

JEDYNY MAGAZYN POŚWIĘCONY BUSINESS ENGLISH



BUSINESS ENGLISH MAGAZINE

# Business English Magazine

TWÓJ DODATEK



# THAILAND'S ECONOMIC UPGRADE

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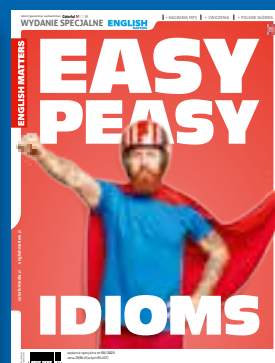
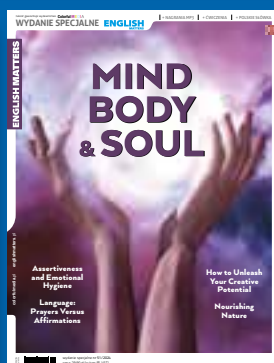
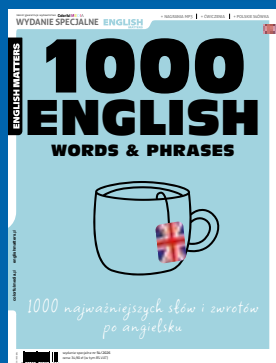
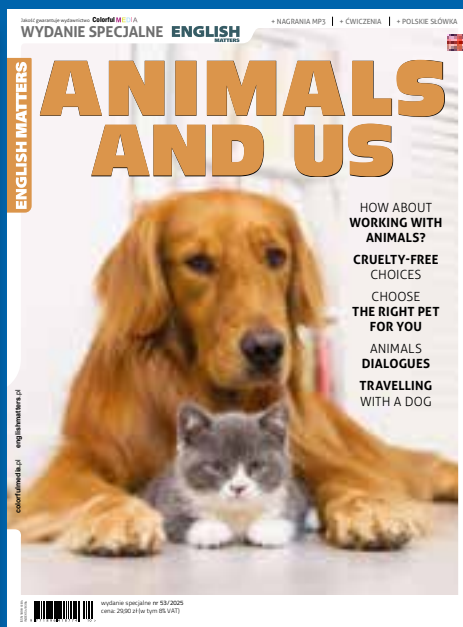
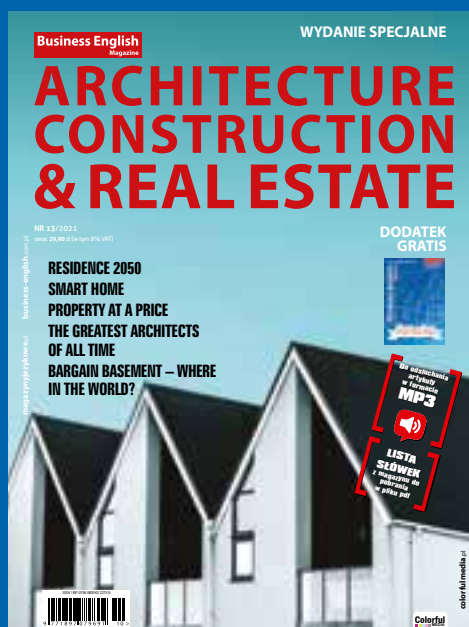
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VIDEO



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by Paul Martin from  
www.go-native.pl

## FRIENDSHIP HOUR

**NEWSFLASH<sup>1</sup>:** You no longer need to feel guilty about **chatting<sup>2</sup>** to a friend during work time. A Swedish company is piloting “Friendship Hour”, **encouraging employees<sup>3</sup> to<sup>4</sup>** reach out to others to combat the modern **scourge of loneliness<sup>5</sup>**.

Is it a smart **mental-health<sup>6</sup>** initiative, or an open invitation to **distraction<sup>7</sup>**?

For generations, the message from employers has been clear: work is for working. Personal conversations were something to be **squeezed into<sup>8</sup>** lunch breaks, whispered **by the kettle<sup>9</sup>**, or saved for **after hours<sup>10</sup>**. The image of two employees chatting has been **shorthand for<sup>11</sup>** lost productivity for too long, a **minor offence<sup>12</sup>** **policed<sup>13</sup>** by **watchful<sup>14</sup>** managers and time clocks alike.

That **assumption<sup>15</sup>** is now being challenged by a small but provocative experiment in Sweden. Under a new initiative **dubbed<sup>16</sup>** Friendship Hour, employees are formally encouraged to spend up to an hour a week connecting with friends. “Fine,” many employers might say, “Just don’t do it **during paid time<sup>17</sup>**.”

And **there’s the rub<sup>18</sup>** – this initiative encourages employees to chat inside or outside the company during regular work hours. The goal is not **networking<sup>19</sup>** or team-building in the corporate sense, but something more human: maintaining real **social bonds<sup>20</sup>** in an era of rising loneliness.

The idea would have been **unthinkable<sup>21</sup>** on the factory **shopfloors<sup>22</sup>** of the 19th and 20th centuries. Even in office environments, personal phone calls were monitored, and chatting to a friend or **relative<sup>23</sup>** would be considered **inappropriate<sup>24</sup>**, unless regarding an **urgent matter<sup>25</sup>**, such as a sick child.

We have relaxed the workplace with

open-plan offices, casual dress codes and **break-out areas<sup>26</sup>**, making workplaces feel more social. Yet, there is often an **unwritten rule<sup>27</sup>** not to **overdo<sup>28</sup>** it. Many managers accepted that a little chat helps build morale and improve communication, but too much equals a lack of **commitment<sup>29</sup>**.

Then came **remote** and hybrid **work<sup>30</sup>**. Slack, Teams and Zoom replaced **corridor<sup>31</sup>** conversations, while loneliness quietly **surged<sup>32</sup>**. Studies across Europe and North America show more adults reporting weak **social ties<sup>33</sup>**, even while being constantly “connected” online. For employers, this has created a new problem: isolated employees are more **prone to<sup>34</sup>** **burnout<sup>35</sup>**, **disengagement<sup>36</sup>** and long-term **sickness absence<sup>37</sup>**.

Friendship Hour is a **response<sup>38</sup>** to that **shift<sup>39</sup>**. Its **supporters<sup>40</sup>** argue that social connection is not a distraction from work but a **prerequisite<sup>41</sup>** for **sustainable performance<sup>42</sup>**. By **legitimising<sup>43</sup>** personal contact, companies may reduce stress, improve mental health and even **boost<sup>44</sup>** loyalty. An employee who feels **permitted to<sup>45</sup>** check in with a friend, they argue, may return to their tasks more focused, not less.

Sceptics are **unconvinced<sup>46</sup>**. Critics worry about **blurred boundaries<sup>47</sup>** and **uneven<sup>48</sup>**

<sup>1</sup> **newsflash** 'nju:zflæʃ **wiadomość z ostatniej chwili**

<sup>2</sup> **to chat** tə tʃæt **ucinać sobie pogawędkę**

<sup>3</sup> **employee** ,emplɔɪˈi: **pracownik**

<sup>4</sup> **to encourage sb to do sth** tə ɪnˈkʌrɪdʒ 'sʌmbədɪ tə du: 'sʌmθɪŋ **zachęcać kogoś do robienia czegoś**

<sup>5</sup> **scourge of loneliness** skɜ:ɹdʒ ɒv 'læʊnlɪnəs **plaga samotności**

<sup>6</sup> **mental-health** ,mentl 'helθ **zdrowie psychiczne**

<sup>7</sup> **distraction** dɪsˈtrækʃən **rozproszenie uwagi**

<sup>8</sup> **squeezed into sth** skwi:zd **wciśnięty w coś**

<sup>9</sup> **by the kettle** baɪ ðə 'ketl **przy czajniku, przy parzeniu herbaty**

<sup>10</sup> **after hours** 'ɑ:ftər 'aʊəz **po godzinach, po pracy**

<sup>11</sup> **shorthand for sth** 'ʃɔ:tænd fə 'sʌmθɪŋ **tu: symbol czegoś**

<sup>12</sup> **minor offence** 'maɪnər ə'fens **drobne wykroczenie**

<sup>13</sup> **policed** pə'li:st **kontrolowany, nadzorowany**

<sup>14</sup> **watchful** 'wɒtʃfʊl **czujny**

<sup>15</sup> **assumption** ə'sʌmpʃən **założenie**

<sup>16</sup> **dubbed** dʌbd **nazwany**

<sup>17</sup> **during paid time** 'dʒʊərɪŋ peɪd taɪm **w godzinach pracy**

<sup>18</sup> **there’s the rub** ðeəz ðə rʌb **w tym właśnie sęk, tu jest pies pogrzebany**

<sup>19</sup> **networking** 'netwɜ:kɪŋ **proces nawiązywania i utrzymywania trwałych, wzajemnie korzystnych relacji biznesowych i zawodowych**

<sup>20</sup> **social bonds** 'səʊʃəl bɒndz **więzi społeczne**

<sup>21</sup> **unthinkable** ʌn'θɪŋkəbl **nie do pomyślenia**

<sup>22</sup> **shopfloor** 'ʃɒpflɔ: **hala produkcyjna**

<sup>23</sup> **relative** 'relatɪv **krewny**

<sup>24</sup> **inappropriate** ,ɪnə'prəʊpɪət **niestosowny, nie na miejscu**

<sup>25</sup> **urgent matter** 'ɜ:dʒənt 'mætə **pilna sprawa**

<sup>26</sup> **break-out area** breɪk aʊt 'eəriə **strefa relaksu**

<sup>27</sup> **unwritten rule** 'ʌn'raɪtŋ ru:l **niepisana zasada**

<sup>28</sup> **to overdo** tə ,əʊvə'du: **przesadzać**

<sup>29</sup> **commitment** kə'mɪtmənt **zaangażowanie**

<sup>30</sup> **remote work** rɪ'məʊt wɜ:k **praca zdalna**

<sup>31</sup> **corridor** 'kɒrɪdɔ: **korytarz**

<sup>32</sup> **to surge** tə sɜ:dʒ **wzrastać**

<sup>33</sup> **social ties** 'səʊʃəl 'taɪz **więzi społeczne**

<sup>34</sup> **prone to sth** prəʊn tə 'sʌmθɪŋ **podatny na coś**

<sup>35</sup> **burnout** 'bɜ:n'aʊt **wypalenie zawodowe**

<sup>36</sup> **disengagement** ,dɪsɪn'geɪdʒmənt **odłączenie, wycofanie się**

<sup>37</sup> **sickness absence** 'sɪkɪnəs 'æbsəns **nieobecność spowodowana chorobą**

<sup>38</sup> **response** rɪs'pɒns **odpowiedź, reakcja**

<sup>39</sup> **shift** ʃɪft **zmiana**

<sup>40</sup> **supporter** sə'pɔ:tə **zwolennik**

<sup>41</sup> **prerequisite** 'pri:'rekwɪzɪt **warunek wstępny**

<sup>42</sup> **sustainable performance** sə'steɪnəbl pə'fɔ:məns **wydajność**

<sup>43</sup> **legitimising** lɪ'dʒɪtəmaɪzɪŋ **legalizowanie**

<sup>44</sup> **to boost sth** tə bu:st 'sʌmθɪŋ **zwiększać coś**

<sup>45</sup> **to be permitted to** tə bi: 'pɜ:mɪtɪd tə **mieć pozwolenie na**

<sup>46</sup> **unconvinced** ,ʌnkən'vɪnst **nieprzekonany**

<sup>47</sup> **blurred boundaries** blɜ:d 'bɔ:ndərɪz **rozmyte, zacierające się granice**

<sup>48</sup> **uneven** 'ʌn'i:vən **tu: nierównomierny**



# A WORD WORTH REMEMBERING

blurred boundaries  
/blɜːd 'bændərɪz/  
rozmyte, zacierające się  
granice

application<sup>49</sup>. Who decides what counts as “friendship”? What stops an hour from becoming two? And in high-pressure environments, will employees really feel free to use the time, or will it become a benefit *in name only*<sup>50</sup>?

There is also the cultural question: what works in Sweden, with its strong trust-based work culture, may not translate easily elsewhere.

And what about the *long-held notion*<sup>51</sup> of keeping work and private lives separate? Maybe it never was *tenable*<sup>52</sup>, but some employees may *feel uneasy*<sup>53</sup> about work colonising yet another aspect of their personal life.

Many employers are likely to *resist*<sup>54</sup> the concept. They may *reasonably*<sup>55</sup> argue

that the friendship hour represents an additional employer cost or loss of productivity. The EU average working week is 36 hours. One hour represents approximately 2.8 percent of that time – who will *bear*<sup>56</sup> that cost? Are such calculations reasonable or *outdated*<sup>57</sup>?

Friendship Hour may prove to be a short-lived experiment or the start of a new *approach to*<sup>58</sup> the work environment and a *recognition*<sup>59</sup> that a quiet office is not necessarily a healthy one. A short chat with a friend might sometimes be part of the job, not a *guilty pleasure*<sup>60</sup>. Shh! Here comes the boss!

<sup>49</sup> application ˌæplɪ'keɪʃən stosowanie

<sup>50</sup> in name only ɪn neɪm 'æʊnli tylko z nazwy

<sup>51</sup> long-held notion lɒŋ held 'nəʊʃən od dawna

panujące przekonanie

<sup>52</sup> tenable 'tenəblɪ dający się obronić

<sup>53</sup> to feel uneasy tə fi:l ən'i:zi czuć się nieswojo

<sup>54</sup> to resist tə rɪ'zɪst opierać się

<sup>55</sup> reasonably 'ri:znəblɪ słusznie

<sup>56</sup> to bear sth tə beə 'sɪmθɪŋ ponieść coś, wziąć coś na siebie

<sup>57</sup> outdated ˌaʊt'detɪd nie na czasie

<sup>58</sup> approach to sth ə'prəʊtʃ tə 'sɪmθɪŋ podejście do czegoś

<sup>59</sup> recognition ˌrekəg'nɪʃən uznanie

<sup>60</sup> guilty pleasure 'ɡɪltɪ 'pleʒə wstydlawa przyjemność, przyjemność, która wywołuje poczucie winy

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by Janet Sandford

## BULGARIA JOINS THE EURO

**ON 1 JANUARY** 2026, Bulgaria officially became the twenty first country to join the euro **at the expense of**<sup>1</sup> its **previous**<sup>2</sup> **currency**<sup>3</sup>, the lev. Jonathan Moore **investigates**<sup>4</sup> the history and potential future implications of the change.

Bulgaria entered the European Union on 1 January 2007. In doing so, the Sofia **government**<sup>5</sup> **committed itself to**<sup>6</sup> joining the single European currency. Despite this, Bulgaria still remains the poorest EU **member state**<sup>7</sup>. In 2024, its **GDP**<sup>8</sup> **per capita**<sup>9</sup> was 34 percent below the EU average, making it the lowest in the Union. Its road to the **Eurozone**<sup>10</sup> has been **hindered by**<sup>11</sup> **thorny issues**<sup>12</sup> like corruption, **money laundering**<sup>13</sup> and high inflation.

Before they even joined the EU, the Bulgarian **authorities**<sup>14</sup> had long aspired to **adopting**<sup>15</sup> the euro. Back in 1997, the lev was **pegged to**<sup>16</sup> the German mark in an **attempt**<sup>17</sup> to control inflation. In 1999, Germany **switched to**<sup>18</sup> the euro and effectively pegged the lev to the single European currency.

Under the Maastricht Treaty of 1992, all EU member states must **satisfy**<sup>19</sup> five criteria to join the Eurozone. Targets are set for budget deficit, **debt-to-GDP ratio**<sup>20</sup>, inflation, **interest rates**<sup>21</sup> and **exchange rate stability**<sup>22</sup>.

According to the Financial Times, in 2024 Bulgaria failed to satisfy one of these five criteria, effectively **scuppering**<sup>23</sup> its ambition to adopt the euro by 1 January 2025. Despite **attaining**<sup>24</sup> relatively low levels of debt and budget deficit and **permitting**<sup>25</sup>

its leading banks to be **supervised**<sup>26</sup> by the ECB (European Central Bank) – the organisation **responsible**<sup>27</sup> for controlling EU **monetary policy**<sup>28</sup> – it was refused Eurozone **membership**<sup>29</sup> due to **excessive**<sup>30</sup> inflation. At the time, this was running at 5.1 percent – much higher than the 3.3 percent EU **threshold**<sup>31</sup>.

However, this **temporary**<sup>32</sup> **failure**<sup>33</sup> **merely**<sup>34</sup> **delayed**<sup>35</sup> the **inevitable**<sup>36</sup>. By 1 January 2025, Bulgaria had reduced its **inflation rate**<sup>37</sup>, and so it received the green light to join the Eurozone by 1 January 2026.

Both the EU authorities in Brussels and the Sofia government have welcomed Bulgaria's **inclusion**<sup>38</sup> in the Eurozone, **describing**<sup>39</sup> it as a historic **milestone**<sup>40</sup> that will further stabilise the Bulgarian economy. European Commission President, Ursula von der Leyen **claimed**<sup>41</sup> that the switch

**A WORD WORTH REMEMBERING**

to scupper sth  
/tə 'skʌpə 'sʌmθɪŋ/  
niweczyć, rujnować,  
niszczyć coś

would increase trade, investment and employment in Bulgaria. The President of the ECB, Christine Lagarde, also **expressed**<sup>42</sup> her **approval**<sup>43</sup> of the move. She called the Eurozone a powerful symbol of what Europe could **achieve**<sup>44</sup> through working together to **combat**<sup>45</sup> the **ill effects**<sup>46</sup> of the world's **geopolitical uncertainty**<sup>47</sup>.

The idea of joining the single European currency is an **exceptionally**<sup>48</sup> controversial issue in Bulgaria. The latest Eurobarometer **survey**<sup>49</sup> **indicates**<sup>50</sup> that 49 percent of Bulgarians **opposed**<sup>51</sup> the move.

<sup>6</sup> to commit oneself to sth tə kə'mɪt wʌn'self tə 'sʌmθɪŋ zobowiązywać się do czegoś

<sup>7</sup> member state 'membə steɪt państwo członkowskie

<sup>8</sup> GDP = Gross Domestic Product ,dʒi: di: 'pi: grɒs dɔ'stɪmɪtɪk 'prɒdʌkt PKB, produkt krajowy brutto

<sup>9</sup> per capita pɜ: 'kæpɪtə na osobę

<sup>10</sup> Eurozone 'jʊərəʊzəʊn strefa euro

<sup>11</sup> hindered by sth 'hɪndəd baɪ 'sʌmθɪŋ hamowany

<sup>12</sup> thorny issues 'θɔ:ni 'tʃu:z drażliwe kwestie, kłopotliwe kwestie

<sup>13</sup> money laundering 'mʌni 'b:ndərɪŋ pranie pieniędzy

<sup>14</sup> authorities ɔ:'θɔ:rətɪz władze

<sup>15</sup> to adopt sth tə ə'dɒpt 'sʌmθɪŋ przyjąć coś

<sup>16</sup> pegged with sth peɪdʒd wɪð 'sʌmθɪŋ tu: powiązany z czymś

<sup>17</sup> attempt ə'tempt próba

<sup>18</sup> to switch to sth tə swɪtʃ tə 'sʌmθɪŋ przechodzić na coś, przerzucić się na coś

<sup>19</sup> to satisfy sth tə 'sætɪsfai: 'sʌmθɪŋ spełniać coś

<sup>20</sup> debt-to-GDP ratio det tə ,dʒi: di: 'pi: 'reɪʃəʊ dɫʌŋ publiczny w stosunku do PKB

<sup>21</sup> interest rates 'ɪnrɪst reɪts stopy procentowe

<sup>22</sup> exchange rate stability ɪks'tʃeɪndʒ reɪt stə'biləɪt stabilność kursu walutowego

<sup>23</sup> to scupper sth tə 'skʌpə 'sʌmθɪŋ niweczyć, rujnować, niszczyć coś

<sup>24</sup> to attain sth tə ə'teɪn 'sʌmθɪŋ osiągać coś

<sup>25</sup> to permit tə 'pɜ:mɪt pozwalać, zezwalać

<sup>26</sup> to supervise sth tə 'su:pəvaɪz 'sʌmθɪŋ nadzorować coś

<sup>27</sup> responsible rɪs'pɒnsəbl odpowiedzialny

<sup>28</sup> monetary policy 'mʌnɪtəri 'pɒləsi polityka monetarna

<sup>29</sup> membership 'membəʃɪp członkostwo

<sup>30</sup> excessive ɪk'sesɪv nadmierny

<sup>31</sup> threshold 'θreɪʃəʊld próg

<sup>32</sup> temporary 'tempərəri tymczasowy

<sup>33</sup> failure 'feɪljə niepowodzenie

<sup>34</sup> merely 'mɪəli tylko

<sup>35</sup> to delay sth tə dɪ'leɪ 'sʌmθɪŋ odwlec, opóźnić coś

<sup>36</sup> inevitable ɪn'evɪtəbl nieunikniony

<sup>37</sup> inflation rate ɪn'fleɪʃən reɪt wskaźnik inflacji

<sup>38</sup> inclusion ɪn'klu:ʒən włączenie

<sup>39</sup> to describe sth tə dɪs'kraɪb 'sʌmθɪŋ opisywać coś

<sup>40</sup> milestone 'maɪlstəʊn kamień milowy

<sup>41</sup> to claim tə kleɪm twierdzić

<sup>42</sup> to express sth tə ɪks'pres 'sʌmθɪŋ wyrażać coś

<sup>43</sup> approval ə'pru:vəl aprobata

<sup>44</sup> to achieve sth tə ə'tʃi:v 'sʌmθɪŋ osiągać coś

<sup>45</sup> to combat sth tə 'kɒmbət 'sʌmθɪŋ zwalczać coś

<sup>46</sup> ill effects ɪl'ɪfektɪs negatywne skutki

<sup>47</sup> geopolitical uncertainty ,dʒi:əpə'ɪltɪkl ʌn'sɜ:tɪntɪ geopolityczna niestabilność

<sup>48</sup> exceptionally ɪk'seɪpʃənli niezwykle

<sup>49</sup> survey 'sɜ:veɪ sondaż, badanie

<sup>50</sup> to indicate tə ɪndɪkeɪt pokazywać

<sup>51</sup> to oppose sth tə ə'pəʊz 'sʌmθɪŋ sprzeciwiać się czemuś

<sup>1</sup> at the expense of sth æt ði: ɪks'pens əv 'sʌmθɪŋ kosztem czegoś

<sup>2</sup> previous 'prɪvɪəs poprzedni

<sup>3</sup> currency 'kʌrənɪ waluta

<sup>4</sup> to investigate sth tə ɪn'vestɪgeɪt 'sʌmθɪŋ badać coś

<sup>5</sup> government 'gʌvnmənt rząd

The controversy was **aggravated** by<sup>62</sup> the Bulgarian parliament **refusing**<sup>63</sup> President Ruman Radev's proposal for a referendum on adopting the euro. This **sparked**<sup>64</sup> protests in the streets of Sofia, calling for the lev to be saved. **Furthermore**<sup>65</sup>, the country's political instability may also **cast doubt on**<sup>66</sup> its **readiness**<sup>67</sup> for the euro: the country has seen seven **elections**<sup>68</sup> in the space of four years.

Many Bulgarians fear that the euro will **drive** prices **up**<sup>69</sup>. Since Croatia joined the Eurozone in 2023, prices in that country have **risen sharply**<sup>60</sup>. Any further price rises in Bulgaria could make it impossible for some Bulgarians



- <sup>62</sup> aggravated by sth 'ægrəveɪtɪd  
baɪ 'sʌmθɪŋ **zaostrzony przez coś**
- <sup>63</sup> to refuse sth tə rɪ'fju:z 'sʌmθɪŋ  
**odrzucać coś**
- <sup>64</sup> to spark sth tə spɑ:k 'sʌmθɪŋ  
**wywołać coś**
- <sup>65</sup> furthermore 'fɜ:ðə'mɔ: **co więcej,**  
**ponadto**
- <sup>66</sup> to cast doubt on sth tə  
kɑ:st daʊt ɒn 'sʌmθɪŋ **tu:**  
**podważać coś, poddawać coś**  
**w wątpliwość**
- <sup>67</sup> readiness 'rednəs **gotowość**
- <sup>68</sup> elections ɪ'lektʃənz **wybory**
- <sup>69</sup> to drive sth up tə draɪv 'sʌmθɪŋ  
ʌp **podnosić coś**
- <sup>60</sup> to rise sharply tə raɪz 'ʃɑ:pli  
**gwałtownie wzrosnąć**
- <sup>61</sup> to make ends meet tə meɪk endz

to **make ends meet**<sup>61</sup>. **Moreover**<sup>62</sup>, some banks have expressed **fears**<sup>63</sup> of potential **disruption**<sup>64</sup> to card payments and **ATM**<sup>65</sup> **withdrawals**<sup>66</sup>.

**On the plus side**<sup>67</sup>, Bulgaria may well boost business and **commerce**<sup>68</sup> by joining the euro. The question is whether prices will remain relatively stable or **spiral out of control**<sup>69</sup>.

As a result of Bulgaria's **accession**<sup>70</sup> to the Eurozone, the number of people using the euro has now **surpassed**<sup>71</sup> 350 mln. Only six of the EU's 27 member states still remain outside the Eurozone: Poland, Sweden, Denmark, the Czech Republic, Hungary and Romania.

- mił: wiązać koniec z końcem**
- <sup>62</sup> moreover mɔ:'rəʊəvə **co więcej**
- <sup>63</sup> fear fiə **obawa**
- <sup>64</sup> disruption dɪs'rʌpʃən **chaos,**  
**zamęt**
- <sup>65</sup> ATM = automated teller  
machine ˌeɪ ti: 'em 'ɔ:təmətɪd 'telə  
mə'ʃi:n **bankomat**
- <sup>66</sup> withdrawal wɪð'drɔ:əl **wypłata**
- <sup>67</sup> on the plus side ɒn ðə plʌs saɪd  
**z drugiej strony**
- <sup>68</sup> commerce 'kɒmɜ:s **handel**
- <sup>69</sup> to spiral out of control tə  
'spiəriəl aʊt ɒv kən'trəʊl **wymknąć**  
**się spod kontroli**
- <sup>70</sup> accession æk'seʃən  
**przystąpienie**
- <sup>71</sup> to surpass sth tə sɑ: 'pɑ:s  
'sʌmθɪŋ **przewyższać coś**



by Paul Martin from  
www.go-native.pl

## THE CRUDE<sup>1</sup> AWAKENING

**IN EARLY 2026**, as the world watched fuel prices rise dramatically after **joint**<sup>2</sup> US/Israeli strikes on Iran, it's easy to forget that oil was once sold as medicine. But the modern world's **dependence on**<sup>3</sup> Middle Eastern crude did not **emerge**<sup>4</sup> naturally. Paul Martin traces the history of Middle East oil to outline over a century of exploration deals, **pipelines**<sup>5</sup> and geopolitical power **struggles**<sup>6</sup>.

### Liquid Empire

Before 1900, coal was the undisputed sovereign of British industry, powering everything from factories to **naval fleets**<sup>7</sup>. Yet coal was **bulky**<sup>8</sup>, dirty and labour-intensive, and industrial planners were beginning to **look for**<sup>9</sup>

a more **efficient**<sup>10</sup> fuel. Attention **gradually**<sup>11</sup> turned to crude oil, a resource soon to be known as “**liquid gold**<sup>12</sup>.”

One of the first men willing to **gamble on**<sup>13</sup> it was **mining magnate**<sup>14</sup> William Knox D'Arcy, who **secured**<sup>15</sup> a 60-year concession from the Shah of Persia in 1901. After years of **failure**<sup>16</sup>, and even a “**cease work**” **order**<sup>17</sup> from investors, explorer George Bernard Reynolds finally **struck**<sup>18</sup> oil at Masjed Soleiman, modern day Iran, on May 26, 1908, where the crude **gushed**<sup>19</sup> 50 feet above the **rig**<sup>20</sup>.

This discovery **prompted**<sup>21</sup> the formation of the Anglo-Persian Oil Company (APOC) in 1909. Recognising that **naval supremacy**<sup>22</sup> required the speed and **efficiency**<sup>23</sup> of oil-fired **engines**<sup>24</sup>, Winston Churchill, then, as First Lord of the Admiralty, responsible for **overseeing**<sup>25</sup> the Royal Navy, pushed through a historic intervention in July 1914, just weeks before the **outbreak**<sup>26</sup> of the

<sup>1</sup> crude kru:d ropa naftowa (surowa)

<sup>2</sup> joint dʒɔɪnt wspólny

<sup>3</sup> dependence on sth dɪ'pendəns ɒn  
'sʌmθɪŋ **zależność od czegoś**

<sup>4</sup> to emerge tə 'ɪmə:dʒ **wyłaniać się**

<sup>5</sup> pipeline 'paɪplajn rurociąg

<sup>6</sup> struggle 'strʌgl zmaganie

<sup>7</sup> naval fleet 'neɪvəl flɪ:t marynarka  
wojenna

<sup>8</sup> bulky 'bʌlki nieporęczny,  
wielkogabarytowy

<sup>9</sup> to look for sth tə lʊk fɔ: 'sʌmθɪŋ szukać  
czegoś

<sup>10</sup> efficient ɪ'fɪʃənt wydajny,  
efektywny

<sup>11</sup> gradually 'grædʒʊəli stopniowo

<sup>12</sup> liquid gold 'lɪkwɪd ɡəʊld płynne złoto

<sup>13</sup> to gamble on sth tə 'ɡæmbl ɒn  
'sʌmθɪŋ **ryzykować czymś, postawić**  
**na coś niepewnego**

<sup>14</sup> mining magnate 'maɪnɪŋ 'mæɡneɪt  
górnicyz magnat

<sup>15</sup> to secure sth tə sɪ'kjʊə 'sʌmθɪŋ  
**zabezpieczyć coś, zapewnić sobie**  
**coś**

<sup>16</sup> failure 'feɪljə **porażka, niepowodzenie**

<sup>17</sup> cease work order si:s wɜ:k 'kɔ:də **nakaz**  
**wstrzymania prac**

<sup>18</sup> to strike sth tə straɪk 'sʌmθɪŋ **tu:**  
**natrafić na coś**

<sup>19</sup> to gush tə ɡʌʃ **gwałtownie wypływać**

<sup>20</sup> rig rɪɡ platforma wiertnicza

<sup>21</sup> to prompt sth tə prɒmpt 'sʌmθɪŋ  
**wywołać coś, doprowadzić do**  
**czegoś**

<sup>22</sup> naval supremacy 'neɪvəl sɒ'preməsɪ  
**dominacja na morzu**

<sup>23</sup> efficiency ɪ'fɪʃənsɪ **wydajność,**  
**efektywność, skuteczność**

<sup>24</sup> engine 'endʒɪn silnik

<sup>25</sup> to oversee sth tə 'əʊvə:si: 'sʌmθɪŋ  
**nadzorować coś**

<sup>26</sup> outbreak 'aʊtbrek **wybuch (np.**  
**wojny, epidemii)**

First World War. The British government **purchased**<sup>27</sup> a 51 percent controlling **stake**<sup>28</sup> in APOC for GBP 2.2 million.

Wonder what happened to APOC? The company became the Anglo-Iranian Oil Company in 1935 and British Petroleum in 1954 – today known simply as BP, a familiar name and a reminder that the oil that **burst from**<sup>29</sup> the Persian desert in 1908 still runs through the arteries of global energy politics.

## Black Gold Rush

As the **interwar years**<sup>30</sup> progressed, the **search for**<sup>31</sup> petroleum **shifted to**<sup>32</sup> the Arabian Peninsula, scaling the industry to a **global disruption**<sup>33</sup>. While the British held the north, American interests moved south. In 1933, King 'Abd al-'Aziz Al Sa'ud, the founder of Saudi Arabia, **granted a concession to**<sup>34</sup> Standard Oil of California. Five years of fruitless **drilling**<sup>35</sup> followed until March 3, 1938, when the Dammam No. 7 well, **dubbed**<sup>36</sup> "Prosperity Well," **hit oil at a depth of 1,440 meters**<sup>37</sup>. This single well proved that Saudi Arabia sat upon roughly 25 percent of the world's known reserves, transforming what had been a **pastoral**<sup>38</sup> kingdom into a global energy titan.

To keep prices high and stable, a group of Western oil companies known as the "Seven Sisters," **including**<sup>39</sup> the **predecessors**<sup>40</sup> of BP, Shell and Exxon, coordinated

<sup>27</sup> to purchase sth *tə 'pɜ:tʃəs 'sʌmθɪŋ* kupić coś

<sup>28</sup> stake *steɪk* udział (np. w zyskach lub firmie)

<sup>29</sup> to burst from sth *tə bɜ:st frɒm 'sʌmθɪŋ* wytrysnąć z czegoś

<sup>30</sup> interwar years *'ɪntəwɔ: jɪəz* lata międzywojenne

<sup>31</sup> search for sth *sɜ:tʃ fɔ 'sʌmθɪŋ* poszukiwanie czegoś

<sup>32</sup> to shift to sth *tə ʃɪft tə 'sʌmθɪŋ* przejść na coś, zmienić kierunek na coś

<sup>33</sup> global disruption *'glɔ:bal dɪs'rʌpʃən* globalny zamęt

<sup>34</sup> to grant a concession to sth *tə grɑ:nt ə kən'seʃən tə 'sʌmθɪŋ* przyznać koncesję na coś

<sup>35</sup> drilling *'drɪŋɪŋ* wiercenie

<sup>36</sup> dubbed X *dʌbd* eks nazwany X

<sup>37</sup> to hit oil at a depth of X meters *tə hɪt oɪl æt ə*

## Key Moments in Middle East Oil

### • 1908 – Persia's First Strike

The modern Middle Eastern oil industry began in 1908 when explorer George Bernard Reynolds struck oil at Masjed Soleiman in Persia (modern-day Iran). The discovery led to the creation of the Anglo-Persian Oil Company, the corporate ancestor of today's BP, and marked the beginning of Western **involvement in**<sup>1</sup> the region's petroleum resources.

### • 1938 – Saudi Arabia's Prosperity Well

After years of unsuccessful drilling, Standard Oil of California finally struck oil at Dammam No.7 in eastern Saudi Arabia in March 1938. The well confirmed that the kingdom **sat atop**<sup>2</sup> vast reserves, transforming Saudi Arabia from a **sparsely populated**<sup>3</sup> desert state into one of the world's most important energy producers.

### • 1960 – The Birth of OPEC

In September 1960, Iran, Iraq, Saudi

Arabia, Kuwait and Venezuela met in Baghdad to establish the Organization of the Petroleum Exporting Countries (OPEC). The new alliance aimed to coordinate oil production and reclaim control over pricing from the Western oil companies that had dominated the industry for decades.

### • 1973 – The Oil Embargo Shock

During the Yom Kippur War in October 1973, Arab oil producers **cut supplies to**<sup>4</sup> countries seen as supporting Israel. The resulting embargo sent global oil prices soaring and exposed how deeply industrial economies **depended on**<sup>5</sup> Middle Eastern energy.

### • 2026 – A New Hormuz Crisis

By early 2026, rising tensions between Iran, the United States and Israel once again placed the Strait of Hormuz at the centre of global attention. With **roughly**<sup>6</sup> a fifth of the world's oil passing through the narrow waterway each day, even the threat of disruption was enough to send crude prices sharply higher



<sup>1</sup> involvement in sth *ɪn'vɒlmənt ɪn 'sʌmθɪŋ* zaangażowanie w coś

<sup>2</sup> to sat atop sth *tə sæt ə'tɒp 'sʌmθɪŋ* znajdować się na szczycie czegoś

<sup>3</sup> sparsely populated *'spɑ:sli 'pɒpjəleɪtɪd* słabo zaludniony

<sup>4</sup> to cut supplies to sb *tə kʌt sə'plaɪz tə 'sʌmbədi* odciąć dostawy do kogoś

<sup>5</sup> to depend on sth *tə dɪ'pend ɒn 'sʌmθɪŋ* zależeć od czegoś

<sup>6</sup> roughly *'ru:ʒli* około

## INFOBOX

*deɪθ ɒv* eks *'mi:təz* natrafić na rolę na głębokości X metrów

<sup>38</sup> pastoral *'pɑ:stərəl* pasterski

<sup>39</sup> including sth *ɪn'klu:dɪŋ 'sʌmθɪŋ* włącznie z czymś

<sup>40</sup> predecessor *'pri:dɪsəsə* poprzednik



much of the world's oil production. Through agreements such as the 1928 Red Line Agreement, they **divided**<sup>41</sup> large parts of the Middle East into shared zones and **avoided**<sup>42</sup> competing with<sup>43</sup> one another. For decades the system worked largely in their favour: producing countries received royalties, but pricing power remained in Western **boardrooms**<sup>44</sup>. That arrangement began to **unravel**<sup>45</sup> after the Second World War. In Iran, Prime Minister Mohammad Mossadegh **attempted to**<sup>46</sup> nationalise the country's oil industry in 1951, **triggering**<sup>47</sup> a CIA – and MI6-backed **coup**<sup>48</sup> in 1953 that temporarily **restored**<sup>49</sup> Western influence. Yet the broader shift could not be stopped. In 1960, Iran, Iraq, Saudi Arabia, Kuwait and Venezuela created the **Organization of the Petroleum Exporting Countries (OPEC)**<sup>50</sup> to coordinate production and **reclaim control over**<sup>51</sup> pricing. By the early 1970s, many producing states were nationalising their oil industries, breaking the dominance of the Seven Sisters and shifting power from Western corporations to oil-exporting governments.

## Choke Point<sup>52</sup>

The new balance of power became painfully clear during the 1973 Oil Embargo. After the outbreak of the Yom Kippur War, Arab members of OPEC cut production and **halted**<sup>53</sup> shipments to countries seen as supporting Israel, including the United States and parts of Western Europe. The effect was immediate. Oil prices **surged**<sup>54</sup> from about USD 2.90 per barrel to USD 11.65 by January 1974, triggering a global energy crisis that **exposed**<sup>55</sup> how dependent modern economies had become on Middle Eastern crude.

The shock introduced the world to “**stagflation**<sup>56</sup>,” where economic growth **stalled**<sup>57</sup> even as prices **soared**<sup>58</sup>, and **highlighted**<sup>59</sup> the **vulnerability**<sup>60</sup> of the maritime corridors

that carry much of the world's oil. Nowhere is this clearer than the Strait of Hormuz. Only 21 miles wide at its narrowest point, the passage between Iran and Oman has become the world's most sensitive energy chokepoint. Around one fifth of global petroleum moves through it each day. When other routes have closed, as happened when the Suez Canal was shut between 1967 and 1975, tankers have **been forced to**<sup>61</sup> **detour**<sup>62</sup> around Africa, adding weeks to transit times.

## Crude Awakening

By March 2026, as the United States and Israel **exchanged missile and drone strikes with**<sup>63</sup> Iran, the “Crude Awakening” reached **fever pitch**<sup>64</sup>. **In the aftermath**<sup>65</sup>, the Strait of Hormuz **faced**<sup>66</sup> a **de facto closure**<sup>67</sup> that remained in place at the time of writing. By March 11, Brent crude had surged to USD 119 per barrel, a sharp rise **sending shockwaves through**<sup>68</sup> global markets as a sudden “war premium” **took hold**<sup>69</sup> and maritime insurance across the Gulf was **suspended**<sup>70</sup>. The 21st century has been defined by a **push toward**<sup>71</sup> decarbonisation, yet the current crisis is a reminder that the global economy still beats in rhythm with Middle Eastern oil flows. While the long-term transition to **renewables**<sup>72</sup> continues, the immediate reality remains one of competing energy blocs. But control has also shifted. Today's “New Seven Sisters” are no longer Western corporations, but state-owned giants such as Saudi Aramco and China's CNPC, companies that now dominate global production to reflect a profoundly redrawn geopolitical energy map.

<sup>41</sup> to divide sth *tə di'vaɪd 'sʌmθɪŋ* podzielić coś

<sup>42</sup> to avoid sth *tə ə'vɔɪd 'sʌmθɪŋ* uniknąć czegoś

<sup>43</sup> to compete with sb *tə kəm'pi:t wɪð 'sʌmbədi* współzawodniczyć, konkurować z kims

<sup>44</sup> boardroom *bɔ:dru:m* sala posiedzeń zarządu

<sup>45</sup> to unravel *tə ʌ'rævəl* *tu:* sypać się

<sup>46</sup> to attempt to do sth *tə ə'tempt tə du: 'sʌmθɪŋ* próbować coś zrobić

<sup>47</sup> to trigger sth *tə 'trɪɡə 'sʌmθɪŋ* wywołać coś

<sup>48</sup> coup *ku:* zamach stanu, przewrót

<sup>49</sup> to restore sth *tə rɪ'stɔ: 'sʌmθɪŋ* przywrócić coś

**A WORD WORTH REMEMBERING**

to send shockwaves through sth  
/tə send ʃɒkweɪvz θru: 'sʌmθɪŋ/  
wywołać wstrząs w czymś, wstrząsnąć czymś

<sup>50</sup> Organization of the Petroleum Exporting Countries *ˌɔ:ɡənəɪ'zeɪʃən ɒv ðə pɪ'trɔʊlɪŋəm 'eksपोर्टɪŋ 'kʌntrɪz* Organizacja Krajów Eksportujących Ropę Naftową

<sup>51</sup> to reclaim control over sth *tə rɪ'kleɪm kən'trɔ:l 'əʊvə 'sʌmθɪŋ* odzyskać kontrolę nad czymś

<sup>52</sup> choke point *tʃəʊk pɔɪnt* wąskie gardło (punkt o strategicznym znaczeniu)

<sup>53</sup> to halt sth *tə hɔ:lt 'sʌmθɪŋ* zatrzymać, wstrzymać coś

<sup>54</sup> to surge *tə sɜ:dʒ* gwałtownie wzrosnąć

<sup>55</sup> to expose sth *tə ɪks'pəʊz 'sʌmθɪŋ* odsłonić, obnażyć coś

<sup>56</sup> stagflation *stæɡfleɪʃən* stagflacja (zjawisko ekonomiczne polegające na współwystępowaniu wysokiej inflacji i stagnacji gospodarczej)

<sup>57</sup> to stall *tə stɔ:l* utknąć w martwym punkcie

<sup>58</sup> to soar *tə sɔ:* gwałtownie rosnąć

<sup>59</sup> to highlight sth *tə 'haɪlaɪt 'sʌmθɪŋ* podkreślić coś

<sup>60</sup> vulnerability *ˌvʌlnərə'bɪləti* wrażliwość, podatność (np. na ataki)

<sup>61</sup> to be forced to do sth *tə bi: fɔ:st tə du: 'sʌmθɪŋ* być zmuszonym do zrobienia czegoś

<sup>62</sup> to detour sth *tə 'di:təʊə 'sʌmθɪŋ* omijać, okrążyć coś

<sup>63</sup> to exchange missiles and drone strikes with sb *tə ɪks'tʃeɪndʒz 'mɪsɪlɪz ænd drəʊn streɪks wɪð 'sʌmbədi* wzajemnie się atakować przy pomocy rakiet i dronów

<sup>64</sup> fever pitch *'fi:və pɪtʃ* punkt krytyczny, apogeum

<sup>65</sup> in the aftermath *ɪn ðɪ: 'ɑ:ftəməθ* w następstwie (czegoś)

<sup>66</sup> to face sth *tə feɪs 'sʌmθɪŋ* mierzyć się z czymś, stawiać czoła czemuś

<sup>67</sup> de facto closure *ˌdi: fæktəʊ 'kləʊʒə* faktyczne zamknięcie

<sup>68</sup> to take hold *tə teɪk həʊld* *tu:* zapanować

<sup>69</sup> to send shockwaves through sth *tə send ʃɒkweɪvz θru: 'sʌmθɪŋ* wywołać wstrząs w czymś, wstrząsnąć czymś

<sup>70</sup> suspended *səs'pendɪd* zawieszony

<sup>71</sup> push towards sth *pʊʃ tə'wɔ:dz 'sʌmθɪŋ* dążenie do czegoś, parcie w kierunku czegoś

<sup>72</sup> renewables *rɪ'nju:əbəlz* odnawialne źródła energii

# A WORD WORTH REMEMBERING

Washington

**caveat**  
/'kæviæt/  
zastrzeżenie

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by Janet Sandford

# Freedom

We may **take it for granted**<sup>1</sup>, and consider it a fundamental **human right**<sup>2</sup>, but who is free, **to what extent**<sup>3</sup>, and how is freedom **measured**<sup>4</sup>?

**FREEDOM IS  
A DICHOTOMY  
BETWEEN  
COLLECTIVE  
AND INDIVIDUAL  
FREEDOM,  
PERMISSION AND  
PROHIBITION.**

**W**hile it is a word we all have in our **vocabulary**<sup>5</sup>, it is sure to **trigger**<sup>6</sup> different ideas depending on our **upbringing**<sup>7</sup>, **values**<sup>8</sup> and social norms. Freedom is a **dichotomy**<sup>9</sup> between collective and **individual freedom**<sup>10</sup>, **permission**<sup>11</sup> and **prohibition**<sup>12</sup>, and each country decides where the balance lies. **Free speech**<sup>13</sup> versus censorship is a **case in point**<sup>14</sup>. Taking these **conundrums**<sup>15</sup> **into account**<sup>16</sup>, is it at all possible to ‘measure’ freedom? **It turns out it is**<sup>17</sup>.

In 2025, organisations such as the World Population Review and the Human Freedom Index offer some of the most

detailed **snapshots**<sup>18</sup> of how freedom varies from country to country, and why it matters so much, not just for politics, but for **prosperity**<sup>19</sup> and human **well-being**<sup>20</sup>.

**Freedom commonly covers two dimensions**<sup>21</sup>:

**Personal Freedom**<sup>22</sup> – this includes **civil liberties**<sup>23</sup> and rights that allow individuals to **express themselves**<sup>24</sup>, join **associations**<sup>25</sup>, **practice** or change **religion**<sup>26</sup>, choose who they love, or move freely within and across borders without **arbitrary**<sup>27</sup> **constraints**<sup>28</sup>.

