɪdʒɪŋ komunikacja

⁴² story 'stɔ:ri tu: narracja

⁴³ to leak tə li:k tu: ujawniać

⁴⁴ to assume tə ə'sju:m zakładać

⁴⁵ rumour 'ru:mə plotka, pogłoska

⁴⁶ remote company rɪ'məʊt 'kʌmpəni firma stawiąca na pracę zdalną

⁴⁷ to fall apart tə fɔ:l ə'pɑ:t rozpadać się

⁴⁸ company memo 'kʌmpəni 'meməʊ firmowa notatka, oficjalna informacja wewnętrzna

⁴⁹ support sə'pɔ:t wsparcie

⁵⁰ departure dɪ'pɑ:tʃə odejście

⁵¹ calendar invite 'kælɪndə rɪ'nvaɪt zaproszenie w kalendarzu (w programie, np. Outlook)

⁵² to spread tə spred rozprzestrzeniać się

⁵³ profitable 'prɒfɪtəbəl dochodowy, rentowny

⁵⁴ core product kɔ: 'prɒdʌkt podstawowy produkt

⁵⁵ to address sb tə ə'dres 'sʌmbədi zwracać się do kogoś

⁵⁶ directly dɪ'rekʃli wprost

⁵⁷ to hide sth tə haɪd'sʌmθɪŋ ukrywać coś

⁵⁸ down-round daʊn raʊnd runda finansowania przy niższej wycenie

⁵⁹ transition time træn'sɪʒən taɪm okres przejściowy, okres poszukiwania pracy

⁶⁰ appropriate ə'prəʊpɪət odpowiedni, stosowny

⁶¹ respect rɪ'spekt szacunek

⁶² ownership 'ɔ:nəʃɪp stan własności

⁶³ to benefit tə 'benɪfɪt zyskiwać

⁶⁴ honest 'ɒnɪst szczery

⁶⁵ to correct course tə kə'rekt kɔ:s korygować kurs

⁶⁶ fair feə uczciwy

⁶⁷ available ə'veɪləbəl dostępny

⁶⁸ uncertainty ʌn'sɜ:tntɪ niepewność

She looks tired, but her voice is **steady**⁶⁹.

Lena: Tomorrow will be the hardest day of my career. But the company will still exist the day after. That is my **responsibility**⁷⁰, and I accept it.

1. Investment & Funding Language

Language for discussing company value, fundraising, and investor expectations.

• **down-round** – an investment round at a lower company valuation than before

The company had to accept a down-round to keep operating.

• **valuation** – the estimated financial value of a company

The new valuation was half of what they achieved last year.

• **runway** – the amount of time a company can operate before it runs out of money

They needed at least eighteen months of runway to **recover**⁷¹.

• **term sheet** – a document that outlines the main conditions of an investment

Victor told Lena the term sheet was final and ready to sign.

• **market correction** – a change in market conditions that lowers prices or valuations

The investors explained that this was a market correction, not a **punishment**⁷².

• **equity refresh** – giving employees new stock options to motivate them to stay

After the layoffs, the company offered an equity refresh to the remaining team.

• **wire the money** – to transfer investment funds electronically

The investor agreed to wire the money as soon as the agreement was signed.

⁶⁹ steady 'stedɪ tu: opanowany

⁷⁰ responsibility rɪs,pɒnsə'bɪlətɪ odpowiedzialność

⁷¹ to recover tə rɪ'kʌvə dochodzić do siebie

⁷² punishment 'pʌnɪʃmənt kara

2. Restructuring & Layoff Language

Language for managing cost reductions and explaining why jobs must change or disappear.

• **headcount reduction** – cutting the number of people employed

The board required a twenty-five percent headcount reduction.

• **redundant role**⁷³ – a job that is no longer needed in the new plan

Several sales roles became redundant when the company changed strategy.

• **survivor employees** – workers who remain after layoffs

Without support, survivor employees might quickly leave too.

• **cost-cutting scenario** – a plan showing what happens if spending is reduced by different amounts

The CFO prepared three cost-cutting scenarios for the CEO.

• **core product** – the main product or service the company is built around

They decided not to cut the core product team because it was **essential**⁷⁴.