<sup>1</sup> to take it for granted tə teɪk ɪt fə 'grɑːntɪd  
brać coś za pewnik

<sup>2</sup> a human right ə 'hjuːmən raɪt prawo człowieka

<sup>3</sup> to what extent tə wɒt ɪks'tent do jakiego stopnia, w jakim stopniu

<sup>4</sup> to measure tə 'meʒə mierzyć, oceniać

<sup>5</sup> vocabulary vəʊ'kæbjʊləri słownictwo

<sup>6</sup> to trigger sth tə 'trɪgə 'sʌmθɪŋ przywoływać, wywoływać coś

<sup>7</sup> upbringing 'ʌp,bɪŋɪŋ wychowanie

<sup>8</sup> values 'væljuːz wartości

<sup>9</sup> dichotomy daɪ'kɒtəmi dychotomia, podział całości na dwie różniące się części

<sup>10</sup> individual freedom ɪndɪ'vɪdʒʊəl 'friːdəm wolność jednostki

<sup>11</sup> permission pə'mɪʃən pozwolenie

<sup>12</sup> prohibition ˌprəʊ'ɪbɪʃən zakaz

<sup>13</sup> free speech friː spiːtʃ wolność słowa

<sup>14</sup> case in point keɪs ɪn pɔɪnt dobry przykład

<sup>15</sup> conundrum kə'ʌndrəm zagwozdka

<sup>16</sup> to take sth into account tə teɪk 'sʌmθɪŋ 'ɪntə ə'kaʊnt brać coś pod uwagę

<sup>17</sup> it turns out it is ɪt tɜːnz aʊt ɪz okazuje się, że tak

<sup>18</sup> snapshot 'snæpʃɒt tuː szybki ogląd

<sup>19</sup> prosperity pros'perəti dobrobyt

<sup>20</sup> well-being 'wel'biːŋ dobrostan

<sup>21</sup> dimension di'menʃən wymiar

<sup>22</sup> personal freedom 'pɜːsnl 'friːdəm wolność osobista

<sup>23</sup> civil liberties 'sɪvl 'lɪbətɪz swobody obywatelskie

<sup>24</sup> to express yourself tə ɪks'pres jɔː'self wyrażać siebie

<sup>25</sup> association ə.səʊsɪ'eɪʃən stowarzyszenie, organizacja

<sup>26</sup> to practice religion tə 'præktɪs rɪ'lɪdʒən praktykować wiarę

<sup>27</sup> arbitrary ɔː'bɪtrəri arbitralny

<sup>28</sup> constraint kən'streɪnt ograniczenie

**Economic Freedom**<sup>29</sup> – reflects what **latitude**<sup>30</sup> individuals have to **pursue**<sup>31</sup> economic activity: owning property, starting a business, trading internationally, **hiring**<sup>32</sup> and **firing**<sup>33</sup> employees, and functioning in markets with minimal **state interference**<sup>34</sup>.

## How Is Freedom Officially Measured?

**Quantifying**<sup>35</sup> something as broad as freedom requires structured numerical systems that **assign** scores to<sup>36</sup> countries based on objective data. One of the most **comprehensive**<sup>37</sup> of these is the Human Freedom Index (HFI), **co-published**<sup>38</sup> by the Cato Institute and the Fraser Institute.

The HFI doesn't **rely on**<sup>39</sup> a single measure, but 87 **indicators**<sup>40</sup> **spanning**<sup>41</sup> personal and economic freedoms. These include:

- **Rule of law**<sup>42</sup> and security
- **Freedom of movement**<sup>43</sup> and **assembly**<sup>44</sup>
- **Freedom of expression**<sup>45</sup> and **information**<sup>46</sup>
- **Freedom of religion**<sup>47</sup> and personal relationships
- Market openness, **property rights**<sup>48</sup>, regulatory burden
- Access to **sound money**<sup>49</sup> and international trade freedoms.

Each country is scored from 0 to 10, where 10 represents the highest level of freedom. The personal and economic **sub-scores**<sup>50</sup> are averaged to produce the final Human Freedom Index score.

Another well-known measure is the Freedom in the World index by the non-profit organisation Freedom House, which focuses on **political rights**<sup>51</sup> and civil liberties, categorising countries as free, **partly**<sup>52</sup> free, or not free.

## The Global Landscape<sup>53</sup>

According to the Human Freedom Index:

- Global levels of human freedom remain below their pre-pandemic levels, with **significant declines**<sup>54</sup> in personal freedoms such as freedom of

expression and assembly.

- Only around 14 percent of the world's population lives in countries within the top **quartile**<sup>55</sup> for freedom, while nearly 40 percent live in the bottom quartile.
- Between 2019 and 2023, freedom declined for nearly 90 percent of the world's population – a trend that spans rich and poor nations **alike**<sup>56</sup>.

Where Was Freedom the Greatest in the Human Freedom Index – 2025?

Europe and Oceania dominated the top ranks.

<sup>29</sup> economic freedom ˌekəˈnɒmɪk ˈfriːdəm

wolność gospodarcza

<sup>30</sup> latitude ˈlætɪtjuːd swoboda

<sup>31</sup> to pursue sth tə pəˈsjuː ˈsʌmθɪŋ realizować coś

<sup>32</sup> to hire sb tə ˈhaɪə ˈsʌmbədi zatrudnić kogoś

<sup>33</sup> to fire sb tə ˈfaɪə ˈsʌmbədi zwalniać kogoś

<sup>34</sup> state interference steɪt ˌɪntəˈfɪərəns

interwencja państwa

<sup>35</sup> to quantify sth tə ˈkwɒntɪfaɪ ˈsʌmθɪŋ określać ilościowo, wyrazić coś w liczbach

<sup>36</sup> to assign sth to sth tə əˈsɑɪn ˈsʌmθɪŋ tə ˈsʌmθɪŋ przyznawać, przypisywać coś czemuś (np. punkty)

<sup>37</sup> comprehensive ˌkɒmpriˈhensɪv kompleksowy

<sup>38</sup> co-published kəʊ ˈpʌblɪʃt wspólnie publikowany

<sup>39</sup> to rely on sth tə riˈlaɪ ɒn ˈsʌmθɪŋ opierać się na czymś

<sup>40</sup> indicator ˈɪndɪkətə wskaźnik

<sup>41</sup> spanning ˈspænɪŋ obejmujący

<sup>42</sup> rule of law ruːl ɒv lɔː rządy prawa

<sup>43</sup> freedom of movement ˈfriːdəm ɒv ˈmuːvmənt swoboda poruszania się

<sup>44</sup> freedom of assembly ˈfriːdəm ɒv əˈsembli wolność zgromadzeń

<sup>45</sup> freedom of expression ˈfriːdəm ɒv ɪksˈpreʃən wolność słowa

<sup>46</sup> freedom of information ˈfriːdəm ɒv ˌɪnfəˈmeɪʃən swobodny dostęp do informacji

<sup>47</sup> freedom of religion ˈfriːdəm ɒv rɪˈlɪdʒən wolność wyznania

<sup>48</sup> property rights ˈprɒpəti raɪts prawo własności

<sup>49</sup> sound money saʊnd ˈmʌni stabilna waluta

<sup>50</sup> sub-score sʌb skɔː wynik cząstkowy

<sup>51</sup> political rights pəˈlɪtɪkəl raɪts prawa polityczne

<sup>52</sup> partly ˈpɑːtli częściowo

<sup>53</sup> landscape ˈlændskeɪp tu: sytuacja

<sup>54</sup> significant decline sigˈnɪfɪkənt dɪˈklaɪn znaczący spadek

<sup>55</sup> quartile ˈkwɔːtəl kwartył

<sup>56</sup> alike əˈlaɪk jednakowo, tak samo, podobnie

## Stateless People<sup>1</sup>: Freedom Without Citizenship<sup>2</sup>

Stateless people – those not legally **recognised**<sup>3</sup> as citizens of any country – face severe restrictions on basic freedoms. According to the UN agency, the Office of the United Nations High Commissioner for Refugees (UNHCR), at least 4.4 million people worldwide are officially stateless, though the true number is likely higher due to **under-reporting**<sup>4</sup>. Without citizenship, people may be **unable**<sup>5</sup> to work legally, travel, access **healthcare**<sup>6</sup> or education, own **property**<sup>7</sup> or even register births. Statelessness **persists**<sup>8</sup> due to conflict, **displacement**<sup>9</sup>, discrimination in nationality laws and gaps in **civil registration**<sup>10</sup> systems. Like slavery, statelessness is not measured directly in most freedom indices.

<sup>1</sup> stateless person ˈsteɪtləs ˈpɜːsn  
bezpamiętnowiec, apatryda

<sup>2</sup> citizenship ˈsɪtɪznʃɪp obywatelstwo

<sup>3</sup> recognised ˈrekəɡnɪzd uznawany

<sup>4</sup> under-reporting ˈʌndə rɪˈpɔːtɪŋ  
niedoszacowanie

<sup>5</sup> unable ˈʌnˈeɪbl niezdolny

<sup>6</sup> healthcare ˈhelθ keə(r) opieka medyczna

<sup>7</sup> property ˈprɒpəti nieruchomość

<sup>8</sup> to persist tə pəˈsɪst utrzymywać się

<sup>9</sup> displacement dɪsˈpleɪsmənt  
wysiedlanie, przymusowe  
przemieszczanie

<sup>10</sup> civil registration ˈsɪvl ˌredʒɪsˈtreɪʃən  
ewidencja ludności

INFOBOX

1. Switzerland – A **perennial**<sup>57</sup> leader, scoring highest for both personal liberties and **economic openness**<sup>58</sup>.
2. Denmark – Strong institutions and **robust**<sup>59</sup> civil liberties keep it near the top.
3. New Zealand – Combines personal freedom with an open economy.
4. Ireland – High scores in **legal protections**<sup>60</sup> and association rights.
5. Luxembourg – Small but with a very open economic system and strong protections.
6. Estonia, Finland, Czechia, the Netherlands and Australia also rank in or near the top 10.

Countries in Western Europe, North America and Oceania **consistently**<sup>61</sup> dominate the upper **echelons**<sup>62</sup> of freedom rankings.

## Least Free Nations

At the other end of the freedom scale are countries where **authoritarian governance**<sup>63</sup>, conflict, or **systemic repression**<sup>64</sup> **constrict**<sup>65</sup> everyday life:

Syria was **at the bottom**<sup>66</sup>, **closely followed by**<sup>67</sup> Iran, Yemen, Sudan and Myanmar. These countries have been **plagued**<sup>68</sup> by **internal conflict**<sup>69</sup>, weak rule of law, and severe **curbs**<sup>70</sup> on speech and **dissent**<sup>71</sup>. This has become particularly **apparent**<sup>72</sup> during recent **unrest**<sup>73</sup> in Iran.

**Hard as it is to imagine**<sup>74</sup>, some people are even **worse off**<sup>75</sup> and not even free enough to **feature**<sup>76</sup> in regular freedom **surveys**<sup>77</sup> (See Fact Box – **Slavery**<sup>78</sup> and **Statelessness**<sup>79</sup>). Afghanistan, for example, under the Taliban, is the only country in the world where girls **are banned from**<sup>80</sup> **schooling**<sup>81</sup> beyond sixth **grade**<sup>82</sup> (around age 12), and women **are barred from**<sup>83</sup> **secondary**<sup>84</sup>, university and most employment. Yet, **due to**<sup>85</sup> the **oppressive regime**<sup>86</sup>, no **reliable data**<sup>87</sup> is available, so the country does not feature in the **annual**<sup>88</sup> survey.

<sup>57</sup> **perennial** pə'renjəl wieloletni

<sup>58</sup> **economic openness** ,ekə'nɒmɪk 'əʊpnnəs  
otwartość gospodarcza

<sup>59</sup> **robust** rəʊ'bʌst mocny



## What Freedom Means for Prosperity and Well-Being

Freedom is not just about liberty, but also strongly **correlates with**<sup>89</sup> other indicators of **human development**<sup>90</sup>. The Human Freedom Index finds that:

- People living in countries with the highest freedom scores **tend to**<sup>91</sup> enjoy significantly higher **incomes per capita**<sup>92</sup> than those in the least free quartile.

<sup>60</sup> **legal protection** 'li:gəl prə'tekʃən ochrona prawna

<sup>61</sup> **consistently** kən'sɪstəntli stale, konsekwentnie

<sup>62</sup> **echelon** 'eʃələn szczebel

<sup>63</sup> **authoritarian governance** ɔ:θərɪ'teərɪən 'gʌvənəns autorytarne rządy

<sup>64</sup> **systemic repression** sɪ'stemɪk rɪ'preʃən represje

<sup>65</sup> **to constrict** tə kən'strɪkt ograniczać swobodę

<sup>66</sup> **at the bottom** æt ðə 'bɒtəm tu: na ostatnim miejscu, na końcu

<sup>67</sup> **closely followed by X** 'kləʊslɪ 'fɒləʊd baɪ eks tu: tuż za nią uplasowały się X

<sup>68</sup> **plagued** pleɪgd nękany, dręczony

<sup>69</sup> **internal conflict** ɪn'tɜ:nl 'kɒnfɪkt konflikt wewnętrzny

<sup>70</sup> **curb** kɜ:b ograniczenie

<sup>71</sup> **dissent** dɪ'sent protest

<sup>72</sup> **apparent** ə'pærənt widoczny

<sup>73</sup> **unrest** 'ʌn'rest niepokoje, zamieszki

<sup>74</sup> **hard as it is to imagine** hɑ:d æz ɪt ɪz tə ɪ'mædʒɪn choć trudno to sobie wyobrazić

<sup>75</sup> **worse off** wɜ:s ɒf w gorszej sytuacji

<sup>76</sup> **to feature** tə 'fi:tʃə pojawić się

<sup>77</sup> **survey** 'sʊ:veɪ badanie

<sup>78</sup> **slavery** 'sleɪvəri niewolnictwo

<sup>79</sup> **statelessness** 'steɪtləsniəs bezpaństwowość

<sup>80</sup> **to be banned from sth** tə bi: bænd frəm 'sʌmθɪŋ mieć zakaz czegoś

<sup>81</sup> **schooling** 'sku:lɪŋ edukacja

<sup>82</sup> **grade** greɪd klasa

<sup>83</sup> **to be barred from sth** tə bi: bɑ:d frəm 'sʌmθɪŋ mieć zakaz czegoś

<sup>84</sup> **secondary** 'sekəndəri tu: szkoła średnia

<sup>85</sup> **due to sth** dju: tə 'sʌmθɪŋ ze względu na coś

<sup>86</sup> **oppressive regime** ə'presɪv reɪ'ʒɪ:m opresyjny reżim

<sup>87</sup> **reliable data** rɪ'laɪəbl 'deɪtə wiarygodne dane

<sup>88</sup> **annual** 'ænjʊəl coroczny

<sup>89</sup> **to correlate with sth** tə 'kɒrɪleɪt wɪð 'sʌmθɪŋ korelować z czymś

<sup>90</sup> **human development** 'hju:mən dɪ'veləpmənt rozwój społeczny

<sup>91</sup> **to tend to do sth** tə tend tə du 'sʌmθɪŋ tu: mieć tendencje, mieć skłonności do robienia czegoś (zazwyczaj coś robić, zazwyczaj jakimś być)

<sup>92</sup> **income per capita** 'ɪnkʌm pɜ: 'kæpɪtə dochód na osobę

## Slavery, Statelessness and the Limits of Freedom Rankings

### Modern Slavery: Freedom Reduced to Zero

Slavery represents the most extreme **absence**<sup>1</sup> of freedom: the **inability**<sup>2</sup> to refuse work, leave a **relationship**<sup>3</sup>, or control one's own life. According to global **estimates**<sup>4</sup> by the International Labour Organization, Walk Free Foundation, and the International Organization for Migration, around 50 million people **worldwide**<sup>5</sup> were living in modern slavery in 2021. This includes **forced labour**<sup>6</sup>, **human trafficking**<sup>7</sup>, **debt bondage**<sup>8</sup> and **forced marriage**<sup>9</sup>.

The number is up by **roughly**<sup>10</sup> 10 million compared with the previous global estimate. Conflict, **poverty**<sup>11</sup>, weak rule of law, irregular migration and economic shocks, including the **aftermath**<sup>12</sup> the COVID-19 pandemic, have all increased **vulnerability**<sup>13</sup> to **exploitation**<sup>14</sup>. Modern slavery exists in every region of the world, including high-income economies, though **prevalence**<sup>15</sup> is highest where **labour protections**<sup>16</sup> and **legal enforcement**<sup>17</sup> are weakest.

Major rankings such as the Human Freedom Index do not include a specific "slavery" **variable**<sup>18</sup>. Because slavery is **illegal**<sup>19</sup> and **hidden**<sup>20</sup> everywhere, reliable country-by-country counts are difficult, leaving a **gap**<sup>21</sup> between measured freedom and **lived reality**<sup>22</sup>.

<sup>1</sup> absence 'æbsəns nieobecność, brak

<sup>2</sup> inability 'ɪnə'biləti brak możliwości

<sup>3</sup> relationship rɪ'leɪʃənʃɪp związek

<sup>4</sup> estimates 'estɪməts szacunki

<sup>5</sup> worldwide 'wɜ:ldwaɪd na całym świecie

<sup>6</sup> forced labour fɔ:st 'leɪbə praca przymusowa

<sup>7</sup> human trafficking 'hju:mən 'træfɪkɪŋ handel ludźmi

<sup>8</sup> debt bondage det 'bɒndɪdʒ niewola dłużnicza

<sup>9</sup> forced marriage fɔ:st 'mæərɪdʒ wymuszone małżeństwo

<sup>10</sup> roughly 'rʌfli mniej więcej

<sup>11</sup> poverty 'pɒvəti bieda, ubóstwo

<sup>12</sup> aftermath of sth 'ɑ:ftəməθ əv 'sʌmθɪŋ

następstwo, pokłosie czegoś

<sup>13</sup> vulnerability 'vʌlnərə'bɪləti podatność

<sup>14</sup> exploitation 'eksplɔɪ'teɪʃən wyzysk, wykorzystywanie

<sup>15</sup> prevalence 'prevələns występowanie

<sup>16</sup> labour protection 'leɪbə prə'tekʃən ochrona pracy

<sup>17</sup> legal enforcement 'li:ɡəl ɪn'fɔ:smənt egzekwowanie prawa

<sup>18</sup> variable 'veəriəbl zmienna

<sup>19</sup> illegal ɪ'li:ɡəl nielegalny

<sup>20</sup> hidden 'hɪdn ukryty

<sup>21</sup> gap ɡæp luka

<sup>22</sup> lived reality ɪvd ri:'æləti codzienna rzeczywistość

## INFOBOX

<sup>93</sup> life expectancy laɪf ɪks'pektənsɪ średnia długość życia

<sup>94</sup> charitable giving 'tʃærtəbl 'gɪvɪŋ działalność charytatywna

<sup>95</sup> environmental health ɪn,vaiəən'mentl helθ zdrowie środowiskowe

<sup>96</sup> economic opportunity 'ekə'nɒmɪk ,ɒpə'tju:nɪti możliwości gospodarcze

<sup>97</sup> individual dignity ,ɪndɪ'vɪdʒjəl 'dɪɡnəti godność osobista

<sup>98</sup> social structures 'səʃjəl 'strʌktʃəz struktury społeczne

<sup>99</sup> meaningful 'mi:nɪŋfʊl pełen sensu, głęboki

<sup>100</sup> lies, damn lies and statistics 'laɪz dəm 'laɪz ənd stə'tɪstɪks kłamstwa, cholerne kłamstwa i statystyki

<sup>101</sup> despite sth dɪs'paɪt 'sʌmθɪŋ pomimo czegoś

<sup>102</sup> index ɪn'deks wskaźnik

<sup>103</sup> formal protections 'fɔ:məl prə'tekʃənz tu: formalna ochrona prawna

- Freedom correlates with higher life expectancy<sup>93</sup>, tolerance, charitable giving<sup>94</sup> and environmental health<sup>95</sup>.
- It shapes economic opportunity<sup>96</sup>, individual dignity<sup>97</sup>, and the social structures<sup>98</sup> that enable people to build meaningful<sup>99</sup> lives.

## Lies, Damn Lies and Statistics<sup>100</sup>?:\*

Despite<sup>101</sup> the value of indices<sup>102</sup>, surveys by organisations such as Pew Research show differences between formal protections<sup>103</sup> and everyday experiences<sup>104</sup>. In short<sup>105</sup>, some countries may be free in principle<sup>106</sup> (and in surveys) but not in practice.

The United States ranks highly in global freedom indices because these measure legal and institutional freedoms, such as constitutional rights<sup>107</sup>, free elections<sup>108</sup>, independent courts<sup>109</sup> and economic openness. On paper, these protections are strong. However, high incarceration rates<sup>110</sup>, racial disparities<sup>111</sup>, aggressive policing<sup>112</sup> and gun violence<sup>113</sup> sharply<sup>114</sup> limit freedom for many Americans in practice. The result is a paradox: a country that is formally free, yet where significant sections of the population live with severe<sup>115</sup> constraints on their daily freedom.

<sup>104</sup> everyday experiences 'evrɪdeɪ ɪks'pɪəriənsɪz codzienne doświadczenia

<sup>105</sup> in short ɪn ʃɔ:t krótko mówiąc, w skrócie

<sup>106</sup> in principle ɪn 'prɪnsəpl co do zasady, na papierze

<sup>107</sup> constitutional rights ,kɒnstɪ'tju:ʃənl raɪts prawa konstytucyjne

<sup>108</sup> free elections frɪ: ɪ'leɪʃənz wolne wybory

<sup>109</sup> independent courts ,ɪndɪ'pendənt kɔ:ts niezależne sądy

<sup>110</sup> incarceration rate ɪn,kɑ:sə'reɪʃən reɪt odsetek więźniów, wskaźnik uwięzienia

<sup>111</sup> racial disparities 'reɪʃəl dɪs'pærətɪz nierówności rasowe

<sup>112</sup> policing pə'li:sɪŋ działania organów ścigania, działania policji

<sup>113</sup> gun violence ɡʌn 'vaɪələns przemoc z użyciem broni

<sup>114</sup> sharply 'ʃɑ:pli bardzo

<sup>115</sup> severe sɪ'vɪə poważny

Most freedom indices are produced by Western, often US-based, institutions with classical-liberal **assumptions**<sup>116</sup>. While methods are transparent, critics argue this can favour **market-oriented**<sup>117</sup> democracies and **underweight**<sup>118</sup> **social outcomes**<sup>119</sup> – an important **caveat**<sup>120</sup> when reading the rankings.

## Freedom – Still Elusive<sup>121</sup> for Many

The **notion**<sup>122</sup> of freedom remains a **foundational**<sup>123</sup> ideal for many societies, but recent surveys suggest that it is far from guaranteed. We may even **question**<sup>124</sup> the data's **impartiality**<sup>125</sup>. What is certain, however, is that millions of people globally still don't enjoy freedom, however it is measured, while elsewhere, **frictions**<sup>126</sup> between states and their **citizens**<sup>127</sup> remain.

\***Commonly**<sup>128</sup> **attributed to**<sup>129</sup> both Mark Twain and British **Prime Minister**<sup>130</sup> Benjamin Disraeli, the full phrase is – There are three kinds of lies: lies, damn lies and statistics. The **inference**<sup>131</sup> being that statistics can be used manipulatively to **support**<sup>132</sup> a weak **argument**<sup>133</sup>.



<sup>116</sup> **assumption** ə'sʌmpʃən założenie

<sup>117</sup> **market-oriented** 'mɑ:kɪt 'ɔ:rɪntɪd  
ukierunkowany na rynek

<sup>118</sup> **to underweight sth** tu ʌndə'weɪt 'sʌmθɪŋ nie  
doszacowywać czegoś, nadawać czemuś za  
małą wagę

<sup>119</sup> **social outcomes** 'səʊʃəl 'aʊtkʌmz efekty,  
skutki w społeczeństwach

<sup>120</sup> **caveat** 'kævɪəɪt zastrzeżenie

<sup>121</sup> **elusive** ɪ'lu:sɪv ulotny, nieuchwytny

<sup>122</sup> **notion** 'nəʊʃən pojęcie

<sup>123</sup> **foundational** faʊn'deɪʃənəl fundamentalny,  
podstawowy

<sup>124</sup> **to question sth** tə 'kwɛstʃən 'sʌmθɪŋ

**kwestionować coś**

<sup>125</sup> **impartiality** 'ɪm.pɑ:ʃi'æljətɪ obiektywność

<sup>126</sup> **frictions** 'frɪkʃənz tarcia, napięcia

<sup>127</sup> **citizen** 'sɪtɪzn obywatel

<sup>128</sup> **commonly** 'kɒmənli powszechnie

<sup>129</sup> **attributed to sb** 'ætrɪbjʊ:tɪd tə 'sʌmbədi

**przypisywany komuś**

<sup>130</sup> **prime minister** praɪm 'mɪnɪstə premier

<sup>131</sup> **inference** 'ɪnfərəns sugestia; wniosek

<sup>132</sup> **to support sth** tə sə'pɔ:t 'sʌmθɪŋ wspierać

**coś**

<sup>133</sup> **argument** 'ɑ:gjʊmənt **tu:** argument

**SOME COUNTRIES  
MAY BE FREE IN  
PRINCIPLE (AND IN  
SURVEYS) BUT NOT  
IN PRACTICE.**



## MAKING CONNECTIONS

### Part 1: Either / Neither

Instructions: Choose the correct word to complete the sentences about freedom.

1. To get a full picture of a country, experts look at (either / neither) personal freedom or economic freedom; they must include both to get a final score.
2. If a country has high crime and poor laws, it is (either / neither) safe for citizens nor attractive for investors.
3. When a government limits the press, citizens can (either / neither) accept the censorship or find alternative ways to share news.
4. Critics argue that most indices are produced by Western institutions, meaning they may (either / neither) favour market-oriented democracies or underweight certain social outcomes.

### Part 2: Both / All / None

Instructions: Use both, all, or none to complete the sentences based on the article's data.

5. Switzerland and Denmark are top-ranked because they \_\_\_\_\_ have very strong legal systems.
6. Recent reports show that freedom is shrinking; almost \_\_\_\_\_ of the world's population saw their rights decrease last year.
7. Personal rights and economic rights are \_\_\_\_\_ necessary if a country wants to be called "truly free."
8. Countries like North Korea or Afghanistan are so repressive that accurate data on freedom cannot be gathered there; \_\_\_\_\_ of them appear in the reports as a result.

## BEM TEST

Answers: 1. either; 2. neither; 3. either; 4. either; 5. both; 6. all; 7. both; 8. none

by Janet Sandford

# K-Beauty: The Changing Face of Skincare<sup>1</sup>

When it comes to all things Korean, we just can't get enough. Combine that with our equally **insatiable<sup>2</sup>** demand for<sup>3</sup> beauty products, and you have a **winning formula<sup>4</sup>** waiting to be **monetised<sup>5</sup>**.

From K-Pop bands filling stadiums to Squid Game dominating Netflix, South Korea has become one of the world's most **influential<sup>6</sup>** cultural exporters. Korean fashion, food, cinema and even language learning have **surged in popularity<sup>7</sup>** far beyond East Asia. Riding the same wave is K-Beauty – a skincare and cosmetics phenomenon that has quietly grown into a multi-billion-dollar **global industry<sup>8</sup>**.

At its **core<sup>9</sup>**, K-Beauty is not just about products but a philosophy **emphasising<sup>10</sup>** prevention<sup>11</sup> over correction, **consistency<sup>12</sup>** over quick fixes<sup>13</sup>, and skin health over heavy camouflage. The now-famous multi-step **routine<sup>14</sup>** reflects<sup>15</sup> a **deep belief<sup>16</sup>** that good skin is **cultivated<sup>17</sup>** patiently, **layer by layer<sup>18</sup>**. This **mindset<sup>19</sup>**, combined with fast innovation and **distinctive<sup>20</sup>** branding<sup>21</sup>, has **propelled<sup>22</sup>** Korean beauty brands from local **shelves<sup>23</sup>** to **bathroom cabinets<sup>24</sup>** around the world.

## What Exactly Is K-Beauty?

K-Beauty refers to skincare and cosmetic products developed and marketed by South Korean companies, as well as the routines and ideals **associated with<sup>25</sup>** them. **Cleansers<sup>26</sup>**, **toners<sup>27</sup>**, **essences<sup>28</sup>**,

serums, **ampoules<sup>29</sup>**, **sheet masks<sup>30</sup>** and **sunscreens<sup>31</sup>** form the **backbone<sup>32</sup>** of most K-Beauty lines.

Nothing new there, you might argue, so what **sets K-Beauty apart<sup>33</sup>**?

- Speed. Korean brands are known for **exceptionally<sup>34</sup>** fast product

<sup>1</sup> skincare 'skɪnkeə(r) pielęgnacja skóry

<sup>2</sup> insatiable ɪn'seɪʃəbəl nienasycony

<sup>3</sup> demand for sth dɪ'mɑːnd fə 'sʌmθɪŋ popyt na coś

<sup>4</sup> winning formula 'wɪnɪŋ 'fɔːmjʊlə przepis na sukces

<sup>5</sup> monetised 'mɒnɪtaɪzd zmonetyzowany

<sup>6</sup> influential ɪnflʊ'ɛnʃəl wpływowy

<sup>7</sup> to surge in popularity tə sɜːdʒ ɪn ˌpɒpjə'lærəti zyskać na popularności

<sup>8</sup> global industry 'glɔːbəl ɪn'dʌstri globalna branża

<sup>9</sup> at its core æt ɪts kɔː w swej istocie

<sup>10</sup> to emphasise sth tu 'emfəsaɪz 'sʌmθɪŋ podkreślać coś

<sup>11</sup> prevention prɪ'venʃən zapobieganie

<sup>12</sup> consistency kən'sɪstənsɪ konsekwencja

<sup>13</sup> quick fix kwɪk fɪks doraźne rozwiązanie

<sup>14</sup> routine ruː'tiːn rutyna, tu: rytuał

<sup>15</sup> to reflect sth tə rɪ'flekt 'sʌmθɪŋ odzwierciedlać coś

<sup>16</sup> deep belief dɪ:p bɪ'li:f głębokie przekonanie

<sup>17</sup> cultivated 'kʌltɪveɪtɪd pielęgnowany

<sup>18</sup> layer by layer 'leɪə baɪ 'leɪə warstwa po warstwie

## Top Korean Skincare Companies

- Amorepacific Corporation – South Korea's largest beauty conglomerate, with around KRW 3.89 tln in **revenue<sup>1</sup>** in 2024 (USD 3 bln) and a global **portfolio<sup>2</sup>** including Sulwhasoo, Laneige, Innisfree and Cosrx.
- LG H&H Co., Ltd., formerly LG Household & Health Care – Group owning – The History of Whoo, OHUI and The Face Shop. In Q2 2025, it reported sales of KRW 1.60 tln (USD 1.14 bln).
- ABLE C&C (Missha, A'pieu) – The leading independent K-Beauty company outside the two giant conglomerates.

<sup>1</sup> revenue 'revɛnjuː przychód

<sup>2</sup> portfolio ˌpɔːt'fɔːljəʊ portfel

## INFOBOX

<sup>19</sup> mindset 'maɪndset nastawienie, sposób myślenia

<sup>20</sup> distinctive dɪs'tɪŋktɪv charakterystyczny, wyróżniający się

<sup>21</sup> branding 'brændɪŋ kreowanie marki

<sup>22</sup> to propel sth tə prə'pel 'sʌmθɪŋ wywindować coś, wynieść coś (np. na szczyt)

<sup>23</sup> shelves felvz półki sklepowe

<sup>24</sup> bathroom cabinet 'bɑːθrʊm 'kæbɪnət szafka łazienkowa

<sup>25</sup> associated with sth ə'səʊsɪeɪtɪd wɪð 'sʌmθɪŋ powiązany, kojarzony z czymś

<sup>26</sup> cleanser 'klenzə środek do demakijażu

<sup>27</sup> toner 'tʌnə tonik

<sup>28</sup> essence 'esns wyciąg

<sup>29</sup> ampoule 'æmpuːl ampułka

<sup>30</sup> sheet mask ʃi:t mɑːsk maseczka w płachcie

<sup>31</sup> sunscreen 'sʌnskri:n filtr przeciwsłoneczny

<sup>32</sup> backbone 'bækbəʊn tu: najważniejsza część, istota, podstawa

<sup>33</sup> to set sth apart tə set 'sʌmθɪŋ ə'pɑːt odróżnić coś

<sup>34</sup> exceptionally ɪk'sepʃənəlɪ wyjątkowo

PART OF  
K-BEAUTY'S  
ALLURE  
LIES IN ITS  
INGREDIENTS.

**POBIERZ** NAGRANIA  
**MP3**



KOD DOSTĘPU:  
s4e

LUB ODSŁUCHAJ  
NA STRONIE  
[business-english.com.pl](http://business-english.com.pl)

POBIERZ CZYTNIK KODÓW:  
[COLORFULMEDIA.PL/CZYTNIK](http://COLORFULMEDIA.PL/CZYTNIK)

**A WORD WORTH REMEMBERING**

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

development cycles<sup>35</sup>, responding quickly to<sup>36</sup> trends, new ingredients<sup>37</sup> and consumer feedback<sup>38</sup>.

- **Accessibility**<sup>39</sup>: High-quality formulations<sup>40</sup> are often sold at mid-range or budget prices<sup>41</sup>, making experimentation less risky for consumers and within the reach of cash-strapped<sup>42</sup> teenagers<sup>43</sup>.
- **Aesthetics**<sup>44</sup>: playful<sup>45</sup> packaging, pastel colours and clear ingredient storytelling<sup>46</sup> have made K-Beauty especially appealing<sup>47</sup> to younger buyers.

But the market is by no means<sup>48</sup> limited to girls. In South Korea, skincare is not gendered<sup>49</sup> or age-restricted to the same degree<sup>50</sup> as in many Western markets. Men's skincare is normalised, and preventive<sup>51</sup> routines start early. This broad domestic<sup>52</sup> demand has created a highly competitive<sup>53</sup> home market<sup>54</sup>, where brands have needed to innovate to stand out from the crowd<sup>55</sup> and grab their piece of the market share<sup>56</sup>.

## Exotic Ingredients

Part of K-Beauty's allure<sup>57</sup> lies in its ingredients. Hyaluronic acid<sup>58</sup>, centella asiatica (often called cica), green tea and niacinamide<sup>59</sup> are staples<sup>60</sup> that Korean brands have helped to popularise globally.

Then, there are the more unusual<sup>61</sup> elements that grab headlines<sup>62</sup> and spark curiosity<sup>63</sup>. Snail mucin<sup>64</sup> – often jokingly<sup>65</sup> referred to as “snail slime<sup>66</sup>” – is perhaps the most famous. Derived<sup>67</sup> from snail secretion filtrate<sup>68</sup>, it is prized for its hydrating<sup>69</sup>, reparative<sup>70</sup> and anti-inflammatory<sup>71</sup> properties<sup>72</sup>. Initially met with scepticism (See Overcoming<sup>73</sup> the ‘Yuck’ Factor<sup>74</sup>), it has since become mainstream, with some studies<sup>75</sup> supporting its benefits for skin regeneration.

Other eye-catching<sup>76</sup> ingredients include bee venom<sup>77</sup>, believed to stimulate collagen production; fermented rice and soybean<sup>78</sup> extracts<sup>79</sup>, which enhance<sup>80</sup> absorption and efficacy<sup>81</sup>; and ginseng<sup>82</sup>, long valued in traditional Korean medicine for its revitalising<sup>83</sup> properties. Even donkey milk, volcanic ash<sup>84</sup> from Jeju Island,

and mugwort<sup>85</sup> have found their way into formulations.

However, it is not just about novelty<sup>86</sup>. Korean brands are skilled at combining traditional herbal knowledge<sup>87</sup> with modern dermatological research, presenting ingredients in ways that feel both ancient<sup>88</sup> and cutting-edge<sup>89</sup>.

<sup>35</sup> development cycle *dɪ'veləpmənt 'saɪkl* cykl produkcyjny

<sup>36</sup> to respond to sth *tə rɪs'pɒnd tə 'sʌmθɪŋ* reagować na coś

<sup>37</sup> ingredient *ɪn'grɪ:djənt* składnik

<sup>38</sup> consumer feedback *kən'sju:mə 'fi:dbæk* opinie konsumentów

<sup>39</sup> accessibility *ək'sesɪ'bɪlətɪ* dostępność

<sup>40</sup> formulation *,fɔ:mju'sleɪʃən* *tu:* preparat

<sup>41</sup> budget price *'bʌdʒɪt praɪs* niska cena

<sup>42</sup> cash-strapped *'kæʃ stræpt* mający za mało pieniędzy, splukany

<sup>43</sup> teenager *'ti:n,eɪdʒə* nastolatek

<sup>44</sup> aesthetics *i:s'θetɪks* estetyka

<sup>45</sup> playful *'pleɪfʊl* *tu:* fantazyjny, emanujący radością

<sup>46</sup> ingredient storytelling *ɪn'grɪ:djənt 'stɔ:ri:telɪŋ* narracja o składnikach

<sup>47</sup> appealing *'ə:pi:lɪŋ* pociągający, kuszący

<sup>48</sup> by no means *bai nəʊ mi:nz* w żadnym wypadku

<sup>49</sup> gendered *'dʒendəd* *tu:* podzielony według płci

<sup>50</sup> to the same degree *tə ðə seɪm di'grɪ:* w takim samym stopniu

<sup>51</sup> preventive *prɪ'ventɪv* ochronny, profilaktyczny

<sup>52</sup> domestic *də'mestɪk* krajowy, rodzimy

<sup>53</sup> competitive *kəm'petətɪv* konkurencyjny

<sup>54</sup> home market *həʊm 'mɑ:kɪt* rynek krajowy

<sup>55</sup> to stand out from the crowd *tə stænd aʊt frəm ðə kraʊd* wyróżniać się z tłumu

<sup>56</sup> market share *'mɑ:kɪt ʃeə* udział w rynku

<sup>57</sup> allure *'ə:lju:sə* powab, urok

<sup>58</sup> hyaluronic acid *,haɪələ,rɒnɪk 'æstɪd* kwas hialuronowy

<sup>59</sup> niacinamide *,naɪə'sɪnəmaɪd* niacynamid

<sup>60</sup> staple *'steɪpl* podstawowy produkt

<sup>61</sup> unusual *ʌn'ju:zʊəl* niezwykły

<sup>62</sup> to grab headlines *tə græb 'hedlaɪnz* trafiać na nagłówki

<sup>63</sup> to spark curiosity *tə spɑ:k ,kju:zɪərɪ'bsɪtɪ* wzbudzać ciekawość

# GLOBAL SALES OF KOREAN BEAUTY PRODUCTS ARE ESTIMATED TO EXCEED USD 10 BILLION ANNUALLY, WITH STRONG GROWTH IN NORTH AMERICA, EUROPE, SOUTHEAST ASIA AND THE MIDDLE EAST.

<sup>64</sup> snail mucin *sneɪl 'mju:sɪn* mucyna ślimaka (śluz bogaty w glikoproteiny)

<sup>65</sup> jokingly *'dʒɔ:skɪŋli* żartobliwie

<sup>66</sup> snail slime *sneɪl slaɪm* śluz ślimaka

<sup>67</sup> derived *dɪ'raɪvd* pochodzący

<sup>68</sup> snail secretion filtrate *sneɪl sɪ'kri:ʃən 'fɪltreɪt* filtrat ze śluzu ślimaka

<sup>69</sup> hydrating *'haɪdreɪtɪŋ* nawadniający

<sup>70</sup> reparative *rə'pærətɪv* regeneracyjny

<sup>71</sup> anti-inflammatory *æntɪ ɪn'flæmətri* przeciwzapalny

<sup>72</sup> properties *'prɒpətɪz* właściwości

<sup>73</sup> to overcome sth *tə ʔəʊvə'kʌm 'sʌmθɪŋ* przezwycięzać, pokonywać coś

<sup>74</sup> factor *'fæktə* czynnik

<sup>75</sup> studies *'stʌdɪz* badania

<sup>76</sup> eye-catching *'aɪ kætʃɪŋ* przyciągający uwagę

<sup>77</sup> bee venom *bi: 'venəm* jad pszczoły

<sup>78</sup> soybean *'sɔɪbi:n* soja

<sup>79</sup> extract *'ekstrækt* wyciąg, ekstrakt

<sup>80</sup> to enhance sth *tə ɪn'hɑ:ns 'sʌmθɪŋ* wzmacniać coś

<sup>81</sup> efficacy *'efɪkəsi* efektywność, skuteczność

<sup>82</sup> ginseng *'dʒɪnsɛŋ* żeń-szeń

<sup>83</sup> revitalising *,ri:'vɪtəlaɪzɪŋ* rewitalizacyjny

<sup>84</sup> volcanic ash *vɒl'kænɪk æʃ* popiół wulkaniczny

<sup>85</sup> mugwort *'mʌgwɜ:t* bylica pospolita

<sup>86</sup> novelty *'nɒvəltɪ* nowość

<sup>87</sup> herbal knowledge *'hɜ:bəl 'nɒlɪdʒ* wiedza zielarska

<sup>88</sup> ancient *'eɪnʃənt* starodawny

<sup>89</sup> cutting-edge *,kʌtɪŋ 'edʒ* nowoczesny



## Overcoming the 'Yuck' Factor – and Other Concerns<sup>1</sup>

Perhaps not surprisingly, many consumers thought, “Snail slime? That’s gross!<sup>2</sup> Initial consumer pushback<sup>3</sup> included:

- The “yuck factor” of animal-derived<sup>4</sup> ingredients
- Unfamiliar textures<sup>5</sup> and application methods
- Ethical and vegan concerns
- Perceptions<sup>6</sup> that multi-step routines were excessive<sup>7</sup>, indulgent<sup>8</sup> and too time-consuming.

How Korean brands overcame it:

- Reframing<sup>9</sup> language: “snail slime” became snail secretion filtrate or mucin complex
- Leading with science: clinical testing, dermatologist endorsements<sup>10</sup> and visible results
- Influencer validation<sup>11</sup>: trusted reviewers demonstrating effectiveness in real time.

What resistance changed (but didn’t stop):

- Some consumers still reject animal-based ingredients
- “Skinimalism” (a skincare philosophy that prioritises fewer, multifunctional<sup>12</sup> products to achieve healthy skin through simplicity) has challenged lengthy routines
- Brands responded with vegan formulas and streamlined<sup>13</sup> product lines.

<sup>1</sup> concern kən'sɜːnz obawa

<sup>2</sup> gross grɒs obrzydliwy

<sup>3</sup> pushback 'pʊʃbæk negatywna reakcja

<sup>4</sup> animal-derived 'æni:məl dɪ'raɪvd pochodzenia zwierzęcego

<sup>5</sup> texture 'tekstʃə konsystencja

<sup>6</sup> perception pə'sepʃən postrzeżenie

<sup>7</sup> excessive ɪk'sesɪv przesadny

<sup>8</sup> indulgent ɪn'dʌldʒənt pobłażający sobie

<sup>9</sup> reframing ,ri:'freɪmɪŋ przeformułowanie

<sup>10</sup> endorsement ɪn'dɔːsmənt rekomendacja

<sup>11</sup> validation ,vælɪ'deɪʃən weryfikacja

<sup>12</sup> multifunctional ,mʌlti'fʌŋkʃənəl wielofunkcyjny

<sup>13</sup> streamlined 'stri:mlaɪnd uproszczony, zoptymalizowany

A good example is the sheet mask – a thin, pre-cut fabric<sup>90</sup> or cellulose sheet soaked in a concentrated serum and placed directly onto the face. Face masks existed long before, in the form of creams or pastes that were applied<sup>91</sup> and washed off<sup>92</sup>. Korean brands reinvented the concept by making masks single-use<sup>93</sup>, mess-free<sup>94</sup>, and designed for regular application rather than occasional treatments<sup>95</sup>. As a result, sheet masks became affordable<sup>96</sup> daily skincare tools<sup>97</sup> and have since spread worldwide<sup>98</sup>, with countless<sup>99</sup> variations inspired by the Korean model.

## Marketing, Influencers and the Power of Pop Culture

K-Beauty’s rise is closely tied<sup>100</sup> to South Korea’s wider cultural influence. K-pop idols, film stars and TV actors frequently act as brand ambassadors<sup>101</sup>, linking skincare routines to highly aspirational<sup>102</sup> lifestyles. Social media platforms such as Instagram, TikTok and YouTube have magnified<sup>103</sup> this effect, with tutorials<sup>104</sup>, reviews<sup>105</sup> and dramatic “glass skin” transformations (ultra-smooth, poreless<sup>106</sup>, intensely hydrated complexion<sup>107</sup> with a

<sup>90</sup> fabric 'fæbrɪk materiał, tkanina

<sup>91</sup> applied ə'plaɪd nakładany

<sup>92</sup> washed off wɒʃt əf zmywany

<sup>93</sup> single-use ,sɪŋgl 'juːs jednorazowy

<sup>94</sup> mess-free mes fri: niebrudzący

<sup>95</sup> treatment 'trɪtmənt tu: zabieg

<sup>96</sup> affordable ə'fɔːdəbl przystępny cenowo

<sup>97</sup> tools tuːlz narzędzia, produkty

<sup>98</sup> worldwide 'wɜːldwaɪd na całym świecie

<sup>99</sup> countless 'kaʊntləs niezliczony

<sup>100</sup> closely tied 'kləʊsli 'taɪd ściśle powiązany

<sup>101</sup> brand ambassador brænd æm'bæsədə ambasadorki marki

<sup>102</sup> aspirational ,æspə'reɪʃən ambitny

<sup>103</sup> to magnify sth tə 'mægnɪfaɪ 'sʌmθɪŋ wzmacniać coś

<sup>104</sup> tutorial tjuː'tɜːrɪəl tutorial, poradnik, samouczek

<sup>105</sup> review rɪ'vju: recenzja

<sup>106</sup> poreless 'pɔːrɪəs gładki, pozbawiony porów

<sup>107</sup> complexion kəm'plekʃən cera

## INFOBOX

luminous<sup>108</sup>, glass-like finish<sup>109</sup>) reaching millions worldwide.

One of the most prominent<sup>110</sup> K-Beauty-focused TikTok creators is @luadoll (Lua), a Korean influencer known for skincare tips<sup>111</sup>, makeup<sup>112</sup> looks<sup>113</sup> and beauty trends – she has around 12.3 mln followers on TikTok and 272 mln total likes across all platforms.

Unlike traditional luxury beauty marketing, K-Beauty leans heavily<sup>114</sup> on<sup>115</sup> education. Brands explain routines, ingredients and application methods in detail<sup>116</sup>, encouraging consumers to<sup>117</sup> understand their skin, rather than blindly<sup>118</sup> follow trends. This approach<sup>119</sup> has helped to build trust and loyalty, particularly among younger, research-oriented<sup>120</sup> buyers.

E-commerce<sup>121</sup> has also played a crucial role<sup>122</sup>. Direct-to-consumer platforms, global shipping<sup>123</sup> and multilingual<sup>124</sup> websites have enabled even small Korean brands to reach international audiences<sup>125</sup> without relying on<sup>126</sup> traditional distributors. Early growth<sup>127</sup> was driven by specialist beauty sites such as YesStyle and StyleKorean, while global marketplaces<sup>128</sup> like Amazon extended K-Beauty's reach into mainstream retail<sup>129</sup>. More recently<sup>130</sup>, social-commerce<sup>131</sup> platforms including TikTok Shop and low-cost<sup>132</sup> marketplaces such as Temu have accelerated<sup>133</sup> exposure through viral videos, influencer recommendations and aggressive pricing<sup>134</sup>.

China, meanwhile, has been both a major growth engine<sup>135</sup> and a demanding<sup>136</sup> test market. Korean brands are widely sold on platforms such as Tmall, JD.com and Xiaohongshu, where livestreaming and peer reviews<sup>137</sup> shape purchasing decisions<sup>138</sup>. Despite rising competition from domestic Chinese beauty brands, K-Beauty retains<sup>139</sup> a strong reputation in China for innovation, ingredient science and skin-first formulations.

<sup>108</sup> luminous 'lu:mi:nəs lśniący

<sup>109</sup> finish 'fi:nɪʃ tu: wykończenie

<sup>110</sup> prominent 'prɒmɪnənt czołowy

<sup>111</sup> tip tɪp rada, wskazówka

<sup>112</sup> makeup 'meɪkʌp makijaż

<sup>113</sup> look lʊk wygląd, styl

<sup>114</sup> heavily 'hevəlɪ w dużym stopniu, mocno



## SO OR SUCH?

Complete the sentences below by choosing between so, such or such a/an.

1. K-Beauty has become \_\_\_\_\_ influential cultural exporter that its impact is felt far beyond East Asia.
2. The demand for new beauty products is \_\_\_\_\_ insatiable that companies must innovate constantly to stay ahead.
3. Korean brands are known for \_\_\_\_\_ fast product development cycles that they can respond to trends almost instantly.
4. The “glass skin” look is \_\_\_\_\_ desirable that tutorials reaching millions of viewers have gone viral on TikTok.
5. It was \_\_\_\_\_ risky move to use ingredients like snail mucin, but it eventually became a mainstream success.
6. South Korea has \_\_\_\_\_ strong reputation for innovation that it consistently ranks among the world's top cosmetic exporters.
7. Sheet masks are \_\_\_\_\_ convenient and mess-free that they have become a staple in daily routines worldwide.
8. Some experts wonder if the 10-step routine is \_\_\_\_\_ time-consuming that consumers will eventually move toward “skiminalism”.

## BEM TEST

Answer Key: 1. such an, 2. so, 3. such, 4. so, 5. such a, 6. such a, 7. so, 8. so

<sup>115</sup> to lean on sth tə li:n ɒn 'sʌmθɪŋ polegać na czymś

<sup>116</sup> in detail ɪn 'di:teɪl szczegółowo

<sup>117</sup> to encourage sb to do sth tə ɪn'kʌrɪdʒ 'sʌmbədɪ tə du: 'sʌmθɪŋ zachęcać kogoś do zrobienia czegoś

<sup>118</sup> blindly 'blaɪndli ślepo

<sup>119</sup> approach ə'prəʊtʃ podejście

<sup>120</sup> research-oriented rɪ'sɜ:tɪʃ 'ɔ:riəntɪd

świadomy, ukierunkowany na badania

<sup>121</sup> e-commerce 'i: kɒmɜ:s handel elektroniczny

<sup>122</sup> to play a crucial role tə pleɪ ə 'kru:ʃəl rəʊl odegrać decydującą rolę

<sup>123</sup> shipping 'ʃɪpɪŋ wysyłka

<sup>124</sup> multilingual ,mʌlti'liŋgwəl wielojęzyczny

<sup>125</sup> audience 'ɔ:dʒəns grupa odbiorców

<sup>126</sup> to rely on sth tə ri'laɪ ɒn 'sʌmθɪŋ polegać na czymś

<sup>127</sup> early growth 'ɜ:lɪ grəʊθ wczesna faza rozwoju

<sup>128</sup> marketplace 'mɑ:kətpleɪs tu: platforma sprzedażowa

<sup>129</sup> retail 'ri:teɪl sprzedaż detaliczna, handel detaliczny

<sup>130</sup> more recently mɔ: 'ri:sntli ostatnio, niedawno

<sup>131</sup> social-commerce 'səʊʃəl 'kɒmɜ:s sprzedaż, handel za pośrednictwem platform społecznościowych

<sup>132</sup> low-cost ,ləʊ 'kɒst tani

<sup>133</sup> to accelerate tə ək'seləreɪt przyspieszać, tu: zwiększać

<sup>134</sup> pricing 'praɪsɪŋ ustalenie cen

<sup>135</sup> growth engine grəʊθ 'endʒɪn motor wzrostu

<sup>136</sup> demanding dɪ'mɑ:ndɪŋ wymagający

<sup>137</sup> peer review piə ri'vju: opinia innego użytkownika lub osoby o podobnym statusie

<sup>138</sup> purchasing decisions 'pɜ:tʃəsɪŋ dɪ'sɪʒənz decyzje zakupowe

<sup>139</sup> to retain tə ri'teɪn utrzymywać

## A Large Slice<sup>140</sup> of a Large Pie

South Korea may be a relatively small country, but its beauty industry **punches** far **above its weight**<sup>141</sup>. The domestic cosmetics market is valued at **roughly**<sup>142</sup> USD 15 – 18 billion, making it one of the largest **per capita**<sup>143</sup> beauty markets in the world. Even more **striking**<sup>144</sup> is Korea's role as an exporter. The country **consistently**<sup>145</sup> ranks **among**<sup>146</sup> the world's top cosmetic exporters, alongside giants such as France and the United States.

Global sales of Korean beauty products are **estimated**<sup>147</sup> to **exceed**<sup>148</sup> USD 10 billion **annually**<sup>149</sup>, with strong growth in North America, Europe, Southeast Asia and the Middle East (See Top Korean Cosmetic Companies). Looking ahead, analysts expect the global K-Beauty market to continue expanding at a healthy **pace**<sup>150</sup>, driven by e-commerce, social media marketing and the global appetite for skincare **solutions**<sup>151</sup> that promise luxurious skin at **affordable**<sup>152</sup> prices.

<sup>140</sup> slice *slajs kawałek*

<sup>141</sup> to punch above your weight *tə ˈpʌntʃ əˈbʌv jə weɪt* **boksować w cięższej wadze (być lepszym, niż można by oczekiwać)**



## Fad<sup>153</sup> or Fundamental Shift<sup>154</sup>?

As with any trend-driven industry, the question **inevitably**<sup>155</sup> **arises**<sup>156</sup>: is K-Beauty just a passing cosmetics fashion?

Some aspects of K-Beauty, such as the **rigid**<sup>157</sup> 10-step routine, are already being simplified as consumers **push back against**<sup>158</sup> the **time-consuming**<sup>159</sup> multi-layered approach.

At the same time, Western and Chinese brands have **absorbed**<sup>160</sup> many K-Beauty ideas, **blurring**<sup>161</sup> the **distinction**<sup>162</sup> between K-Beauty and regular skincare. K-Beauty **manufacturers**<sup>163</sup> and distributors have enjoyed a **honeymoon**<sup>164</sup> period as market pioneers **cash in**<sup>165</sup> **accordingly**<sup>166</sup>. As **generic products**<sup>167</sup> are developed and marketed by other global players, the market will become much more competitive.

**Nonetheless**<sup>168</sup>, Korean companies are continuing to invest heavily in **R&D**<sup>169</sup>, biotechnology and dermatological science to maintain their **innovative advantage**<sup>170</sup>. Authentic K-Beauty brands have also established their **credibility**<sup>171</sup> as “original and best.” From Paris to New York to Warsaw, the **legacy**<sup>172</sup> of Korean skincare is already visible on shelves and in daily skincare routines.

<sup>142</sup> roughly *ˈrʌfli* **mniej więcej**

<sup>143</sup> per capita *pɜː ˈkæpɪtə* **na jednego mieszkańca, na głowę**

<sup>144</sup> striking *ˈstraɪkɪŋ* **uderzający**

<sup>145</sup> consistently *kənˈsɪstəntli* **stale**

<sup>146</sup> among *X əˈmɒŋ* **eks pośród X**

<sup>147</sup> estimated *ˈestɪmɪtɪd* **szacowany**

<sup>148</sup> to exceed *stʰ tɔ ɪkˈsiːd* **'samtɔŋ przekroczyć coś**

<sup>149</sup> annually *ˈænjʊəli* **rocznie**

<sup>150</sup> pace *peɪs* **tempo**

<sup>151</sup> solution *səˈluːʃən* **rozwiązanie**

<sup>152</sup> affordable *əˈfɔːdəbl* **przystępny**

<sup>153</sup> fad *fæd* **moda, kaprys, dziwactwo**

<sup>154</sup> fundamental shift *ˌfʌndəˈmentl ʃɪft* **fundamentalna zmiana**

<sup>155</sup> inevitably *ɪnˈevɪtəbli* **nieuchronnie**

<sup>156</sup> to arise *tɔ əˈraɪz* **pojawiać się**

<sup>157</sup> rigid *ˈrɪdʒɪd* **sztywny**

<sup>158</sup> to push back against *tə pʊʃ bæk əˈɡenst* **'samtɔŋ buntować się przeciw czemuś**

<sup>159</sup> time-consuming *ˈtaɪm kənˈsjuːmɪŋ* **czasochłonny**

<sup>160</sup> to absorb *tɔ əbˈsɔːb* **'samtɔŋ wchłaniać coś**

<sup>161</sup> to blur *tɔ blɜː* **'samtɔŋ zacierać, zamazywać coś**

<sup>162</sup> distinction *dɪsˈtɪŋkʃən* **różnica, rozróżnienie**

<sup>163</sup> manufacturer *ˌmænjʊˈfæktʃərə* **producent**

<sup>164</sup> honeymoon *ˈhʌnɪmuːn* **miesiąc miodowy**

<sup>165</sup> to cash in *tə kæʃ ɪn* **zyskiwać**

<sup>166</sup> accordingly *əˈkɔːdɪŋli* **odpowiednio, stosownie**

<sup>167</sup> generic product *dʒəˈnerɪk ˈprɒdʌkt* **odpowiednik, produkt niemarkowy**

<sup>168</sup> nonetheless *ˌnʌnðəˈles* **niemniej jednak**

<sup>169</sup> R&D = research and development *ˌɑːr ən ˈdiː = rɪˈsɜːtʃ ənd dɪˈveləpmənt* **dział badań i rozwoju**

<sup>170</sup> innovative advantage *ˈɪnəvətɪv ədˈvɑːntɪdʒ* **przewaga w innowacjach**

<sup>171</sup> credibility *krədɪˈbɪlətɪ* **wiarygodność**

<sup>172</sup> legacy *ˈlegəsi* **dziedzictwo**

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# A WORD WORTH REMEMBERING

to go bonkers for sth  
**/tə ɡəʊ 'bɒŋkəz fə**  
**'slɪmθɪŋ/**  
zwariować na punkcie  
czegoś

# Loyalty Rewards Programmes<sup>1</sup>

## Are All the Rage<sup>2</sup>

### – Are You In?

In recent years<sup>3</sup>, shoppers looking to earn reward points which they can cash in for<sup>4</sup> free merchandise<sup>5</sup> have gone absolutely bonkers for<sup>6</sup> loyalty programmes. But is there a catch<sup>7</sup>? BEM's Michael Gaylord went shopping to check out<sup>8</sup> if the points really 'check out'.

If you are a loyalty card holder and you've already made plans for the Christmas holidays, you may have cashed out<sup>9</sup> your loyalty points to help pay for accommodation<sup>10</sup> or flights. Reward programmes can mean some pretty sweet deals<sup>11</sup> for those who know how to play the game<sup>12</sup>. But for some of us, those cards aren't doing much more than cluttering<sup>13</sup> our wallets<sup>14</sup>, and for others, they are proving<sup>15</sup> to be frustratingly unrewarding<sup>16</sup>. What have been some of their failings<sup>17</sup>, and how can we make the best use<sup>18</sup> of loyalty reward programmes?

<sup>1</sup> loyalty rewards programme 'lɔɪəltɪ rɪ'wɔːdʒ 'prəʊgræm program lojalnościowy

#### The Basics<sup>19</sup>

If you haven't been a participant<sup>20</sup> in a loyalty programme, here's how it works: a shopper fills in<sup>21</sup> their basic personal

<sup>2</sup> all the rage ɔ:l ðə reɪdʒ ostatni krzyk mody

<sup>3</sup> in recent years ɪn 'riːsnt jɪəz w ostatnich latach

<sup>4</sup> to cash in for sth tə kæʃ ɪn fə 'sʌmθɪŋ wymienić na coś

<sup>5</sup> merchandise 'mɜːtʃəndaɪz towar

<sup>6</sup> to go bonkers for sth tə ɡəʊ 'bɒŋkəz fə 'sʌmθɪŋ zwariować na punkcie czegoś

<sup>7</sup> catch kætʃ tu: haczyk

<sup>8</sup> to check out tə tʃek aʊt badać, sprawdzać

<sup>9</sup> to cash out tə kæʃ aʊt wymienić na pieniądze

<sup>10</sup> accommodation ə,kɒmə'deɪʃən zakwaterowanie

<sup>11</sup> sweet deal swi:t di:l złoty interes

<sup>12</sup> to play the game tə pleɪ ðə ɡeɪm grać w tę grę, znać się na tym

<sup>13</sup> to clutter sth tə 'klʌtə 'sʌmθɪŋ zaśmiecać coś

<sup>14</sup> wallet 'wɒlɪt portfel

<sup>15</sup> to prove tə pru:v okazywać się

<sup>16</sup> unrewarding ,ʌnrɪ'wɔːdɪŋ nieprzynoszący korzyści

<sup>17</sup> failing 'feɪlɪŋ wada

<sup>18</sup> to make the best use tə meɪk ðə best ju:s zrobić najlepszy użytek

<sup>19</sup> the basics ðə 'beɪsɪks podstawy

<sup>20</sup> participant pɑː'tɪsɪpənt uczestnik

<sup>21</sup> to fill in sth tə fɪl ɪn 'sʌmθɪŋ tu: wypełniać, wpisywać coś



information on a form; they immediately receive credit-card sized piece of plastic, which they pass to the **retailer**<sup>22</sup> each time they make a **purchase**<sup>23</sup>; with each transaction they collect points **commensurate**<sup>24</sup> with the **expense**<sup>25</sup> of the purchase. When the purchaser reaches a certain points **benchmark**<sup>26</sup> (say 10,000 points), they can **redeem** the points **for**<sup>27</sup> free products, **groceries**<sup>28</sup>, or even a **trip**<sup>29</sup>. Most **grocery**<sup>30</sup> **chains**<sup>31</sup>, major **pharmacies**<sup>32</sup>, airlines, and even some fast food chains, offer the cards. Many banks offer credit cards which **tie in with**<sup>33</sup> **air miles collection**<sup>34</sup> that can be redeemed for flights (or other **goods**<sup>35</sup>, in some cases).

## Bonuses

Other than earning points which can be redeemed for air travel, are there **advantages**<sup>36</sup> to collecting points? Well, personal finance expert Barry Choi recently shared with CBC news that the practice can, potentially, be used to **offset**<sup>37</sup> inflation. He told CBC news “American Express rewards, for example, gives you a ten-dollar credit – **straight up**<sup>38</sup> – for every 1,000 points you **earn**<sup>39</sup>, **regardless of**<sup>40</sup> what you spend your money on. So, if you earn and

spend quickly, know the value of your **redemptions**<sup>41</sup>, and choose programmes that are **co-branded**<sup>42</sup> you can really save a lot.” (Co-branded means that many different stores belong to the same kind of loyalty programme and you can use that same card in several places.) Some programmes offer bonus redemptions points, in which the value of the points earned **doubles**<sup>43</sup> or even triples for a special time period.

## Concerns<sup>44</sup>

So, there are **obvious**<sup>45</sup> advantages, but some may **wonder**<sup>46</sup> what the potential **pitfalls**<sup>47</sup> are. Well, as shoppers are **revealing**<sup>48</sup> a lot of their **personal information**<sup>49</sup> when they fill out the application for the loyalty card, retailers have a lot of **data**<sup>50</sup> which can be shared and, potentially, stolen. **What's more**<sup>51</sup>, since retailers now have access to your **shopping habits**<sup>52</sup> they can more **diligently**<sup>53</sup> **target**<sup>54</sup> you in their **marketing campaigns**<sup>55</sup>. If you find this kind of thing irritating, it could be a bit of a **downer**<sup>56</sup>. Also, earning benefits that are worth one's time and money does **require**<sup>57</sup> **a fair bit**<sup>58</sup> of shopping **savviness**<sup>59</sup>. **For instance**<sup>60</sup>, some programmes are limited in that they offer a pretty low redemption

<sup>22</sup> **retailer** ri:'teɪlə **sprzedawca detaliczny**

<sup>23</sup> **purchase** 'pɜ:tʃəs **zakup**

<sup>24</sup> **commensurate** kə'menʃəɪt **proporcjonalny**

<sup>25</sup> **expense** ɪks'pens **wydatek**

<sup>26</sup> **benchmark** 'bentʃmɑ:k **tu: próg**

<sup>27</sup> **to redeem sth for sth** tə rɪ'di:m **wymienić coś na coś**

<sup>28</sup> **groceries** 'grəʊsərɪz **artykuły spożywcze**

<sup>29</sup> **trip** trɪp **wycieczka**

<sup>30</sup> **grocery** 'grəʊsəri **sklep spożywczy**

<sup>31</sup> **chain** tʃeɪn **sieć**

<sup>32</sup> **pharmacy** 'fɑ:məsi **apteka**

<sup>33</sup> **to tie in with sth** tə taɪ ɪn wɪð **'sɒmθɪŋ być powiązany z czymś**

<sup>34</sup> **air miles collection** eə maɪlz kə'leɪʃən **system zbierania mil lotniczych**

<sup>35</sup> **goods** ɡʊdz **dobry, towary**

<sup>36</sup> **advantage** əd'vɑ:ntɪdʒ **zaleta**

<sup>37</sup> **to offset sth** tə 'ɒfset **'sɒmθɪŋ zrównoważyć coś**

<sup>38</sup> **straight up** streɪt ʌp **ot tak, po prostu**

<sup>39</sup> **to earn sth** tə ɜ:n **'sɒmθɪŋ tu: zdobyć coś**

<sup>40</sup> **regardless of sth** rɪ'gɑ:dɪs ɒv **'sɒmθɪŋ niezależnie od czegoś**

<sup>41</sup> **redemption** rɪ'dempʃən **tu: wykorzystanie uzbiernych punktów przy zakupie danego produktu, usługi; wymiana punktów**

<sup>42</sup> **co-branded** kəʊ 'brændɪd **partnerski**

<sup>43</sup> **to double** tə 'dʌbl **podwajać się**

<sup>44</sup> **concern** kən'sɜ:n **obawa**

<sup>45</sup> **obvious** 'ɒbvɪəs **oczywisty**

<sup>46</sup> **to wonder** tə 'wʌndə **zastanawiać się**

<sup>47</sup> **pitfall** 'pɪtʃɔ:l **pułapka**

<sup>48</sup> **to reveal sth** tə rɪ'vi:l **'sɒmθɪŋ ujawniać coś**

<sup>49</sup> **personal information** 'pɜ:snl ɪn'fə'meɪʃən **dane osobowe**

<sup>50</sup> **data** 'deɪtə **dane**

<sup>51</sup> **what's more** wɒts mɔ: **co więcej**

<sup>52</sup> **shopping habits** 'ʃɒpɪŋ 'hæbɪts **nawyki zakupowe**

<sup>53</sup> **diligently** 'dɪlɪdʒəntli **precyzyjnie**

<sup>54</sup> **to target sb** tə 'tɑ:ɡɪt **'sɒmbədɪ kierować coś do kogoś**

<sup>55</sup> **marketing campaign** 'mɑ:kɪtɪŋ kæm'peɪn **kampania marketingowa, kampania reklamowa**

<sup>56</sup> **downer** 'daʊnə **minus, czynnik zniechęcający**

<sup>57</sup> **to require sth** tə rɪ'kwaɪə **'sɒmθɪŋ wymagać czegoś**

<sup>58</sup> **a fair bit** ə feə bɪt **sporo**

<sup>59</sup> **savviness** 'sævɪnəs **biegłość**

<sup>60</sup> **for instance** fər ɪn'stæns **na przykład**

## Multi-word Phrases Related to Collecting Loyalty Points

PHRASE:	MEANING:	EXAMPLE IN SPEECH:
cash out	This happens when we redeem a loyalty card after a certain amount of points has been collected. The aim is to get a cash credit for more merchandise from the retailer, or another gift.	“After I collect 10,000 points, I’ll cash out my earnings for a 25-dollar gift certificate.”
tie in	This occurs when two programmes are linked. For example, a shopper can use loyalty points collected at their grocery store to get a <b>discount</b> <sup>1</sup> at their favourite restaurant.	“I chose an Air Miles Visa card that was tied in with the pharmacy chain I frequently shop at.”
double dip	The practice of earning two (or more) different types of points on a single transaction. For example, a person could earn both the <b>petrol station’s</b> <sup>2</sup> <b>currency</b> <sup>3</sup> and the retail partner’s points on the same purchase.	“Taking advantage of double-dipping opportunities will help you accelerate your points-earning – bringing you that much closer to your dream award trip.”
Get <b>perks</b> <sup>4</sup>	Extra benefits or advantages for being a loyal customer, like <b>free shipping</b> <sup>5</sup> or exclusive access.	“One of the perks of the store’s new loyalty programme is getting a free coffee every 10 visits”.
<b>tier-based</b> <sup>6</sup> programmes	A programme with different levels or tiers that offer more benefits as a customer spends more or makes more purchases. For example, “Bronze,” “Silver,” and “Gold” tiers.	“After Mary reached her spending limit on the Bronze loyalty programme, she was promoted to the Silver one, where she got <b>early access</b> <sup>7</sup> to sales and free shipping.”
<b>churn rate</b> <sup>8</sup>	This is the percentage of customers or subscribers that discontinue their <b>relationship</b> <sup>9</sup> with a business over a period. It <b>indicates</b> <sup>10</sup> the company’s ability to <b>retain</b> <sup>11</sup> clients. One of retailers’ aims in offering loyalty programmes is to <b>decrease</b> <sup>12</sup> this rate.	“With a five percent monthly customer churn rate, the company will end the year with about half of the customers it had at the beginning.”
(it doesn’t) <b>cut it</b> <sup>13</sup>	It’s not good enough – in this context, the loyalty programme is not bringing the retail customer benefits that <b>outweigh</b> <sup>14</sup> that person’s time spent in collecting loyalty rewards points.	“That loyalty card just doesn’t cut it for me anymore – I spend so much time searching for it at the <b>cash register</b> <sup>15</sup> , and I’ve spent too much money at that store on things I don’t really need.”

<sup>1</sup> discount 'dɪskaʊnt **zniżka, rabat**<sup>2</sup> petrol station 'petrəl 'steɪʃən **stacja benzynowa**<sup>3</sup> currency 'kʌrənsɪ **waluta (tu w znaczeniu punktów)**<sup>4</sup> perk pɜ:k **dodatkowa korzyść**<sup>5</sup> free shipping fri: 'fɪpɪŋ **darmowa wysyłka**<sup>6</sup> tier-based tɪə beɪst **wielopoziomowy**<sup>7</sup> early access 'ɜ:lɪ 'æksɪs **wcześniejszy dostęp**<sup>8</sup> churn rate tʃɜ:n reɪt **wskaźnik migracji klientów (określający procent użytkowników, którzy zrezygnowali z określonej usługi)**<sup>9</sup> relationship rɪ'leɪʃənʃɪp **związek**<sup>10</sup> to indicate sth tə 'ɪndɪkeɪt 'sʌmθɪŋ **wskazywać coś**<sup>11</sup> to retain sb tə rɪ'teɪn 'sʌmbədɪ **zatrzymywać kogoś**<sup>12</sup> to decrease tə 'dɪ:kri:s **zmniejszać**<sup>13</sup> to cut it tə kʌt ɪt **sprościć wymaganiom, radzić sobie**<sup>14</sup> to outweigh tə aʊt'weɪ **przeważać**<sup>15</sup> cash register kæʃ 'redʒɪstə **kasa (urządzenie w sklepie)**

## INFOBOX

value and one can only collect the points for one retailer – for instance, imagine spending hundreds on cosmetics and **toilettry**<sup>61</sup> products at a pharmacy only so that you can get, say, enough points for a free tube of toothpaste. Getting a **long-haul**<sup>62</sup> “free flight” requires spending, **literally**<sup>63</sup>, tens of thousands. The potential for **wasting money**<sup>64</sup> appears to be quite high, especially if one is **inclined to**<sup>65</sup> pay for many purchases with their credit card purchases and have difficulty paying the entire bill each month. **Beware**<sup>66</sup>: **interest charges**<sup>67</sup> will accumulate.

## How to Play the Game

Thus, effective use of the card – or cards – requires using those that offer maximum **flexibility**<sup>68</sup> and give you good value. In **other words**<sup>69</sup>, choose one that **allows**<sup>70</sup> using the card across a **bonded**<sup>71</sup> eco-system – where you can use the same programme in **multiple**<sup>72</sup> locations and share it with other retailers. Some programmes allow you to use them for financial rewards, even allowing you to redeem your points as a **contribution to**<sup>73</sup> your **tax-free savings account**<sup>74</sup> or to your **RRSP**<sup>75</sup>. This, **in the long term**<sup>76</sup>, can be very valuable, as points collect **compound**<sup>77</sup> interest over time.

If a person is **altruistically minded**<sup>78</sup>, there are **means**<sup>79</sup> to use the loyalty programmes to be **generous**<sup>80</sup>. Some loyalty programmes allow you to **donate**<sup>81</sup> your points, although it is usually limited to the **charities**<sup>82</sup> that are **associated with**<sup>83</sup> the **particular**<sup>84</sup> programme. One could buy a tonne of gift cards from the retailer and then simply donate them to friends, family, or others in need. One regular air miles user told BEM, “With my air miles points, I earned enough to pay for my parents to have a vacation in Bali, and that **blew them away**<sup>85</sup>!”

## Getting Ahead

Collecting reward points via loyalty programmes certainly is a game that does have some **red flags**<sup>86</sup>. Some people

can easily be **tempted**<sup>87</sup> to **overspend**<sup>88</sup>; for people that simply don't spend a lot of money or don't like to shop, the collection of points for a truly valuable redemption can seem **agonisingly**<sup>89</sup> slow. However, used effectively, they can help save money and **obtain**<sup>90</sup>, err, rewarding rewards. According to the experts, shoppers should take a methodical, personalised **approach to**<sup>91</sup> choosing loyalty programmes. **Early on**<sup>92</sup>, **stick to**<sup>93</sup> one or two programmes. After you become **accustomed to**<sup>94</sup> them, **do some research**<sup>95</sup> on a few other programmes that offer attractive rewards for you. Choose programmes that are easily redeemable, **paired with**<sup>96</sup> credit cards, and allow points to be transferred to retail partners. And, don't forget to **keep track of**<sup>97</sup> your points and then cash them in as soon as you have enough points to collect your **aim**<sup>98</sup>; you may not find yourself flying first class on Emirates, but at least you'll be improving your financial **well-being**<sup>99</sup> or **making** a friend or **family member's**<sup>100</sup> **day**<sup>101</sup>.

<sup>61</sup> **toilettry** 'tɔɪlətri kosmetyk do higieny osobistej, artykuł higieniczny

<sup>62</sup> **long-haul** 'lɒŋ haʊl długodystansowy

<sup>63</sup> **literally** 'lɪtərəli dosłownie

<sup>64</sup> **wasting money** 'weɪstɪŋ 'mʌni marnowanie pieniędzy

<sup>65</sup> **to be inclined to sth** tə bi: ɪn'klaɪnd tə 'sʌmθɪŋ mieć tendencję do czegoś

<sup>66</sup> **beware** bi'weə uważaj, strzeż się

<sup>67</sup> **interest charges** 'ɪntrɪst 'tʃɑ:dʒɪz odsetki

<sup>68</sup> **flexibility** 'fleksə'bɪləti elastyczność

<sup>69</sup> **in other words** ɪn 'lðə wɜ:dz innymi słowy

<sup>70</sup> **to allow** tə ə'laʊ pozwalać

<sup>71</sup> **bonded** 'bɒndɪd powiązany

<sup>72</sup> **multiple** 'mʌltɪpl wiele

<sup>73</sup> **contribution to sth** ,kɒntri'bju:ʃən tə 'sʌmθɪŋ wkład w coś

<sup>74</sup> **tax-free savings account** 'tæks'fri: 'seɪvɪŋz ə'kaʊnt konto oszczędnościowe zwolnione z podatku

<sup>75</sup> **RRSP = registered retirement savings plan** ɑ:r ər es 'pi: 'redʒɪstəd rɪ'taɪəmənt 'seɪvɪŋz plæn specjalny rodzaj konta oszczędnościowo-inwestycyjnego w Kanadzie, stworzony przez tamtejszy rząd, aby zachęcić obywateli do samodzielnego odkładania pieniędzy na emeryturę

<sup>76</sup> **in the long term** ɪn ðə lɒŋ tɜ:m w dłuższej perspektywie

<sup>77</sup> **to compound sth** tə 'kɒmpaʊnd 'sʌmθɪŋ powiększać coś

<sup>78</sup> **altruistically minded** ,æltru:'ɪstɪkəli 'maɪndɪd altruistycznie nastawiony

<sup>79</sup> **means** mi:nz sposoby

<sup>80</sup> **generous** 'dʒenərəs hojny

<sup>81</sup> **to donate sth** tə doʊ'neɪt 'sʌmθɪŋ przekazywać, podarować coś

<sup>82</sup> **charity** 'tʃærɪti organizacja charytatywna

<sup>83</sup> **associated with sth** ə'səʊʃɪeɪtəd wɪð 'sʌmθɪŋ powiązany z czymś

<sup>84</sup> **particular** pə'tɪkjʊlə konkretny

<sup>85</sup> **to blow sb away** tə bləʊ 'sʌmbədi ə'weɪ zrobić na kims wrażenie, rzucić kogoś na kolana

<sup>86</sup> **red flag** red flæg sygnał ostrzegawczy, czerwona flaga

<sup>87</sup> **to get tempted** tə get 'temptɪd ulegać pokusie

<sup>88</sup> **to overspend** tə 'əʊvə'spend wydawać za dużo

<sup>89</sup> **agonisingly** 'æɡənaɪzɪŋli boleśnie

<sup>90</sup> **to obtain sth** tə əb'teɪn 'sʌmθɪŋ zdobywać coś

<sup>91</sup> **approach to sth** ə'prəʊtʃ tə 'sʌmθɪŋ podejście do czegoś

<sup>92</sup> **early on** 'ɜ:lɪ ɒn na początku

<sup>93</sup> **to stick to sth** tə stɪk tə 'sʌmθɪŋ trzymać się czegoś

<sup>94</sup> **accustomed to sth** ə'kʌstəmd tə 'sʌmθɪŋ przyzwyczajony do czegoś

<sup>95</sup> **to do some research** tə du: sʌm ri'sɜ:tʃ zrobić rozeznanie

<sup>96</sup> **paired with sth** peəd wɪð 'sʌmθɪŋ połączony z czymś

<sup>97</sup> **to keep track of sth** tə ki:p træk əv 'sʌmθɪŋ kontrolować coś na bieżąco

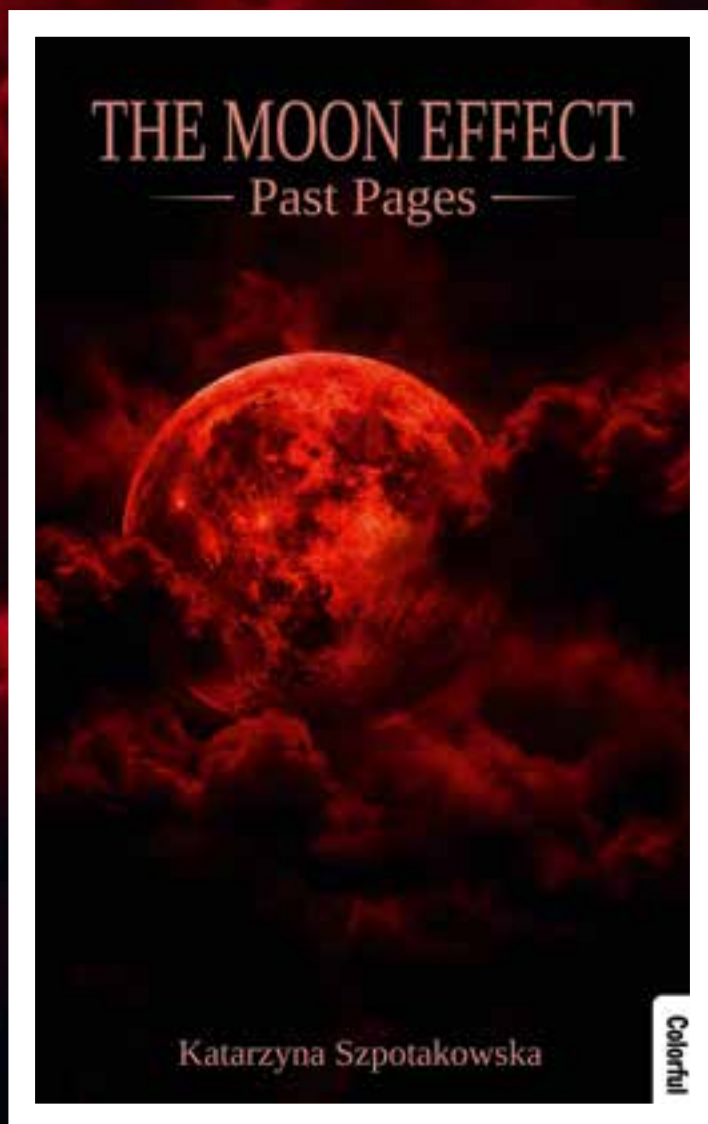
<sup>98</sup> **aim** eɪm cel

<sup>99</sup> **well-being** 'wel'bi:ŋ dobrobyt, pomyślność

<sup>100</sup> **family member** 'fæmɪli 'membə członek rodziny

<sup>101</sup> **to make sb's day** tə meɪk 'sʌmbədz deɪ poprawić komuś humor, uszczęśliwić kogoś





KUP TERAZ

You will never guess how this thrilling story ends!

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

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

- Desiree Burns – a prodigy novelist destined for more than literary fame.
- Percy Prince – charming, confident, and dangerously easy to fall for.
- Drakhe – a ruthless vampire devoid of mercy... or perhaps even a soul.

- Cornelius Andersen – a German singer with a voice so powerful it could tempt the devil himself.
- Ariel – the one whose existence must remain a secret at all costs.
- Hagen – a vampire who means well, yet somehow makes everything worse.

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

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

# Jakarta Becomes the World's Biggest City

For several years, Tokyo has been **regarded as**<sup>1</sup> the world's largest city. However, the latest records **reveal**<sup>2</sup> that it has been **overtaken**<sup>3</sup> by Jakarta in Indonesia. **Jonathan Moore investigates**<sup>4</sup>.

## The Official UN Statistics

According to a report recently published by UN DESA (the United Nations Department of Economic and Social Affairs), entitled the *World Urbanisation Prospects 2025: Summary of Results*, the population of the Greater Jakarta Region has reached a **staggering**<sup>5</sup> 41.9 mln **inhabitants**<sup>6</sup>. By way of comparison, the

**estimated**<sup>7</sup> population of Canada is just over 40 mln, so more than the entire population of the world's second largest country by area is **residing**<sup>8</sup> in one single metropolitan area.

<sup>1</sup> **regarded as X** rɪ'gɑ:dɪd æz eks **uważany za X**

<sup>2</sup> **to reveal sth** tə rɪ'vi:l 'sʌmθɪŋ **ujawnić coś**

<sup>3</sup> **to overtake sth** tə 'əʊvə'teɪk 'sʌmθɪŋ

**wyprzedzić coś**

## Tokyo Falls to Third Place

Not only has Tokyo been **leapfrogged**<sup>9</sup> by Jakarta; Dhaka, the **capital**<sup>10</sup> of Bangladesh, has also overtaken the Japanese capital. The *World Urbanisation*

<sup>4</sup> **to investigate sth** tə ɪn'vestɪgeɪt 'sʌmθɪŋ **badać coś**

<sup>5</sup> **staggering** 'stægərɪŋ **zduńiewający, nadzwyczajny**

<sup>6</sup> **inhabitant** ɪn'hæbɪtənt **mieszkaniec**

<sup>7</sup> **estimated** 'estɪmeɪtɪd **szacowany, przybliżony**

<sup>8</sup> **to reside** tə rɪ'zɪd **mieszkać**

<sup>9</sup> **to leapfrog sth** tə 'li:pfrɒg 'sʌmθɪŋ **przeskoczyć coś, wyprzedzić coś**

<sup>10</sup> **capital** 'kæpɪtl **stolica**



**A WORD WORTH REMEMBERING**

to leapfrog sth  
/tə 'li:pfrɒg  
'sʌmθɪŋ/  
przeskoczyć,  
wyprzedzić coś

*Prospects 2025: Summary of Results* report **indicates**<sup>11</sup> that Dhaka's population has reached **approximately**<sup>12</sup> 36.6 mln residents, while the population of Tokyo stands at approx. 33,4 mln.

### Jakarta's Economic Pulling Power<sup>13</sup>

Indonesia is the largest economy in South East Asia, with Jakarta **accounting for**<sup>14</sup> almost 17 percent of the country's GDP<sup>15</sup>. The city is **found**<sup>16</sup> on Java, an island of 150 million inhabitants. With a **thriving**<sup>17</sup> financial sector, two major **manufacturing**<sup>18</sup> **hubs**<sup>19</sup> (in the form of automotive and

electronics factories) in Bekasi and the city of Karawang (32 km east of Jakarta) and tech startups in and around the Indonesia's biggest city, **not to mention**<sup>20</sup> **logistics networks**<sup>21</sup> **covering**<sup>22</sup> the whole of Java and a consumer market in boom, hundreds of thousands of jobs are created in the area year after year. Moreover, Java is the central region of Indonesia, so Jakarta **brings in**<sup>23</sup> workers from Sumatra in western Indonesia as well as the islands of eastern Indonesia.

<sup>11</sup> to indicate sth tɔ 'ɪndɪkeɪt 'sʌmθɪŋ wskazywać coś

<sup>12</sup> approximately ə'prɒksɪmətli około, w przybliżeniu

<sup>13</sup> pulling power 'pʊlɪŋ 'paʊə tu: siła przyciągania, atrakcyjność

<sup>14</sup> to account for sth tɔ ə'kaʊnt fɔ 'sʌmθɪŋ odpowiadać za coś

<sup>15</sup> GDP = Gross Domestic Product ,dʒɪ: di: 'pi: grɒs dɒs'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

<sup>16</sup> to found sth tɔ faʊnd 'sʌmθɪŋ zakładać coś

<sup>17</sup> thriving 'θraɪvɪŋ rozwijający się

<sup>18</sup> manufacturing ,mænjʊ'fæktʃərɪŋ produkcja przemysłowa

<sup>19</sup> hub hʌb ośrodek, centrum

<sup>20</sup> not to mention sth nɒt tə 'menʃən 'sʌmθɪŋ nie wspominając o czymś

<sup>21</sup> logistics network lɒs'dʒɪstɪks 'netwɜ:k sieć logistyczna

<sup>22</sup> to cover sth tɔ 'kʌvə 'sʌmθɪŋ obejmować coś

<sup>23</sup> to bring in sb tɔ brɪŋ ɪn 'sʌmbədɪ przyciągać kogoś

## A Superior<sup>24</sup> Fertility Rate<sup>25</sup>

Another reason why Jakarta and Dhaka have **shot into**<sup>26</sup> first and second spot ahead of Tokyo is the fact that their population is **expanding**<sup>27</sup> and not **contracting**<sup>28</sup>. According to the Asia Lifestyle Magazine, Indonesia has a **median age**<sup>29</sup> of 30, while its fertility rate is practically at **replacement level**<sup>30</sup> 1.96 children per woman as at 2024 (according to the World Population Review). The availability of so many **working-age**<sup>31</sup> individuals is the **driving force**<sup>32</sup> behind the urbanisation of Indonesia's and, particularly, Jakarta. Indeed, with a population **exceeding**<sup>33</sup> 285.7 mln inhabitants (according to Worldometers.com), Indonesia is the fourth most populated country on Earth, **surpassed**<sup>34</sup> only by China, India and the United States. Similar trends like urbanisation, economic opportunities and a **fast-growing**<sup>35</sup> IT sector are also powering the rise of Dhaka as a global megacity. Moreover, in 2024, the Bangladesh's fertility rate was even superior to that of Indonesia. The World Population Review indicates that its fertility rate stood at 2.07 children per woman as at 2024.

## Tokyo Goes the Other Way

By contrast, more and more **citizens**<sup>36</sup> of Tokyo are **moving away**<sup>37</sup> from the capital and its agglomeration into smaller cities, while Japan's fertility rate (approx. 1.4 children per woman as at 2024) means that there are **significantly**<sup>38</sup> more deaths than births in the country **per annum**<sup>39</sup>.

## Growth<sup>40</sup> Spiralling Out of Control<sup>41</sup>

The main **downside**<sup>42</sup> of Jakarta and Dhaka's population growth is that both cities are **sprawling**<sup>43</sup> so fast that the **authorities**<sup>44</sup> cannot build **sufficient**<sup>45</sup> roads or railways, nor indeed the necessary **utilities**<sup>46</sup>, in time to **cater for**<sup>47</sup> this **upsurge**<sup>48</sup>. Moreover<sup>49</sup>, **air pollution**<sup>50</sup> is a real problem. To some extent<sup>51</sup>, the **development**<sup>52</sup> and

expansion of the Jakarta LRT (Light Rail Transit) and MRT (Mass Rapid Transit) Systems as well as the Greater Jakarta LRT network have helped. Still, many Jakartans spend over an hour **commuting**<sup>53</sup> to work.

## Devastating Flooding<sup>54</sup> and Districts<sup>55</sup> Sinking<sup>56</sup>

To add to its woes<sup>57</sup>, the Greater Jakarta area is frequently the scene of serious floods due to **heavy rainfall**<sup>58</sup>. As if that were not **painful**<sup>59</sup> enough, the area is **struggling with**<sup>60</sup> an even more serious **environmental challenge**<sup>61</sup>: as a result of **groundwater extraction**<sup>62</sup>, the city's northern districts are sinking as much as ten centimetres a year. This is pushing wealthier residents to its more **elevated**<sup>63</sup> southern districts such as South Jakarta, Bogor and Depok.

<sup>24</sup> superior su:'piəriə **ponadprzeciętny**

<sup>25</sup> fertility rate fə:'tɪlətɪ reɪt **współczynnik**  
**dziętności**

<sup>26</sup> shot into ʃɒt 'ɪntə **wystrzelić**

<sup>27</sup> to expand tə 'ɪkspænd **powiększać się,**  
**rosnąć**

<sup>28</sup> to contract tə 'kɒntrækt **kurczyć się**

<sup>29</sup> median age 'mi:djən eɪdʒ **mediana wieku**

<sup>30</sup> replacement level rɪ'pleɪsmənt 'levl **poziom**  
**zastępowalności pokoleń**

<sup>31</sup> working-age 'wɜ:kɪŋ eɪdʒ **wiek produkcyjny**

<sup>32</sup> driving force 'draɪvɪŋ fɔ:s **siła napędowa**

<sup>33</sup> to exceed sth tə 'ɪk'si:d 'sʌmθɪŋ **przekraczać**  
**coś**

<sup>34</sup> to surpass sth tə sɜ:'pɑ:s 'sʌmθɪŋ **przewyższać**  
**coś**

<sup>35</sup> fast-growing fɑ:st 'grəʊɪŋ **szybko rozwijający**  
**się**

<sup>36</sup> citizen 'sɪtɪzn **obywatel**

<sup>37</sup> to move away tə mu:v ə'weɪ **wyprowadzić się**

<sup>38</sup> significantly sɪŋ'nɪfɪkəntli **znacząco**

<sup>39</sup> per annum pər 'ænəm **fac. rocznie**

<sup>40</sup> growth grəʊθ **wzrost**

<sup>41</sup> spiralling out of control 'spɪərəɪlɪŋ aʊt ɒv  
kən'trəʊl **wymykający się spod kontroli**

<sup>42</sup> downside 'daʊnsaɪd **minus, negatywna**  
**strona**

<sup>43</sup> to sprawl tə sprɔ:l **rozsztaczać się**

<sup>44</sup> authorities ɔ:'θɒrətɪz **władze**

## Fact File

According to Worldometer, Indonesia is among the world's largest countries. Its **surface area**<sup>1</sup> of 1.9 mln sq.km. makes it the fifteenth largest country by population (just behind Mexico). With a population of over 287 mln, it is the world's fourth most populated country after the United States.