• **transition support** – help given to employees who are leaving the company

Lena promised transition support so no one would feel **abandoned**⁷⁵.

• **respectful exit** – leaving the company with **dignity**⁷⁶, clear information, and fair treatment

A respectful exit makes it more likely that people will speak positively afterward.

⁷³ redundant rɪ'dʌndənt rəʊl zbędne stanowisko, stanowisko przeznaczone do likwidacji (ze względu na restrukturyzację)

⁷⁴ essential ɪ'senʃəl niezbędny, podstawowy

⁷⁵ abandoned ə'bændənd porzucony

⁷⁶ dignity 'dɪgnɪtɪ godność, szacunek

⁷⁷ confidence 'kɒnfɪdəns zaufanie

3. Crisis Communication & Leadership

Language for communicating difficult news, protecting trust, and keeping morale stable.

• **control the message** – manage how information is communicated to avoid confusion or panic

If leaders do not control the message, rumours will spread instead.

• **live address** – speaking directly to employees in real time, usually by video or meeting

Lena chose to give a live address instead of writing an email.

• **transparency** – honest and open communication about what is happening and why

The board agreed that transparency was the only way to keep trust.

• **stabilise morale** – prevent employee motivation and **confidence**⁷⁷ from falling further

Clear information helps stabilise morale during **uncertain times**⁷⁸.

• **uncertainty kills** – a saying meaning that unclear information is more damaging than bad news

Victor reminded Lena that uncertainty kills startups faster than layoffs.

• **emotional impact** – the feelings caused by a difficult decision, such as fear or sadness

They discussed how to reduce the emotional impact on the team.

• **recommit**⁷⁹ – choose to stay and continue supporting the company after a crisis

Equity refresh helped remaining employees recommit to the company.

⁷⁸ uncertain times ʌn'sɜ:tn taɪmz niepewne czasy

⁷⁹ to recommit tə 'ri:kə'mɪt ponownie się zaangażować się, zdecydować się pozostać i nadal wspierać firmę po kryzysie



Morris Chang (b. 1931)

is a Taiwanese-American engineer who transformed global technology by **found-ing**¹ TSMC, the world's most advanced **chipmaker**². Before TSMC, tech companies had to design and produce their own **semiconductors**³, limiting innovation and access. Chang's "**pure-play foundry**" **model**⁴, fabricating chips for others, freed startups to design without building factories, **fuelling**⁵ the rise of firms like Apple, NVIDIA, and Qualcomm. This **shift**⁶ repositioned Taiwan as a **global tech powerhouse**⁷ and made TSMC vital to everything from smartphones to AI. Today, TSMC produces over 90 percent of the world's most advanced chips. Chang's legacy is not just technical but geopolitical: semiconductors have become the core infrastructure of the modern world.



Jane Goodall (1934–2025)

was a British **primatologist**⁸ and conservationist whose work reshaped how we see animals. With no formal scientific training, she arrived in Gombe, Tanzania in 1960, where her observations of chimpanzees using tools, forming hierarchies, and expressing emotion **upended**⁹ long-held beliefs about human uniqueness. **Earning a PhD**¹⁰ at Cambridge, she later founded the Jane Goodall Institute (1977) to support conservation and **community-led**¹¹ development, and, later, Roots & Shoots, a global youth movement for environmental action. She became a **tireless**¹² public speaker and UN Messenger of Peace. In her final message, released **posthumously**¹³, she **urged**¹⁴ courage in difficult ecological and political times, "Your life matters. What you do every day makes a difference. Don't give up."



Jensen Huang (b. 1963)

is a Taiwanese-American engineer who co-founded NVIDIA and **reshaped**¹⁵ computing by turning **graphics chips**¹⁶ into the engines of the AI revolution. **Originally**¹⁷ designed for video games, NVIDIA's GPUs, under Huang's leadership, have since become essential for training **large-scale**¹⁸ **machine learning models**¹⁹. This has enabled **breakthroughs**²⁰ in fields from autonomous vehicles and medical imaging to climate modelling and generative AI. By democratising access to high-performance computing, Huang **lowered**²¹ barriers for researchers and startups worldwide. In doing so, he helped **unlock**²² a wave of innovation that has transformed global industries. NVIDIA's central role in powering AI infrastructure has made Huang one of the defining figures of 21st-century technology.

¹ to found sth tə faʊnd 'sʌmθɪŋ założyć coś

² chipmaker 'tʃɪp,meɪkə(r) producent chipów/półprzewodników

³ semiconductor ,semɪkən'dʌktə(r) półprzewodnik

⁴ "pure-play foundry" model ,pjʊə pleɪ 'faʊndri 'mɒdl model "czystej odlewni" (model, w którym firma zajmuje się wyłącznie produkcją dla innych)

⁵ to fuel sth tə fjuːəl 'sʌmθɪŋ napędzać coś

⁶ shift ʃɪft zmiana, przesunięcie

⁷ global tech powerhouse 'glɔːbəl tek 'paʊə(r) haos globalna potęga technologiczna

⁸ primatologist ,praɪmə'tɒlədʒɪst prymatolog

⁹ to upend sth tʊ ʌp'end 'sʌmθɪŋ radykalnie coś zmienić

¹⁰ to earn a PhD tʊ ɜ:n ə pi: eɪtʃ di: uzyskać/zdobyć doktorat

¹¹ community-led kə,mju:nəti led prowadzony/kierowany przez społeczność

¹² tireless 'taɪələs niestrudzony, niezmordowany

¹³ posthumously 'pɒstʃʊməsli pośmiertnie

¹⁴ to urge tʊ ɜ:dʒ nakłaniać, ponaglać, usilnie prosić

¹⁵ to reshape sth tə ,ri:'ʃeɪp 'sʌmθɪŋ

przekształcać coś, nadawać czemuś nowy kształt

¹⁶ graphics chips 'græfɪks tʃɪps układy graficzne, chipy graficzne

¹⁷ originally ə'ɒrɪdʒɪnəli pierwotnie, początkowo

¹⁸ large-scale ,lɑ:dʒ 'skeɪl na dużą skalę, wielkoskalowy

¹⁹ machine learning model mə'ʃi:n 'lɜ:nɪŋ 'mɒdl model uczenia maszynowego

²⁰ breakthrough 'breɪkθru: przełom

²¹ to lower sth tə 'ləʊə(r) 'sʌmθɪŋ obniżać, zmniejszać coś

²² to unlock sth tʊ ʌn'lɒk 'sʌmθɪŋ odblokować coś, uwolnić coś (potencjał, możliwości)



The Series *House of Guinness*

Few brands have achieved synonymy with their **country of origin**¹ like Guinness, and a visit to the **Emerald Isle**² is incomplete without **downing a pint**³ of the black gold. There is also a grand story to be told of 19th-century Ireland under British rule, and four siblings **feuding**⁴ following the death of Sir Benjamin Guinness. Throw in Steven Knight, the creator of the hit series *Peaky Blinders*, and *House of Guinness* looks like a **recipe for success**⁵. While many have **quaffed**⁶ the episodes enthusiastically, **despite**⁷, or perhaps because of the now almost **statutory**⁸ **gratuitous**⁹ sex scenes and **expletives**¹⁰ that come with most adult Netflix series these days, the show has **bombed**¹¹ in its home country. While the Dublin accents are authentic (to the point of **incomprehensibility**¹² for some), critics argue that the Irish characterisation is as clichéd as leprechauns in green suits. For historical purists, the **billing**¹³ as fiction based on fact doesn't cut it. The lighting is dark and menacing, giving the series the feel of a Victorian steampunk horror film. For those who enjoyed *Peaky Blinders* and are not too worried about accuracy, it may well provide an enjoyable **romp**¹⁴ through the **brewery**¹⁵ and dirty washing of the Guinness family. Best enjoyed with a glass of stout and a **pinch of salt**¹⁶.