Jakarta Is Now the World's Most Populous City With 42 Million Residents: UN Report – Seasia.co

<sup>1</sup> surface area 'sɜ:fɪs 'eəriə **powierzchnia**

## INFOBOX

<sup>45</sup> sufficient sə'fɪjənt **wystarczający**

<sup>46</sup> utilities ju:'tɪlətɪz **usługi komunalne; media**

<sup>47</sup> to cater for sth tə 'keɪtə fə 'sʌmθɪŋ **zaspokajać coś (np. potrzeby), sprostać**  
**czemuś**

<sup>48</sup> upsurge ʌp'sɜ:dʒ **nagły wzrost**

<sup>49</sup> moreover mɔ:'rəʊəvə **co więcej, ponadto**

<sup>50</sup> air pollution əə pə'lu:ʃən **zanieczyszczenie**  
**powietrza**

<sup>51</sup> to some extent tə sʌm 'ɪks'tent **do pewnego**  
**stopnia**

<sup>52</sup> development dɪ'veləpmənt **rozwój**

<sup>53</sup> commuting kə'mju:ɪŋ **dojeżdżanie**

<sup>54</sup> flooding 'flʌdɪŋ **powódź**

<sup>55</sup> district 'dɪstrɪkt **dzielnica**

<sup>56</sup> sinking 'sɪŋkɪŋ **tu: osiadanie, obniżanie się,**  
**opadanie**

<sup>57</sup> to add to its woes tə æd tə ɪts wəʊz **jakby**  
**mało było nieszczęść**

<sup>58</sup> heavy rainfall 'hevi 'reɪnfɔ:l **intensywne**  
**opady**

<sup>59</sup> painful 'peɪnful **bolesny**

<sup>60</sup> to struggle with sth tə 'strʌgl wɪð 'sʌmθɪŋ **borykać się z czymś**

<sup>61</sup> environmental challenge ɪn,vaiərən'mentl  
'tʃælɪndʒ **wyzwanie środowiskowe**

<sup>62</sup> groundwater extraction 'grəʊnd,wɔ:tər  
ɪks'trækʃən **wypłukiwanie wód gruntowych**

## Housing<sup>64</sup>: Demand<sup>65</sup> Outstrips<sup>66</sup> Supply<sup>67</sup>

Consequently, when it comes to housing, demand is outstripping supply. There are waiting lists<sup>68</sup> for middle-income apartments<sup>69</sup> in South Jakarta, and land prices in accessible transport corridors<sup>70</sup> have trebled<sup>71</sup> over the past decade. Since 2022, the monthly rent for a two-bedroom flat<sup>72</sup> in a reasonably<sup>73</sup> attractive district of Jakarta has risen 22 percent, reaching the equivalent of USD 950 to USD 1,600.

## A New Capital: Nusantara

In 2019, the government<sup>74</sup> of Indonesia unveiled<sup>75</sup> plans to relocate the country's capital to the new city of Nusantara in northeastern Indonesia, with a view to alleviating<sup>76</sup> Jakarta's demographic and ecological challenges. The new capital was originally earmarked<sup>77</sup> for inauguration in 2024. However, the target date has now been postponed<sup>78</sup> to 2028.

## Asia Dominates the World Top Ten

According to the UN and Al Jazeera, nine out of the world's ten most populated urban areas are in Asia. Fourth-placed Cairo in Egypt, with a population of approx. 32 mln. In fifth place comes New Delhi, the capital of India with approx. 30.2 mln inhabitants, followed by the Chinese cities of Shanghai and Guangzhou (on 29.6 and 27.6 mln respectively<sup>79</sup>); Manila in the Philippines (24.7 mln); Kolkata in India (22.5 mln); and Seoul in South Korea (22.5 mln).

## A Dubious Honour<sup>80</sup>

In some respects<sup>81</sup>, being the world's most populous city may be a dubious honour. If this statistic is a success, then Jakarta may become a victim<sup>82</sup> of its own success. While a healthy<sup>83</sup> fertility rate is generally viewed as a positive development,

Jakarta's spiralling population – with the resulting high levels of air pollution and poor<sup>84</sup> sanitation<sup>85</sup> – as well as environmental challenges like flooding and sinking are placing enormous<sup>86</sup> pressure on its

infrastructure. This may explain why the Indonesians are building a new capital. Time will tell<sup>87</sup> whether this helps alleviate Jakarta's population problem.



<sup>63</sup> elevated 'elivertɪd wyżej położony

<sup>64</sup> housing 'haʊzɪŋ gospodarka mieszkaniowa

<sup>65</sup> demand dɪ'mɑːnd popyt

<sup>66</sup> to outstrip sth tʊ aʊt'strɪp 'sʌmθɪŋ przewyższać coś

<sup>67</sup> supply sə'plɑɪ podaż

<sup>68</sup> waiting list 'weɪtɪŋ lɪst lista oczekujących

<sup>69</sup> middle-income apartment 'mɪdl 'ɪnkʌm ə'pɑːtmənt mieszkanie dla osób o średnich dochodach

<sup>70</sup> transport corridor 'trænspɔːt 'kɒrɪdɔː korytarz transportowy

<sup>71</sup> to treble tə 'trebl potroić się

<sup>72</sup> flat flæt mieszkanie

<sup>73</sup> reasonably 'riːznəblɪ w miarę

<sup>74</sup> government 'gʌvnmənt rząd

<sup>75</sup> to unveil sth tʊ ʌn'veɪl 'sʌmθɪŋ ujawniać coś

<sup>76</sup> to alleviate sth tʊ ə'liːviət 'sʌmθɪŋ złagodzić coś

<sup>77</sup> earmarked 'ɛəməːkt przeznaczony

<sup>78</sup> to postpone sth tə pəʊst'pəʊn 'sʌmθɪŋ przełożyć coś

<sup>79</sup> respectively rɪs'pektɪvli odpowiednio

<sup>80</sup> dubious honour 'djuːbjəs 'ɒnə wåtɪplɪw zaszczyt

<sup>81</sup> in some respects ɪn sʌm rɪs'pekts pod pewnymi względami

<sup>82</sup> victim 'vɪktɪm ofiara

<sup>83</sup> healthy 'helθi tu: wysoki

<sup>84</sup> poor pʊə zły

<sup>85</sup> sanitation 'sæni'teɪʃən warunki sanitarne

<sup>86</sup> enormous ɪ'nɔːməs ogromny

<sup>87</sup> time will tell taɪm wɪl tel czas pokaże

by Janet Sandford

# The Audio AI<sup>1</sup> Revolution

If you want to know **the next big thing<sup>2</sup>** in AI, then listen up.

**W**hile image and text-based AI have dominated the **headlines<sup>3</sup>** and our imaginations, a quieter but equally transformative revolution is happening in sound. Audio AI has **potential applications<sup>4</sup> spanning<sup>5</sup>** multiple **industries<sup>6</sup>** and everyday life. It is **fast developing<sup>7</sup>**, and it won't be long before you are hearing all about it.

**processes<sup>14</sup>** information to recognise **patterns<sup>15</sup>** and generate **entirely<sup>16</sup>** new sounds. The results are **astonishing<sup>17</sup>**: realistic human-like speech, music compositions in various styles, lifelike sound effects, and precise **editing<sup>18</sup>** of recorded audio. Unlike previous audio **software<sup>19</sup>**, which **relied heavily<sup>20</sup> on<sup>21</sup> human input<sup>22</sup>** and rule-based programming (if-then), Audio AI learns from massive **datasets<sup>23</sup>** and continuously improves itself.

## What Is Audio AI?

Audio AI **builds on<sup>8</sup> advances<sup>9</sup>** in **machine learning<sup>10</sup>**, particularly **deep-learning<sup>11</sup> neural networks<sup>12</sup>**. These systems **mimic<sup>13</sup>** the way the human brain

## Applications

- Voice Synthesis and Speech  
Text-to-speech technology has existed for years, but modern AI voices

<sup>1</sup> AI = artificial intelligence ,eɪ 'aɪ = ,ɑːtɪ'fɪʃəl  
in'telɪdʒəns sztuczna inteligencja

<sup>2</sup> the next big thing ðə nekst bɪg θɪŋ kolejna rewolucja

<sup>3</sup> headline 'hedlaɪn nagłówek

<sup>4</sup> potential applications pəʊ'tenʃəl  
,æplɪ'keɪʃənz potencjalne zastosowania

<sup>5</sup> to span sth tə spæn 'sʌmθɪŋ obejmować coś

<sup>6</sup> industry 'ɪndəstri branża

<sup>7</sup> fast developing fɑːst dɪ'veləpɪŋ szybko rozwijający się

<sup>8</sup> to build on sth tə bɪld ɒn 'sʌmθɪŋ opierać się na czymś

<sup>9</sup> advance əd'vɑːns postęp

<sup>10</sup> machine learning mə'ʃiːn 'lɜːnɪŋ uczenie maszynowe

<sup>11</sup> deep-learning ,diːp 'lɜːnɪŋ uczenie głębokie

<sup>12</sup> neural network 'njuːərəl 'netwɜːk sieć neuronowa

<sup>13</sup> to mimic sth tə 'mɪmɪk 'sʌmθɪŋ naśladować coś

<sup>14</sup> to process sth tə 'prəʊses 'sʌmθɪŋ przetwarzać coś

<sup>15</sup> pattern 'pætən wzorzec

<sup>16</sup> entirely ɪn'taɪəli zupełnie

<sup>17</sup> astonishing əs'tɒnɪʃɪŋ zdumiewający, nadzwyczajny

<sup>18</sup> editing 'edɪtɪŋ edytowanie, obróbka

<sup>19</sup> software 'sɒftweə(r) oprogramowanie

<sup>20</sup> heavily 'heɪvɪli tu: w dużym stopniu

<sup>21</sup> to rely on sth tə rɪ'laɪ ɒn 'sʌmθɪŋ polegać na czymś

<sup>22</sup> human input 'hjuːmən 'ɪnpʊt udział, wkład człowieka

<sup>23</sup> dataset 'deɪtəset zbiór danych



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**A WORD WORTH REMEMBERING**

**legal redress**  
**/'li:ɡəl rɪ'dres/**  
**dochodzenie roszczeń**

# OPENAI, MICROSOFT, GOOGLE, AND META ARE INVESTING HEAVILY IN AUDIO AI BECAUSE THEY SEE VOICE AS A TRANSFORMATIVE INTERFACE FOR COMPUTING.

are **startlingly**<sup>24</sup> natural. Companies like OpenAI, Microsoft, Google and Meta are investing heavily here, offering voices that **convey**<sup>25</sup> tone, emotion and personality. OpenAI is developing models **capable of**<sup>26</sup> realistic conversations and subtle **inflexions**<sup>27</sup>. Google DeepMind and Meta are **pushing the boundaries**<sup>28</sup> of voice synthesis with minimal training data. Applications include **customer service**<sup>29</sup>, virtual assistants, audiobooks and **accessibility**<sup>30</sup> for the **visually impaired**<sup>31</sup>.

## • Speech Recognition<sup>32</sup> and Enhancement

AI now allows **devices**<sup>33</sup> to understand spoken commands more accurately, even in noisy **environments**<sup>34</sup>. **Real-time**<sup>35</sup> transcription and translation are becoming standard **features**<sup>36</sup>. **Tech giants**<sup>37</sup> are integrating these capabilities into smartphones, smart speakers and conference software, making audio interaction **smoother**<sup>38</sup> and more intuitive. Imagine **attending**<sup>39</sup> a multi-language video call where AI not only translates speech **instantly**<sup>40</sup> but also correctly interprets and **relays**<sup>41</sup> tone and nuance.

## • Music, Entertainment<sup>42</sup> and Sound Design<sup>43</sup>

Audio AI is transforming creativity and production. AI can compose music in any **genre**<sup>44</sup>, remix **tracks**<sup>45</sup> and assist musicians by generating melodies, harmonies, or **drum patterns**<sup>46</sup> quickly. Adobe's

AI-powered **tools**<sup>47</sup> **enable** podcasters and video editors **to**<sup>48</sup> remove noise, **adjust**<sup>49</sup> **volume**<sup>50</sup> and **alter**<sup>51</sup> voice characteristics. The film and gaming industries are using AI to generate dynamic **sound effects**<sup>52</sup> and **ambient sounds**<sup>53</sup> **on demand**<sup>54</sup>. There are companies whose entire business is creating AI music for commercial distribution. For example:

- Endel – creates personalised AI-generated ambient and relaxation tracks.
- IVA – composes classical and **cinematic**<sup>55</sup> music.
- Boomy – allows anyone to create AI songs and distribute them on Spotify. These companies either sell licences to individuals and **brands**<sup>56</sup>, or let users release their work directly to **streaming platforms**<sup>57</sup>. It looks like they stand to **cash in**<sup>58</sup> with the generative AI music sector (which includes automated composition, **orchestration**<sup>59</sup> and AI-assisted music creation) **forecast**<sup>60</sup> to grow from **roughly**<sup>61</sup> USD 558 mln in 2024 to about USD 2.8 billion by 2030.

- Accessibility and Communication  
Personalised synthetic voices for **speech impairments**<sup>62</sup>: AI can create realistic voices for people who cannot speak. ElevenLabs allows users to generate a voice from a few **samples**<sup>63</sup>, helping people with **ALS**<sup>64</sup> or **stroke**<sup>65</sup> communicate naturally.

Real-time **captions**<sup>66</sup> and **sound highlights**<sup>67</sup> for the **hearing impaired**<sup>68</sup>: AI tools provide live transcription and

<sup>24</sup> **startlingly** 'stɑ:tɪŋli **zadziwiająco, zdumiewająco**

<sup>25</sup> **to convey sth** tə kən'veɪ 'sɪmθɪŋ **przekazywać, oddawać coś**

<sup>26</sup> **to be capable of sth** tə bi: 'keɪpəbl ɒv 'sɪmθɪŋ **być zdolnym do czegoś**

<sup>27</sup> **inflexion** ɪn'fleksjən **tu: zmiana barwy, wysokości lub natężenia głosu**

<sup>28</sup> **to push the boundaries** tə pʊʃ ðə 'baʊndərɪz **przesuwać granice**

<sup>29</sup> **customer service** 'kʌstəmə 'sɜ:vɪs **obsługa klienta**

<sup>30</sup> **accessibility** ək'sesɪ'bɪlətɪ **przystępność, dostępność**

<sup>31</sup> **visually impaired** 'vɪʒʃəli ɪm'peəd **niewidomy**

<sup>32</sup> **speech recognition** spi:tʃ ,rekəg'nɪʃən **rozpoznawanie mowy**

<sup>33</sup> **device** dɪ'vaɪs **urządzenie**

<sup>34</sup> **environment** ɪn'vaɪənmənt **środowisko, tu też: otoczenie**

<sup>35</sup> **real-time** ,ri:əl 'taɪm **w czasie rzeczywistym**

<sup>36</sup> **feature** 'fi:tʃə **funkcja**

<sup>37</sup> **tech giant** tek 'dʒaɪənt **gigant technologiczny**

<sup>38</sup> **smooth** smu:ð **plynny**

<sup>39</sup> **to attend sth** tə ə'tend 'sɪmθɪŋ **brać udział w czymś**

<sup>40</sup> **instantly** 'ɪnstəntli **na bieżąco**

<sup>41</sup> **to relay sth** tə rɪ'leɪ 'sɪmθɪŋ **przekazywać coś**

<sup>42</sup> **entertainment** ,entə'teɪnmənt **rozrywka**

<sup>43</sup> **sound design** saʊnd dɪ'zaɪn **projektowanie dźwięku**

<sup>44</sup> **genre** ʒɑ:nr **gatunek**

<sup>45</sup> **track** træk **utwór, nagranie**

<sup>46</sup> **drum pattern** drʌm 'pætən **rytm perkusyjny**

<sup>47</sup> **tools** tu:lz **narzędzia**

<sup>48</sup> **to enable sb to do sth** tə ɪ'neɪbl 'sʌmbədɪ

tə du: 'sɪmθɪŋ **umożliwiać komuś zrobienie czegoś**

<sup>49</sup> **to adjust sth** tə ə'dʒʌst 'sɪmθɪŋ **regulować, dostosować coś**

<sup>50</sup> **volume** 'vɒljəm **głośność**

<sup>51</sup> **to alter sth** tə 'ɔ:lteɪ 'sɪmθɪŋ **zmieniać, modyfikować coś**

<sup>52</sup> **sound effects** saʊnd ɪ'fektz **efekty dźwiękowe**

<sup>53</sup> **ambient sounds** 'æmbɪənt saʊndz **nastrojowe dźwięki**

<sup>54</sup> **on demand** ɒn dɪ'mɑ:nd **na życzenie**

<sup>55</sup> **cinematic** ,sɪnə'mætk **filmowy**

<sup>56</sup> **brand** brænd **marka**

<sup>57</sup> **streaming platform** 'stri:mɪŋ 'plætfɔ:m **platforma streamingowa**

<sup>58</sup> **to cash in** tə kæʃ ɪn **zarabiac**

<sup>59</sup> **orchestration** ,ɔ:kəs'treɪʃən **aranżacja**

<sup>60</sup> **forecast** 'fɔ:kɑ:st **prognoza**

<sup>61</sup> **roughly** 'rʌfli **około**

<sup>62</sup> **speech impairments** spi:tʃ ɪm'peəmənts **zaburzenia mowy**

<sup>63</sup> **sample** 'sɑ:mpl **sampel, fragment nagrania**

<sup>64</sup> **ALS** = amyotrophic lateral sclerosis ,eɪ el 'es = æmiəʊ,troʃɪk 'læteərəl skle'rəʊsɪs **stwardnienie zanikowe boczne**

<sup>65</sup> **stroke** strʊk **udar**

<sup>66</sup> **captions** 'kæpʃənz **napisy**

<sup>67</sup> **sound highlights** saʊnd 'haɪlaɪts **wyróżnienia dźwiękowe**

<sup>68</sup> **hearing impaired** 'hiəriŋ ɪm'peəd **osoby niedosłyszące**

emphasise<sup>69</sup> key sounds. For example, apps<sup>70</sup> like SonoCraftAR help deaf<sup>71</sup> users follow conversations and environmental sounds.

Tailored<sup>72</sup> spoken lessons in education: Platforms such as Noiz AI generate adaptive spoken lessons and pronunciation<sup>73</sup> coaching, making learning accessible for students with disabilities<sup>74</sup> or age-related cognitive challenges<sup>75</sup>.

Voice-guided daily aids<sup>76</sup> for the elderly<sup>77</sup>: AI systems like SpeechGen.io provide spoken reminders<sup>78</sup>, instructions and storytelling<sup>79</sup> to support<sup>80</sup> memory, routines<sup>81</sup> and engagement<sup>82</sup>.

Augmentative and alternative communication<sup>83</sup> (AAC): Apps like Spoken (Tap to Talk AAC) help users with communication impairments express themselves<sup>84</sup> quickly using AI-powered text prediction<sup>85</sup> and speech output<sup>86</sup>.

## Why Invest?

OpenAI, Microsoft, Google and Meta are investing heavily in Audio AI because they see voice as a transformative interface<sup>87</sup> for computing. OpenAI has stated it believes the next wave of AI interaction will be “audible<sup>88</sup>,” with natural voice gradually replacing<sup>89</sup> keyboards<sup>90</sup> and screens in many applications. Meta’s CEO Mark Zuckerberg has highlighted AI, including voice, as central to a “generational paradigm shift<sup>91</sup>” that could create entirely new opportunities for products and services<sup>92</sup>.

Market data<sup>93</sup> backs<sup>94</sup> these bullish<sup>95</sup> predictions. One widely cited forecast



## PREDICTING THE REVOLUTION

Instructions: Choose either hope or expect (or both) to complete the sentences based on the article The Audio AI Revolution.

1. Market analysts \_\_\_\_\_ the AI voice generator market to grow to roughly USD 20.7 billion by 2031. (Hint: Consider whether this is a professional forecast or a personal wish.)
2. Many musicians \_\_\_\_\_ that the rise of AI-generated music won’t lead to a complete loss of their royalties. (Hint: Think about whether the artists are stating a certainty or a desired outcome.)
3. Users with speech impairments \_\_\_\_\_ that tools like ElevenLabs will continue to help them communicate more naturally. (Hint: Is this an objective prediction of market availability or a human desire for a benefit?)
4. Tech giants like OpenAI \_\_\_\_\_ that natural voice interaction will eventually replace keyboards and screens. (Hint: Does the company view this as a likely roadmap or just a dream?)
5. We can \_\_\_\_\_ video conferences to feature instant translation and natural tone in the near future. (Hint: Reflect on whether this is a probable technological development based on current trends.)
6. Experts \_\_\_\_\_ that audio deepfakes will become one of the most dangerous tools for deception because audio is so often trusted. (Hint: Is this a warning about a likely occurrence or a wish?)
7. While some professionals fear job losses, others \_\_\_\_\_ to benefit from AI by using it as a creative tool. (Hint: Could this be seen as a goal they are working toward or a calculated probability?)
8. After reading about the risks, we can only \_\_\_\_\_ that regulation will eventually catch up with these rapid technological advances. (Hint: Consider if the speaker is expressing confidence in a timeline or a wish for a solution.)

## BEM TEST

Answers: 1. expect 2. hope 3. hope / expect 4. expect 5. expect 6. expect 7. hope / expect, 8. hope

<sup>69</sup> to emphasise sth tə 'emfəsaɪz 'sʌmθɪŋ  
podkreślać coś

<sup>70</sup> app æp pɒt. aplikacja

<sup>71</sup> deaf def głuchy

<sup>72</sup> tailored 'teɪləd dopasowany, szyty na miarę

<sup>73</sup> pronunciation prəˌnʌnsɪ'eɪʃən wymowa

<sup>74</sup> disability ˌdɪsə'biləti niepełnosprawność

<sup>75</sup> cognitive challenges 'kɒgnɪtɪv 'tʃælɪndʒɪz  
zaburzenia poznawcze

<sup>76</sup> aid eɪd pomoc

<sup>77</sup> the elderly ði: 'eldəli osoby starsze

<sup>78</sup> reminder rɪ'maɪndə przypomnienie

<sup>79</sup> storytelling 'stɔ:riˌtelɪŋ tu: narracja

<sup>80</sup> to support sth tə sə'pɔ:t 'sʌmθɪŋ wspierać coś

<sup>81</sup> routines ru:'ti:nz codzienne czynności

<sup>82</sup> engagement ɪn'geɪdʒmənt tu: aktywność,  
aktywizacja

<sup>83</sup> augmentative and alternative  
communication ɔ:g'mentətɪv ənd

ɔ:l'tɜ:nətɪv kə'mju:nɪ'keɪʃən alternatywne  
i wspomagające metody komunikacji

<sup>84</sup> to express yourself tə ɪks'pres jɔ:'self wyrażać się

<sup>85</sup> text prediction tekst prɪ'dɪkʃən

podpowiadanie tekstu

<sup>86</sup> speech output spi:tʃ 'aʊtpʊt zamiana tekstu

na głos, komunikaty głosowe

<sup>87</sup> interface 'ɪntəfeɪs interfejs

<sup>88</sup> audible 'ɔ:dəbl słyszalny

<sup>89</sup> to replace sth tə rɪ'pleɪs 'sʌmθɪŋ zastępować coś

<sup>90</sup> keyboard 'ki:bɔ:d klawiatura

<sup>91</sup> paradigm shift 'pærədɑɪm ʃɪft zmiana  
paradygmatu

<sup>92</sup> services 'sɜ:vɪsɪz usługi

<sup>93</sup> market data 'mɑ:kt 'deɪtə dane rynkowe

<sup>94</sup> to back sth tə bæk 'sʌmθɪŋ wspierać coś, tu:  
potwierdzać coś

<sup>95</sup> bullish 'bʊlɪʃ pewny siebie; zwyżkujący;  
optymistyczny

estimates<sup>96</sup> the AI voice generator market alone will grow from about USD 4.16 bln in 2025 to roughly USD 20.7 bln by 2031, with a strong **compound annual growth rate**<sup>97</sup> (CAGR) of around 30.7 percent.

## Drawbacks<sup>98</sup>

In **practical terms**<sup>99</sup>, Audio AI could transform daily life:

- Virtual assistants may sound **indistinguishable**<sup>100</sup> from humans.
- Audiobooks and courses could be fully personalised.
- Video conferences may feature instant translation and natural tone.
- AI-generated **content**<sup>101</sup> will **blend**<sup>102</sup> **seamlessly**<sup>103</sup> with human creations.

## But that may not be to everyone's taste<sup>104</sup> or benefit.

Audio AI raises serious ethical, legal and **societal**<sup>105</sup> questions that are only just **coming into focus**<sup>106</sup>. **Copyright**<sup>107</sup> is particularly **contentious**<sup>108</sup>. AI systems can generate music in the style of **existing**<sup>109</sup> artists, or closely mimic specific compositions, **blurring the line**<sup>110</sup> between inspiration and **infringement**<sup>111</sup>. If a machine produces a track that sounds **unmistakably**<sup>112</sup> like a well-known artist, **ownership**<sup>113</sup> becomes **unclear**<sup>114</sup>. Musicians risk losing **royalties**<sup>115</sup>, as their creative work is replicated without **consent**<sup>116</sup>, deepening the **financial strain**<sup>117</sup> on an industry already weakened by streaming.

There are also artistic **concerns**<sup>118</sup>. AI-generated music may lack the emotional depth of human creativity, while an **oversupply**<sup>119</sup> of cheap, algorithmic tracks could lead to homogenisation. Popular formulas may be **endlessly**<sup>120</sup> recycled, reducing **diversity**<sup>121</sup> and innovation – especially if streaming platforms' recommendation systems **amplify**<sup>122</sup> more of the same.

Voice cloning presents an even more **immediate risk**<sup>123</sup>. AI can now replicate voices with **startling**<sup>124</sup> **accuracy**<sup>125</sup>, allowing them to be used in **adverts**<sup>126</sup>, **endorsements**<sup>127</sup>

## WILL WE START TO BELIEVE THAT NOTHING IS REAL?

or political messages without **permission**<sup>128</sup> or payment. This opens the door to

<sup>96</sup> to estimate tɔ 'estimeɪt szacować

<sup>97</sup> compound annual growth rate 'kɒmpaʊnd 'ænjʊəl grəʊθ reɪt skumulowany roczny wskaźnik wzrostu

<sup>98</sup> drawback 'drɔːbæk wada

<sup>99</sup> in practical terms ɪn 'præktɪkəl tɜːmz z praktycznego punktu widzenia

<sup>100</sup> indistinguishable ˌɪndɪs'tɪŋɡwɪʃəbl nieodróżnialny, nie do odróżnienia

<sup>101</sup> content 'kɒntent treść

<sup>102</sup> to blend with sth tə blend wɪð 'sʌmθɪŋ łączyć, mieszać się z czymś

<sup>103</sup> seamlessly 'siːmləsli idealnie, płynnie

<sup>104</sup> may not be to everyone's taste meɪ nɒt biː tɔ 'evriwʌnz teɪst może nie każdemu przypaść do gustu

<sup>105</sup> societal sə'saɪətəl społeczny

<sup>106</sup> to come into focus tə kʌm ɪntu 'fəʊkəs pojawić się w centrum uwagi

<sup>107</sup> copyright 'kɒpraɪt prawa

autorskie

<sup>108</sup> contentious kən'tenʃəs kontrowersyjny

<sup>109</sup> existing ɪg'zɪstɪŋ prawdziwy, żyjący

<sup>110</sup> to blur the line tə blɜː ðə laɪn zacierać granice

<sup>111</sup> infringement ɪn'frɪndʒmənt naruszenie

<sup>112</sup> unmistakably ˌʌnmɪ'steɪkəbli niewątpliwie

<sup>113</sup> ownership 'əʊnəʃɪp własność, autorstwo

<sup>114</sup> unclear ˌʌn'kleə(r) niejasny

<sup>115</sup> royalties ˌrɔɪəltɪz tantiemy

<sup>116</sup> consent kən'sent zgoda, pozwolenie

<sup>117</sup> financial strain faɪ'nænʃəl streɪn trudności finansowe

<sup>118</sup> concern kən'sɜːn obawa

<sup>119</sup> oversupply ˌəʊvəsə'plai nadmiar

<sup>120</sup> endlessly 'endləsli bez końca

<sup>121</sup> diversity daɪ'vɜːsəti różnorodność

<sup>122</sup> to amplify sth tɔ 'æmplɪfaɪ 'sʌmθɪŋ zwiększać coś

<sup>123</sup> immediate risk ɪ'miːdɪət rɪsk bezpośrednie ryzyko

<sup>124</sup> startling 'stɑːtlɪŋ zdumiewający

<sup>125</sup> accuracy ˌækjʊərəsi precyzyjność, dokładność

<sup>126</sup> advert əd'vɜːt reklama

<sup>127</sup> endorsement ɪn'dɔːsmənt publiczne poparcie produktu lub marki przez znaną osobę (np. celebrytę), rekomendacja

<sup>128</sup> permission pə'mɪʃən pozwolenie





Regulation<sup>149</sup> has failed to keep pace with<sup>150</sup> these advances<sup>151</sup>. Copyright law often offers little clarity<sup>152</sup> on ownership of AI-generated content, and few countries have robust rules<sup>153</sup> governing<sup>154</sup> voice cloning or impersonation<sup>155</sup>. Enforcement<sup>156</sup> is further complicated by the global nature of AI development, leaving victims<sup>157</sup> of misuse<sup>158</sup> with limited legal redress<sup>159</sup>.

Perhaps most troubling<sup>160</sup> is the erosion of trust in sound itself. As realistic audio fabrication becomes commonplace<sup>161</sup>, people may begin to doubt<sup>162</sup> the authenticity of what they hear – as is already the case with images. When voices can be cloned and music instantly reproduced, the boundary<sup>163</sup> between reality and fabrication blurs. Will we start to believe that nothing is real?

## Coda<sup>164</sup>

Like most forms of technological advancement<sup>165</sup>, Audio AI is a double-edged sword<sup>166</sup>, offering myriad<sup>167</sup> possibilities but commensurate<sup>168</sup> risks. The challenge will be, in the words of the 1940s swing classic, covered<sup>169</sup> by Bing Crosby, Nat King Cole, Ella Fitzgerald and Frank Sinatra, to “accentuate<sup>170</sup> the positive, eliminate the negative.” Just make sure you are listening to an original, and not an authentic-sounding AI-generated copy.

reputational damage, public deception and manipulation. A fabricated statement<sup>129</sup> in a politician’s voice, or an actor appearing to endorse something they oppose<sup>130</sup>, is no longer science fiction<sup>131</sup>.

Security risks<sup>132</sup> compound the problem. As voice authentication<sup>133</sup> becomes common<sup>134</sup> in banking and smart devices, AI-generated voices can be used to bypass<sup>135</sup> safeguards<sup>136</sup>, enabling fraud<sup>137</sup> and identity theft<sup>138</sup>. More broadly, audio deepfakes can fuel misinformation<sup>139</sup>, harassment<sup>140</sup> and emotional exploitation. Because audio is often trusted, and less carefully examined than images or video, it may prove to be one of the most dangerous tools for deception<sup>141</sup> in the AI era.

The economic impact of Audio AI is another concern. As synthetic voices and music become more convincing<sup>142</sup>, industries built on human performance<sup>143</sup> – music, acting, audiobooks and voiceover<sup>144</sup> work – face potential job losses. While some professionals may benefit from AI as a tool, many risk being undercut<sup>145</sup> as low-cost automation replaces roles that are formulaic<sup>146</sup> or easily replicated. This raises difficult questions about labour, fair compensation<sup>147</sup> and how society values human endeavour<sup>148</sup>.

<sup>129</sup> statement 'steɪtmənt oświadczenie

<sup>130</sup> to oppose tə ə'pəʊz sprzeciwiać się

<sup>131</sup> science fiction 'saɪəns 'fɪkʃən fantastyka naukowa

<sup>132</sup> security risk sɪ'kjʊərətɪ rɪsk zagrożenie bezpieczeństwa

<sup>133</sup> voice authentication ˈvɔɪs ɔːθəntɪ'keɪʃən uwierzytelnianie głosowe

<sup>134</sup> common 'kɒmən powszechny

<sup>135</sup> to bypass sth tə 'baɪpɑːs 'sʌmθɪŋ omijać coś

<sup>136</sup> safeguard 'seɪfɡɑːd zabezpieczenie

<sup>137</sup> fraud frɔːd oszustwo

<sup>138</sup> identity theft aɪ'dentətɪ θeft kradzież tożsamości

<sup>139</sup> misinformation 'mɪs,ɪnfə'meɪʃən mylna informacja, zagrożenia informacyjne

<sup>140</sup> harassment 'hærəsmənt nękanie, prześladowanie

<sup>141</sup> deception dɪ'seɪʃən oszustwo

<sup>142</sup> convincing kən'vɪnsɪŋ przekonujący

<sup>143</sup> performance pə'fɔːməns wykonanie, występ

<sup>144</sup> voiceover 'vɔɪs əʊvə(r) głos lektora (nałożony np. na film)

<sup>145</sup> undercut 'ʌndəkət tu: zwolniony

<sup>146</sup> formulaic ˌfɔːmjʊ'leɪk schematyczny

<sup>147</sup> fair compensation feə ˌkɒmpen'seɪʃən godziwa płaca

<sup>148</sup> human endeavour 'hjuːmən ɪn'devə ludzki wysiłek

<sup>149</sup> regulation ˌregjʊ'leɪʃən uregulowania prawne

<sup>150</sup> to keep pace with sth tə ki:p peɪs wɪð 'sʌmθɪŋ dotrzymywać czemuś kroku, nadążać za czymś

<sup>151</sup> advance əd'vɑːns postęp

<sup>152</sup> clarity 'klærətɪ jasność, klarowność

<sup>153</sup> robust rules rəʊ'bʌst ru:lz solidne, konkretne przepisy

<sup>154</sup> governing ˌgʌvənɪŋ regulujący

<sup>155</sup> impersonation ɪm,pɜːsə'neɪʃən tu: podszywanie się pod kogoś

<sup>156</sup> enforcement ɪn'fɔːsmənt egzekwowanie (prawne)

<sup>157</sup> victim 'vɪktɪm ofiara

<sup>158</sup> misuse 'mɪs'juːs nadużycie

<sup>159</sup> legal redress 'liːgəl rɪ'dres dochodzenie roszczeń

<sup>160</sup> troubling 'trʌblɪŋ niepokojący

<sup>161</sup> commonplace 'kɒmənpleɪs powszechny

<sup>162</sup> to doubt sth tə daʊt 'sʌmθɪŋ wątpić w coś

<sup>163</sup> boundary 'bʌʊndəri granica

<sup>164</sup> coda 'kəʊdə koda, zakończenie utworu muzycznego

<sup>165</sup> advancement əd'vɑːnsmənt postęp

<sup>166</sup> double-edged sword 'dʌbl'edʒd sɔːd obosieczny miecz

<sup>167</sup> myriad 'mɪrɪəd niezliczony, ogrom

<sup>168</sup> commensurate kə'menʃərət proporcjonalny

<sup>169</sup> to cover tə 'kʌvə nagrać swoją wersję, nagrać cover

<sup>170</sup> to accentuate sth tə æk'sentʃʊeɪt 'sʌmθɪŋ akcentować, uwypuklać coś

Pagoda in Inthanon National Park



**A WORD WORTH REMEMBERING**

to reinforce sth  
/tə ,ri:ɪn'fɔ:s  
'sʌmθɪŋ/  
wzmocnić coś

# Thailand's Economic Upgrade<sup>1</sup>



by Paul Martin from  
[www.go-native.pl](http://www.go-native.pl)

Thailand built its success on tourism, exports and **global supply chains**<sup>2</sup>. In 2026 the challenge is different. **Paul Martin** explores how the country is upgrading its economy through new industries, digital infrastructure, and advanced **manufacturing**<sup>3</sup> while maintaining the cultural **appeal**<sup>4</sup> that continues to attract millions of visitors each year.

<sup>1</sup> upgrade 'ʌp'greɪd tu: modernizacja

<sup>2</sup> global supply chain 'glɔːbəl sə'plaɪ tʃeɪn  
globalny łańcuch dostaw

<sup>3</sup> manufacturing ,mænjʊ'fæktʃərɪŋ produkcyjność, wytwarzanie

<sup>4</sup> appeal ə'pi:l atrakcyjność, urok

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## Bangkok's Working Skyline

The Airport Rail Link leaves Suvarnabhumi Airport every fifteen minutes. In around half an hour it reaches Phaya Thai station, where passengers can transfer directly to Bangkok's **elevated**<sup>5</sup> BTS Skytrain network.

For many travellers, this short rail journey offers the first view of modern Thailand. From the train windows, traditional temple roofs appear beside mirrored office towers and tall **condominium developments**<sup>6</sup>. **Construction cranes**<sup>7</sup> rise above new rail extensions that will **eventually**<sup>8</sup> **expand**<sup>9</sup> Bangkok's urban rail network to more than 550 kilometres of track by the early 2030s. The skyline **reveals**<sup>10</sup> a country that is still building. Infrastructure development continues across the capital as Thailand adapts to growing urban populations and **increasing**<sup>11</sup> international mobility.

Suvarnabhumi Airport itself **reflects**<sup>12</sup> the scale of Thailand's travel economy. Before the pandemic it **handled**<sup>13</sup> more than sixty mln passengers **annually**<sup>14</sup>. The opening of the SAT-1 satellite terminal in 2023 added **capacity**<sup>15</sup> for another fifteen mln travellers each year, **reinforcing**<sup>16</sup> Bangkok's position as one of Southeast

Asia's largest aviation hubs.

Thailand is a fully digital nation now too, with nationwide **4G coverage**<sup>17</sup> and roughly ninety-five percent 5G availability. Visitors arriving in the capital can immediately access **ride-share services**<sup>18</sup> like Bolt, digital payments, and mobile banking systems that support everyday travel across the country.

## A City of Districts

Bangkok's urban landscape combines historic neighbourhoods with rapidly developing business districts.

Along Sukhumvit Road, cafés often double as informal workplaces where designers, programmers, and consultants **work remotely**<sup>19</sup>. Nearby, True Digital Park **hosts**<sup>20</sup> more than three hundred technology companies and start-ups inside a large mixed-use complex combining offices, apartments, **retail space**<sup>21</sup>, and conference facilities.

At the same time, historic districts remain central to the city's cultural identity. The Grand Palace and Wat Phra Kaew remain among the most visited sites in Southeast Asia. Nearby Wat Pho is famous for its **reclining**<sup>22</sup> Buddha and for its traditional Thai massage school. Across the

Chao Phraya River, Wat Arun's **distinctive**<sup>23</sup> towers continue to dominate one of the capital's most recognisable riverfront skylines.

Markets also play an important role in Bangkok's urban economy. Chatuchak Weekend Market, one of the largest markets in Asia, contains more than eight thousand stalls selling clothing, antiques, **crafts**<sup>24</sup>, and street food. Night markets such as Talad Rot Fai combine **food vendors**<sup>25</sup>, live music, and vintage goods, **attracting**<sup>26</sup> residents and visitors.

<sup>5</sup> **elevated** 'eləvətɪd podniesiony, wyniesiony

<sup>6</sup> **condominium developments** 'kɒndə'mɪniəm dɪ'veləpmənts budownictwo apartamentowe

<sup>7</sup> **construction crane** kən'strʌkʃən kreɪn żuraw budowlany

<sup>8</sup> **eventually** ɪ'ventʃəli ostatecznie, w końcu

<sup>9</sup> **to expand sth** tə ɪks'pænd 'sʌmθɪŋ rozszerzać coś

<sup>10</sup> **to reveal sth** tə rɪ'vi:l 'sʌmθɪŋ ujawnić coś

<sup>11</sup> **increasing** ɪn'kri:ʃɪŋ rosnący

<sup>12</sup> **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ odzwierciedlać coś

<sup>13</sup> **to handle sth** tə 'hændl 'sʌmθɪŋ radzić sobie z czymś, obsługiwać coś

<sup>14</sup> **annually** 'ænjʊəli rocznie

<sup>15</sup> **capacity** kə'pæsəti wydajność, pojemność, przepustowość

<sup>16</sup> **to reinforce sth** tə ,ri:ɪn'fɔ:s 'sʌmθɪŋ wzmacniać coś

<sup>17</sup> **4G coverage** fɔ: dʒi 'kʌvərɪdʒ zasięg 4G

<sup>18</sup> **ride-share services** raɪd ʃeə 'sɜ:vɪsɪz usługi wspólnych przejazdów

<sup>19</sup> **to work remotely** tə wɜ:k rɪ'məʊtli pracować zdalnie

<sup>20</sup> **to host sth** tə həʊst 'sʌmθɪŋ gościć coś, być gospodarzem czegoś

<sup>21</sup> **retail space** ˈri:teɪl speɪs powierzchnia handlu detalicznego

<sup>22</sup> **reclining** rɪ'klaɪnɪŋ odchylany, tu: leżący

<sup>23</sup> **distinctive** dɪ'stɪŋktɪv charakterystyczny

<sup>24</sup> **craft** kra:ft rzemiosło

<sup>25</sup> **food vendor** fu:d 'vendɔ: sprzedawca żywności

<sup>26</sup> **to attract sb** tə ə'trækt 'sʌmbədi przyciągać kogoś



Bangkok

## Why More Poles Are Choosing Thailand

Thailand has become one of the fastest-growing **long-haul**<sup>1</sup> destinations for Polish travellers in recent years.

Tourism-board data shows a sharp **increase**<sup>2</sup> in visitors from Poland, with 180,722 arrivals recorded in 2024 and over 213,000 between January and mid-December 2025, a rise of nearly 30 percent year on year.

**Affordability**<sup>3</sup> remains a major **draw**<sup>4</sup>, though costs **vary**<sup>5</sup> by region. Street-food meals typically range from THB 50–100 (PLN 5.75–11.50), while dishes at casual **sit-down restaurants**<sup>6</sup> cost roughly THB 180–450 (PLN 21–52). Budget travelers can manage daily **expenses**<sup>7</sup> on about THB 1,400–1,800 (PLN 160–205), which covers basic **accommodation**<sup>8</sup> and food but **excludes**<sup>9</sup> flights and **high-end**<sup>10</sup> excursions. Part of the appeal lies in relatively simple **entry rules**<sup>11</sup>. Polish passport holders can travel to Thailand visa-free for tourism for up to 60 days, **extendable**<sup>12</sup> for 30 more on application, making longer winter stays relatively easy to organise.

**Connectivity**<sup>13</sup> is also **improving**<sup>14</sup>. LOT Polish Airlines has announced a year-round Warsaw–Bangkok route starting in October 2026, operating five times per week, while charter flights and **package tours**<sup>15</sup> have already helped familiarise Polish travellers with Thai destinations.

Most visitors **head first to**<sup>16</sup> the southern beaches, especially Phuket and Krabi, **although**<sup>17</sup> tourism authorities report growing interest in adding cultural stops such as Bangkok and northern Thailand to longer **itineraries**<sup>18</sup>.

<sup>1</sup> long-haul *lɔŋ hɔ:l* długodystansowy, tu: daleki

<sup>2</sup> increase *'ɪnkri:s* wzrost

<sup>3</sup> affordability *ə,fɔ:də'bɪlətɪ* przystępność cenowa

<sup>4</sup> draw *dɹɔ:* tu: atrakcja

<sup>5</sup> to vary *tə 'veəri* różnić się, zmieniać się  
<sup>6</sup> sit-down restaurant *sɪt daʊn 'restərɔ:ŋ* tradycyjna restauracja (z obsługą kelnerską)

<sup>7</sup> expenses *ɪks'pensɪz* wydatki

<sup>8</sup> accommodation *ə,kɒmə'deɪʃən* zakwaterowanie

<sup>9</sup> to exclude sth *tə ɪks'klud: 'sʌmθɪŋ* wykluczać coś

<sup>10</sup> high-end *haɪ end* luksusowy, z wyższej półki

<sup>11</sup> entry rules *'entri ru:lz* zasady wjazdu

<sup>12</sup> extendable *ɪk'stendəbəl* z możliwością przedłużenia

<sup>13</sup> connectivity *'kɒnek'tɪvəti* łączność

<sup>14</sup> to improve *tə ɪm'pru:v* poprawiać się, polepszać się

<sup>15</sup> package tour *'pækɪdʒ tʊə* wycieczka zorganizowana

<sup>16</sup> to head to X *tə hed tə eks* udawać się do X

<sup>17</sup> although *ɔ:l'dəʊ* chociaż

<sup>18</sup> itinerary *ai'tɪnərɪ* plan podróży, trasa

## INFOBOX

### Geography & Climate

Thailand **covers**<sup>27</sup> more than five hundred thousand square kilometres and occupies a strategic position in mainland Southeast Asia. The country **borders**<sup>28</sup>

Myanmar, Laos, Cambodia, and Malaysia, while long coastlines along the Gulf of Thailand and the Andaman Sea connect it to major **maritime trade routes**<sup>29</sup> linking Asia with Europe and the Middle East.

The tropical climate shapes both travel

patterns and economic activity. The cool season between November and February attracts the highest numbers of international visitors, as temperatures remain relatively moderate. The hot season that follows can bring temperatures above forty degrees Celsius in northern provinces such as Lampang and Mae Hong Son. From May **onwards**<sup>30</sup> the monsoon season brings heavy rainfall in parts of the south, although tourism continues throughout the year across different regions of the country.

### Landscapes Beyond the Capital

Outside Bangkok, Thailand's geography becomes more diverse. In the north, the historic city of Chiang Mai sits among forested mountains and temples that date back to the Lanna Kingdom (13th-18th centuries). The region is known for craft traditions such as **silk weaving**<sup>31</sup>, **wood carving**<sup>32</sup>, and **silverwork**<sup>33</sup>. Festivals such as Yi Peng, when thousands of lanterns are **released**<sup>34</sup> into the night sky, attract visitors from around the world.

Further south, coastal regions form the core of Thailand's international tourism image. Islands such as Phuket, Koh Samui, and Koh Phi Phi offer coral reefs, **limestone**<sup>35</sup> cliffs, and white-sand beaches. Marine parks in the Andaman Sea support diving and snorkelling tourism, while inland national parks such as Khao Sok combine rainforest trekking with lake-based eco-tourism.