Starring: Anthony Boyle, Louis Partridge, Emily Faim, Fionn O'Shea

Directed: Tom Shankland and Mounia Akl

Creator, Writer, Executive Producer: Steven Knight

Release: 25th of September 2025, Netflix

Genres: Biography, Drama, History

¹ country of origin 'kʌntri ðv 'brɒdzɪn
kraj pochodzenia

² Emerald Isle 'emərəld aɪl Zielona
Wyspa

³ to down a pint tə daʊn ə paɪnt
wychylić kufel

⁴ to feud tə fju:d toczyć konflikt

⁵ recipe for success 'resɪpi fə sək'ses
przepis na sukces

⁶ to quaff tə kwɒf wypijać haustem
⁷ despite sth dɪs'paɪt 'sʌmθɪŋ
po/mimo czegoś

⁸ statutory 'stætjətərɪ obowiązkowy

⁹ gratuitous grə'tju:ɪtəs niepotrzebny

¹⁰ expletive eks'pli:tɪv przekleństwo

¹¹ to bomb tə bɒm tu: nie wypalić

¹² incomprehensibility
ɪn,kɒmpri'hensə'bɪlətɪ

niezrozumiałość, enigmatyczność

¹³ billing 'bɪlɪŋ określanie,
nazywanie (czegoś)

¹⁴ romp rɒmp tu: przegląd, przen.
przejażdżka (przez coś)

¹⁵ brewery 'brʊəri browar

¹⁶ with a pinch of salt wɪð ə pɪntʃ
ðv sɔ:lt z niedowierzaniem,
z pewnym dystansem

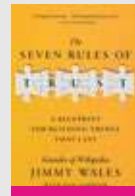


The Seven Rules of Trust: A Blueprint for Building Things That Last – Jimmy Wales with Dan Gardner

Wikipedia founder Jimmy Wales teams up with journalist Dan Gardner to explore how trust **underpins**² every lasting organisation. In *The Seven Rules of Trust*, they argue that amid today's declining confidence in institutions, trust has become a super-power – the invisible currency that determines whether teams, companies and **communities**³ succeed or fail. While many people dismissed the online encyclopaedia in the early days, it has established itself as a leading model of collaborative human **enterprise**⁴, so we can give Wales the **benefit of the doubt**⁵ in knowing what he is talking about.

The book **sets out**⁶ seven practical “rules:” purpose, transparency, reliability, empowerment, connection, renewal, and alignment, showing how leaders can build credibility and **resilience**⁷ through consistent behaviour rather than slogans. **Drawing on**⁸ Wales's experience managing one of the world's largest volunteer networks, the book blends insight and accessibility, with real-world examples replacing management jargon.

It is a timely and engaging read for anyone interested in leadership, culture, or organisational longevity, and you could also reflect on it at a personal level. While the subject matter isn't entirely new, Wales's first-hand perspective and Gardner's clear **prose**⁹ give it freshness and authority. The framework is straightforward, widely applicable and easy to understand and digest. Readers seeking deep academic analysis may find it **errs towards**¹⁰ the practical and anecdotal more than scientific evidence.



The Seven Rules of Trust is an easy-to-read guide to process of rebuilding trust. It is well worth **dipping into**¹¹ to **pick out**¹² some useful perspectives and ideas.

Published: October 28, 2025, by Crown Currency
Price: Kindle USD 15.74, Hardback USD 27.96