<sup>27</sup> to cover sth *tə 'kʌvə 'sʌmθɪŋ* obejmować coś, pokrywać coś

<sup>28</sup> to border sth *tə 'bɔ:də 'sʌmθɪŋ* graniczyć z czymś

<sup>29</sup> maritime trade route *'mæɪrɪtaɪm treɪd ru:t* morski szlak handlowy

<sup>30</sup> onwards *'ɒnwədz* dalej, od tego momentu

<sup>31</sup> silk weaving *sɪlk 'wi:vɪŋ* tkactwo jedwabiu

<sup>32</sup> wood carving *wʊd 'kɑ:vɪŋ* rzeźbienie w drewnie, snycerstwo

<sup>33</sup> silverwork *'sɪlvə wɜ:k* wyroby ze srebra

<sup>34</sup> released *rɪ'li:st* tu: wypuszczany

<sup>35</sup> limestone *'laɪmstəʊn* wapień



## MUST HAVE/CAN'T HAVE?

Instructions: Complete the sentences by choosing between must have (to express a strong belief that something happened) or can't have (to express a strong belief that something did not happen).

1. The previous satellite terminal at Suvarnabhumi Airport \_\_\_\_\_ reached its full capacity, as the new SAT-1 terminal was opened in 2023 to handle fifteen million more travellers.
2. For many years, it \_\_\_\_\_ been easy for Thailand to maintain its status as a top aviation hub without constantly expanding its infrastructure.
3. Before the 4G and 5G rollout, visitors \_\_\_\_\_ had the same seamless access to ride-share services and mobile banking that they enjoy today.
4. The government \_\_\_\_\_ felt significant pressure from lower-cost competitors like Vietnam and Indonesia, as they have now launched the Eastern Economic Corridor strategy to upgrade the economy.
5. Chinese manufacturers like BYD \_\_\_\_\_ seen great potential in the Thai market, given their recent large greenfield investments and government subsidies.
6. Given that driving speeds in central Bangkok often fall below 20 km/h, the existing road infrastructure \_\_\_\_\_ been designed to handle the current eighteen million residents.
7. Establishing a new company in Thailand \_\_\_\_\_ been a relatively quick process in the past, as recent regulatory changes have now extended registration timelines to several weeks.
8. Many international professionals \_\_\_\_\_ found the previous visa rules restrictive, which is likely why the government introduced the new 10-year Long-Term Resident (LTR) programme.

### BEM TEST

Answer Key: 1. must have, 2. can't have, 3. can't have, 4. must have, 5. must have, 6. can't have, 7. must have, 8. must have



## Food Culture & Everyday Life

Cuisine<sup>36</sup> plays a major role in the country's global reputation. Thai cooking balances sweet, sour, salty, and spicy flavours through dishes such as tom yum soup, green curry, and pad thai (see Infobox). Street food remains an everyday part of urban life, with small vendors serving **noodles**<sup>37</sup>, grilled meats, and fresh fruit from roadside kitchens throughout the country, throughout the day.

For many visitors, the accessibility of food culture becomes a defining part of the travel experience. Restaurants **range from** informal markets **to**<sup>38</sup> internationally recognised **fine-dining**<sup>39</sup> establishments<sup>40</sup>. This

<sup>36</sup> cuisine *kwi'zi:n* kuchnia (jako styl gotowania)

<sup>37</sup> noodles *'nu:dʒ* makaron

<sup>38</sup> to range from sth to sth *tə reɪndʒ* from 'sʌmθɪŋ tə 'sʌmθɪŋ obejmować zakres od czegoś do czegoś

<sup>39</sup> fine-dining *fain 'daɪnɪŋ* wykwintna kuchnia,

culinary diversity **strengthens**<sup>41</sup> Thailand's cultural influence abroad and **contributes** significantly **to**<sup>42</sup> the country's tourism appeal.

**jedzenie w luksusowych restauracjach**

<sup>40</sup> establishment *ɪs'tæblɪʃmənt* placówka, obiekt

<sup>41</sup> to strengthen sth *tə 'streŋθən* 'sʌmθɪŋ wzmacniać coś

<sup>42</sup> to contribute to sth *tə kən'trɪbjʊ:t* tə 'sʌmθɪŋ przyczyniać się do czegoś



## Culture and Social Customs

Social relationships in Thailand place strong **emphasis on**<sup>43</sup> politeness and respect.

The traditional **greeting**<sup>44</sup> is the wai, a gesture in which the hands are placed together with a small **bow**<sup>45</sup>. Foreign visitors are not expected to perform the gesture perfectly, but showing **awareness of**<sup>46</sup> the

custom is usually **appreciated**<sup>47</sup> in both social and professional contexts.

These traditions form part of the broader cultural environment that supports Thailand's visitor economy. The country receives more than thirty mln international travellers annually, making tourism one of its most visible global industries. Yet tourism is only one part of Thailand's national story. Behind the temples, beaches and markets lies a complex economy that is **evolving**<sup>48</sup> rapidly as the country moves

toward higher-value industries and new technological sectors.

## Three Thai Dishes Visitors Quickly Discover

Many travellers' first introduction to Thai cuisine comes through three widely recognised dishes that combine strong aromatics with balanced flavours.

Tom Yum – particularly the **prawn**<sup>1</sup> version Tom Yum Kung – is a hot-and-sour soup built around prawns **simmered with**<sup>2</sup> lemongrass, **galangal**<sup>3</sup>, **kaffir lime leaves**<sup>4</sup> and **shallots**<sup>5</sup>. The result is a **layered**<sup>6</sup> flavour profile that blends sour, **savoury**<sup>7</sup>, spicy and sometimes sweet notes. Restaurants usually serve **either** a clear broth (nam sai) **or**<sup>8</sup> a richer creamy version (nam khon), often thickened with **evaporated milk**<sup>9</sup> and roasted chilli paste rather than coconut milk.

Green curry (gaeng keow wan) takes a softer, coconut-based approach. Its colour comes from green chillies in the curry paste, which is typically blended with lemongrass, galangal, **makrut lime zest**<sup>10</sup> and **shrimp paste**<sup>11</sup>. The curry is then simmered in coconut milk and finished with **fragrant**<sup>12</sup> **herbs**<sup>13</sup> such as Thai basil and makrut lime leaves.

Pad Thai offers a different experience altogether: **stir-fried**<sup>14</sup> rice noodles coated in a sauce usually built from fish sauce, **tamarind**<sup>15</sup> and palm sugar. Vendors commonly cook the noodles with **garlic**<sup>16</sup>, tofu, dried shrimp, **preserved**<sup>17</sup> **radish**<sup>18</sup> and egg before finishing the dish with crushed peanuts, lime and optional chilli condiments at the table.

<sup>1</sup> **prawn** *prɔ:n* krewetka

<sup>2</sup> **simmered with sth** *'sɪməd wɪð 'sɪmətɪŋ*  
duszony, gotowany na wolnym ogniu z czymś

<sup>3</sup> **galangal** *'gæləŋgæl* galangal (przyprawa korzenna podobna do imbiru)

<sup>4</sup> **kaffir lime leaves** *'kæfə laɪm li:vz* liście limonki kaffir

<sup>5</sup> **shallots** *ʃə'lɒts* szalotki

<sup>6</sup> **layered** *'leɪəd* warstwowy, ułożony warstwami

<sup>7</sup> **savoury** *'seɪvəri* wytrawny

<sup>8</sup> **either... or...** *'aɪðər ɔ: albo... albo...*

<sup>9</sup> **evaporated milk** *ɪ'væpəreɪtɪd mɪlk* mleko

**skondensowane (niesłodzone)**

<sup>10</sup> **makrut lime zest** *mə,kru:t laɪm zest* skórka z limonki makrut

<sup>11</sup> **shrimp paste** *ʃrɪmp peɪst* pasta krewetkowa

<sup>12</sup> **fragrant** *'freɪgrənt* aromatyczny

<sup>13</sup> **herbs** *hɜ:bz* zioła

<sup>14</sup> **stir-fried** *stɜ: 'fraɪd* smażony krótko na dużym ogniu

<sup>15</sup> **tamarind** *'tæməraɪnd* tamaryndowiec

<sup>16</sup> **garlic** *'gɑ:lɪk* czosnek

<sup>17</sup> **preserved** *prɪ'zɜ:vəd* marynowany

<sup>18</sup> **radish** *'rædɪʃ* rzodkiew

## INFOBOX

<sup>43</sup> **to place emphasis on sth** *tə pleɪs 'emfəsɪs on 'sɪmətɪŋ* kłaść nacisk na coś

<sup>44</sup> **greeting** *'gri:tɪŋ* powitanie, pozdrowienie

<sup>45</sup> **bow** *bəʊ* ukłon

<sup>46</sup> **awareness of sth (awareness) ov** *'sɪmətɪŋ* świadomość czegoś

<sup>47</sup> **appreciated** *ə'prɪ:ʃɪeɪtɪd* doceniony

<sup>48</sup> **to evolve** *tə 'ɪvɒl* ewoluować, rozwijać się

# Business in Thailand: From Volume to Value



by Paul Martin from  
www.go-native.pl

Over the past three decades Thailand has developed one of Southeast Asia's most successful export economies. **Automotive manufacturing**<sup>1</sup>, **electronics assembly**<sup>2</sup>, and tourism helped transform the country into one of the largest economies in the ASEAN region. National **GDP**<sup>3</sup> now stands at **roughly**<sup>4</sup> USD 526 bln, according to the World Bank.

**H**owever, the global manufacturing landscape is changing. **Lower-cost**<sup>5</sup> economies such as Vietnam and Indonesia are **attracting**<sup>6</sup> **increasing**<sup>7</sup> levels of industrial investment. Thailand therefore **faces pressure to**<sup>8</sup> **upgrade**<sup>9</sup> its production base and **compete**<sup>10</sup> in higher-value sectors.

The government's main strategy for this transition is the Eastern Economic Corridor, covering the provinces of Rayong, Chonburi, and Chachoengsao along Thailand's eastern seaboard. The zone **includes**<sup>11</sup> more than thirteen thousand square kilometres, which **is set to**<sup>12</sup>

include **industrial estates**<sup>13</sup>, **logistics facilities**<sup>14</sup>, ports, and infrastructure projects designed to attract advanced industries.

Major global manufacturers already operate in the region. **Automotive plants**<sup>15</sup>

#### montaż elektroniki

<sup>3</sup> **GDP = Gross Domestic Product** ˌdʒi:di:'pi: græs dæʊ'mestɪk 'prɒdʌkt PKB, produkt krajowy brutto

<sup>4</sup> **roughly** 'rʌfli okolo, w przybliżeniu

<sup>5</sup> **lower-cost** 'ləʊə kɒst o niższych kosztach, tańszy

<sup>6</sup> **to attract sth** tə ə'trækt 'sʌmθɪŋ przyciągać coś

<sup>7</sup> **increasing** 'ɪnkri:ɪŋ rosnący, zwiększający się

<sup>8</sup> **to face pressure to do sth** tə feɪs 'preʃə tə du: 'sʌmθɪŋ znajdować się pod presją, by coś zrobić

Grand Palace



<sup>9</sup> **to upgrade sth** tə 'ʌp'ɡreɪd 'sʌmθɪŋ

unowocześniać, modernizować, podnosić standard czegoś

<sup>10</sup> **to compete** tə kəm'pi:t konkurować, rywalizować

<sup>11</sup> **to include sth** tə ɪn'klud 'sʌmθɪŋ zawierać, obejmować coś

<sup>12</sup> **to be set to do sth** tə bi: set tə du: 'sʌmθɪŋ mieć zaplanowane zrobienie czegoś, być gotowym do zrobienia czegoś

<sup>13</sup> **industrial estates** ɪn'dʌstriəl ɪs'teɪts tereny, strefy przemysłowe

<sup>14</sup> **logistics facilities** lə'dʒɪstɪks fə'sɪlɪtɪz obiekty logistyczne, zaplecze logistyczne

<sup>15</sup> **automotive plant** ˌɔ:tə'məʊtɪv plɑ:nt zakład motoryzacyjny, fabryka samochodów

<sup>1</sup> **automotive manufacturing** ˌɔ:tə'məʊtɪv ,mænjʊ'fæktʃəriŋ przemysł samochodowy

<sup>2</sup> **electronics assembly** ɪlek'trɒnɪks ə'sembli

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**A WORD WORTH REMEMBERING**

**electronics assembly**  
/ɪlɛk'trɒnɪks  
ə'sembli/  
montaż elektroniki

run by Toyota, Honda and Ford produce vehicles for both domestic markets and export. Electronics companies such as Western Digital and Seagate manufacture components used in **global data-storage systems**<sup>16</sup>.

**Increasingly**<sup>17</sup>, new investment is **focused on**<sup>18</sup> advanced technologies. Electric vehicle production, battery manufacturing, robotics equipment, and biotechnology are among the industries targeted for development in the corridor. **Government incentives**<sup>19</sup> support these investments through **tax exemptions**<sup>20</sup> of up to eight years, reduced **import duties**<sup>21</sup> for industrial machinery, and **simplified**<sup>22</sup> licensing

procedures managed by the Board of Investment.

## Manufacturing Reinvented

Manufacturing remains one of Thailand's most important economic sectors. The industry **accounts for**<sup>23</sup> roughly twenty-five percent of national GDP and **employs**<sup>24</sup> more than six mln workers. Automotive production and wider sector

<sup>16</sup> **global data-storage system** 'glɔːbəl 'deɪtə 'stɔːrɪdʒ 'sɪstəm **globalny system przechowywania danych**

<sup>17</sup> **increasingly** ɪn'kriːsɪŋli **coraz bardziej, coraz częściej**

<sup>18</sup> **focused on sth** 'fəʊkəst ɒn 'sɪmθɪŋ **skoncentrowany na czymś**

<sup>19</sup> **government incentive** 'gʌvnmənt ɪn'sentɪv **zachęta ze strony rządu**

<sup>20</sup> **tax exemption** tæks ɪg'zempʃən **zwolnienie podatkowe**

<sup>21</sup> **import duty** 'ɪmɔːt 'djuːti **cło, opłata importowa**

<sup>22</sup> **simplified** 'sɪmplɪfaɪd **uproszczony**

<sup>23</sup> **to account for sth** tə ə'kaʊnt fə 'sɪmθɪŋ **stanowić część czegoś, odpowiadać za coś (np. za procent udziałów)**

<sup>24</sup> **to employ sb** tə ɪm'plɔɪ 'sɪmbədi **zatrudniać kogoś**

## Long-Term Resident (LTR) Visa

Thailand introduced the Long-Term Resident Visa to attract international professionals and investors. The programme allows approved applicants to live in Thailand for up to ten years.

Eligible groups include:

- highly skilled professionals
- digital entrepreneurs
- wealthy retirees<sup>1</sup>
- investors in Thai industries

Benefits include simplified work permits and favourable tax arrangements for foreign income.

<sup>1</sup> retiree ri,tə'reɪ: emeryt

### INFOBOX

## Bangkok



industries contribute<sup>25</sup> about four to five percent of economic output, with around 1.5 mln vehicles produced annually<sup>26</sup>.

Yet the industry is now entering a period of technological transformation. Electric vehicles are reshaping<sup>27</sup> global automotive supply chains<sup>28</sup>. Chinese manufacturers such as BYD and Great Wall Motor have announced<sup>29</sup> large greenfield investments in Thailand, supported by government subsidies<sup>30</sup> that can reach THB<sup>31</sup> 150,000 per vehicle. Thailand is also a major global producer of air-conditioning technology<sup>32</sup>, reflecting<sup>33</sup> a powerful domestic expertise in cooling systems designed for tropical climates.

## Technology and Digital Infrastructure

Bangkok's technology sector is expanding<sup>34</sup> alongside traditional manufacturing industries. Startup companies, venture capital firms<sup>35</sup>, and research centres

are increasingly concentrated in districts around Sukhumvit and the central business area. Technology parks and incubators support new companies developing digital services, financial technology platforms, and software applications.

Digital infrastructure supports this growth. Nationwide 5G coverage<sup>36</sup> and widespread<sup>37</sup> mobile banking systems allow<sup>38</sup> businesses to operate efficiently across both urban and regional markets. These developments contribute to Thailand's ambition to position itself as a regional technology hub<sup>39</sup>.

## Demographics and the Remote Economy<sup>40</sup>

Thailand's demographic profile is changing rapidly. The median age of the

<sup>25</sup> to contribute sth tə kən'trɪbjʊ:t 'sʌməθɪŋ wnosić coś

<sup>26</sup> annually 'ænjʊəli rocznie

<sup>27</sup> to reshape sth tə 'ri:ʃeɪp 'sʌməθɪŋ

przekształcać coś, nadawać czemuś nowy kształt

<sup>28</sup> global automotive supply chains 'glɔːbəl ˌɔ:tə'məʊtɪv sə'plɑɪ tʃeɪnz globalne motoryzacyjne łańcuchy dostaw

<sup>29</sup> to announce sth tə ə'naʊns 'sʌməθɪŋ ogłosić coś

<sup>30</sup> government subsidy 'gʌvnmənt 'sʌbsɪdɪ dotacja rządowa, subwencja państwowa

<sup>31</sup> THB ti: eɪtʃ bi: bat tajlandzki, waluta Tajlandii

<sup>32</sup> air-conditioning technology 'eə kən,dɪʃənɪŋ tek'nɒlədʒɪ technologia klimatyzacyjna

<sup>33</sup> to reflect sth tə rɪ'flekt 'sʌməθɪŋ odzwierciedlać coś

<sup>34</sup> to expand tə ɪks'pænd rozwijać się

<sup>35</sup> venture capital firm 'ventʃə 'kæpɪtəl fɜ:m firma kapitału podwyższonego ryzyka

<sup>36</sup> 5G coverage faɪv dʒɪ 'kʌvərɪdʒ zasięg sieci 5G

<sup>37</sup> widespread 'wɜ:dspreɪd szeroko rozpowszechniony

<sup>38</sup> to allow tə ə'laʊ pozwalać, umożliwiać

<sup>39</sup> technology hub tek'nɒlədʒɪ hʌb centrum technologiczne

<sup>40</sup> remote economy rɪ'məʊt i'kɒnəmi gospodarka zdalna



## Investment Challenges

Despite<sup>61</sup> strong industrial capabilities, Thailand still **faces**<sup>62</sup> several structural **obstacles**<sup>63</sup>.

Regulatory procedures can be slow, particularly when foreign investors attempt to **establish**<sup>64</sup> new companies. Recent rules introduced by the Department of Business Development **require**<sup>65</sup> Thai **shareholders**<sup>66</sup> associated with **foreign-linked**<sup>67</sup> firms to provide financial records proving **genuine**<sup>68</sup> **capital ownership**<sup>69</sup>. The regulations aim to eliminate **nominee**<sup>60</sup> ownership structures but can **extend**<sup>61</sup> company registration timelines from roughly one week to several weeks.

Infrastructure expansion has also experienced **delays**<sup>62</sup> in some sectors as investors **adjust to**<sup>63</sup> economic conditions following the pandemic. As a result, **traffic congestion**<sup>64</sup> in Bangkok remains a **persistent**<sup>65</sup> challenge. **Average**<sup>66</sup> driving speeds in central districts often fall below twenty kilometres per hour during **peak hours**<sup>67</sup>.

## In Transition

Thailand in 2026 has a mature industrial economy attempting to move into a more advanced stage of development. Tourism and manufacturing remain central to national **income**<sup>68</sup>, but **policymakers**<sup>69</sup> are increasingly focused on expanding sectors such as electric vehicles, digital services, biotechnology, and robotics. The success of this transition will **depend on**<sup>70</sup> how effectively the country **manages**<sup>71</sup> demographic change, regulatory reform, and continued infrastructure development.

**czegoś, wspierać coś**

<sup>44</sup> **higher-skilled industries** 'hɑ:ə skɪld 'ɪndəstrɪ  
**sektory gospodarki wymagające wyższych kwalifikacji**

<sup>45</sup> **to accelerate** tə ək'seləreɪt **przyspieszać**

<sup>46</sup> **to attempt to do sth** tə ə'tempt tə du: 'sʌmθɪŋ  
**próbować, podejmować próbę zrobienia czegoś**

<sup>47</sup> **visa policies** 'vi:zə 'pɒlɪsɪz **polityka wizowa**

<sup>48</sup> **work permit** wɜ:k 'pɜ:mɪt **pozwolenie na pracę**

<sup>49</sup> **favourable** 'feɪvərəbəl **korzystny**

<sup>50</sup> **entrepreneur** ,ɒntrəprəʊnɜ:s **przedsiębiorca**

<sup>61</sup> **despite sth** dɪ'spaɪt 'sʌmθɪŋ **pomimo czegoś**

<sup>62</sup> **to face sth** tə feɪs 'sʌmθɪŋ **stawić czoła czemuś, mierzyć się z czymś**

<sup>63</sup> **obstacle** 'ɒbstəkl **przeszkoda**

<sup>64</sup> **to establish sth** tə ɪ'stæblɪʃ 'sʌmθɪŋ **ustanowić, założyć coś**

<sup>65</sup> **to require sth** tə rɪ'kwaɪə 'sʌmθɪŋ **wymagać czegoś**

<sup>66</sup> **shareholder** 'ʃeə,həʊldə **akcjonariusz, udziałowiec**

<sup>67</sup> **foreign-linked** 'fɔ:rn lɪŋkt **powiązany z kapitałem zagranicznym**

<sup>68</sup> **genuine** 'dʒenjuɪn **prawdziwy, autentyczny**

<sup>69</sup> **capital ownership** 'kæpɪtl 'ɒvənʃɪp **własność kapitału**

<sup>60</sup> **nominee** ,nɒmiːni: **tu: figurant (w kontekście prawnym/biznesowym)**

<sup>61</sup> **to extend sth** tə ɪks'tend 'sʌmθɪŋ **tu: wydłużać coś**

<sup>62</sup> **delay** dɪ'leɪ **opóźnienie**

<sup>63</sup> **to adjust to sth** tə ə'dʒʌst tə 'sʌmθɪŋ **dostosować się do czegoś**

<sup>64</sup> **traffic congestion** 'træfɪk kən'dʒestʃən **zatory drogowe, korki**

<sup>65</sup> **persistent** pə'sɪstənt **uporczywy, trwały**

<sup>66</sup> **average** 'ævərɪdʒ **przeciętny, średni**

<sup>67</sup> **peak hours** pi:k 'aʊəz **godziny szczytu**

<sup>68</sup> **income** 'ɪnkʌm **dochód**

<sup>69</sup> **policymaker** 'pɒlɪsɪ'meɪkə **decydent, osoba odpowiedzialna za wyznaczanie polityki**

<sup>70</sup> **to depend on sth** tə dɪ'pend ɒn 'sʌmθɪŋ **zależec od czegoś**

<sup>71</sup> **to manage sth** tə 'mænɪdʒ 'sʌmθɪŋ **zarządzać czymś, radzić sobie z czymś**

population is now approximately forty-one years, significantly higher than neighbouring economies such as Vietnam or Cambodia. An **ageing**<sup>41</sup> **workforce**<sup>42</sup> may slow labour-force expansion, but it also **encourages**<sup>43</sup> greater investment in automation and **higher-skilled industries**<sup>44</sup>.

Urbanisation is also **accelerating**<sup>45</sup>. The Bangkok metropolitan region now contains around eighteen mln residents, making it one of Southeast Asia's largest urban areas.

At the same time, Thailand is **attempting to**<sup>46</sup> attract international professionals through new **visa policies**<sup>47</sup>. The Long-Term Resident Visa programme allows qualified foreign residents to live in the country for up to ten years while receiving simplified **work permits**<sup>48</sup> and **favourable**<sup>49</sup> tax conditions. The policy aims to attract **entrepreneurs**<sup>50</sup>, remote workers, and high-skilled professionals.

<sup>41</sup> **ageing** 'eɪdʒɪŋ **starzejący się**

<sup>42</sup> **workforce** wɜ:kfɔ:s **siła robocza, zasoby ludzkie**

<sup>43</sup> **to encourage sth** tə ɪn'kʌrɪdʒ 'sʌmθɪŋ **zachęcać do**

## Thailand by the Numbers

- Population: approximately 70.3 mln
- Capital: Bangkok
- GDP (2025 estimate): around USD 500 bln
- Median Age: about 41 years
- Major Industries: automotive manufacturing, electronics, tourism, agriculture, food processing
- Annual International Visitors (pre-pandemic peak): around 39 mln

**INFOBOX**



**A WORD WORTH REMEMBERING**

to outperform sth  
/tʊ ˌaʊtpə'fɔ:m  
'sʌmθɪŋ/  
przewyższać coś

Candy Valentino

by Janet Sandford

# Candy Valentino: Slow and Steady Wins the Race<sup>1</sup>

From an early age, the odds were stacked against<sup>2</sup> Candy Valentino, but she has proved that a difficult start doesn't have to be a barrier to success.

**B**orn in Pennsylvania in 1979, she grew up on a trailer park<sup>3</sup> (See Fact Box), in an environment<sup>4</sup> where money was scarce<sup>5</sup> and financial instability was the norm. This meant that a university education was not a realistic option, even if she had wanted it. Either way, she had already set her mind on<sup>6</sup> dragging herself out of<sup>7</sup> poverty<sup>8</sup> and building a sustainable income<sup>9</sup>.

## Jam Today

Ms Valentino says she started her first business at the age of 19, on a small scale, learning the basics<sup>10</sup> of business. Over the next two decades, she built, operated and sold a series of privately held<sup>11</sup>, cash-generating businesses, primarily in services<sup>12</sup>, and later in real estate<sup>13</sup> and advisory work<sup>14</sup>.

This narrative, as presented by Candy, has rather more romance than qualified<sup>15</sup> examples. We can be sure, however, that they were relatively low-key<sup>16</sup> projects and that she rejected<sup>17</sup> the venture capital<sup>18</sup> growth model<sup>19</sup> that prevails<sup>20</sup> in modern business funding. Instead, she prioritised businesses capable of generating reliable cash flow<sup>21</sup> early, enabling her to remain independent of external investors<sup>22</sup>. This reduced risk, preserved<sup>23</sup> control and created a stable base for long-term wealth accumulation<sup>24</sup>. Looking psychologically, it

<sup>1</sup> slow and steady wins the race sləʊ ənd 'stedɪ wɪnz ðə reɪs śpiesz się powoli

<sup>2</sup> odds were stacked against ɒdz wɜː stækt ə'genst wszystko było przeciwko

<sup>3</sup> trailer park 'treɪlə pɑːk osiedle dla przyczep, osiedle mobilnych domów

<sup>4</sup> environment ɪn'vaɪənmənt otoczenie, środowisko

<sup>5</sup> scarce skeəs ograniczony, niewystarczający

<sup>6</sup> to set one's mind on sth tə set wʌnz maɪnd ɒn 'sʌmθɪŋ upierać się na coś

<sup>7</sup> to drag oneself out of sth tə dræg wʌn'self aʊt ɒv 'sʌmθɪŋ wyrwać się z czegoś

<sup>8</sup> poverty 'pɒvəti bieda

<sup>9</sup> sustainable income sə'steɪnəbl ɪn'kʌm stałe źródło dochodu

<sup>10</sup> the basics ðə 'beɪsɪks podstawy

<sup>11</sup> privately held 'praɪvətli held prywatny

<sup>12</sup> services 'sɜːvɪsɪz usługi

<sup>13</sup> real estate rɪəl ɪs'teɪt nieruchomości

<sup>14</sup> advisory work əd'vaɪzərɪ wɜːk doradztwo, działalność konsultingowa

<sup>15</sup> qualified 'kwɒlɪfaɪd tu: konkretny

<sup>16</sup> low-key ,ləʊ 'ki: niewyróżniający się, nieduży

<sup>17</sup> to reject tə 'rɪ:dʒekt odrzucać

<sup>18</sup> venture capital 'ventʃə 'kæpɪtɪ kapitał wysokiego ryzyka, rodzaj finansowania, w którym wyspecjalizowane fundusze inwestują pieniądze w startupy oraz młode, prywatne firmy, które mają ogromny potencjał wzrostu, ale wiążą się z bardzo wysokim ryzykiem

<sup>19</sup> growth model grəʊθ 'mɒdl model wzrostu

<sup>20</sup> to prevail tə prɪ'veɪl przeważać

<sup>21</sup> cash flow kæʃ fləʊ przepływy pieniądze

<sup>22</sup> external investor ɛks'tɜːnl ɪn'vestə inwestor zewnętrzny

<sup>23</sup> to preserve tə prɪ'zɜːv zachowywać

<sup>24</sup> wealth accumulation welθ ə,kjuːmjə'sleɪʃən akumulacja kapitału

MS VALENTINO  
SAYS SHE STARTED  
HER FIRST BUSINESS  
AT THE AGE OF  
19, ON A SMALL  
SCALE, LEARNING  
THE BASICS OF  
BUSINESS.

## Trailer Park

In the United States, a trailer park is a **residential community**<sup>1</sup> of **mobile homes**<sup>2</sup>, or **manufactured housing**<sup>3</sup> placed on **rented**<sup>4</sup> **lots**<sup>5</sup> within a designated area. Originally used for **leisure**<sup>6</sup>, as car ownership boomed, mobile homes sited on housing-oriented parks expanded after World War II to meet the need for **affordable**<sup>7</sup> housing. Although as many as 20 million people live in them nationally, the term ‘trailer park’ has become synonymous with poverty and low **social status**<sup>8</sup>.

<sup>1</sup> residential community ˌreziˈdenʃəl

kəˈmjuːnəti **wspólnota mieszkaniowa, osiedle**

<sup>2</sup> mobile home ˈməʊbaɪl həʊm **przyczepa kempingowa**

<sup>3</sup> manufactured housing ˌmænjʊˈfæktʃəd ˈhəʊzɪŋ **domy z prefabrykatów, budownictwo modułowe**

<sup>4</sup> rented ˈrentɪd **wynajęty**

<sup>5</sup> lot lɒt **działka**

<sup>6</sup> leisure ˈleɪzə **rekreacja, wypoczynek**

<sup>7</sup> affordable əˈfɔːdəbl **przystępny cenowo**

<sup>8</sup> social status ˈsəʊʃəl ˈsteɪtəs **status społeczny**

## INFOBOX

may be a **legacy**<sup>25</sup> of a **childhood**<sup>26</sup> in which money in the pot today was more important than the promise of jam tomorrow<sup>27</sup> (see *Fact Box*).

Using capital from earlier exits, Valentino moved into private investing, concentrating on cash-generating businesses rather than **high-growth**<sup>28</sup> startups. Her **publicly stated**<sup>29</sup> focus is on **profitability**<sup>30</sup>, operational discipline and **downside**<sup>31</sup> protection – criteria shaped by having built companies without external funding. She has been **openly**<sup>32</sup> critical of speculative **entrepreneurship**<sup>33</sup>, arguing that **hype-driven**<sup>34</sup> models **expose**<sup>35</sup> inexperienced **founders**<sup>36</sup>

to **unnecessary**<sup>37</sup> financial risk.

Her focus on the practical **placed her more in line with** operational business training **than**<sup>38</sup> **high-octane**<sup>39</sup> wealth seminars. Consequently, she moved towards business education and advisory services, **particularly**<sup>40</sup> for early-stage founders. Rather than promoting ambitious **growth forecasts**<sup>41</sup> and hyping up company value to **cash in**<sup>42</sup>, Candy Valentino focuses on **applied finance**<sup>43</sup>, **risk control**<sup>44</sup> and **repeatable**<sup>45</sup> **decision frameworks**<sup>46</sup>. **Unfashionable**<sup>47</sup> as her **approach**<sup>48</sup> may have been, people started **paying attention**<sup>49</sup>.

## Wealth Habits<sup>50</sup>

**Wider recognition**<sup>51</sup> came with the publication of her first book, *Wealth Habits, released*<sup>52</sup> in 2022. The book became a Wall Street Journal bestseller, reflecting strong **demand for**<sup>53</sup> a more **grounded**<sup>54</sup> approach to personal and business finance.

*Wealth Habits* presents wealth as a system: the interaction between income, **spending**<sup>55</sup>, **saving**<sup>56</sup> and **investment**<sup>57</sup>, rather than a **quest for**<sup>58</sup> a single **breakthrough moment**<sup>59</sup>. **Drawing on**<sup>60</sup> her own journey from financial instability to **independence**<sup>61</sup>, she shows how disciplined structures can **outperform**<sup>62</sup> high income when those structures are **absent**<sup>63</sup>. A central theme of the book is that many **financial failures**<sup>64</sup> are **behavioural**<sup>65</sup> rather than economic, and that **resilience**<sup>66</sup> is built through **deliberate**<sup>67</sup> habits, not **earnings**<sup>68</sup> alone.

<sup>25</sup> legacy ˈlegəsi **pozostałość, spuścizna**

<sup>26</sup> childhood ˈtʃaɪldhʊd **dzieciństwo**

<sup>27</sup> money in the pot today is more important than the promise of jam tomorrow ˈmʌni ɪn ðə pɒt təˈdeɪ ɪz mɔː ɪmˈpɔːtənt ðən ðə ˈprɒmɪs əv dʒæm təˈmɒrəʊ **lepszy wróbel w garści niż gołąb na dachu**

<sup>28</sup> high-growth haɪ grəʊθ **szybko rozwijający się**

<sup>29</sup> publicly stated ˈpʌblɪkli ˈsteɪtɪd **publicznie deklarowany**

<sup>30</sup> profitability ˌprɒfɪtəˈbɪləti **rentowność**

<sup>31</sup> downside ˈdaʊnsaɪd **minus, negatywna strona**

<sup>32</sup> openly ˈəʊpnli **otwarcie, jawne**

<sup>33</sup> entrepreneurship ˌɒntɹəprəʊˈnɜːʃɪp **przedsiębiorczość**

<sup>34</sup> hype-driven haɪp ˈdrɪvn **napędzany modą, szumem medialnym, falą popularności**

<sup>35</sup> to expose sb to sth tə ɛksˈpəʊz ˈsʌmbədi tə ˈsʌmθɪŋ **narażać kogoś na coś**

<sup>36</sup> founder ˈfaʊndə **założyciel**

<sup>37</sup> unnecessary ʌnˈnesəsəri **niepotrzebny, zbędny**

<sup>38</sup> to place sb more in line with X than Y tə pleɪs ˈsʌmbədi mɔː ɪn laɪn wɪð ɛks ðən waɪ biː **komuś bliżej do X niż do Y**

<sup>39</sup> high-octane ˈhaɪ ˈɒkteɪn **wyskokoktanowy, tu: intensywny, też: efekciarski**

<sup>40</sup> particularly pəˈtɪkjʊləli **szczególnie**

<sup>41</sup> growth forecast grəʊθˈfɔːkəːst **prognoza wzrostu**

<sup>42</sup> to cash in tə kæʃ ɪn **zarobić, spieniężyć**

<sup>43</sup> applied finance əˈplaɪd faɪˈnæns **finanse stosowane, wykorzystanie teorii finansowej w konkretnych, codziennych działaniach firmy**

<sup>44</sup> risk control rɪsk kənˈtrɒl **kontrola ryzyka**

<sup>45</sup> repeatable rɪˈpiːəbl **powtarzalny**

<sup>46</sup> decision frameworks dɪˈsɪʒən ˈfreɪmwɜːks **ramy decyzyjne**

<sup>47</sup> unfashionable ʌnˈfæʃnəbl **niemodny**

<sup>48</sup> approach əˈprəʊtʃ **podejście, metoda**

<sup>49</sup> to pay attention to sth tə peɪ əˈtenʃən tə ˈsʌmθɪŋ **zwracać na coś uwagę**

<sup>50</sup> habit ˈhæbɪt **nawyk**

<sup>51</sup> wider recognition ˈwaɪdə ˌrekəɡˈnɪʃən **szersze uznanie**

<sup>52</sup> released rɪˈliːst **wydany**

<sup>53</sup> demand for sth dɪˈmɑːnd fə ˈsʌmθɪŋ **zapotrzebowanie, popyt na coś**

<sup>54</sup> grounded ˈgrəʊndɪd **tu: trzeźwy, rzeczowy**

<sup>55</sup> spending ˈspendɪŋ **koszty**

<sup>56</sup> saving ˈseɪvɪŋ **oszczędzanie**

<sup>57</sup> investment ɪnˈvestmənt **inwestycja**

<sup>58</sup> quest to sth kwɛst tə ˈsʌmθɪŋ **pogoń za czymś, poszukiwanie czegoś**

<sup>59</sup> breakthrough moment ˈbreɪkˈθruː ˈmɒsmənt **przełomowy moment**

<sup>60</sup> to draw on sth tə drɔː ɒn ˈsʌmθɪŋ **opierać się na czymś**

<sup>61</sup> independence ˌɪndɪˈpendəns **niezależność**

<sup>62</sup> to outperform sth tə ˌaʊtpəˈfɔːm ˈsʌmθɪŋ **przewyższać coś**

<sup>63</sup> absent ˈæbsənt **nieobecny, brakujący**

<sup>64</sup> financial failure faɪˈnænsjəl ˈfeɪljə **porażka finansowa**

<sup>65</sup> behavioural bɪˈheɪvjərəl **behavioralny, wynikający z naszych decyzji**

<sup>66</sup> resilience rɪˈzɪliəns **elastyczność, odporność**

<sup>67</sup> deliberate dɪˈlɪbərət **świadomy, celowy, zamierzony**

<sup>68</sup> earnings ˈɜːnɪŋz **zyski**

Key ideas and advice from the book include:

- “Wealth is built in the margins<sup>69</sup> of everyday decisions, not in rare<sup>70</sup> financial wins.”
- Prioritising savings and investment as non-negotiable<sup>71</sup>, fixed<sup>72</sup> outgoings<sup>73</sup> rather than optional leftovers<sup>74</sup>.
- Designing spending systems that limit decision-making and reduce reliance on<sup>75</sup> willpower<sup>76</sup>.
- Separating lifestyle growth from income growth to prevent silent erosion<sup>77</sup> of wealth.
- Viewing financial independence as a process of risk reduction, not risk maximisation.

The book's clarity<sup>78</sup> and practical framing<sup>79</sup> helped establish<sup>80</sup> Ms Valentino as a serious voice in financial education, moving her into mainstream business thinking and an in-demand<sup>81</sup> motivational speaker<sup>82</sup>.

## Nine Percent

In 2025, she followed up with<sup>83</sup> *The 9% Edge*, in which she extends<sup>84</sup> her systems-based thinking from personal finance into performance<sup>85</sup> and leadership<sup>86</sup>.

The book takes its title from the nine percent of startups that survive<sup>87</sup> past 10 years, using this statistic to illustrate that long-term success is rare, and that the difference lies in small, repeatable behaviours rather than talent or luck<sup>88</sup>.

Candy Valentino emphasises<sup>89</sup> incremental<sup>90</sup> advantages that compound<sup>91</sup> over time, showing how disciplined habits and strategic decisions separate the few who endure<sup>92</sup> from the many who falter<sup>93</sup>.

Key ideas and advice from the book include:

- “The 9% succeed because they do what others overlook<sup>94</sup> – every single day.”
- Focus on a narrow<sup>95</sup> strategic vision instead of chasing constant expansion.
- Treat energy, attention and focus as finite resources<sup>96</sup> to be managed deliberately<sup>97</sup>.
- Build decision-making systems that reduce reactive<sup>98</sup> behaviour and errors.

- Measure<sup>99</sup> progress over long horizons to allow small advantages to compound.

She shows that survival and growth are consequences of deliberate, repeatable choices rather than dramatic breakthroughs or exceptional<sup>100</sup> talent. That goes against the grain<sup>101</sup> of the current zeitgeist<sup>102</sup>, in which many companies see the employment market<sup>103</sup> as a battlefield<sup>104</sup> to attract<sup>105</sup> ‘top talent,’ and have star players<sup>106</sup> score spectacular goals. Ms Valentino's approach is more akin to<sup>107</sup> building a solid defence.

## Wider Reach

Alongside<sup>108</sup> writing, Valentino remains active as a speaker and educator. She regularly addresses<sup>109</sup> business audiences<sup>110</sup> on entrepreneurship, wealth-building and leadership, with a particular emphasis on financial behaviour. One recurring theme<sup>111</sup> in her work is the psychological impact of growing up<sup>112</sup> without money, and how early experiences can influence<sup>113</sup> risk tolerance, spending habits and decision-making later in life.

Philanthropy<sup>114</sup> forms a structured<sup>115</sup> part of Valentino's activities. Rather than donating<sup>116</sup> money, she supports initiatives by providing financial education and entrepreneurial skills<sup>117</sup>. Her approach reflects her broader philosophy: addressing root causes<sup>118</sup> rather than symptoms. Having

<sup>69</sup> margin 'mɑ:dʒɪn margines

<sup>70</sup> rare reɪ rzadki

<sup>71</sup> non-negotiable ,nɒn nɪ'gəʊʃiəbl

niepodlegający dyskusji, nienegocjowalny

<sup>72</sup> fixed fɪkst stały

<sup>73</sup> outgoings aʊt'gəʊɪŋz wydatki

<sup>74</sup> leftovers 'left'əʊvəz resztki, pozostałości

<sup>75</sup> reliance on sth rɪ'laɪəns ɒn 'sʌmθɪŋ poleganie na czymś

<sup>76</sup> willpower 'wɪl,pəʊə siła woli

<sup>77</sup> erosion ɪ'rəʊʒən erozja, spadek, ulatnianie się

<sup>78</sup> clarity 'klærəti klarowność, jasność

<sup>79</sup> framing 'freɪmɪŋ struktura

<sup>80</sup> to establish tʊ ɪs'tæblɪʃ ugruntować pozycję

<sup>81</sup> in-demand ɪn dɪ'mɑ:nd wzięty

<sup>82</sup> motivational speaker ,məʊtɪ'veɪʃənl 'spi:kə mówca motywacyjny

<sup>83</sup> to follow up with sth tə 'fɒləʊp wɪθ 'sʌmθɪŋ kontynuować czymś

<sup>84</sup> to extend sth tʊ ɪks'tend 'sʌmθɪŋ rozszerzać coś

<sup>85</sup> performance pə'fɔ:məns tu: wyniki, osiągi

<sup>86</sup> leadership 'li:ɪdʒɪp przywództwo, kierownictwo

<sup>87</sup> to survive tə sə'vaɪv przetrwać

<sup>88</sup> luck lʌk szczęście

<sup>89</sup> to emphasise sth tʊ ɪ'mfəsaɪz 'sʌmθɪŋ kłaść nacisk na coś

<sup>90</sup> incremental ,ɪŋkrə'mentl narastający

<sup>91</sup> to compound tə 'kɒmpaʊnd tu: procentować

<sup>92</sup> to endure tʊ ɪn'dʒə przenieść

<sup>93</sup> to falter tə 'fɔ:ltə tu: ponosić klęskę

<sup>94</sup> to overlook sth tʊ ,əʊvə'lʊk 'sʌmθɪŋ przeoczyć coś

<sup>95</sup> narrow 'nærəʊ ograniczony, wąski

<sup>96</sup> finite resources 'faɪnaɪt rɪ'sɔ:sɪz ograniczone zasoby

<sup>97</sup> deliberately dɪ'lɪbərətli z rozmysłem, celowo

<sup>98</sup> reactive rɪ:'æktɪv reaktywny

<sup>99</sup> to measure tə 'meʒə mierzyć, oceniać

<sup>100</sup> exceptional ɪk'seɪʃənl wyjątkowy

<sup>101</sup> to go against the grain tə ɡəʊ ə'ɡenst ðə ɡreɪn robić coś wbrew swojej woli, robić coś przeciwko swoim przekonaniom; być wbrew czyjejś naturze

<sup>102</sup> zeitgeist 'zaɪtʃaɪst duch czasu, zeitgeist

<sup>103</sup> employment market ɪm'plɔɪmənt 'mɑ:kɪt rynek pracy

<sup>104</sup> battlefield 'bætlfɪ:ld pole walki

<sup>105</sup> to attract sb tʊ ə'trækt 'sʌmbədɪ przyciągać kogoś

<sup>106</sup> star player stɑ: 'pleɪə gwiazda

<sup>107</sup> akin to sth ə'kɪn tə 'sʌmθɪŋ zbliżony do czegoś

<sup>108</sup> alongside X ə'lɒŋ'saɪd eks obok X

<sup>109</sup> to address sb tʊ ə'dres 'sʌmbədɪ przemawiać do kogoś

<sup>110</sup> audience 'ɔ:dʒəns audytorium

<sup>111</sup> recurring theme rɪ'kɜ:ɪŋ θi:m powracający motyw

<sup>112</sup> growing up 'grəʊɪŋ ʌp dorastanie

<sup>113</sup> to influence sth tʊ ɪnfluəns 'sʌmθɪŋ wpływać na coś

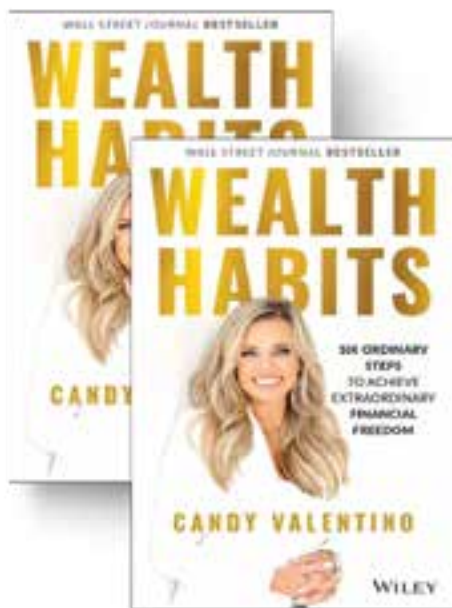
<sup>114</sup> philanthropy fɪ'lænθrəpi filantropia, dobroczynność

<sup>115</sup> structured 'strʌktʃəd tu: systematyczny

<sup>116</sup> to donate sth tə doʊ'neɪt 'sʌmθɪŋ przekazywać coś

<sup>117</sup> skill skɪl umiejętność

<sup>118</sup> root cause ru:t kɔ:z pierwotna przyczyna



grown up without **exposure to**<sup>119</sup> **financial literacy**<sup>120</sup>, she places particular value on programmes that provide practical **tools**<sup>121</sup> rather than **temporary relief**<sup>122</sup>.

Valentino's influence lies less in **personal branding**<sup>123</sup> and more in method. She does not present herself as an **outlier**<sup>124</sup>, or a **one-off**<sup>125</sup> success, but as **proof**<sup>126</sup> that wealth can be built incrementally, by anybody, even without formal education or **early advantage**<sup>127</sup>. This positioning has resonated with audiences who find conventional business success stories unrealistic or **inaccessible**<sup>128</sup>.

In a business environment often dominated by narratives of **rapid scaling**<sup>129</sup> and **disruptive innovation**<sup>130</sup>, Candy Valentino represents a different model: one built on repeatable systems, measured risk and long-term thinking. Her career demonstrates how financial independence can be achieved without **shortcuts**<sup>131</sup>, and how discipline, rather than spectacle, remains the most reliable **driver**<sup>132</sup> of sustainable success. In many ways, that is a **reassuring**<sup>133</sup> message because it means that we don't have to be rich, lucky or a genius to succeed, just disciplined. Her approach may be closer to the **plodding**<sup>134</sup> **tortoise**<sup>135</sup> than the **flashy**<sup>136</sup>, **over-confident**<sup>137</sup> **hare**<sup>138</sup>, but we all know who won the race in the end.

- <sup>119</sup> **exposure to sth** ɪks'pəʊʒə tə 'sʌmθɪŋ **styczność z czymś**
- <sup>120</sup> **financial literacy** faɪ'nænʃəl 'lɪtərəsɪ **wiedza finansowa**
- <sup>121</sup> **tools** tu:lz **narzędzia**
- <sup>122</sup> **temporary relief** 'tempərəri ri'li:f **chwilowa ulga**
- <sup>123</sup> **personal branding** 'pɜ:snl 'brændɪŋ **marka osobista**
- <sup>124</sup> **outlier** 'aʊt,laɪə **wyjątek, coś, co odstaje od reszty pod jakimś względem**
- <sup>125</sup> **one-off** 'wʌn 'ɒf **jednorazowy**
- <sup>126</sup> **proof** pru:f **dowód**
- <sup>127</sup> **early advantage** 'ɜ:lɪ əd'vɑ:ntɪdʒ **przewaga na starcie**
- <sup>128</sup> **inaccessible** ,ɪnæk'sesəbl **nieosiągalny**
- <sup>129</sup> **rapid scaling** 'ræpɪd 'skeɪlɪŋ **gwałtowny wzrost**
- <sup>130</sup> **disruptive innovation** dɪs'rʌptɪv ,ɪnə'veɪʃən **przełomowa innowacja**
- <sup>131</sup> **shortcut** 'ʃɔ:tkʌt **skrót**
- <sup>132</sup> **driver** 'draɪvə **czynnik pobudzający, motywujący**
- <sup>133</sup> **reassuring** ,ri:ə'ʃʊərɪŋ **uspokajający**
- <sup>134</sup> **plodding** 'plɒdɪŋ **powolny**
- <sup>135</sup> **tortoise** 'tɔ:təs **żółw**
- <sup>136</sup> **flashy** 'flæʃɪ **krzykliwy**
- <sup>137</sup> **over-confident** 'əʊvə 'kɒnfɪdənt **zbyt pewny siebie**
- <sup>138</sup> **hare** heə **zając**

## Jam Tomorrow

Jam tomorrow is an idiom meaning a promised reward that never actually arrives. The phrase comes from *Through the Looking-Glass* by Lewis Carroll, where “jam tomorrow and jam yesterday, but never jam today” **mocks**<sup>1</sup> **empty promises**<sup>2</sup>.

<sup>1</sup> **to mock sth** tə mɒk 'sʌmθɪŋ **drwić, kpić z czegoś**

<sup>2</sup> **empty promises** 'emptɪ 'prɒmɪsɪz **czcze obietnice, obietnice bez pokrycia**

## INFOBOX



# Travel Trends in 2026: Beyond Destinations<sup>1</sup> to Meaningful<sup>2</sup> Journeys

Travel follows **fashions**<sup>3</sup>, not just in destinations but also in activities. We look at what is trending in 2026, and here's a spoiler – it's not **ticking off**<sup>4</sup> places on the **bucket list**<sup>5</sup>.

**A WORD WORTH REMEMBERING**

**one-upmanship**  
/'wʌn'ʌpmənʃɪp/  
wywyższanie się

<sup>1</sup> destination /destɪ'neɪʃən/ cel podróży

<sup>2</sup> meaningful /'mi:nɪŋfʊl/ pełen sensu

<sup>3</sup> fashion /'fæʃən/ moda

<sup>4</sup> to tick off /tɪk ɒf/ odhaczać

<sup>5</sup> bucket list /'bʌkɪt 'lɪst/ lista rzeczy do zrobienia w życiu

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Modern tourism has its **roots**<sup>6</sup> in the 19th century, when travel was largely the **preserve**<sup>7</sup> of the **wealthy**<sup>8</sup>. Grand Tours of Europe, luxury **ocean liners**<sup>9</sup> and early **cruises**<sup>10</sup> catered to<sup>11</sup> elites with time, money and social status. This exclusivity began to erode in the mid-20th century.

Rising **incomes**<sup>12</sup>, **paid holidays**<sup>13</sup> and commercial aviation **triggered**<sup>14</sup> a mass tourism boom in the 1960s and 1970s, with sun-and-sea **resorts**<sup>15</sup> along Spain's Costas and the Mediterranean becoming symbols of **affordable**<sup>16</sup> escape. **Package holidays**<sup>17</sup> standardised travel, making it **predictable**<sup>18</sup> and accessible, but often **crowded**<sup>19</sup>, **to the extent that**<sup>20</sup> in some places, tourists are no longer welcome.

By the late 20th and early 21st centuries, **seasoned**<sup>21</sup> travellers began to look beyond **familiar**<sup>22</sup> beaches, **driving**<sup>23</sup> **demand for**<sup>24</sup> **long-haul**<sup>25</sup> and exotic destinations in Asia, Africa and Latin America, perhaps **boasting about**<sup>26</sup> how many air miles they had **accumulated**<sup>27</sup> or countries they had visited.

Today, tourism continues to evolve as travellers start to look not just for good weather or **one-upmanship**<sup>28</sup>, but a meaningful experience.

**Fasten your seatbelts**<sup>29</sup> as we **take off**<sup>30</sup>

for a quick **round-the-world tour**<sup>31</sup> of the latest travel trends (Popular Destinations by Holiday Type).

## 1. The Rise of Experience-Centric Travel

The most **striking**<sup>32</sup> theme for 2026 is the shift from **generic**<sup>33</sup> **sightseeing**<sup>34</sup> to experience-driven travel. Modern tourists are seeking trips that leave them changed, not just **rested**<sup>35</sup>. According to recent **industry**<sup>36</sup> **surveys**<sup>37</sup>, more than half of travellers **worldwide**<sup>38</sup> plan trips built around hobbies and passions, from art and cycling to food and history.

One of the year's **headline**<sup>39</sup> trends is the "skillcation" – holidays built around learning a new **skill**<sup>40</sup>. Instead of returning home with just **souvenirs**<sup>41</sup> and **suntan**<sup>42</sup>, people are looking to practise activities such as **gourmet cooking**<sup>43</sup>, traditional **crafts**<sup>44</sup>,

<sup>6</sup> **roots** ru:ts korzenie

<sup>7</sup> **preserve** pri:'zɜ:v domena

<sup>8</sup> **wealthy** 'welθi bogaty, zamożny

<sup>9</sup> **ocean liner** 'əʃjən 'laɪnə transatlantyk

<sup>10</sup> **cruise** kru:z rejs wycieczkowcem

<sup>11</sup> **to cater to sb** tə 'keɪtə tə 'sʌmbədi adresować swoją ofertę do kogoś, zaspokajać czyjeś potrzeby

## MODERN TOURISTS ARE SEEKING TRIPS THAT LEAVE THEM CHANGED, NOT JUST RESTED.

<sup>12</sup> **income** 'ɪnkʌm dochód

<sup>13</sup> **paid holidays** peɪd 'həʊlədeɪz płatny urlop

<sup>14</sup> **to trigger** tə 'trɪgə wywołać

<sup>15</sup> **resort** ri:'zɔ:t kurort

<sup>16</sup> **affordable** ə'fɔ:dəbl przystępny cenowo

<sup>17</sup> **package holidays** 'pækɪdʒ 'həʊlədeɪz wyjazdy zorganizowane

<sup>18</sup> **predictable** pri:'dɪktəbl przewidywalny

<sup>19</sup> **crowded** 'kraʊdɪd zatłoczony

<sup>20</sup> **to the extent that** tə ði: ɪks'tent ðæt do tego stopnia, że

<sup>21</sup> **seasoned** 'si:znd tu: doświadczony, wytrawny

<sup>22</sup> **familiar** fə'mɪljə znajomy

<sup>23</sup> **to drive sth** tə draɪv 'sʌmθɪŋ napędzać coś

<sup>24</sup> **demand for sth** dɪ'mɑ:nd fə 'sʌmθɪŋ popyt na coś

<sup>25</sup> **long-haul** 'lɒŋ hɔ:l tu: odległy

<sup>26</sup> **to boast about sth** tə 'bəʊst ə'bəʊt 'sʌmθɪŋ chwalić się czymś

<sup>27</sup> **to accumulate sth** tə ə'kju:mjəleɪt 'sʌmθɪŋ zgromadzić coś

<sup>28</sup> **one-upmanship** 'wʌn'ʌpɪnʃɪp wywyższanie się

<sup>29</sup> **fasten your seatbelts** 'fɑ:sn jə si:t belts zapnijcie pasy

<sup>30</sup> **to take off** tə teɪk ɒf startować

<sup>31</sup> **round-the-world tour** raʊnd ðə wɜ:l d tə ɔ: podróż dookoła świata

<sup>32</sup> **striking** 'straɪkɪŋ uderzający

<sup>33</sup> **generic** dʒə'nerɪk pospolity, zwykły

<sup>34</sup> **sightseeing** 'saɪt,si:ɪŋ zwiedzanie

<sup>35</sup> **rested** 'restɪd wypoczęty

<sup>36</sup> **industry** 'ɪndəstri branża

<sup>37</sup> **survey** 'sʊ:veɪ badanie, ankieta, sondaż

<sup>38</sup> **worldwide** 'wɜ:lɪdwaɪd na świecie

<sup>39</sup> **headline** 'hedlaɪn nagłówek

<sup>40</sup> **skill** skɪl umiejętność

<sup>41</sup> **souvenir** 'su:vəniə pamiątka

<sup>42</sup> **suntan** 'sʌntæn opalenizna

<sup>43</sup> **gourmet cooking** 'gʊəmeɪ 'kʊkɪŋ wykwinna kuchnia, gotowanie dla smakoszy



The village of Hobbiton  
Matamata, New Zealand

foraging for<sup>45</sup> wild herbs<sup>46</sup> and even falconry<sup>47</sup>. Hotels, resorts and retreats<sup>48</sup> are partnering with local experts to offer complete immersive<sup>49</sup> packages.

## 2. Set-jetting<sup>50</sup>

So-called<sup>51</sup> 'set-jetting' holidays are in vogue<sup>52</sup>, in which people visit places featured<sup>53</sup> in books, films or television shows. Examples are tours built around locations used in Downton Abbey, various Jane Austin novels, and further afield<sup>54</sup> in New Zealand, for The Lord of the Rings and The Hobbit fans, the Hobbiton Set Tour.

## 3. Slow Travel and Immersive Travel

In 2026, slower is better. Travellers are rejecting<sup>55</sup> packed<sup>56</sup> itineraries<sup>57</sup> that cram in<sup>58</sup> as many landmarks<sup>59</sup> as possible in favour of<sup>60</sup> deep engagement with local culture and environment<sup>61</sup>.

Road trips, camping and self-driven adventures fit this mindset<sup>62</sup> perfectly. They blend freedom with discovery, enabling exploration<sup>63</sup> at one's own pace<sup>64</sup>, connecting with nature and locals. This type of experience remains particularly appealing<sup>65</sup> in America and Canada, where long highways, cheap fuel and numerous<sup>66</sup> national parks offer endless<sup>67</sup> variety<sup>68</sup>. Parts of Northern Europe also fit the bill<sup>69</sup>.

<sup>44</sup> craft kra:ft rzemieślnictwo

<sup>45</sup> foraging for sth 'fɔ:ɪdʒɪŋ fə 'sʌmθɪŋ zbieranie czegoś

<sup>46</sup> herbs hɜ:bz zioła

<sup>47</sup> falconry 'fɔ:lknrɪ sokolnictwo

<sup>48</sup> retreat rɪ'tri:t ośrodek wypoczynkowy, też: enklawa spokoju

<sup>49</sup> immersive ɪ'mɜ:sɪv wciągający, immersyjny

<sup>50</sup> set-jetting set 'dʒetɪŋ turystyka filmowa, podróżowanie do miejsc pojawiających się w filmach

<sup>51</sup> so-called 'səʊ'kɔ:ld tak zwany

<sup>52</sup> in vogue ɪn vʊg modny

<sup>53</sup> featured 'fi:tʃəd pojawiający się, przedstawiony

<sup>54</sup> further afield 'fɜ:ðər ə'fi:l dalej

<sup>55</sup> to reject sth tə 'rɪ:dʒekt 'sʌmθɪŋ odrzucać coś

Another trend tied to slow travel is the working farm holiday<sup>70</sup>, or farm charm experience<sup>71</sup>. Travellers are increasingly attracted to rural stays<sup>72</sup> where they can engage with<sup>73</sup> cultivation<sup>74</sup>, animal care<sup>75</sup>, gardening and countryside living, often alongside<sup>76</sup> local families.

This style blends education, authenticity and sustainability<sup>77</sup>, drawing especially younger travellers who want experiential tourism<sup>78</sup> with roots in community<sup>79</sup> and place.

<sup>56</sup> packed pækt wypełniony po brzegi

<sup>57</sup> itinerary aɪ'tɪnərəri plan podróży

<sup>58</sup> to cram in sth tə kræm ɪn 'sʌmθɪŋ wypełniać czas czymś

<sup>59</sup> landmark 'lændmɑ:k zabytek, charakterystyczny obiekt

<sup>60</sup> in favour of sth ɪn 'feɪvər ɒv 'sʌmθɪŋ na rzecz czegoś

<sup>61</sup> environment ɪn'vaɪərənmənt środowisko, otoczenie

<sup>62</sup> mindset 'maɪndset nastawienie, sposób myślenia

<sup>63</sup> exploration ˌeksplɔ:'reɪʃən zwiedzanie, odkrywanie nowych miejsc

<sup>64</sup> at one's own pace æt wʌnz əʊn peɪs we własnym tempie

<sup>65</sup> appealing ə'pi:ɪŋ pociągający

<sup>66</sup> numerous 'nju:mərəs liczny

<sup>67</sup> endless 'endləs nieograniczony

<sup>68</sup> variety və'reɪəti różnorodność

<sup>69</sup> to fit the bill tə fit ðə bɪl spełniać wymagania

<sup>70</sup> working farm holiday 'wɜ:kɪŋ fɑ:m 'hɒlədeɪ wakacje w czynnym, funkcjonującym gospodarstwie agroturystycznym (gdzie goście mogą brać udział w pracach, jeśli chcą)

<sup>71</sup> farm charm experience fɑ:m tʃɑ:m ɪks'pɪəriəns doświadczenie wiejskiego uroku

<sup>72</sup> rural stay 'rʊərəl steɪ pobyt na wsi

<sup>73</sup> to engage with sth tə ɪn'geɪdʒ wɪð 'sʌmθɪŋ zaangażować się w coś

<sup>74</sup> cultivation ˌkʌltɪ'veɪʃən uprawa

<sup>75</sup> animal care ˌænɪməl keə opieka nad zwierzętami

<sup>76</sup> alongside X ə'lɒŋ'saɪd eks wraz z X

<sup>77</sup> sustainability sə'steɪnə'bɪləti zrównoważony rozwój

<sup>78</sup> experiential tourism eks'pɪəri'ɛnʃəl 'tʊərɪzəm "turystyka doświadczeń" (wyjazdy, podczas których ważniejsze od odhaczania zabytków jest głębokie zaangażowanie emocjonalne i poznawanie lokalnej kultury "od środka")

<sup>79</sup> community kə'mju:nəti społeczność, środowisko

## Info Box

### Popular Destinations by Holiday Type

#### Skillcations

- Florence, Italy – Italian cooking and art workshops
- Kyoto, Japan – Traditional crafts and tea ceremonies
- Oaxaca, Mexico – Mezcal distilling and textile weaving<sup>1</sup>

#### Slow Travel and Road Trips

- Iceland – Ring Road self-drive adventure
- Scottish Highlands – Castles, lochs and remote villages
- California, USA – Pacific Coast Highway with camping and glamping<sup>2</sup>

- USA – The iconic Route 66

- Canada – Banff National Park – campervan touring

#### Quietcations and Digital Detox

- Hokkaido, Japan – Forest lodges and hot springs
- Slovenian Alps – Mountain cabins and mindfulness retreats
- Costa Rica – Rainforest eco-lodges with meditation

#### Wellness and Glowcations

- Kerala, India – Ayurvedic\* healing retreats
- Iceland – Geothermal spa resorts
- South Korea – Spa and skin-care-focused wellness resorts

#### Sustainable and Community-Based Travel

- Bali, Indonesia – Regenerative farm stays and eco-villages
- Patagonia, Chile/Argentina – Eco-trekking and wildlife projects
- Tuscany, Italy – Agritourism supporting local communities

<sup>1</sup> weaving 'wi:vɪŋ tkactwo

<sup>2</sup> glamping 'glæmpɪŋ luksusowy kemping

## INFOBOX



## NEAR-FUTURE VS DISTANT FUTURE

Instructions: Complete the sentences using the Present Continuous for trends that are already in motion or represent a “near future” feeling of a planned shift, and Future Simple (will/won't) for predictions about the more distant or theoretical future of the industry.

1. This year, more and more travellers \_\_\_\_\_ (seek) trips that leave them changed rather than just rested.
2. Experts predict that it \_\_\_\_\_ (not / be) long before we rely solely on AI to design our entire personalised holidays.
3. Because of digital burnout, “quietcations” \_\_\_\_\_ (become) a mainstream response for professionals this season.
4. In the coming years, the traditional travel agent’s job \_\_\_\_\_ (likely / be) in peril as automation matures.
5. “We \_\_\_\_\_ (partner) with local experts this month to offer new immersive “skillcation” packages at our resorts”.
6. Looking ahead, travellers \_\_\_\_\_ (prioritise) depth and individuality over the old “one-size-fits-all” package holidays.
7. In the distant future, perhaps we \_\_\_\_\_ (witness) a move away from the “bucket list” mentality entirely.
8. Currently, many eco-conscious tourists \_\_\_\_\_ (look) for ways to give back to the environment through regenerative stays.

## BEM TEST

Answers: 1. are seeking, 2. will not be, 3. are becoming, 4. will likely be, 5. are partnering, 6. will prioritise, 7. will witness, 8. are looking

### 4. Wellness<sup>80</sup>, Regeneration and Detox

We are used to the idea of a holiday being a chance to ‘recharge your batteries<sup>81</sup>,’ but now that reboot<sup>82</sup> has extended to<sup>83</sup> physical, emotional and spiritual restoration<sup>84</sup>. Here is how it is being manifested<sup>85</sup>:

- Quietcations and Silent Retreats  
The demand for peace and digital detox is growing rapidly. Concepts like quietcations and silent retreats, holidays designed around stillness<sup>86</sup>, mindfulness<sup>87</sup> and immersive nature experiences are becoming mainstream responses<sup>88</sup> to digital burnout<sup>89</sup>.

Whether in a forest cabin<sup>90</sup> or a mountainside lodge<sup>91</sup>, these trips prioritise mental clarity<sup>92</sup> and emotional replenishment<sup>93</sup> over traditional sightseeing. They reflect a broader cultural shift<sup>94</sup>: travel as wellness, not just relaxation.

- Glowcations  
Emerging<sup>95</sup> strongly in 2026 are glowcations – trips designed around health, beauty and wellness. These combine spa treatments<sup>96</sup>, specialised skincare<sup>97</sup> programmes, sleep therapies and personalised health plans. We can add to this yoga retreats, mindfulness workshops<sup>98</sup>, forest bathing, and even “sound therapy” holidays.

## HOLIDAYS DESIGNED AROUND STILLNESS, MINDFULNESS AND IMMERSIVE NATURE EXPERIENCES ARE BECOMING MAINSTREAM.

### 5. Sustainable and Conscious<sup>99</sup> Exploration

Eco-conscious choices now influence destinations, transport, hotels and activities. Some travellers are looking for ways to give back<sup>100</sup> to the environment by engaging in wildlife conservation<sup>101</sup>, regenerative agriculture stays and supporting<sup>102</sup>

<sup>80</sup> wellness 'welnəs tu: dobrostan

<sup>81</sup> to recharge one's batteries tə ,ri:'tʃɑ:dʒ wanz  
'bætəri:z naładować akumulatory

<sup>82</sup> reboot 'ri:bu:t reset

<sup>83</sup> to extend to sth tə ɪks'tend tə 'sʌmθɪŋ  
rozwinąć się, rozszerzyć się do czegoś

<sup>84</sup> restoration ,restə'reɪʃən odnowa, regeneracja

<sup>85</sup> to manifest tə 'mænɪfɪst objawiać się

<sup>86</sup> stillness 'stɪlnəs spokój

<sup>87</sup> mindfulness 'maɪndfɪnəs uważność

<sup>88</sup> response rɪs'pɒns odpowiedź

<sup>89</sup> burnout 'bɜ:n'əʊt wypalenie

<sup>90</sup> forest cabin 'fɒrɪst 'kæbɪn leśna chatka

<sup>91</sup> mountainside lodge 'maʊntənsaɪd lɒdʒ domek  
w górach

<sup>92</sup> mental clarity 'mentl 'klærətɪ jasność umysłu

<sup>93</sup> emotional replenishment ɪ'məʊʃənl  
rɪ'plenɪʃmənt emocjonalna regeneracja

<sup>94</sup> cultural shift 'kʌltʃərəl ʃɪft zmiana kulturowa

<sup>95</sup> to emerge tə ɪ'mɜ:dʒ tu: zyskiwać popularność

<sup>96</sup> spa treatment spa: 'tri:tmənt zabiegi spa

<sup>97</sup> skincare 'skɪnkeə(r) pielęgnacja skóry

<sup>98</sup> workshops 'wɜ:kʃɒps warsztaty

<sup>99</sup> conscious 'kɒnʃəs świadomy

<sup>100</sup> to give back tə gɪv bæk oddawać

<sup>101</sup> wildlife conservation 'waɪldlaɪf ,kɒnsə:'veɪʃən  
ochrona przyrody

<sup>102</sup> to support sth tə sə'pɔ:t 'sʌmθɪŋ wspierać coś

community-led tourism initiatives. Places that **champion**<sup>103</sup> local culture and protect **fragile**<sup>104</sup> ecosystems are experiencing strong growth.

This trend includes:

- Low-impact itineraries: fewer flights, more train journeys and local transport.
- Regenerative tourism: activities that leave destinations better than before.
- Community **empowerment**<sup>105</sup>: staying in locally owned lodges, **hiring**<sup>106</sup> local **guides**<sup>107</sup>, and eating local food.

The goal is to travel with a positive social and environmental impact, **in short**<sup>108</sup>, leaving somewhere in a better state than when you arrived. This is **in stark contrast to**<sup>109</sup> past decades of **overtourism**<sup>110</sup>, that has changed many places **beyond recognition**<sup>111</sup> and put home prices **beyond the reach**<sup>112</sup> of locals.

## AI<sup>113</sup> and Bespoke<sup>114</sup> Planning

Really? Is AI involved in planning our holidays too? Artificial intelligence has **matured into**<sup>115</sup> becoming a **critical**<sup>116</sup> travel **tool**<sup>117</sup>. AI can **crunch**<sup>118</sup> weather data, local events, culinary **hotspots**<sup>119</sup> and cultural calendars to produce deeply **customised**<sup>120</sup> itineraries. The traditional **travel agent's**<sup>121</sup> job may **be in peril**<sup>122</sup>. Many of us now book our own flights and **accommodation**<sup>123</sup>. It may not be long before we **rely solely**<sup>124</sup> on<sup>125</sup> AI to design a personalised holiday using the criteria we have given it.

## Personalisation and Meaning Above All

Travel trends for 2026 have moved a long way from mass tourism, **one-size-fits-all**<sup>126</sup> package holidays – although they will always have a place in the travel mix. Increasingly, today's travellers are prioritising depth, meaning and individuality. It **constitutes**<sup>127</sup> a fundamental **rethink**<sup>128</sup> of the bucket list concept in which, **fridge magnet**<sup>129</sup> purchased and selfie **snapped**<sup>130</sup>, you can **cross it off**<sup>131</sup> the list and **swiftly**<sup>132</sup>



Woman having Ayurvedic spa treatment

**move on**<sup>133</sup>. In 2026, more travellers are asking themselves, how does this **enrich**<sup>134</sup> me?

\* Ayurvedic medicine is a holistic healing system that originated in India around 5,000 years ago, focusing on harmonising three vital energies that practitioners believe govern physical, mental and spiritual well-being.

<sup>103</sup> **to champion sth** tə 'tʃæmpjən 'sʌmθɪŋ **promować coś**

<sup>104</sup> **fragile** 'frædʒaɪl **kruchy, delikatny**

<sup>105</sup> **empowerment** ɪm'pəʊəmənt **wzmocnienie**

<sup>106</sup> **to hire** tə 'haɪə 'sʌmbədi **wynajmować**

<sup>107</sup> **guide** gaɪd **przewodnik**

<sup>108</sup> **in short** ɪn ʃɔ:t **krótko mówiąc**

<sup>109</sup> **to be in stark contrast to sth** tə bi: ɪn stɑ:k 'kɒntrɑ:st tə 'sʌmθɪŋ **wyraźnie się od czegoś różnić**

<sup>110</sup> **overtourism** ,əʊvə'tʊəɪzəm **nadmierna turystyka**

<sup>111</sup> **beyond recognition** bɪ'jɒnd ,rekəg'nɪʃən **nie do poznania**

<sup>112</sup> **beyond the reach** bɪ'jɒnd ðə ri:tʃ **poza zasięgiem**

<sup>113</sup> **AI = artificial intelligence** ,eɪ 'aɪ =ɑ:tɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**

<sup>114</sup> **bespoke** bɪ'spəʊk **dopasowany**

<sup>115</sup> **to mature into sth** tə mə'tjʊə 'ɪntə 'sʌmθɪŋ

**przekształcić się w coś**

<sup>116</sup> **critical** 'krɪtɪkəl **kluczowy, istotny**

<sup>117</sup> **tool** tu:l **narzędzie**

<sup>118</sup> **to crunch sth** tə krʌntʃ 'sʌmθɪŋ **tu: przetwarzać coś**

<sup>119</sup> **hotspot** 'hɒtspɒt **popularny lokal**

<sup>120</sup> **customised** 'kʌstəmaɪzd **wykonany na zamówienie**

<sup>121</sup> **travel agent's** 'trævl 'eɪdʒənts **biuro podróży**

<sup>122</sup> **to be in peril** tə bi: ɪn 'perɪl **być zagrożonym**

<sup>123</sup> **accommodation** ə,kɒmə'deɪʃən

**zakwaterowanie, nocleg**

<sup>124</sup> **solely** 'səʊlɪ **wyłącznie**

<sup>125</sup> **to rely on sth** tə ri:'laɪ ɒn 'sʌmθɪŋ **polegać na czymś**

<sup>126</sup> **one-size-fits-all** ,wʌn saɪz fi:ts 'ɔ:l **uniwersalny**

<sup>127</sup> **to constitute sth** tə 'kɒnstɪtju:t 'sʌmθɪŋ **stanowić coś**

<sup>128</sup> **rethink** ,ri:'θɪŋk **zrewidowanie**

<sup>129</sup> **fridge magnet** frɪdʒ 'mægnət **magnes na lodówkę**

<sup>130</sup> **to snap** tə snæp **pstrykać, robić zdjęcie**

<sup>131</sup> **to cross sth off** tə krɒs 'sʌmθɪŋ ɒf **skreślić coś**

<sup>132</sup> **swiftly** 'swɪftli **szybko**

<sup>133</sup> **to move on** tə mu:v ɒn **przejechać dalej**

<sup>134</sup> **to enrich sb** tə ɪn'ri:tʃ 'sʌmbədi **wzbogacać kogoś**

by Janet Sandford

# Ruby Wax: The Mindful<sup>1</sup> Comedian

Ruby Wax's **brash**<sup>2</sup> American comic **persona**<sup>3</sup> is well-known to British **audiences**<sup>4</sup>, but behind the **façade**<sup>5</sup> lies a deep, mindful and **multifaceted**<sup>6</sup> person who, in recent years<sup>7</sup>, has **passed on**<sup>8</sup> her **accumulated wisdom**<sup>9</sup>.

**S**he was born Ruby Wachs on 19 April 1953 in Evanston, Illinois, a **suburb**<sup>10</sup> of Chicago. Her parents, Austrian Jews who **fled**<sup>11</sup> Vienna in 1938 to escape the Nazis, **settled**<sup>12</sup> in the US, where her father became a **sausage**<sup>13</sup> **manufacturer**<sup>14</sup> and her mother an **accountant**<sup>15</sup>. She **attended**<sup>16</sup> Evanston Township High School and later studied psychology at the University of California, Berkeley, though she left after a year without **completing** her **degree**<sup>17</sup>.

## From Shakespeare to Stand-Up

Drawn to **performance**<sup>18</sup> rather than **academia**<sup>19</sup>, she moved to the United Kingdom in the 1970s, **enrolling at**<sup>20</sup> the Royal Scottish Academy of Music and Drama in Glasgow to **pursue acting**<sup>21</sup>.

The young Ms Wax began her career on the stage. After **graduating**<sup>22</sup>, she worked

as a **straight**<sup>23</sup> theatre actress at **venues**<sup>24</sup> such as the Crucible Theatre in Sheffield. She then joined the Royal Shakespeare Company in 1978, appearing in classic theatre productions such as *Measure for Measure* and *Love's Labour's Lost*.

<sup>1</sup> mindful 'maɪndfʊl świadomy

<sup>2</sup> brash bræʃ bezzelny, arogancki

<sup>3</sup> persona pɜː'səʊnə wizerunek, osoba

<sup>4</sup> audience 'ɔːdjəns publiczność, odbiorcy

<sup>5</sup> façade fə'sa:d fasada

<sup>6</sup> multifaceted ,mʌlti'fæsətɪd złożony

<sup>7</sup> in recent years ɪn 'riːsnt jɪəz w ostatnich latach

<sup>8</sup> to pass on sth tə pɑːs ɒn 'sʌmθɪŋ przekazywać coś

<sup>9</sup> accumulated wisdom ə'kju:mjələɪtɪd 'wɪzdəm

nagromadzona wiedza, życiowa mądrość

<sup>10</sup> suburb 'sʌbɜːb przedmieście, podmiejska

dzielnica

<sup>11</sup> to flee X tə fliː eks uciekać z X, opuszczać X

<sup>12</sup> to settle tə 'setl osiedlać się

<sup>13</sup> sausage 'sɔːsɪdʒ kielbasa

<sup>14</sup> manufacturer ,mænjʊ'fæktʃərə producent, wytwórca

<sup>15</sup> accountant ə'kaʊntənt księgowy

<sup>16</sup> to attend sth tə ə'tend 'sʌmθɪŋ uczęszczać na coś, do czegoś

<sup>17</sup> to complete a degree tə kəm'pli:t ə dɪ'grɪː ukończyć studia

<sup>18</sup> performance pə'fɔːməns występy sceniczne

<sup>19</sup> academia ,ækeɪ'diːmiə akademicki świat

<sup>20</sup> to enrol at sth tə ɪn'rɒl æt 'sʌmθɪŋ zapisać się na coś

<sup>21</sup> to pursue acting tə pə'sjuː 'æktɪŋ zająć się aktorstwem

<sup>22</sup> graduating 'grædʒə'eɪtɪŋ ukończenie studiów

<sup>23</sup> straight **street tu:** dramatyczny

<sup>24</sup> venue 'venjuː obiekt, miejsce

SHE GRILLED FIGURES FROM MADONNA AND IMELDA MARCOS TO PAMELA ANDERSON AND DONALD TRUMP, OFTEN DRAWING MASSIVE AUDIENCES AND CRITICAL ATTENTION.

Ruby Wax

OGIĄDAJ  
VIDEO



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**A WORD WORTH REMEMBERING**  
in-your-face  
/,ɪn jə 'feɪs/  
bezceremonialny,  
prowokacyjny, bez-  
pośredni, dążący do  
konfrontacji



## DESPITE PUBLIC SUCCESS, WAX'S PERSONAL LIFE WAS MARKED BY YEARS OF BIPOLAR DISORDER AND DEPRESSION.

in her 1994 interview with Madonna, the prima donna remained serious and defensive throughout<sup>68</sup>. A stunt<sup>69</sup> by Wax of putting Madonna's underwear<sup>70</sup> on her head failed to lighten the mood<sup>71</sup>. The atmosphere became so awkward<sup>72</sup> that Wax later described it as a "car crash"<sup>73</sup> of an interview.

Undeterred<sup>74</sup>, in 2000, she conducted a one-off<sup>75</sup> interview with Donald Trump. Given her previous track record<sup>76</sup> of cringeworthy<sup>77</sup> moments, the interview with the future president reached new heights<sup>78</sup> of awkwardness<sup>79</sup> as his demeanour<sup>80</sup> moved from bafflement<sup>81</sup> to irritation<sup>82</sup>. Things took a nosedive<sup>83</sup> when he said he wanted to become president, and she laughed, thinking he was joking. Seeing his ire<sup>84</sup> at her irreverent questioning, she said, "Do you hate me?" He replied, "No, I think you're fine, but that's enough."

Nonetheless<sup>85</sup>, her willingness<sup>86</sup> to confront fame and celebrity with humour and naïve curiosity made her a mischievous<sup>87</sup> icon of British TV.

She also contributed behind the scenes<sup>88</sup> in television, working as script editor<sup>89</sup> on the hugely successful BBC sitcom Absolutely Fabulous, hooking up once more with<sup>90</sup> Jennifer Saunders, from 1992 to 2012. She was responsible for much of the comedy's sharp, satirical edge<sup>91</sup> and brutal one-liners<sup>92</sup> and putdowns<sup>93</sup>, while also making occasional on-screen appearances<sup>94</sup>.

At the peak of her powers<sup>95</sup>, and an established figure<sup>96</sup> both in front of and behind the camera<sup>97</sup>, you might assume<sup>98</sup> she would have capitalised on<sup>99</sup> her success by devising<sup>100</sup> a new series and naming

her price<sup>101</sup>. However, as her interviewees<sup>102</sup> found, she has a way of blindsiding<sup>103</sup> people.

### Mindfulness<sup>104</sup> and Mental Health<sup>105</sup>: A Transformative Turning Point<sup>106</sup>

Despite public success, Wax's personal life was marked by years of bipolar disorder<sup>107</sup> and depression, struggles<sup>108</sup> she initially kept private<sup>109</sup>. But in the late 2000s and early 2010s, she began transforming that pain into performance and advocacy<sup>110</sup>. Her 2010 stand-up show, *Losing It*,

<sup>68</sup> throughout ˈθruːˈaʊt od początku do końca

<sup>69</sup> stunt stant numer, występ

<sup>70</sup> underwear ˈʌndəweɪ bielizna

<sup>71</sup> to lighten the mood tə ˈlaɪtn ðə muːd rozluźnić atmosferę

<sup>72</sup> awkward ˈɔːkwəd niezręczny

<sup>73</sup> car crash kɑː kɹæʃ pot. kłapa, fiasko

<sup>74</sup> undeterred ˌʌndɪˈtɜːd niezrażony

<sup>75</sup> one-off ˌwʌn ˈɒf pojedynczy, wyjątkowy, nie wchodzący w skład serii

<sup>76</sup> track record træk ˈrekɔːd dorobek, lista dokonań

<sup>77</sup> cringeworthy ˈkrɪŋdʒwɜːði żenujący

<sup>78</sup> to reach new heights tə riːtʃ njuː haɪts osiągnąć niespotykany dotychczas poziom

<sup>79</sup> awkwardness ˈɔːkwədnis niezręczność

<sup>80</sup> demeanour dɪˈmiːnə zachowanie

<sup>81</sup> bafflement ˈbæflmənt konsternacja

<sup>82</sup> irritation ˌɪrɪˈteɪʃən irytacja, rozdrażnienie

<sup>83</sup> to take a nosedive tə teɪk ə ˈnəʊzdaɪv idiom: zaliczyć upadek

<sup>84</sup> ire ˈaɪə gniew

<sup>85</sup> nonetheless ˌnʌnðəˈles niemniej jednak

<sup>86</sup> willingness ˈwɪlɪŋnəs ochota

<sup>87</sup> mischievous ˈmɪʃtɪvəs psotliwy, figlarny, szelmowski

<sup>88</sup> behind the scenes bɪˈhaɪnd ðə siːnz za kulisami

<sup>89</sup> script editor skɪpt ˈedɪtə doradca scenariuszowy, specjalista, który dba o to, aby scenariusz był jak najlepszy przed rozpoczęciem zdjęć (jego zadaniem jest wyłapywanie błędów, poprawianie struktury i dbanie o spójność historii)

<sup>90</sup> to hook up with sb tə hʊk ʌp wɪð ˈsʌmbədi połączyć z kimś siły, sprzymierzyć się z kimś

<sup>91</sup> satirical edge səˈtɪrɪkəl edʒ ostrze satyry

<sup>92</sup> one-liner ˌwʌn ˈlaɪnə(r) fr. bon mot (dosł. dobre słowo), krótkie, błyskotliwe i dowcipne powiedzenie lub celna riposta

<sup>93</sup> putdown ˈpʊt daʊn obelga, afront

<sup>94</sup> on-screen appearance ˌɒn ˈskriːn əˈpiərəns pojawienie się na ekranie

<sup>95</sup> at the peak of her powers æt ðə piːk ɒv hɜː ˈpaʊəz u szczytu jej sił

<sup>96</sup> established figure ɪsˈtæblɪʃt ˈfɪɡə uznana postać

<sup>97</sup> in front of and behind the camera ɪn frʌnt ɒv ənd bɪˈhaɪnd ðə ˈkæmərə przed i za kamerą

<sup>98</sup> to assume tə əˈsjʊːm zakładać

<sup>99</sup> to capitalise on sth tə ˈkæpɪtəlaɪz ɒn ˈsʌmθɪŋ zbijać kapitał na czymś

<sup>100</sup> to devise tə dɪˈvaɪz opracować, wymyślić

<sup>101</sup> to name one's price tə neɪm wʌnz praɪs podać swoją cenę

<sup>102</sup> interviewee ˌɪntəˈjuːiː rozmówca

<sup>103</sup> blindsiding ˈblændsaɪdɪŋ zaskakiwanie

<sup>104</sup> mindfulness ˈmaɪndfɪnəs uważność

<sup>105</sup> mental health ˈmentl helθ zdrowie psychiczne

<sup>106</sup> turning point ˈtɜːnɪŋ pɔɪnt punkt zwrotny

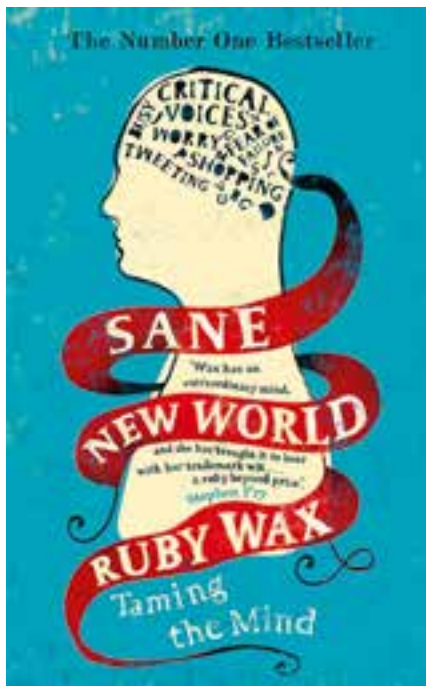
<sup>107</sup> bipolar disorder ˈbɪpɒlə dɪsˈɔːdə choroba afektywna dwubiegunowa

<sup>108</sup> struggles ˈstrʌɡlz zmagania

<sup>109</sup> to keep private tə kiːp ˈpraɪvɪt utrzymywać w tajemnicy

<sup>110</sup> advocacy ˈædvəkəsi rzecznictwo





candidly<sup>111</sup> tackled<sup>112</sup> her mental health, including the time she had spent in a psychiatric clinic. This paved the way for<sup>113</sup> a more profound shift<sup>114</sup> in her career.

In 2013, she drilled down deeply into<sup>115</sup> psychology by earning a Master's degree<sup>116</sup> in Mindfulness-Based Cognitive Therapy from the University of Oxford. This wasn't just about getting a qualification or finally putting her academic demons to bed<sup>117</sup>; it signalled a significant<sup>118</sup> change of direction and emphasis as a mental health educator and campaigner.

In 2013, she released<sup>119</sup> the book *Sane New World: Taming the Mind*, which became a Sunday Times number-one best-seller, blending personal narrative with insights<sup>120</sup> into the mind. In it, she:

- explores why the modern mind is overwhelmed<sup>121</sup>, arguing that anxiety<sup>122</sup> and stress are often the by-products<sup>123</sup> of how the brain evolved rather than personal weakness<sup>124</sup>.
- uses her own experiences with depression to demystify<sup>125</sup> how thoughts spiral<sup>126</sup> and why we mistake them for reality.
- positions mental health as a skill to be learned, not a condition<sup>127</sup> to be hidden<sup>128</sup>.

Ruby followed up the success of *Sane*

*New World* with two subsequent<sup>129</sup> titles: *A Mindfulness Guide for the Frazzled* (2016)

- Focuses on everyday stress rather than clinical illness<sup>130</sup>, aimed at people who feel constantly overloaded<sup>131</sup> but functional.
- Breaks mindfulness down<sup>132</sup> into manageable<sup>133</sup>, realistic practices that fit around<sup>134</sup> work and family life.
- Challenges common myths about meditation, presenting it as a mental habit<sup>135</sup> rather than a spiritual lifestyle<sup>136</sup>.
- Encourages readers to notice<sup>137</sup> their mental autopilot and interrupt<sup>138</sup> it before burnout<sup>139</sup> sets in<sup>140</sup>.

*How to Be Human: The Manual* (2018)

- Broadens the discussion<sup>141</sup> beyond stress to examine how humans think, feel, connect and self-sabotage<sup>142</sup>.
- Combines humour with neuroscience and philosophy to explain why our brains often work against us.
- Looks at themes such as compassion<sup>143</sup>, addiction<sup>144</sup>, relationships and identity<sup>145</sup> through a mindful lens<sup>146</sup>.
- Treats self-understanding<sup>147</sup> as a lifelong practice rather than a quick fix<sup>148</sup>.