¹ blueprint 'blu:prɪnt plan, projekt

² to underpin sth tə ,ʌndə'paɪn 'sʌmθɪŋ
wzmocniać, podtrzymywać coś

³ community ke'mju:nɪti społeczność

⁴ enterprise 'entəpraɪz
przedsięwzięcie, projekt

⁵ benefit of the doubt 'benɪfɪt ðv ðə
daʊt kredyt zaufania

⁶ to set out sth tə set aʊt 'sʌmθɪŋ
przedstawiać coś

⁷ resilience rɪ'zɪliəns elastyczność

⁸ to draw on sth tə drɔ: ɒn 'sʌmθɪŋ
opierać się na czymś

⁹ prose prəʊz proza

¹⁰ to err towards sth tə ɜ: tə'wɔ:dz
'sʌmθɪŋ tu: skrecać w kierunku
czegoś

¹¹ to dip into sth tə dɪp 'ɪntə 'sʌmθɪŋ
przeglądać coś

¹² to pick out sth tə pɪk aʊt 'sʌmθɪŋ
wybierać coś

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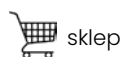
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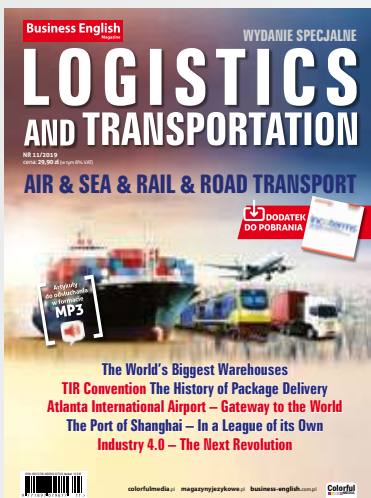
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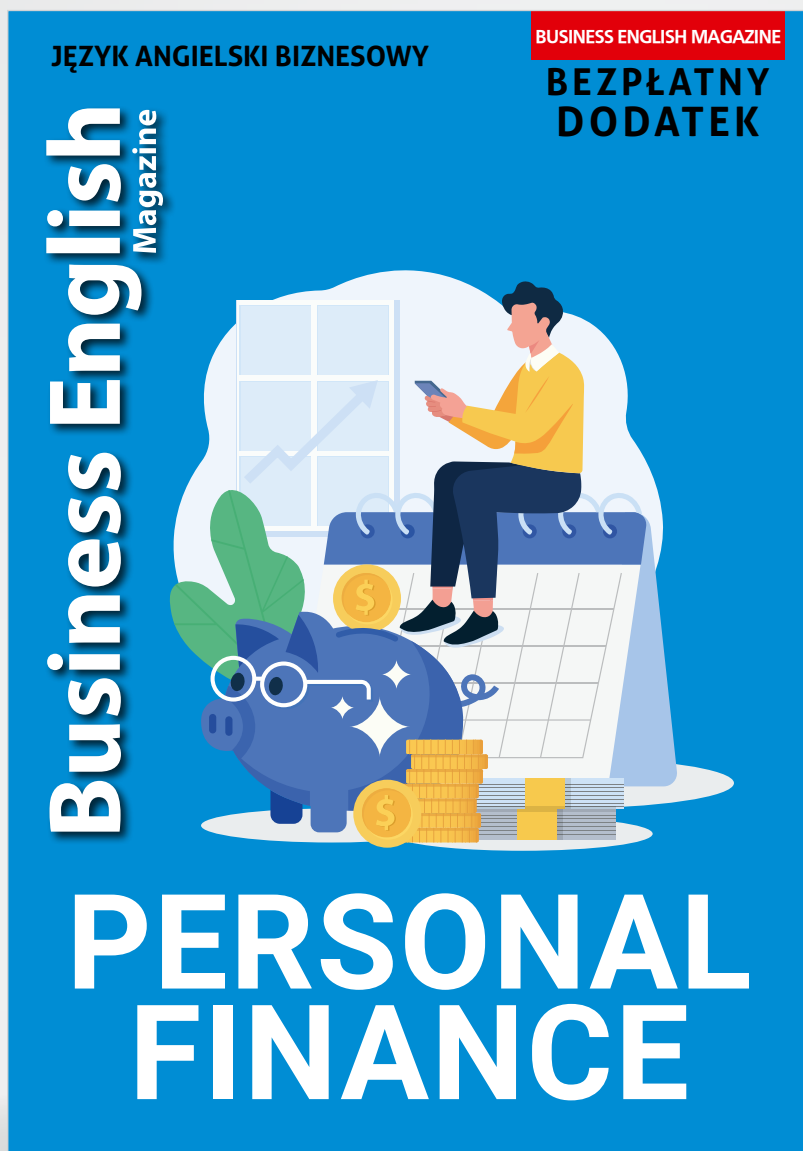
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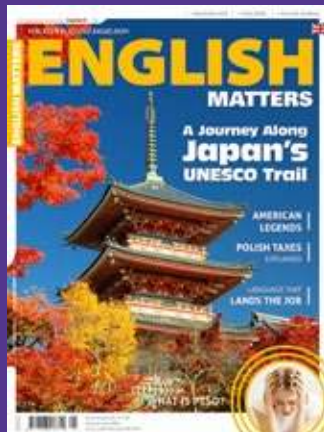
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