While initially, it might seem that neuroscience<sup>149</sup> is something of a departure<sup>150</sup> from comedy, Ruby Wax embodies<sup>151</sup> the adage<sup>152</sup> that tragedy is just underdeveloped comedy<sup>153</sup>. They often go hand in hand<sup>154</sup>, and she reveals<sup>155</sup> and often pokes fun at<sup>156</sup> the challenges of being human. Ruby Wax has built on her own struggles

<sup>111</sup> candidly 'kændɪdli szczerze, otwarcie

<sup>112</sup> to tackle sth tə 'tækl tu: opowiedzieć o czymś

<sup>113</sup> to pave the way for sth tə peɪv ðə weɪ fə 'sʌmθɪŋ utorować drogę czemuś

<sup>114</sup> profound shift prə'faʊnd ʃɪft istotna zmiana

<sup>115</sup> to drill down into sth tə drɪl daʊn 'ɪntə 'sʌmθɪŋ wgryźć się, zagłębić się w coś

<sup>116</sup> master's degree 'ma:stəz dɪ'gri: tytuł magistra

<sup>117</sup> to put sth to bed tə pʊt 'sʌmθɪŋ tə bed doprowadzić coś do końca

<sup>118</sup> significant sɪɡ'nɪfɪkənt znaczący

<sup>119</sup> to release sth tə rɪ'li:s 'sʌmθɪŋ wydać, opublikować coś

<sup>120</sup> insight 'ɪnsaɪt wgląd

<sup>121</sup> overwhelmed ˌəʊvə'welmd przeciążony, przebodźcowany

<sup>122</sup> anxiety æŋ'zɪəti niepokój, lęk

<sup>123</sup> by-product 'baɪ,prɒdʌkt skutek uboczny

<sup>124</sup> weakness 'wi:kneəs słabość

<sup>125</sup> to demystify sth tə di:'mɪstɪfaɪ 'sʌmθɪŋ objaśniać coś, demistyfikować

<sup>126</sup> to spiral tə 'spɪəɪəl pogarszać się

<sup>127</sup> condition kən'dɪʃən stan, przypadłość

<sup>128</sup> to hide sth tə haɪd 'sʌmθɪŋ ukrywać coś

<sup>129</sup> subsequent 'sʌbsɪkwənt kolejny

<sup>130</sup> illness 'ɪlnəs choroba

<sup>131</sup> overloaded ˌəʊvə'ləʊdɪd przeciążony, przytłoczony

<sup>132</sup> to break sth down tə breɪk 'sʌmθɪŋ daʊn rozkładać coś na części

<sup>133</sup> manageable 'mænɪdʒəbl wykonalny

<sup>134</sup> to fit around sth tə fɪt ə'raʊnd 'sʌmθɪŋ pasować do czegoś, pogodzić z czymś

<sup>135</sup> habit 'hæbɪt nawyk, zwyczaj

<sup>136</sup> spiritual lifestyle 'spɪrɪtʃʊəl 'laɪfstɑɪl duchowy styl życia

<sup>137</sup> to notice sth tə 'nəʊtɪs 'sʌmθɪŋ zauważać coś

<sup>138</sup> to interrupt tə ɪntə'rʌpt tu: wyłączać

<sup>139</sup> burnout 'bɜ:n'əʊt wypalenie

<sup>140</sup> to set in tə set ɪn pojawić się

<sup>141</sup> to broaden the discussion tə 'brɔ:dn ðə dɪs'kʌʃən poszerzać pole dyskusji

<sup>142</sup> to self-sabotage tə self 'sæbətɑ:ʒ dziać autodestrukcyjnie

<sup>143</sup> compassion kəm'pæʃən współczucie

<sup>144</sup> addiction ə'dɪkʃən uzależnienie

<sup>145</sup> identity aɪ'dentətɪ tożsamość

<sup>146</sup> lens lenz soczewka

<sup>147</sup> self-understanding self ˌʌndə'stændɪŋ rozumienie samego siebie, samopoznanie

<sup>148</sup> quick fix kwɪk fɪks doraźne rozwiązanie

<sup>149</sup> neuroscience 'njʊərəʊsəsaɪəns neuronauka

<sup>150</sup> departure dɪ'pɑ:tʃə odejście

<sup>151</sup> to embody sth tə ɪm'bɒdi 'sʌmθɪŋ uosabiać coś

<sup>152</sup> adage 'ædɪdʒ przysłowie

<sup>153</sup> tragedy is just underdeveloped comedy 'trædʒɪdɪ ɪz dʒʌst 'ʌndə'dɪ'veləpt 'kɒmədi tragedia to po prostu

niedopracowana (nierozwinięta) komedia

<sup>154</sup> to go hand in hand tə ɡəʊ hænd ɪn hænd iść ręka w rękę, iść ramię w ramię

<sup>155</sup> to reveal sth tə rɪ'vi:l 'sʌmθɪŋ wyjawiać, odsłaniać coś

<sup>156</sup> to poke fun at sth tə pɒk fʌn ət 'sʌmθɪŋ żartować z czegoś

# RUBY WAX HAS BUILT ON HER OWN STRUGGLES TO HELP OTHERS TO SHOW MORE SELF-COMPASSION AND LEARN HOW TO BECOME MASTERS OF THEIR THOUGHTS.

to help others to show more **self-compassion**<sup>157</sup> and learn how to become masters of their thoughts rather than **slaves**<sup>158</sup> to them. This is highlighted in some of her best-known **quotes**<sup>159</sup> on the subject:

*“Thoughts aren’t facts; they can only hurt you if you **buy into**<sup>160</sup> them.”*

*“This **disease**<sup>161</sup> comes with a package: **shame**<sup>162</sup>. When any other part of your body gets sick, you get sympathy.”*

*“Life is not a **rerun**<sup>163</sup>, we don’t have **stunt doubles**<sup>164</sup> or **understudies**<sup>165</sup>... it actually matters what we do.”*

She was formally recognised in 2015, when she was **appointed**<sup>166</sup> **Honorary Officer of the Order of the British Empire**<sup>167</sup> (OBE) for her services to mental health, and she is a **visiting professor**<sup>168</sup> in Mental Health Nursing at the University of Surrey.

## Continuing Influence at 73: Funny and **Wise**<sup>169</sup>

Now in her early 70s, Ruby Wax remains as dynamic and energetic as ever. She appeared on the long-running Australian jungle-based reality show, *I’m a Celebrity... Get Me Out of Here!* in November–December 2025, lasting just over two weeks before being **voted out**<sup>170</sup> fifth (of 12). During her stay, she completed a **bush tucker**<sup>171</sup> eating **trial**<sup>172</sup>, consuming insects and **animal**

**offal**<sup>173</sup>, while bringing her **inimitable**<sup>174</sup> humour to the camp. She has also been engaged in a **stage show**<sup>175</sup> and book, *I’m Not As Well As I Thought I Was*, that explores her **ongoing**<sup>176</sup> journey with mental health.

What **sets** Ruby Wax **apart**<sup>177</sup> is not just her sharp comedic timing but her willingness to **expose**<sup>178</sup> **vulnerability**<sup>179</sup> with humour. Whether with a studio audience or in a mindfulness seminar, her comedy remains as challenging and irreverent as ever, but with age, it is now **tempered with**<sup>180</sup> **wisdom**<sup>181</sup> and compassion.

<sup>157</sup> **self-compassion** self kəm'pæʃən

**samowspółczucie**

<sup>158</sup> **slave** slev niewolnik

<sup>159</sup> **quote** kwɔt cytat

<sup>160</sup> **to buy into sth** tə baɪ 'ɪntə 'sʌmθɪŋ dać się

**przekonać do czegoś**

<sup>161</sup> **disease** dɪ'zi:z choroba

<sup>162</sup> **shame** ʃeɪm wstyd

<sup>163</sup> **rerun** 'ri:'rʌn powtórka

<sup>164</sup> **stunt double** stʌnt 'dʌbl kaskader

<sup>165</sup> **understudy** 'ʌndə'stʌdi dubler

<sup>166</sup> **appointed** ə'pɔɪntɪd odznaczony

<sup>167</sup> **Honorary Officer of the Order of the British Empire** 'ɒnərəri 'ɒfɪsə ɒv ði: 'bɪ:ʃɪŋ ɒv ðə 'brɪtɪʃ 'empaɪə

**Officer Orderu Imperium Brytyjskiego**

<sup>168</sup> **visiting professor** 'vɪzɪtɪŋ prə'fesə profesor wizytujący

<sup>169</sup> **wise** wɪz mądry

<sup>170</sup> **voted out** 'vəʊtɪd aʊt **tu:** wyeliminowany głosami widzów

<sup>171</sup> **bush tucker** bʊʃ 'tʌkə rodzima żywność pochodząca z Australii i spożywana przez jej pierwotnych mieszkańców

<sup>172</sup> **trial** 'traɪəl próba, test

<sup>173</sup> **animal offal** 'æɪnɪməl 'ɒfəl podroby

<sup>174</sup> **inimitable** ɪ'nɪmɪtəbl niepodrabialny

<sup>175</sup> **stage show** steɪdʒ ʃəʊ widowisko sceniczne

<sup>176</sup> **ongoing** 'ɒŋgəɪŋ trwający

<sup>177</sup> **to set sb apart** tə set 'sʌmbədɪ ə'pɑ:t wyróżniać kogoś

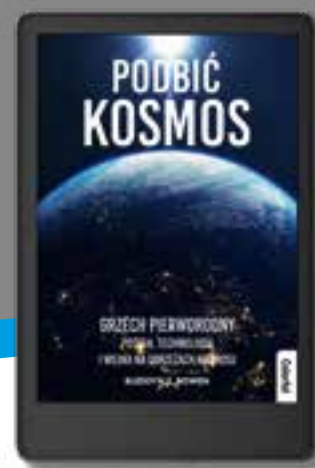
<sup>178</sup> **to expose sth** tə eks'pəʊz 'sʌmθɪŋ odsłaniać coś

<sup>179</sup> **vulnerability** 'vʌlnərə'biləti słaby punkt

<sup>180</sup> **tempered with sth** 'tempəd wɪð 'sʌmθɪŋ złagodzony czymś

<sup>181</sup> **wisdom** 'wɪzdəm mądrość

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# The People Who Wear You Out<sup>1</sup>

New **research**<sup>2</sup> suggests that your most stressful **relationships**<sup>3</sup> may actually be taking years off your life. **Take a chill pill**<sup>4</sup> with BEM's **Jonathan Sidor** to explore how **so-called**<sup>5</sup> "**hasslers**<sup>6</sup>" affect your health – and what you can do about it.

**W**e often hear that strong relationships are the key to a long and healthy life. Friends and **family members**<sup>7</sup> who **have your back**<sup>8</sup> can help you **manage**<sup>9</sup> stress, build better interpersonal skills, and even live longer. But what happens when the opposite is true? Can our more **draining**<sup>10</sup> relationships shorten our **lifespans**<sup>11</sup>? **In a nutshell**<sup>12</sup> – yes.

## The Hasslers Among Us

According to a **recent study**<sup>13</sup> published in Proceedings of the National Academy of Sciences, some relationships may, in fact, speed up the aging process. These **pernicious**<sup>14</sup> connections – **referred to as**<sup>15</sup> hasslers – don't just **suck out**<sup>16</sup> your energy. They might also be leaving a **measurable**<sup>17</sup> **mark**<sup>18</sup> on your body.

So, who exactly is a hassler? According to the research, hasslers are individuals in your **social circle**<sup>19</sup> who regularly create stress **instead of**<sup>20</sup> reducing it. In many cases, these are family members who constantly **nag**<sup>21</sup> you, friends who **stir up**<sup>22</sup> **drama**<sup>23</sup>, or **co-workers**<sup>24</sup> who do nothing but make your workday harder.

Researcher Byungkyu Lee made an **important distinction**<sup>25</sup>: hasslers don't just create **occasional**<sup>26</sup> conflicts. They're people who repeatedly make life more difficult, constantly **making waves**<sup>27</sup>, criticizing, or **demanding**<sup>28</sup> help.

**Interestingly enough**<sup>29</sup>, the study found

that nearly 30 percent of us already have at least one such person in our lives.

## The Link<sup>30</sup> Between Stress and Ageing

We all have stress in our lives, and, **in most cases**<sup>31</sup>, it's no cause for **concern**<sup>32</sup>. Short-term stress can be beneficial, as it keeps us on our toes, motivating us to respond quickly and **solve problems**<sup>33</sup>. Long-term stress, however – the kind **associated with**<sup>34</sup> hasslers – is a different story.

When stress becomes **chronic**<sup>35</sup>, it can **trigger**<sup>36</sup> **inflammation**<sup>37</sup> in the body, a higher risk of **heart disease**<sup>38</sup>, and a weaker **immune system**<sup>39</sup>. This is exactly where things can get serious. Lee's study

<sup>1</sup> to wear sb out *tə weə 'sɒmbaɪt* **apł wykańczać kogoś**

<sup>2</sup> research *rɪ'sɜːtʃ* **badania**

<sup>3</sup> relationship *rɪ'leɪʃənʃɪp* **związek**

<sup>4</sup> to take a chill pill *tə teɪk ə tʃɪl pɪl* **wrzucić na luz**

<sup>5</sup> so-called *'səʊ'kɔːld* **tak zwany**

<sup>6</sup> hassler *'hæslə* **dręczyciel**

<sup>7</sup> family member *'fæmli mɛmbə* **członek rodziny**

<sup>8</sup> to have someone's back *tə hæv 'sɒmwʌnz bæk* **wspierać kogoś**

<sup>9</sup> to manage *tə 'mænɪdʒ* **radzić sobie**

<sup>10</sup> draining *'dreɪnɪŋ* **wyczerpujący**

<sup>11</sup> lifespan *'laɪfspæn* **długość życia**

<sup>12</sup> in a nutshell *ɪn ə 'nʌtʃəl* **krótko mówiąc**

<sup>13</sup> recent study *'riːsnt 'stʌdi* **ostatnie badania**

<sup>14</sup> pernicious *pɜː'nɪʃəs* **szkodliwy**

<sup>15</sup> referred to as X *rɪ'fɜːd tə əz* **okre nazywany X**

<sup>16</sup> to suck out *tʊ sʌk aʊt* **wyssać**

<sup>17</sup> measurable *'meʒərəbl* **wyraźny**

<sup>18</sup> mark *mɑːk* **ślad**

<sup>19</sup> social circle *'səʃjəl 'sɜːkl* **krąg towarzyski**

<sup>20</sup> instead of sth *ɪn'steɪd əv 'sʌmbɪŋ* **zamiast**

**czegoś**

<sup>21</sup> to nag *tə næg* **dręczyć**

<sup>22</sup> to stir up sth *tə stɪr ʌp 'sʌmbɪŋ* **wywoływać coś**

<sup>23</sup> drama *'dræmə* **dramat**

<sup>24</sup> co-worker *'kəʊ wɜːkə(r)* **współpracownik**

<sup>25</sup> important distinction *ɪm'pɔːtnt dɪ'stɪŋkʃən*

**ważne rozróżnienie**

<sup>26</sup> occasional *ə'keɪʒənəl* **okazjonalny,**

**sporadyczny**

<sup>27</sup> to make waves *tə meɪk weɪvz* **wywoływać**

**zamieszanie**

<sup>28</sup> to demand sth *tə dɪ'mænd 'sʌmbɪŋ* **żądać**

**czegoś, domagać się czegoś**

<sup>29</sup> interestingly enough *'ɪntərəstɪŋli 'ɪnəl* **co ciekawe**

<sup>30</sup> link *lɪŋk* **związek**

<sup>31</sup> in most cases *ɪn mɔːst* **częściej w większości przypadków**

<sup>32</sup> concern *kən'sɜːn* **obawa**

<sup>33</sup> to solve problems *tə solv 'prɒbləmz*

**rozwiązywać problemy**

<sup>34</sup> associated with sb *ə'səʊʃɪətəd wɪð 'sʌmbaɪt* **związany z kimś**

<sup>35</sup> chronic *'krɒnɪk* **chroniczny, przewlekły**

<sup>36</sup> to trigger sth *tə 'trɪɡə 'sʌmbɪŋ* **wywoływać coś**

<sup>37</sup> inflammation *'ɪnflə'meɪʃən* **stan zapalny**

<sup>38</sup> heart disease *hɑːt dɪ'ziːz* **choroba serca**

<sup>39</sup> immune system *'ɪmjʊn 'sɪstəm* **układ odpornościowy**

# HASSLERS DON'T JUST CREATE OCCASIONAL CONFLICTS. THEY'RE PEOPLE WHO REPEATEDLY MAKE LIFE MORE DIFFICULT, CONSTANTLY MAKING WAVES, CRITICISING, OR DEMANDING HELP.

analysed how social relationships affect **biological age**<sup>40</sup>, or how the body appears at the **cellular level**<sup>41</sup>. And the results were **striking**<sup>42</sup>.

The research found that each **additional**<sup>43</sup> hassler in someone's life was linked to about 1.5 percent faster aging. This **roughly**<sup>44</sup> translates to adding nine extra months to your biological age. **In other words**<sup>45</sup>, if you have three **troublesome**<sup>46</sup> people in your life, your body could be nearly two and a half years older than it should be.

## Family Matters<sup>47</sup>

Not all hasslers are **equal**<sup>48</sup>. The study shows that stressful family relationships tend to have the strongest **impact on**<sup>49</sup> biological age. Why? The simplest reason is that they're harder to escape than other **social bonds**<sup>50</sup>. If a friend or work colleague is **pestering**<sup>51</sup> you, you can gradually distance yourself from them and **eventually**<sup>52</sup> **get them off your back**<sup>53</sup>. Achieving this is much more complicated with a parent, **sibling**<sup>54</sup> or child.

Family relationships are typically **deeply embedded in**<sup>55</sup> your life. You may spend the **majority**<sup>56</sup> of your life

<sup>40</sup> biological age **biolo'dżikal' sidge' wiek**  
biologiczny

<sup>41</sup> cellular level **'seljols' levl' poziom komórkowy**

<sup>42</sup> striking **'straikej' uderzający**

<sup>43</sup> additional **ə'diʃənl' dodatkowy**

<sup>44</sup> roughly **'rafl' w przybliżeniu**

<sup>45</sup> in other words **in 'aðə wɜ:dz' innymi słowy**

<sup>46</sup> troublesome **'trabləsəm' uciążliwy, kłopotliwy**

<sup>47</sup> family matters **'fæmli' mæ'təz' sprawy rodzinne**

<sup>48</sup> equal **'i:kwəl' taki sam**

<sup>49</sup> impact on sth **'ɪmpækt' on 'səmbəj' wpływ na coś**

<sup>50</sup> social bonds **'soʃjəl' bɒndz' więzi społeczne**

<sup>51</sup> to pester sb **tu 'peste' 'səmbədi' dręczyć kogoś, dawać się komuś we znaki**

<sup>52</sup> eventually **'i'ventʃəli' w końcu, ostatecznie**

<sup>53</sup> to get sb off your back **tu get 'səmbədi' of jə bæk' pozbyć się kogoś**

<sup>54</sup> sibling **'sɪblɪŋ' rodzeństwo**

<sup>55</sup> deeply embedded in sth **'di:pli' ɪm'bedəd' in 'səmbəj' głęboko w czymś zakorzeniony**

<sup>56</sup> majority **mei'dʒərəti' większość**

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## THE SURPRISING EXCEPTION IS ROMANTIC RELATIONSHIPS. A STRESS-INDUCING SPOUSE OR PARTNER DIDN'T SHOW A LINK TO ACCELERATED AGEING.

around some of these folks<sup>57</sup>, so eliminating them from your life often isn't realistic. That said<sup>58</sup>, we usually have plenty to gain<sup>59</sup> from our family connections. Even if they come with moments that make you want to rip your hair out<sup>60</sup>, they can still include moments of support and genuine<sup>61</sup> value<sup>62</sup>, making them harder to cut off<sup>63</sup> completely.

Here's the twist<sup>64</sup> – there's one specific relationship that failed to produce a negative aging effect. The surprising<sup>65</sup> exception<sup>66</sup> is romantic relationships. A stress-inducing<sup>67</sup> spouse<sup>68</sup> or partner didn't show a link to accelerated ageing. Researchers believe this boils down to<sup>69</sup> the fact that such unions<sup>70</sup> frequently include<sup>71</sup> a mix of shared routines<sup>72</sup>, emotional support, and financial or practical cooperation.

These positive aspects may balance out stress in ways that other relationships cannot. And it makes sense when you think about it. If you've bought a car, built a house, or raised a family with someone who happens to be the love of your life<sup>73</sup>, it's easy to recall<sup>74</sup> your shared triumphs each time they happen to get on your nerves<sup>75</sup>.

<sup>57</sup> folks fəʊks *pot.* ludzie

<sup>58</sup> that said ðæt sed *pomimo tego, jednak (przy wyrażeniu pozornie sprzecznej opinii)*

<sup>59</sup> to gain tə geɪn *zyskiwać*

## Why Hasslers Hurt<sup>76</sup> So Much

Peeling back the curtain<sup>77</sup> to investigate<sup>78</sup> the science behind stress and aging reveals fascinating results. For instance<sup>79</sup>, the problem with hasslers isn't just that they force you to<sup>80</sup> experience unpleasant situations<sup>81</sup>. The real threat<sup>82</sup> lies in the fact that dealing with them creates a constant state of tension<sup>83</sup> that your body and mind have to cope with<sup>84</sup>.

Over time<sup>85</sup>, this tension essentially<sup>86</sup> changes who you are. Instead of relaxing around a hassler, you start to expect conflict before it happens – even when nothing has gone awry<sup>87</sup>. This anticipation<sup>88</sup> of the worst-case scenario<sup>89</sup> always coming to fruition<sup>90</sup> makes you feel anxious<sup>91</sup> during interactions that should otherwise be normal and calming<sup>92</sup>. This pessimistic outlook<sup>93</sup> causes you to brace for impact<sup>94</sup> in all your conversations, so you're never really starting any interaction with a clean slate<sup>95</sup>. Each hassler's baggage follows you around, and you're never really able to rid yourself of it<sup>96</sup>.

In short, this ongoing<sup>97</sup> pressure from handling<sup>98</sup> hasslers leads to cumulative wear and tear<sup>99</sup> on the body that takes a tangible<sup>100</sup> toll<sup>101</sup>. It's not a single

<sup>60</sup> to rip your hair out tə rɪp jə heər aʊt rwaɪt *włosy z głowy*

<sup>61</sup> genuine 'dʒenjuɪn *autentyczny, prawdziwy*

<sup>62</sup> value 'vælju: *wartość*

<sup>63</sup> to cut off tə kʌt ɒf *odciąć*

<sup>64</sup> here's the twist hɪəz ðə twɪst *oto haczyk*

<sup>65</sup> surprising sə'praɪzɪŋ *zaskakujący*

<sup>66</sup> exception ɪk'sepʃən *wyjątek*

<sup>67</sup> stress-inducing stres ɪn'dju:ɪŋ *wywołujący stres*

<sup>68</sup> spouse spaʊz *małżonek*

<sup>69</sup> to boil down to sth tə bɔɪl daʊn tə 'sʌmθɪŋ *sprowadzać się do czegoś*

<sup>70</sup> union 'ju:njən *związek*

<sup>71</sup> to include sth tə ɪn'klu:d 'sʌmθɪŋ *zawierać, obejmować coś*

<sup>72</sup> shared routines ʃeəd ru:'ti:nz *dzielone obowiązki*

<sup>73</sup> the love of sb's life ðə lʌv ɒv 'sʌmbədɪz laɪf *miłość czyjegós życia*

<sup>74</sup> to recall tə rɪ'kɔ:l *przypominać sobie*



<sup>75</sup> to get on sb's nerves tə get ɒn 'sʌmbədɪz

nɜ:vz *działać komuś na nerwy*

<sup>76</sup> to hurt sb tə hɜ:t 'sʌmbədɪ *szkodzić komuś, krzywdzić kogoś*

<sup>77</sup> to peel back the curtain tə pi:l bæk ðə 'kɜ:tɪn *uchylać kurtynę*

<sup>78</sup> to investigate tə ɪn'vestɪgeɪt *badać*

<sup>79</sup> for instance fər 'ɪnstəns *na przykład*

<sup>80</sup> to force sb to sth tə fɔ:s 'sʌmbədɪ tə 'sʌmθɪŋ *zmuszać kogoś do czegoś*

<sup>81</sup> unpleasant situation ʌn'pleznt ,sɪtjə'eɪʃən *nieprzyjemna sytuacja*

<sup>82</sup> threat θret *zagrożenie*

<sup>83</sup> tension 'tenʃən *napięcie*

<sup>84</sup> to cope with sth tə kəʊp wɪð 'sʌmθɪŋ *radzić sobie z czymś*

<sup>85</sup> over time 'əʊvə taɪm *z czasem*

<sup>86</sup> essentially ɪ'senʃəli *zasadniczo*

<sup>87</sup> to go awry tə ɡəʊ ə'raɪ *pójść nie tak*

<sup>88</sup> anticipation æn'tɪsɪ'peɪʃən *przewidywanie, antycypacja*

<sup>89</sup> worst-case scenario 'wɜ:st keɪs sɪ'nɑ:riəʊ *najgorszy możliwy scenariusz*

<sup>90</sup> to come to fruition tə kʌm tə fru:'ɪʃən *urzeczywistniać się*

<sup>91</sup> anxious 'æŋkʃəs *zaniepokojony*

<sup>92</sup> calming 'kɑ:mɪŋ *uspokajający*

<sup>93</sup> outlook 'aʊtlʊk *perspektywy*

<sup>94</sup> to brace for impact tə breɪs fər 'ɪmpækt *przygotować się na zderzenie*

<sup>95</sup> clean slate klɪ:n sleɪt *czysta karta*

<sup>96</sup> to rid oneself of sth tə rɪd wʌn'self ɒv 'sʌmθɪŋ *pozbyć się czegoś*

<sup>97</sup> ongoing ɒŋgəʊɪŋ *ciągły*

<sup>98</sup> to handle sb tə 'hændl 'sʌmbədɪ *radzić sobie z kimś*

<sup>99</sup> wear and tear weər ænd teə *zużycie*

<sup>100</sup> tangible 'tændʒəbl *zauważalny*

<sup>101</sup> toll təʊl *tu: koszt*

argument<sup>102</sup> or blow-up<sup>103</sup> that harms<sup>104</sup> you, but the years of small, repeated stress that you were never able to escape from.

## Can You Do Anything About It?

The good news is that you aren't powerless<sup>105</sup> when it comes to hasslers. Of course, completely severing ties with<sup>106</sup> every difficult person in your life isn't exactly feasible<sup>107</sup>. The real solution<sup>108</sup> lies in changing how you deal with them in everyday situations.

For instance, researchers<sup>109</sup> recommend setting boundaries<sup>110</sup>. Give yourself some respite<sup>111</sup> and limit how often you interact with stressful people. Moreover, restrict how deep these meetings<sup>112</sup> are. Instead of trapping oneself at<sup>113</sup> an hours-long dinner for two, agree to sporadic<sup>114</sup> group get-togethers<sup>115</sup> where you have an easier out<sup>116</sup>.

Next, modify how you react to others' criticism and negative comments. You'll sadly never be able to control others, but you can determine your responses<sup>117</sup> to them. Don't let any badgering<sup>118</sup> get to you, and don't take critiques too seriously. If all else fails, step back<sup>119</sup> and create some much-needed distance between you and problem individuals who've just become too much.

Other remedial<sup>120</sup> options centre on prioritising your health. Reduce your stress actively by exercising<sup>121</sup>, meditating and practicing deep breathing to protect your body from long-term damage. Furthermore, focus on the positive relationships in your life that actually support<sup>122</sup> and energise you. Reinforcing<sup>123</sup> these fruitful<sup>124</sup> ties can help take your mind off<sup>125</sup> your hasslers and enable you to appreciate<sup>126</sup> the more precious<sup>127</sup> people around you.

## Understanding Your Social Health

We usually think of health in terms of<sup>128</sup> diet and exercise, but this new research

highlights how vital your social environment<sup>129</sup> is to staying fit. Your relationships aren't just part of your life – they shape your physical well-being<sup>130</sup> in ways we're just beginning to comprehend<sup>131</sup>.

It's worth remembering that conflict is a normal part of life, and not every trying<sup>132</sup> relationship needs to end. But when push comes to shove<sup>133</sup>, chronic stress may come at a real cost.

Reflect on who wears you down<sup>134</sup> and who brings you joy, and you'll get a better grasp of<sup>135</sup> how long and how well you live.

<sup>102</sup> argument 'ɑ:gjʊmənt kłótnia

<sup>103</sup> blow-up 'bləʊ'ʌp awantura

<sup>104</sup> to harm tə hɑ:m wyrządzać krzywdę

<sup>105</sup> powerless 'pʌʊətləs bezradny

<sup>106</sup> to sever ties with sb tə sɪ'vɪə 'taɪz wɪð  
'sʌmbədi zrywać z kims kontakty

<sup>107</sup> feasible 'fi:zəbl możliwy

<sup>108</sup> solution sə'lju:ʃən rozwiązanie

<sup>109</sup> researcher rɪ'sɜ:tʃə badacz

<sup>110</sup> to set boundaries tə set 'bʌʊndərɪz ustalać  
granice

<sup>111</sup> respite 'respait wytchnienie

<sup>112</sup> meeting 'mi:tɪŋ spotkanie

<sup>113</sup> to trap oneself at sth tə træp wʌn'self æt  
'sʌmθɪŋ uwieźć siebie w czymś

<sup>114</sup> sporadic spə'rædɪk sporadyczny

<sup>115</sup> get-together 'gettə,geðə spotkanie

<sup>116</sup> where you have an easier out weə jʊ hæv ən  
'i:ziə əʊt z kɔ'tɔ:rych łatwiej ci się wymknąć

<sup>117</sup> response rɪs'pɒns reakcja, odpowiedź

<sup>118</sup> badgering 'bædʒərɪŋ zasypywanie  
pytaniami, tu: męczenie, zamęczenie

<sup>119</sup> to step back tə step bæk wycofać się

<sup>120</sup> remedial rɪ'mi:djəl zaradczy

<sup>121</sup> to exercise tə 'eksəsaɪz ćwiczyć

<sup>122</sup> to support sb tə sə'pɔ:t 'sʌmbədi wspierać  
kogoś

<sup>123</sup> to reinforce sth tə ,ri:n'fɔ:s'sʌmθɪŋ  
wzmocnić coś

<sup>124</sup> fruitful 'fru:tʃʊl cenny

<sup>125</sup> to take sb's mind off sth tə teɪk z maɪnd ɒf  
'sʌmθɪŋ odciągnąć czyjeś myśli od czegoś

<sup>126</sup> to appreciate sb tə ə'pri:ʃeɪt 'sʌmbədi  
doceniać kogoś

<sup>127</sup> precious 'preʃəs wartościowy

<sup>128</sup> in terms of sth ɪn tɜ:mz ɒv 'sʌmθɪŋ pod  
względem czegoś

<sup>129</sup> social environment 'səʊʃəl ɪn'vaɪərənmənt  
środowisko społeczne

<sup>130</sup> well-being 'wel'bi:ŋ dobre samopoczucie

<sup>131</sup> to comprehend sth tə ,kɒmpri'hend 'sʌmθɪŋ  
rozumieć coś

<sup>132</sup> trying 'traɪŋ trudny, ciężki

<sup>133</sup> when push comes to shove wen pʊʃ kʌmz tə  
ʃʌv kiedy przyjdzie co do czegoś

<sup>134</sup> to wear sb down tə weə 'sʌmbədi daʊn  
osłabiać kogoś

<sup>135</sup> better grasp of sth 'betə grɑ:s ɒv 'sʌmθɪŋ  
lepsze zrozumienie czegoś





by Paul Martin from  
www.go-native.pl

# Stephen Miller: Donald Trump's Architect of Obstruction<sup>1</sup>

Stephen Miller is a **senior<sup>2</sup>** American **political advisor<sup>3</sup>** best known for **shaping<sup>4</sup>** **strict<sup>5</sup>** immigration policies<sup>6</sup> under Donald Trump and beyond. Though rarely **in the spotlight until recently<sup>7</sup>**, his **influence<sup>8</sup>** runs deep<sup>9</sup>: he has helped turn a clear ideological agenda into law, raising fundamental questions about how far **political power<sup>10</sup>** can reach. **Paul Martin** explains who he is and why he **matters<sup>11</sup>**.

## Un-Californian Californian

Stephen Miller was born in 1985 in Santa Monica, a **coastal<sup>12</sup>** California city much more closely **associated<sup>13</sup>** with liberal-Democratic politics than with the kind of America First conservatism he is now known for.

And in the US context, where **political identity<sup>14</sup>** is often shaped as much by local culture as by family or education, it is **striking<sup>15</sup>** that Miller's **views<sup>16</sup>** did not **grow out of<sup>17</sup>** his **surroundings<sup>18</sup>** so much as place him in **sustained<sup>19</sup>** opposition to them.

The **pattern<sup>20</sup>** was visible early. As a **secondary school<sup>21</sup>** student, he publicly criticised **bilingual<sup>22</sup>** education programmes and what he saw as the **excessive<sup>23</sup>** **accommodation<sup>24</sup>** of **cultural difference<sup>25</sup>**, writing letters to local **newspapers<sup>26</sup>** and **appearing<sup>27</sup>** on

radio programmes with a tone unusually **forthright<sup>28</sup>** for his age.

## Duke

Miller arrived at Duke University in 2003, moving from Santa Monica to an elite Southern institution he soon described as a “**battleground<sup>29</sup>**” for the **American soul<sup>30</sup>**. He **graduated<sup>31</sup>** in 2007 with a **degree<sup>32</sup>** in **political science<sup>33</sup>**, writing numerous **columns<sup>34</sup>** for The Duke Chronicle. In them, he criticised immigration policies and multicultural ideas, arguing that Duke's support for **undocumented<sup>35</sup>** students **undermined<sup>36</sup>** respect for the law. These themes would remain central to his later career.

### polityczny

<sup>4</sup> to shape *tə ʃeɪp* kształtować

<sup>5</sup> strict *strikt* surowy

<sup>6</sup> immigration policy *ˌɪmɪˈɡreɪʃən ˈpɒləsɪ* polityka imigracyjna

A major **turning point<sup>37</sup>** came in 2006 with the Duke **lacrosse<sup>38</sup>** **case<sup>39</sup>**. Members of the university's lacrosse team were accused of **kidnapping<sup>40</sup>** and **raping<sup>41</sup>** a black woman **hired<sup>42</sup>** to perform as a stripper at a team party. The **allegation<sup>43</sup>** **triggered<sup>44</sup>** a national scandal, exposing **tensions<sup>45</sup>** around

<sup>7</sup> in the spotlight *ɪn ðə ˈspɒtlaɪt* w centrum uwagi

<sup>8</sup> influence *ˈɪnfluəns* wpływ

<sup>9</sup> to run deep *tə rʌn di:p* sięgać głęboko

<sup>10</sup> political power *pəˈlɪtɪkəl ˈpaʊə* władza polityczna

<sup>11</sup> to matter *tə ˈmætə* liczyć się, mieć znaczenie

<sup>12</sup> coastal *ˈkəʊstəl* nadbrzeżny

<sup>13</sup> associated *əˈsəʊʃɪeɪtəd* kojarzony

<sup>14</sup> political identity *pəˈlɪtɪkəl aɪˈdɛntəti* tożsamość polityczna

<sup>15</sup> striking *ˈstraɪkɪŋ* uderzający

<sup>16</sup> views *vju:z* poglądy

<sup>17</sup> to grow out of sth *tə grəʊ aʊt ɒv ˈsʌmθɪŋ* wyrosnąć z czegoś

<sup>18</sup> surroundings *səˈraʊndɪŋz* otoczenie

<sup>19</sup> sustained *səsˈteɪnd* długotrwały, nieprzerwany

<sup>20</sup> pattern *ˈpætən* wzorec

<sup>21</sup> secondary school *ˈsekəndəri sku:l* szkoła średnia

<sup>22</sup> bilingual *baiˈlɪŋgwəl* dwujęzyczny

<sup>23</sup> excessive *ɪkˈsesɪv* nadmierny

<sup>24</sup> accommodation *əˌkɒməˈdeɪʃən* przyjmowanie

<sup>25</sup> cultural difference *ˈkʌltʃərəl ˈdɪfrəns* różnice kulturowe

<sup>26</sup> newspaper *ˈnju:spetpə* gazeta

<sup>27</sup> to appear *tə əˈpiə* pojawiać się

<sup>28</sup> forthright *ˈfɔ:θraɪt* bezpośredni, szczery

<sup>29</sup> battleground *ˈbætlgraʊnd* pole bitwy

<sup>30</sup> American soul *əˈmerɪkən səʊl* amerykańska dusza

<sup>31</sup> to graduate *tə ˈɡrædʒəet* ukończyć studia

<sup>32</sup> degree *dɪˈɡri:* **tu:** tytuł licencjata

<sup>33</sup> political science *pəˈlɪtɪkəl ˈsaɪəns* nauki polityczne

<sup>34</sup> column *ˈkɒləm* **tu:** artykuł

<sup>35</sup> undocumented *ˌʌnˈdɒkjuməntɪd* nieposiadający dokumentów, przebywający nielegalnie w USA

<sup>36</sup> to undermine *tə ˌʌndəˈmaɪn* podkopywać

<sup>37</sup> turning point *ˈtɜ:nɪŋ pɔɪnt* punkt zwrotny

<sup>38</sup> lacrosse *ləˈkrɒs* kanadyjska gra podobna do hokeja na trawie z użyciem rakiet zamiast kijów

<sup>39</sup> case *keɪs* sprawa

<sup>40</sup> kidnapping *ˈkɪdnæpɪŋ* porwanie

<sup>41</sup> raping *ˈreɪpɪŋ* zgwałcenie

<sup>42</sup> hired *ˈhaɪəd* wynajęty

<sup>43</sup> allegation *ˌæləˈɡeɪʃən* oskarżenie

<sup>44</sup> to trigger *tə ˈtrɪɡə* wywołać

<sup>45</sup> tensions *ˈtenʃənz* napięcia

<sup>1</sup> obstruction *əbˈstrʌkʃən* **tu:** blokowanie

<sup>2</sup> senior *ˈsi:njə* wyższy rangą

<sup>3</sup> political advisor *pəˈlɪtɪkəl ədˈvaɪzə(r)* doradca

race, class, and **privilege**<sup>46</sup> and drawing in extensive media and campus reaction.

The case later **collapsed**<sup>47</sup>. **Prosecutor**<sup>48</sup> Mike Nifong had **withheld**<sup>49</sup> key DNA evidence<sup>50</sup>; all **charges were dropped**<sup>51</sup>, the players were declared **innocent**<sup>52</sup>, and Nifong was **disbarred**<sup>53</sup> and jailed for one day.

Miller took a clear position early. He argued that the accused players were being **sacrificed on the altar of**<sup>54</sup> **political correctness**<sup>55</sup>, and **accused**<sup>56</sup> the university and media of acting on ideology rather than evidence, describing a “radical” academic culture that, in his view, had turned against its own – white – students.

The episode gave him his first **national platform**<sup>57</sup>. He appeared on CNN and Fox News, using the case to argue that American institutions: universities, media and the legal system, could not be **trusted**<sup>58</sup> to act neutrally. What began as a campus scandal became, **in his framing**<sup>59</sup>, **proof**<sup>60</sup> of a deeper conflict between “ordinary Americans” and an elite establishment. That **sharp**<sup>61</sup>, polarised framing would later define his work in Washington.

## Architect of Obstruction

In practice, this has meant using political, legal and administrative **tools**<sup>62</sup> not just to **advance**<sup>63</sup> policy, but to block, **delay**<sup>64</sup> and reshape the work of institutions themselves.

After graduating from Duke, Miller moved quickly into Washington politics. Within two years, he was working for Senator Jeff Sessions, a Republican from Alabama known for **hardline**<sup>65</sup> views on immigration, and soon became a key adviser shaping both **messaging**<sup>66</sup> and policy.

The **partnership**<sup>67</sup> shifted Sessions’ position in Washington. Miller helped turn him from a marginal figure into a central voice on immigration, writing **memos**<sup>68</sup> that framed it as a **direct**<sup>69</sup> economic **threat to**<sup>70</sup> American workers. At the same time, he built **links**<sup>71</sup> with **right-wing**<sup>72</sup> **online outlets**<sup>73</sup>

<sup>46</sup> **privilege** 'prɪvəlɪdʒ przywilej

<sup>47</sup> **to collapse** tə kə'leɪps upaść

<sup>48</sup> **prosecutor** 'prɒsɪkjʊ:tə prokurator

<sup>49</sup> **to withhold** tə wɪð'hoʊld zatajać

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Stephen Miller

such as Breitbart, helping **spread**<sup>74</sup> these ideas beyond the mainstream.

This **approach**<sup>75</sup> became visible during the 2013 immigration reform debate. A **bi-partisan**<sup>76</sup> group of senators proposed a **bill**<sup>77</sup> that included a **path**<sup>78</sup> to **citizenship**<sup>79</sup> for millions of undocumented migrants. Many expected it to pass, but Miller worked to stop it, **circulating**<sup>80</sup> arguments to journalists and activists that framed the bill as a threat to **national sovereignty**<sup>81</sup>.

When the bill later failed in the House of Representatives, much of the **resistance**<sup>82</sup> was **linked to**<sup>83</sup> the wider campaign Miller had helped organise. By then, he had demonstrated how a small, **focused**<sup>84</sup> operation could **disrupt**<sup>85</sup>, and obstruct, **agreement**<sup>86</sup> across both parties.

<sup>50</sup> **evidence** 'eɪvɪdəns dowody

<sup>51</sup> **to drop the charges** tə drɒp ðə 'tʃɑ:dʒɪz wycofać zarzuty

<sup>52</sup> **innocent** 'ɪnəsənt niewinny

<sup>53</sup> **disbarred** dɪs'bɑ:d pozbawiony prawa do wykonywania zawodu

<sup>54</sup> **to be sacrificed on the altar of sth** tə bi: 'sækrɪfaɪst ɒn ði: 'ɔ:ltər ɒv 'sʌmθɪŋ zostać złożonym na ołtarzu czegoś, zostać poświęconym w imię czegoś

<sup>55</sup> **political correctness** pə'lɪtɪkl kə'rektnəs poprawność polityczna

<sup>56</sup> **to accuse** tə ə'kju:z oskarżać

<sup>57</sup> **national platform** 'næʃənl 'plɑ:tfɔ:m tu: dostęp do

**szerokiego audytorium (krajowego)**

<sup>58</sup> **to trust** tə trʌst ufać

<sup>59</sup> **in his framing** ɪn hɪz 'freɪmɪŋ w jego retoryce

<sup>60</sup> **proof** pru:f dowód

<sup>61</sup> **sharp** ʃɑ:p ostry

<sup>62</sup> **tools** tu:lz narzędzia

<sup>63</sup> **to advance** tə əd'vɑ:ns wprowadzać

<sup>64</sup> **to delay** tə dɪ'leɪ opóźnić

<sup>65</sup> **hardline** 'hɑ:d 'laɪn twardegłowy, radykalny

<sup>66</sup> **messaging** 'mesɪdʒɪŋ komunikacja

<sup>67</sup> **partnership** 'pɑ:tneʃɪp współpraca

<sup>68</sup> **memo** 'meməʊ notatka służbowa, okólnik (skrót od memorandum)

<sup>69</sup> **direct** dɪ'rekt bezpośredni

<sup>70</sup> **threat to sb** θret tə 'sʌmbədɪ zagrozenie wobec kogoś

<sup>71</sup> **links** lɪŋks więzi

<sup>72</sup> **right-wing** 'raɪtɪŋ prawicowy

<sup>73</sup> **online outlet** ,ɒn'laɪn 'aʊtlet portal internetowy, serwis informacyjny

<sup>74</sup> **to spread** tə spred szerzyć

<sup>75</sup> **approach** ə'prəʊtʃ podejście

<sup>76</sup> **bipartisan** baɪ,pɑ:tɪ'zæn ponadpartyjny, dwupartyjny

<sup>77</sup> **bill** bɪl projekt ustawy

<sup>78</sup> **path** pɑ:θ ścieżka

<sup>79</sup> **citizenship** 'sɪtɪznʃɪp obywatelstwo

<sup>80</sup> **to circulate** tə 'sɜ:kjəleɪt rozpowszechniać

<sup>81</sup> **national sovereignty** 'næʃənl 'sɒvrənɪ suwerenność narodowa

<sup>82</sup> **resistance** rɪ'zɪstəns opór, sprzeciw

<sup>83</sup> **linked to sth** lɪŋkt tə 'sʌmθɪŋ łączony z czymś

<sup>84</sup> **focused** 'fəʊkəst skoncentrowany

<sup>85</sup> **to disrupt** tə dɪs'rʌpt zburzyć

<sup>86</sup> **agreement** ə'grɪ:mənt porozumienie

## Trump I

When Donald Trump began his **presidential campaign**<sup>87</sup> in 2015, Miller was already well prepared for a political project built on disruption, and he joined the Trump campaign as a policy adviser and **speechwriter**<sup>88</sup>, before moving into the White House as a senior adviser following Trump's **election**<sup>89</sup>.

During that first term, he did not act as a traditional adviser, looking to build **consensus**<sup>90</sup>; **instead**<sup>91</sup>, he operated as a driver of rapid, **unilateral**<sup>92</sup> action. According to **officials**<sup>93</sup>, his method involved **drafting**<sup>94</sup> **executive orders**<sup>95</sup> in secret to **bypass**<sup>96</sup> normal **review processes**<sup>97</sup>, **ensuring**<sup>98</sup> policies moved before agencies or **courts**<sup>99</sup> could **respond**<sup>100</sup>.

The **clearest example**<sup>101</sup> was the 2017 Travel Ban against travellers from **specific**<sup>102</sup> **Muslim-majority**<sup>103</sup> countries, which **grounded**<sup>104</sup> flights and caused chaos at international airports. Beyond the **immediate**<sup>105</sup> disruption, it tested the limits of the **administrative state**<sup>106</sup>. He followed this with a “Zero Tolerance” immigration policy, which led to the **separation**<sup>107</sup> of children from their parents at the US's southern border. The forced **removals**<sup>108</sup> were hugely controversial; but for Miller, they were **assertions**<sup>109</sup> of national sovereignty.

## Shadow State<sup>110</sup>

After Donald Trump's 2020 **election defeat**<sup>111</sup>, Miller did not move into private business or lobbying, as many **former**<sup>112</sup> officials do. Instead, he **set up**<sup>113</sup> a new organisation, America First Legal (AFL), presenting it as a conservative **counterpart**<sup>114</sup> to the **long-established**<sup>115</sup> American Civil Liberties Union (ACLU), which defends **civil rights**<sup>116</sup> in the courts. From outside the **government**<sup>117</sup>, Miller used AFL to **challenge**<sup>118</sup> the policies of President Joe Biden's administration through a large number of **lawsuits**<sup>119</sup>.

These cases focused on **familiar**<sup>120</sup> topics: immigration, **diversity**<sup>121</sup> programmes and government policy. **Supporters**<sup>122</sup> saw this as an **ongoing**<sup>123</sup> defence of **constitutional limits**<sup>124</sup>; critics saw an **effort**<sup>125</sup> to block reform through the courts. In any case, Miller was now using the **legal system**<sup>126</sup>, outside of government, as a **tool of influence**<sup>127</sup>.

Meanwhile, he was linked to conservative organisations operating within the orbit of Project 2025, a **wide-ranging**<sup>128</sup> effort led by the Heritage Foundation, a Conservative **think tank**<sup>129</sup>, to prepare policy plans and personnel for a possible return to power. The project was designed **in part**<sup>130</sup> to **avoid**<sup>131</sup> the **internal**<sup>132</sup> resistance that had slowed parts of the first Trump administration. Critics described it as a “**government-in-waiting**<sup>133</sup>,” intended to ensure **tighter**<sup>134</sup> ideological control from the **outset**<sup>135</sup>.

## Trump II

When Donald Trump returned to the White House in January 2025, that **network**<sup>136</sup> did not remain theoretical. It moved into government **alongside**<sup>137</sup> him, with Miller at its centre. Promoted to **Deputy Chief of Staff**<sup>138</sup> for Policy and **Homeland Security Advisor**<sup>139</sup>, Miller's new (long) title **barely**<sup>140</sup> **captures**<sup>141</sup> the scale of his influence. He is **widely considered**<sup>142</sup> one of the most **consequential**<sup>143</sup> **unelected**<sup>144</sup> officials in **modern**<sup>145</sup> American history.

<sup>87</sup> presidential campaign ,prezi'denʃəl kæm'peɪn

kampania prezydencka

<sup>88</sup> speechwriter 'spi:tʃ raɪtə(r) autor przemówień

<sup>89</sup> election rɪ'leɪʃən wybór

<sup>90</sup> consensus kən'sensəs porozumienie

<sup>91</sup> instead ɪn'sted w zamian, zamiast (tego)

<sup>92</sup> unilateral 'ju:nɪ'lætərəl jednostronny

<sup>93</sup> officials ə'fɪʃəlz urzędnicy administracji

<sup>94</sup> drafting 'draɪftɪŋ sporządzanie, przygotowywanie szkicu

<sup>95</sup> executive order ɪg'zekjətɪv 'ɔ:də rozporządzenie wykonawcze

<sup>96</sup> to bypass tə 'baɪpɑ:s ominąć

<sup>97</sup> review process rɪ'vju: 'prəʊses proces kontrolny

<sup>98</sup> to ensure tə ɪn'ʃʊə zapewniać

<sup>99</sup> court kɔ:t sąd

<sup>100</sup> to respond tə rɪs'pɒnd zareagować

<sup>101</sup> the clearest example ðə 'kliərest ɪg'zɑ:mpl

najlepszy przykład

<sup>102</sup> specific spɪ'sɪfɪk konkretny

<sup>103</sup> Muslim-majority 'mʊslɪm mə'dʒɔ:rəti większość muzułmańska, tu: muzułmański, z przewagą muzułmanów

<sup>104</sup> grounded 'graʊndɪd uziemiony

<sup>105</sup> immediate ɪ'mɪdɪət natychmiastowy

<sup>106</sup> administrative state əd'mɪnɪstrətɪv steɪt państwo administracyjne

<sup>107</sup> separation ,sepə'reɪʃən rozdzielenie

<sup>108</sup> removal rɪ'mu:vəl wysiedlenie, tu: rozdzielenie

<sup>109</sup> assertion ə'sɜ:ʃən zapewnienie

<sup>110</sup> shadow state 'ʃædəʊ steɪt państwo cienia, budowanie struktur i wpływów poza oficjalną administracją rządową, aby nadal kontrolować kierunek polityki państwa

<sup>111</sup> election defeat rɪ'leɪʃən dɪ'fi:t porażka wyborcza

<sup>112</sup> former 'fɔ:mə biły

<sup>113</sup> to set up sth tə set ʌp 'sʌmθɪŋ zakładać coś

<sup>114</sup> counterpart 'kaʊntəpa:t odpowiednik

<sup>115</sup> long-established lɒŋ ɪs'tæblɪʃt o ugruntowanej pozycji, z długą tradycją

<sup>116</sup> civil rights 'sɪvəl raɪts prawa obywatelskie

<sup>117</sup> government 'gʌvnmənt rząd

<sup>118</sup> to challenge tə 'tʃæləndʒ podważać

<sup>119</sup> lawsuit 'lə:suɪt pozew

<sup>120</sup> familiar fə'mɪljə znajomy, znany

<sup>121</sup> diversity daɪ'vɜ:səti różnorodność

<sup>122</sup> supporter sə'pɔ:tə zwolennik

<sup>123</sup> ongoing 'ɒŋgəʊɪŋ trwający

<sup>124</sup> constitutional limits ,kɒnstɪ'tju:ʃənəl 'lɪmɪts ograniczenia konstytucyjne

<sup>125</sup> effort 'efət próba

<sup>126</sup> legal system 'li:ɡəl 'sɪstəm system prawny

<sup>127</sup> tool of influence tu:l ɒv 'ɪnfluəns narzędzie wpływu

<sup>128</sup> wide-ranging ,waɪd 'reɪndʒɪŋ szeroko zakrojony

<sup>129</sup> think tank θɪŋk tæŋk think tank, ośrodek analityczny, grupa ekspertów badająca konkretne problemy i proponująca rozwiązania (w tym przypadku polityczne)

<sup>130</sup> in part ɪn pɑ:t częściowo, po części

<sup>131</sup> to avoid ə'vɔɪd unikać, zapobiegać

<sup>132</sup> internal ɪn'tɜ:nəl wewnętrzny

<sup>133</sup> government-in-waiting 'gʌvnmənt ɪn 'weɪtɪŋ gabinet cieni

<sup>134</sup> tight taɪt ścisły

<sup>135</sup> outset 'aʊtset początek

<sup>136</sup> network 'netwɜ:k grupa

<sup>137</sup> alongside ə'lɒŋ'saɪd eks wraz z X

<sup>138</sup> Deputy Chief of Staff 'deɪptʃɪ tʃi:f ɒv stɑ:f zastępca szefa personelu Białego Domu

<sup>139</sup> Homeland Security Advisor 'həʊmlænd sɪ'kjʊərəti əd'vaɪzə(r) doradca ds. bezpieczeństwa krajowego

<sup>140</sup> barely 'beəli ledwo

<sup>141</sup> to capture tə 'kæptʃə oddawać

<sup>142</sup> widely considered 'waɪdli kən'sɪdəd powszechnie uważany

<sup>143</sup> consequential ,kɒnsɪ'kwɛnʃəl posiadający realną władzę

<sup>144</sup> unelected ,ʌnɪ'lektɪd niewybrany w wyborach powszechnych

<sup>145</sup> modern 'mɒdən współczesny

That influence now operates daily through what is known colloquially<sup>146</sup> as the “Stephen Miller call,” a 10:00 AM interagency<sup>147</sup> meeting where officials are pressed<sup>148</sup> on detailed<sup>149</sup> visa data. Critics describe this as turning the State Department into an “anti-immigration machine,” with visa delays reportedly rising as Miller pushes<sup>150</sup> for revocations<sup>151</sup>.

His approach extends beyond immigration. At the “Shield of the Americas” Summit<sup>152</sup> in March 2026, he urged<sup>153</sup> Latin American military leaders to treat<sup>154</sup> drug cartels<sup>155</sup> as a wartime<sup>156</sup> threat, comparing<sup>157</sup> them to ISIS and warning against legal restraint<sup>158</sup>. For critics, this signals a shift away from legal norms<sup>159</sup>; for supporters, a long-awaited<sup>160</sup> hard response<sup>161</sup> to organised crime<sup>162</sup>.

Broadly, at the centre of Stephen Miller’s agenda<sup>163</sup> is the affirmation<sup>164</sup> of unilateral presidential power. By advancing policies such as attempts to end birthright citizenship<sup>165</sup> through executive action, Miller is no longer simply shaping policy, but testing the limits of the American system itself. Whether this will result in a more “imperial presidency” in the long-term remains one of the defining questions of Trump’s second term – and of Stephen Miller’s legacy<sup>166</sup> within it.

<sup>146</sup> colloquially kə'ləkwɪəlɪ potocznie, kolokwialnie

<sup>147</sup> interagency ˌɪntər'eɪdʒən.si międzyagencyjny

<sup>148</sup> pressed prest naciskany

<sup>149</sup> detailed 'di:teɪld szczegółowy

<sup>150</sup> to push tə pʊʃ naciskać

<sup>151</sup> revocation ˌrevə'keɪʃən cofnięcie, unieważnienie

<sup>152</sup> summit 'sʌmɪt szczyt

<sup>153</sup> to urge tə ɜ:dʒ nawoływać

<sup>154</sup> to treat tə tri:t traktować

<sup>155</sup> drug cartel drʌg kɑ:'tel kartel narkotykowy

<sup>156</sup> wartime 'wɔ:təɪm wojenny

<sup>157</sup> to compare tə kəm'peə porównywać

<sup>158</sup> legal restraint 'li:gəl rɪ'streɪnt ograniczenia

ustawowe

<sup>159</sup> legal norms 'li:gəl nɔ:mz normy prawne

<sup>160</sup> long-awaited ˌlɒŋ ə'weɪtɪd długo oczekiwany

<sup>161</sup> hard response hɑ:d rɪ'spɒns twarda odpowiedź

<sup>162</sup> organised crime ˌɔ:ɡənəɪzd 'kraɪm przestępczość zorganizowana

<sup>163</sup> agenda ə'dʒendə agenda, program

<sup>164</sup> affirmation ˌæfɜ:'meɪʃən afirmacja

<sup>165</sup> birthright citizenship 'bɜ:θraɪt 'sɪtɪznʃɪp prawo ziemi

<sup>166</sup> legacy 'legəsi dziedzictwo

## Range of Criticism<sup>1</sup>

A number of organisations, politicians and international bodies have strongly criticised Stephen Miller’s ideas and actions. Their concerns<sup>2</sup> focus mainly on immigration policy, civil rights, and the use of government power.

### Southern Poverty Law Center (SPLC)

The Southern Poverty Law Center is a US organisation that monitors hate groups<sup>3</sup> and extremism. In 2020, it described Miller as an “extremist.” This judgement<sup>4</sup> was based on leaked emails in which he shared or promoted texts linked to white nationalist<sup>5</sup> thinking, including a controversial novel called *The Camp of the Saints*. The group argues that some of his ideas are connected to beliefs about protecting certain populations over others, and to conspiracy theories<sup>6</sup> about cultural or demographic “replacement<sup>7</sup>.”

### ACLU and Civil Rights Groups

The American Civil Liberties Union (ACLU) is a major organisation that defends individual rights under the US Constitution. Together with more than 90 other groups, it has criticised Miller’s policies, especially his support for expanding<sup>8</sup> government surveillance<sup>9</sup> powers under a law known as FISA Section 702, which allows intelligence agencies<sup>10</sup> to collect data without a standard warrant<sup>11</sup> in

some cases. Critics say this could be used to monitor<sup>12</sup> protesters or political opponents<sup>13</sup>. They have described his approach as showing an “authoritarian<sup>14</sup>” attitude toward<sup>15</sup> power.

### Senator Thom Tillis (Republican Party)

Criticism has not only come from political opponents. Thom Tillis, a senator from the same Republican party, publicly criticised Miller, calling him a “big problem” and an “amateur,” arguing that Miller’s strong influence over government departments had led to policy failures<sup>16</sup> and damaged the reputation of the Republican Party.

### United Nations and Human Rights Watch

International organisations have also raised concerns. The United Nations and Human Rights Watch, a global human rights organisation, criticised the “Zero Tolerance” immigration policy introduced during Trump’s first term. This policy led to the separation of many migrant children from their parents at the US border. These organisations argue that such actions may break international law<sup>17</sup> and represent serious human rights<sup>18</sup> violations. Later operations linked to stricter enforcement<sup>19</sup> have also been described as examples of state-backed<sup>20</sup> violence<sup>21</sup>.

<sup>1</sup> range of criticism reɪndʒ əv 'krɪtɪsɪzəm zakres krytyki, wachlarz krytyki

<sup>2</sup> concern kən'sɜ:n obawa

<sup>3</sup> hate group heɪt gru:p grupa nienawiści

<sup>4</sup> judgement 'dʒʌdʒmənt ocena

<sup>5</sup> white nationalist waɪt 'næʃnəlɪst biały

supremacjonizm

<sup>6</sup> conspiracy theory kən'spɪrəsi 'θɪəri teoria

spiskowa

<sup>7</sup> replacement rɪ'pleɪsmənt wymiana, zastąpienie

<sup>8</sup> to expand tə ɪks'pænd rozszerzać

<sup>9</sup> surveillance sɜ:'veɪləns inwigilacja, nadzór

<sup>10</sup> intelligence agencies ɪn'telɪdʒəns 'eɪdʒənsɪz

sz służby specjalne

<sup>11</sup> warrant 'wɒrənt nakaz sądowy

<sup>12</sup> to monitor tə 'mɒnɪtə obserwować, inwigilować

<sup>13</sup> political opponent pə'lɪtɪkəl ə'pəʊnənt przeciwnik polityczny

<sup>14</sup> authoritarian ɔ:θɒrɪ'teərɪən autorytarny

<sup>15</sup> attitude toward sth 'ætɪtju:d tə'wɔ:d 'sʌmθɪŋ

nastawienie, podejście do czegoś

<sup>16</sup> failure 'feɪljə porażka

<sup>17</sup> international law ˌɪntə'næʃənəl lɔ: prawo

międzynarodowe

<sup>18</sup> human rights 'hju:mən raɪts prawa człowieka

<sup>19</sup> enforcement ɪn'fɔ:smənt egzekwowanie

<sup>20</sup> state-backed steɪt bækt wspierany przez

państwo

<sup>21</sup> violence 'vaɪələns przemoc

## INFOBOX

# The Robot That Wants to Feel Human



by Paul Martin from  
www.go-native.pl

Humanoid robots have long promised a future of machines living alongside people, but most still look and behave like industrial tools. **Paul Martin** finds out more about Moya, a new Chinese robot designed to look, move and even feel just as warm as a human companion.

## Meet Moya

For decades, robots were built mainly for factories. Their job was simple: **assemble**<sup>1</sup> parts, **lift**<sup>2</sup> heavy objects and repeat tasks with precision. These machines were powerful and **efficient**<sup>3</sup>, but they were never meant to interact closely with people.

That is now beginning to change. Around the world, engineers are developing humanoid robots designed to operate in hospitals, hotels and public spaces. One of the most unusual examples is Moya, a humanoid platform developed by the Shanghai robotics startup DroidUp. **Unveiled**<sup>4</sup> at a Shanghai Trade Show in January 2026, Moya is designed not just to **perform tasks**<sup>5</sup> but to interact with people in a socially natural way.

The project is led by robotics researcher Li Qingdu, who founded DroidUp in 2021. Li argues that most robots appear cold and mechanical. While that design works in **industrial settings**<sup>6</sup>, it becomes a problem in environments where robots must interact directly with humans. His solution was to

create a robot that feels more **approachable**<sup>7</sup>. **Instead of**<sup>8</sup> **focusing** only **on**<sup>9</sup> strength or speed, Moya was designed around the idea of “**emotional proximity**<sup>10</sup>,” making people feel comfortable interacting with a machine.

Moya stands about 1.65 metres tall, roughly the height of an **average**<sup>11</sup> adult. The robot weighs only 32 kilograms, making it significantly lighter than many humanoid robots of similar size. Its lower weight also **improves**<sup>12</sup> safety. If a robot falls or **bumps into**<sup>13</sup> someone, the **risk of injury**<sup>14</sup> is reduced.

## Walking the Walk

One of Moya’s most unusual features is its **outer**<sup>15</sup> surface. Beneath the robot’s silicone skin are heating elements that maintain a temperature between 32°C and 36°C, roughly the warmth of human skin. The idea is simple: if the robot feels warm to the touch, interactions may feel more natural. Studies suggest people often associate physical warmth with trust and friendliness.

Moya



Not everyone is convinced. Some observers say that warm skin combined with

<sup>1</sup> to assemble sth *tə ə'sembəl 'sʌməθɪŋ* montować, składać coś

<sup>2</sup> to lift sth *tə lɪft 'sʌməθɪŋ* podnosić coś

<sup>3</sup> efficient *ɪ'fɪjənt* wydajny, sprawny, efektywny

<sup>4</sup> unveiled *ʌn'veɪld tu:* zaprezentowany

<sup>5</sup> to perform tasks *tə pə'fɔ:m tɑ:skz* wykonywać zadania

<sup>6</sup> industrial settings *ɪn'dʌstriəl 'setɪŋz* warunki, otoczenie przemysłowe

<sup>7</sup> approachable *ə'prəʊtʃəbl* przystępny, przyjazny

<sup>8</sup> instead of sth *ɪn'sted əv 'sʌməθɪŋ* zamiast czegoś

<sup>9</sup> to focus on sth *tə 'fəʊkəs ɒn 'sʌməθɪŋ* skupiać się na czymś

<sup>10</sup> emotional proximity *ɪ'məʊʃənl prɒk'sɪmətɪ* emocjonalna bliskość

<sup>11</sup> average *'ævərɪdʒ* przeciętny

<sup>12</sup> to improve sth *tə ɪm'pru:v 'sʌməθɪŋ* ulepszać, poprawiać coś

<sup>13</sup> to bump into sb *tə bʌmp 'ɪntə 'sʌmbədɪ* wpaść na kogoś, zderzyć się z kimś

<sup>14</sup> risk of injury *rɪsk əv 'ɪndʒəri* ryzyko urazu, kontuzji

<sup>15</sup> outer *'aʊtə* zewnętrzny



MOYA IS DESIGNED NOT JUST TO PERFORM TASKS BUT TO INTERACT WITH PEOPLE IN A SOCIALLY NATURAL WAY.

**A WORD WORTH REMEMBERING**  
**uncanny valley**  
 /ʌn'kæni 'væli/  
**dolina niesamowitości**  
 (zjawisko dyskomfortu na widok robotów zbyt podobnych do ludzi)

mechanical movement can feel slightly **unsettling**<sup>16</sup>, a classic example of the “**uncanny valley**”<sup>17</sup> (See Infobox), where a robot appears almost human but not quite enough to be **fully convincing**<sup>18</sup>.

That **tension**<sup>19</sup> becomes clearer once the robot begins to move. Walking on two legs remains one of the most difficult challenges in robotics. Moya is reported to use the latest generation of DroidUp’s **bipedal walking platform**<sup>20</sup>, reportedly referred to as Walker 3. Instead of **relying entirely**<sup>21</sup> on<sup>22</sup> rigid **gear joints**<sup>23</sup>, the robot is claimed to use a **tendon-driven**<sup>24</sup> system that mimics human muscles and tendons. Motors in the **torso**<sup>25</sup> pull cables that move the limbs, reducing weight in the legs and **allowing**<sup>26</sup> smoother motion. DroidUp says the robot now achieves around 92 percent human-like **gait accuracy**<sup>27</sup>.

Movement alone, however, is not enough for social interaction. Moya’s face therefore

<sup>16</sup> **unsettling** ʌn'setlɪŋ **niepokojący**

<sup>17</sup> **uncanny valley** ʌn'kæni 'væli **dolina niesamowitości (zjawisko dyskomfortu)**

**na widok robotów zbyt podobnych do ludzi)**

<sup>18</sup> **fully convincing** 'fʊli kən'vɪnsɪŋ **w pełni przekonujący**

<sup>19</sup> **tension** 'tenʃən **napięcie**

<sup>20</sup> **bipedal walking platform** baɪ'pi:dəl 'wɔ:kɪŋ 'plætfɔ:m **dwunożna platforma krocząca**

<sup>21</sup> **entirely** ɪn'taɪəli **całkowicie**

<sup>22</sup> **to rely on sth** tə ri'laɪ ɒn 'sʌmθɪŋ **polegać, opierać się na czymś**

<sup>23</sup> **gear joints** ɡɪə dʒɔɪnts **tu: stawy przekładniowe**

<sup>24</sup> **tendon-driven** 'tendən 'drɪvən **napędzany ścięgnami**

<sup>25</sup> **torso** 'tɔ:səʊ **tułów**

<sup>26</sup> **to allow sth** tə ə'laʊ 'sʌmθɪŋ **pozwalać na coś, umożliwiać coś**

<sup>27</sup> **gait accuracy** ɡeɪt 'ækjʊərəsɪ **precyzja chodu**

## The Uncanny Valley Explained

The “uncanny valley” is a concept in robotics and psychology that describes the discomfort people sometimes feel when a machine looks almost human, but not quite. The term was first proposed in 1970 by Japanese roboticist Masahiro Mori. Mori suggested that as robots become more human-like, people’s emotional response to them becomes increasingly positive, but **only up to a point**<sup>1</sup>. When realism becomes very close but still imperfect, that response suddenly drops into a “valley” of **unease**<sup>2</sup>.

Small details can **trigger**<sup>3</sup> this reaction: slightly unnatural facial expressions, mechanical movement, or skin that appears real but behaves differently from human skin. The result can feel deeply unsettling, even when the robot is technically impressive. Designers of social robots therefore **face**<sup>4</sup> a difficult challenge. They must decide whether to make machines clearly robotic, **avoiding**<sup>5</sup> the uncanny valley entirely, or to **push toward**<sup>6</sup> greater realism and risk **crossing**<sup>7</sup> it.

<sup>1</sup> **only up to a point** 'əʊnli ʌp tə ə pɔɪnt **tylko do pewnego stopnia**

<sup>2</sup> **unease** ʌni:z **niepokój**

<sup>3</sup> **to trigger sth** tə 'trɪɡə 'sʌmθɪŋ **wywoływać, powodować coś**

<sup>4</sup> **to face sth** tə feɪs 'sʌmθɪŋ **mierzyć się z czymś, stawiać czoła czemuś**

<sup>5</sup> **to avoid sth** tə ə'vɔɪd 'sʌmθɪŋ **unikać czegoś**

<sup>6</sup> **to push towards sth** tə pʊʃ tə'wɔ:dz 'sʌmθɪŋ **przeć ku czemuś, dążyć w kierunku czegoś**

<sup>7</sup> **to cross sth** tə kros 'sʌmθɪŋ **przekraczać coś (np. granicę)**

## INFOBOX

contains<sup>28</sup> over 25 small motors that control expressions such as smiling, nodding<sup>29</sup> and raising eyebrows. Cameras behind the robot's eyes track nearby faces, while its AI analyses speech, tone and posture to interpret human emotions. The aim is not to replicate<sup>30</sup> human feelings perfectly, but to make conversations feel more natural.

## Next Phase

Early coverage<sup>31</sup> suggests a reported starting price of around RMB 1.2 million (roughly PLN 615,000–650,000 depending on exchange rates<sup>32</sup>), meaning the robot is unlikely to<sup>33</sup> be aimed at private homes. Instead, DroidUp plans to deploy<sup>34</sup> the first units in institutional settings where the technology can be tested and refined<sup>35</sup>. One likely area is elder care, where robots could provide companionship and assist human caregivers<sup>36</sup> as populations age<sup>37</sup>. Another potential role lies in public service environments such as airports, museums and luxury hotels, where humanoid robots could guide visitors, answer questions and help people navigate<sup>38</sup> large buildings.

Moya is entering a rapidly expanding<sup>39</sup> field. Companies such as Tesla and Boston Dynamics are developing their own humanoid machines, although many of these are focused exclusively on industrial work rather than social interaction. DroidUp's strategy is different. Moya is designed primarily for environments where communication and human presence matter<sup>40</sup> as much as mechanical capability.

That ambition also raises important questions<sup>41</sup>. Highly realistic robots can sometimes feel unsettling, and their cameras and sensors inevitably<sup>42</sup> raise concerns about<sup>43</sup> privacy. There is also debate about whether machines should play a role in caregiving<sup>44</sup>, an area traditionally built on human relationships.

Despite<sup>45</sup> these concerns, interest in humanoid robotics is growing rapidly. China is investing heavily in<sup>46</sup> the sector as companies compete to build

machines capable of operating in everyday environments.

DroidUp has indicated that<sup>47</sup> early deployments<sup>48</sup> may begin in institutional environments around late 2026. For now, the robot remains an experiment in how machines might interact with humans in the future. But the broader direction is becoming clear. Robots are beginning to move beyond factory floors and into public life – and machines like Moya suggest that the next generation of robots may need to do more than simply work. They may need to connect with people as well.

<sup>28</sup> to contain sth *tə kən'teɪn 'sʌməθɪŋ* zawierać coś, mieścić w sobie coś

<sup>29</sup> nodding *'nɒdɪŋ* przytakiwanie, potakiwanie (ruchem głowy)

<sup>30</sup> to replicate sth *tə 'replɪkeɪt 'sʌməθɪŋ* replikować, wiernie coś kopiować

<sup>31</sup> coverage *'kʌvərɪdʒ* *tu:* doniesienia medialne

<sup>32</sup> exchange rates *ɪks'tʃeɪndʒ reɪts* kursy walut

<sup>33</sup> to be unlikely to do sth *tə bi: ən'laɪklɪ tə du: 'sʌməθɪŋ* jest mało prawdopodobne, aby coś zrobić/a

<sup>34</sup> to deploy sth *tə dɪ'plɔɪ 'sʌməθɪŋ* wdrożyć, rozmieścić coś

<sup>35</sup> refined *rɪ'faɪnd* dopracowany, udoskonalony

<sup>36</sup> human caregiver *'hju:mən keə'gɪvə* ludzki opiekun

<sup>37</sup> to age *tə eɪdʒ* starzeć się

<sup>38</sup> to navigate *tə 'nævɪgeɪt* *tu:* poruszać się (w przestrzeni)

<sup>39</sup> rapidly expanding *'ræpɪdli ɪks'pændɪŋ* gwałtownie rozwijający się

<sup>40</sup> to matter *tə 'mætə* mieć znaczenie

<sup>41</sup> to raise questions *tə reɪz 'kwɛstʃənz* budzić pytania, stawiać pytania

<sup>42</sup> inevitably *rɪ'nevɪtəbli* nieuchronnie

<sup>43</sup> to raise concerns about sth *tə reɪz kən'sɜ:nz ə'bəʊt 'sʌməθɪŋ* budzić obawy co do czegoś

<sup>44</sup> caregiving *keə'gɪvɪŋ* opieka (nad kimś)

<sup>45</sup> despite sth *dɪs'paɪt 'sʌməθɪŋ* pomimo czegoś

<sup>46</sup> to invest heavily in sth *tə ɪn'vest 'hevɪli ɪn 'sʌməθɪŋ* inwestować w coś w dużym stopniu

<sup>47</sup> to indicate that *tə ɪn'dɪkeɪt ðæt* wskazywać, że

<sup>48</sup> deployment *dɪ'plɔɪmənt* wdrożenie, zastosowanie



by Paul Martin from  
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## Business Dialogues:

# Red Zone<sup>1</sup>

Aetheris Global Logistics built its Middle East operation<sup>2</sup> around Dubai, where more than two hundred international staff<sup>3</sup> now live and work. But a sudden<sup>4</sup> regional conflict and drone strikes<sup>5</sup> near logistics corridors<sup>6</sup> have pushed evacuation insurance premiums<sup>7</sup> up by 400 percent while commercial flight options rapidly disappear<sup>8</sup>.

Security Director<sup>9</sup> Elias Thorne wants immediate extraction<sup>10</sup>. Operations VP Sarah Chen fears abandoning<sup>11</sup> the hub<sup>12</sup> will destroy a decade of market-building, while Chief Legal Counsel<sup>13</sup> Marcus Vane must ensure<sup>14</sup> any decision protects staff without exposing<sup>15</sup> the company to massive legal liability<sup>16</sup>.

## ACT 1: The Disruption<sup>17</sup>

**Location: Secure Video Call – 04:15**

**Elias: (Rubbing his eyes<sup>18</sup>)** Look, I'll be blunt<sup>19</sup>. The window we talked about yesterday? It's gone.

<sup>1</sup> red zone *red zəʊn* strefa podwyższonego ryzyka

<sup>2</sup> operation *ˌɒpə'reɪʃən* *tu:* działalność

<sup>3</sup> staff *stɑ:f* kadra, pracownicy

<sup>4</sup> sudden *'sʌdn* nagły

<sup>5</sup> strike *straɪk* atak

<sup>6</sup> logistics corridor *lə'dʒɪstɪks 'kɒrɪdɔ:* korytarz transportowy

<sup>7</sup> insurance premium *ɪn'ʃʊərəns 'prɪ:mjəm* składka ubezpieczeniowa

<sup>8</sup> to disappear *tə dɪ'səpə'rɪə* zniknąć

<sup>9</sup> Security Director *sɪ'kjʊərərɪ dɪ'rektə* szef ochrony

<sup>10</sup> immediate extraction *ɪ'mi:dɪət ɪks'trækʃən* natychmiastowa ewakuacja

<sup>11</sup> to abandon *tə ə'bændən* porzucić, opuszczać

<sup>12</sup> hub *hʌb* centrum, ośrodek

<sup>13</sup> Chief Legal Counsel *tʃi:f 'li:ɡəl 'kəʊnsəl* główny radca prawny

<sup>14</sup> to ensure *tə ɪn'ʃʊə* zapewniać

<sup>15</sup> to expose *tə ɪks'pəʊz* narażać

<sup>16</sup> legal liability *'li:ɡəl ˌlɪə'əbɪlətɪ* odpowiedzialność prawna

<sup>17</sup> disruption *dɪs'rʌpʃən* zamęt, chaos

<sup>18</sup> to rub one's eyes *tə rʌb wʌnz 'aɪz* przecierać oczy

<sup>19</sup> blunt *blʌnt* szczery

I just got off with the **ground team**<sup>20</sup> at Dubai Airport, and the **civil aviation authority**<sup>21</sup> is about twenty minutes away from **issuing**<sup>22</sup> a full **grounding for**<sup>23</sup> anything that isn't military or diplomatic.

**Sarah:** Wait, what, twenty minutes? Elias, we still have forty people, mostly the **tech leads**<sup>24</sup> and their families, who haven't even finished packing their "go-bags"<sup>25</sup>. We were operating on the **assumption**<sup>26</sup> that we had until at least tomorrow morning.

**Elias:** The reality is that this assumption was based on yesterday's **intel**<sup>27</sup>. **Things have shifted**<sup>28</sup>. There's a drone corridor opening up to the north, and no commercial pilot is going to touch that **airspace**<sup>29</sup>. If we don't **pull the trigger**<sup>30</sup> on the **private charters**<sup>31</sup> in the next hour, we're looking at a **long-term shelter-in-place**<sup>32</sup>. And I'm not sure the **backup**<sup>34</sup> generators in the villa complex are up to a two-week **siege**<sup>35</sup>.

**Marcus:** I'm **struggling with**<sup>36</sup> the private charter part of this, Elias. **From a compliance standpoint**<sup>37</sup>, if we move staff onto **non-scheduled**<sup>38</sup> flights while the airspace is being **contested**<sup>39</sup>, are we even **covered**<sup>40</sup>? My **concern**<sup>41</sup> is that we're jumping **from the frying pan into the fire**<sup>42</sup>. If something goes wrong on a **private bird**<sup>43</sup>, our **Duty of Care**<sup>44</sup> liability is **off the charts**<sup>45</sup>.

**Elias:** (Sighs<sup>46</sup>) Marcus, I hear you, I really do. But the alternative is leaving two hundred people in a city where the **supply chains**<sup>47</sup> are about to **snap**<sup>48</sup>. I'd rather defend a charter decision in **court**<sup>49</sup> than explain to a family why we left their parents in a **blackout zone**<sup>50</sup>.

## ACT 2: The Deep Dive<sup>51</sup>

### One Hour Later

**Sarah:** Okay, the first bus is moving, but we've hit a **snag**<sup>52</sup>. **To be honest**<sup>53</sup>, I'm getting a lot of **pushback**<sup>54</sup> from the local engineering team. They know that if they leave the servers running without a physical **handover to**<sup>55</sup> the local partners, the **state**<sup>56</sup> is going to classify it as abandonment. We're talking about three hundred million in **bonded**<sup>57</sup> **equipment**<sup>58</sup> – **assets**<sup>59</sup> that were imported **under a tax suspension**<sup>60</sup>. If we walk away without **signing it over**<sup>61</sup> or exporting it properly, **customs**<sup>62</sup> can treat the whole lot as abandoned **cargo**<sup>63</sup> and **come after**<sup>64</sup> us for the **duties**<sup>65</sup> and **penalties**<sup>66</sup>.

**Marcus:** Is there any **middle ground**<sup>67</sup>? Could we potentially leave a "rotational **skeleton crew**<sup>68</sup>," just **the bare minimum**<sup>69</sup> to **keep the lights on**<sup>70</sup> and the legal status active?

**Elias:** (Leaning forward) **Let's be frank**<sup>71</sup>, Marcus. A "skeleton crew" is just a **polite way**<sup>72</sup> of saying "people we're willing to risk." I can't, **in good conscience**<sup>73</sup>, **sign off on**<sup>74</sup> that. If the **power grid**<sup>75</sup> goes, and

<sup>47</sup> supply chain sə'plai tʃeɪn łańcuch dostaw

<sup>48</sup> to snap tə snæp pękać

<sup>49</sup> court kɔ:t sąd

<sup>50</sup> blackout zone 'blækaʊt zəʊn strefa całkowitego braku łączności i prądu

<sup>51</sup> deep dive di:p daɪv dogłębna analiza

<sup>52</sup> snag snæɡ przeszkoda

<sup>53</sup> to be honest tə bi: 'ɒnɪst prawdę mówiąc

<sup>54</sup> pushback 'pʊʃbæk negatywna reakcja

<sup>55</sup> handover to sb 'hændəʊvə tə 'sʌmbədɪ

przekazanie komuś

<sup>56</sup> state steɪt tu: władze

<sup>57</sup> bonded 'bɒndɪd tu: taki, który wjechał do kraju, ale formalnie nie przeszedł jeszcze odprawy celnej (cło i podatek nie zostały zapłacone)

<sup>58</sup> equipment ɪ'kwɪpmənt sprzęt

<sup>59</sup> assets 'æsets aktywa, majątek

<sup>60</sup> under tax suspension 'ʌndə tæks səs'penʃən

w ramach zawieszenia poboru cła i podatków

<sup>61</sup> to sign sth over tə saɪn sθ 'sʌmbəɪŋ əʊvə tu:

formalnie coś przekazać

<sup>62</sup> customs 'kʌstəmz urząd celny

<sup>63</sup> cargo 'kɑ:gəʊ towar

<sup>64</sup> to come after sb tə kʌm 'ɑ:fɪtə 'sʌmbədɪ ʃɪɡəç kogoś

<sup>65</sup> duty 'dju:ti cło

<sup>66</sup> penalty 'penəlti kara

<sup>67</sup> middle ground 'mɪdl graʊnd kompromis, złoty środek, płaszczyzna porozumienia

<sup>68</sup> skeleton crew 'skelətn kru: niezbędny personel

<sup>69</sup> the bare minimum ðə beə 'mɪnɪməm absolutne minimum

<sup>70</sup> to keep the lights on tə ki:p ðə laɪts ɒn utrzymać działalność

<sup>71</sup> let's be frank lets bi: fræŋk bądźmy szczerzy

<sup>72</sup> polite way pə'laɪt weɪ tu: eufemizm

<sup>73</sup> in good conscience ɪn gʊd 'kɒnʃəns z czystym sumieniem

<sup>74</sup> to sign off on sth tə saɪn ɒf ɒn 'sʌmbəɪŋ podpisać się pod czymś

<sup>75</sup> power grid 'paʊə grɪd sieć energetyczna

<sup>20</sup> ground team graʊnd ti:m obsługa naziemna

<sup>21</sup> civil aviation authority 'sɪvl ,eɪvɪ'eɪʃən ɔ:'θɔ:ntɪ urząd lotnictwa cywilnego

<sup>22</sup> to issue sth tə 'ɪʃu: 'sʌmbəɪŋ ogłaszać

<sup>23</sup> grounding for sth 'graʊndɪŋ fə 'sʌmbəɪŋ uziemienie dla czegoś

<sup>24</sup> tech lead tek li:d pot. lider techniczny

<sup>25</sup> go-bag gəʊ bæɡ plecak ewakuacyjny

<sup>26</sup> assumption ə'sʌmpʃən założenie

<sup>27</sup> intel 'ɪntel informacje, dane wywiadowcze

<sup>28</sup> things have shifted θɪŋz hæv 'ʃɪftɪd sytuacja się zmieniła

<sup>29</sup> airspace 'eəspeɪs przestrzeń powietrzna

<sup>30</sup> to pull the trigger tə pʊl ðə 'trɪɡə zacząć działać

<sup>31</sup> private charter 'praɪvət 'tʃɑ:tə prywatny czarter

<sup>32</sup> long-term 'lɒŋtɜ:m długoterminowy

<sup>33</sup> shelter-in-place 'ʃeltə ɪn pleɪs schronienia dostępnego na miejscu

<sup>34</sup> backup 'bæk'ʌp zapasowy

<sup>35</sup> siege si:dʒ obleżenie

<sup>36</sup> to struggle with sth tə 'strʌɡl wɪð 'sʌmbəɪŋ mieć z czymś problem, zmagać się z czymś

<sup>37</sup> from a compliance standpoint frɒm ə kəm'plajəns 'stændpɔɪnt z prawnego punktu widzenia

<sup>38</sup> non-scheduled nɒn 'fedʃu:lɪd pozaplanowy

<sup>39</sup> contested kən'testɪd tu: sporny, atakowany

<sup>40</sup> covered 'kʌvəd tu: objęty ubezpieczeniem

<sup>41</sup> concern kən'sɜ:n obawa

<sup>42</sup> from the frying pan into the fire frɒm ðə 'fraɪɪŋ pæn 'ɪntə ðə 'faɪə z deszczu pod rynnę

<sup>43</sup> private bird 'praɪvət bɜ:d tu: prywatny lot, prywatna maszyna

<sup>44</sup> Duty of Care 'dju:ti ɒv keə obowiązek sprawowania opieki

<sup>45</sup> off the charts ɒf ðə 'tʃɑ:ts poza skalą

<sup>46</sup> to sigh tə saɪ wzdychać

**A WORD WORTH REMEMBERING**

to turn south/to go south  
/tə tɜ:n saʊθ/tə gəʊ saʊθ/  
idiom: przybierać zły obrót

it will, those servers are **paperweights**<sup>76</sup> anyway. Why are we even debating the **hardware**<sup>77</sup> when the literal roof is falling in?

**Sarah:** Because if we lose the licenses, we don't have a job to come back to. I'm not being cold; I'm trying to **see the forest for the trees**<sup>78</sup>. If we do a "dark-site" **wipe**<sup>79</sup> and just **vanish**<sup>80</sup>, our local partners will interpret that as a **breach**<sup>81</sup>. We'll be **tied up in**<sup>82</sup> **litigation**<sup>83</sup> for a decade. Is there any way we can use the **security contractors**<sup>84</sup> to **stay behind**<sup>85</sup>?

**Marcus:** That's a bit of a **grey area**<sup>86</sup>. I'd need to see if their contract allows for **asset protection**<sup>87</sup>, or if they're strictly personnel. It's a **significant lift**<sup>88</sup> on the legal side to **pivot**<sup>89</sup> that quickly.

**Elias:** It's also a massive "**danger pay**<sup>90</sup>" premium. We're talking an extra **fifty-k**<sup>91</sup> a day just to have them sit in the **lobby**<sup>92</sup>.

**Sarah:** I mean, compared to three hundred million in **seized**<sup>93</sup> assets, that's a **rounding error**<sup>94</sup>. But Elias, can they actually get there? The roads to the hub are already being **diverted by**<sup>95</sup> the military.

**Elias:** It's a **gamble**<sup>96</sup>. But it's the only way to **square the circle**<sup>97</sup>. We get the staff to the **airfield**<sup>98</sup>, and we **hand**<sup>99</sup> the keys to the guys with the **armoured**<sup>100</sup> SUVs. It's not ideal, far from it, but it keeps the **lawyers**<sup>101</sup> happy and the engineers on the plane.

**Marcus:** I see where you're coming from, but I'm worried about the optics. If we're seen prioritising **gear**<sup>102</sup> over people by **staying behind**<sup>103</sup> for a handover...

**Elias:** No, we aren't staying behind. The staff moves *now*. The contractors move *in*. We aren't asking for **volunteers**<sup>104</sup>. This has to be a **top-down mandate**<sup>105</sup>. If we give people the choice to stay, someone will, and then I'm the one who has to get them out when the roads are gone.

### ACT 3: The Transition<sup>106</sup>

06:45

**Sarah:** (On her **mobile**<sup>107</sup>, walking through a hallway) Right. I've initiated the **remote**<sup>108</sup>-handover protocol. It's a **stop-gap**<sup>109</sup>, but it should buy us

forty-eight hours of "active" status. Elias, tell me the buses are at the gate.

**Elias:** Two are through. The third is **stuck**<sup>110</sup> at a **checkpoint**<sup>111</sup>, but the driver is talking them through it. It's a bit of a **nail-biter**<sup>112</sup>, but we're making progress. The charter pilot has the engines running. We're officially in the "red zone" now.

**Marcus:** I've **put together**<sup>113</sup> a draft for the **stakeholders**<sup>114</sup>. I'm calling it a "**temporary**<sup>115</sup> relocation of administrative functions" rather than an evacuation. It sounds less... **final**<sup>116</sup>. Sarah, I'll need you to sign off on the **wording**<sup>117</sup> so we don't trigger any "**Force Majeure**<sup>118</sup>" **clauses**<sup>119</sup> **prematurely**<sup>120</sup>.

**Sarah:** Just send it. I'll look at it on the flight. For the time being, let's just focus on **getting** that third bus **inside the perimeter**<sup>121</sup>. Everything else is **secondary**<sup>122</sup>.

**Elias:** Once the **manifest**<sup>123</sup> is confirmed, I'll send a **ping**<sup>124</sup> to the **encrypted folder**<sup>125</sup>. Marcus, keep the line open to the **embassy**<sup>126</sup>. If that checkpoint **turns south**<sup>127</sup>, I'm going to need you to start making calls at the ministerial level.

**Marcus:** I'm on it<sup>128</sup>. I'll **circle back**<sup>129</sup> once I've **briefed**<sup>130</sup> the **board**<sup>131</sup>.

<sup>76</sup> paperweights 'peɪpəweɪts przycisk do papieru

<sup>77</sup> hardware 'hɑ:dweə sprzęt

<sup>78</sup> to see the forest for the trees tə si: ðə 'fɒrɪst fə ðə 'tri:z patrzeć na sprawę szerzej

<sup>79</sup> dark-site wipe dɑ:k saɪt waɪp wyczyszczenie wszystkiego do zera

<sup>80</sup> to vanish tə 'vænɪʃ zniknąć

<sup>81</sup> breach brɪ:tʃ naruszenie umowy

<sup>82</sup> tied up in sth 'taɪd ʌp ɪn 'sʌmθɪŋ uwiązany w czymś, pogrążony w czymś

<sup>83</sup> litigation 'lɪtɪ'geɪʃən proces, spór sądowy

<sup>84</sup> security contractor sɪ'kjʊərɪtɪ kən'træktə firma ochroniarska

<sup>85</sup> to stay behind tə steɪ br'haɪnd pozostać na miejscu

<sup>86</sup> grey area greɪ 'eəriə szara strefa

<sup>87</sup> asset protection 'æset prə'tekʃən ochrona mienia

<sup>88</sup> significant lift sɪ'ɡnɪfɪkənt lɪft tu: ogromny wysiłek

<sup>89</sup> to pivot tə 'pɪvət tu: nagle zmieniać kierunek

<sup>90</sup> danger pay 'deɪndʒə peɪ dodatek za pracę w niebezpiecznych warunkach

<sup>91</sup> fifty-k 'fɪfti keɪ pot. pięćdziesiąt kafli

<sup>92</sup> lobby 'lɒbi recepcja

<sup>93</sup> seized si:zd zajęty

<sup>94</sup> rounding error 'raʊndɪŋ 'erə błąd zaokrąglenia, ogonek

<sup>95</sup> diverted by sb daɪ'vɜ:td baɪ 'sʌmbədi

przekierowywany przez kogoś

<sup>96</sup> it's a gamble ɪts ə 'gæmbl to ryzyko

<sup>97</sup> to square the circle tə skweə ðə 'sɜ:kl próbować dokonać rzeczy niemożliwej

<sup>98</sup> airfield 'eəfɪ:ld lotnisko

<sup>99</sup> to hand tə hænd przekazać

<sup>100</sup> armoured 'ɑ:məd opancerzony

<sup>101</sup> lawyer 'bɜ:jə prawnik

<sup>102</sup> gear geə sprzęt

<sup>103</sup> to stay behind tə steɪ br'haɪnd pozostać na miejscu

<sup>104</sup> volunteer 'vɒləntə ohotnik

<sup>105</sup> top-down mandate top daʊn 'mændənt odgórny nakaz

<sup>106</sup> transition træ'nɪʃən przejście

<sup>107</sup> mobile 'məʊbaɪl komórka

<sup>108</sup> remote rɪ'məʊt zdalny

<sup>109</sup> stop-gap 'stɒpgæp prowizorka, tymczasowe rozwiązanie

<sup>110</sup> to get stuck tə get stʌk utknąć

<sup>111</sup> checkpoint 'tʃekpɔɪnt punkt kontrolny

<sup>112</sup> nail-biter 'neɪl baɪtə(r) sytuacja trzymająca w napięciu

<sup>113</sup> to put together sth tə pʊt tə'geðə 'sʌmθɪŋ przygotować coś

<sup>114</sup> stakeholder 'steɪk'həʊldə(r) interesariusz, partner w biznesie

<sup>115</sup> temporary 'tempərəri tymczasowy

<sup>116</sup> final 'faɪnl ostateczny

<sup>117</sup> wording 'wɜ:dnɪŋ sformułowanie, brzmienie

<sup>118</sup> Force Majeure 'fɔ:s mə'eɪʒə(r) siła wyższa

<sup>119</sup> clause klaʊzə klauzula

<sup>120</sup> prematurely 'premə'tjuəli przedwcześnie

<sup>121</sup> to get sth into the perimeter tə get 'sʌmθɪŋ 'ɪntə ðə pə'rɪmɪtə wprowadzić coś za kordon

<sup>122</sup> secondary 'sekəndəri drugorzędny

<sup>123</sup> manifest 'mænɪfest tu: lista pasażerów

<sup>124</sup> to send a ping tə send ə pɪŋ wysłać sygnał, krótka wiadomość

<sup>125</sup> encrypted folder ɪn'krɪptɪd 'fəʊldə zaszyfowany folder

<sup>126</sup> embassy 'embəsi ambasada

<sup>127</sup> to turn south/to go south tə tɜ:n saʊθ/tə ɡəʊ saʊθ **idiom:** przybierać zły obrót

<sup>128</sup> I'm on it. aɪm ɒn ɪt Zajmę się tym.

<sup>129</sup> to circle back tə 'sɜ:kl bæɪk wrócić, odezwać się do kogoś ponownie

<sup>130</sup> to brief sb tə brɪf 'sʌmbədi zdać komuś relację

<sup>131</sup> board bɔ:d zarząd

**Sarah:** (Softly) We're really doing this?  
**Elias:** We're doing the only thing we can. Let's not overthink the "what-ifs<sup>132</sup>" until we're at thirty thousand feet. We'll reassess<sup>133</sup> the fallout<sup>134</sup> once we're on the ground in Cyprus.  
**Sarah:** Fair enough. See you on the other side.

<sup>132</sup> what-if wɒt ɪf co by bytɔ, gdyby

<sup>133</sup> to reassess sth tɔ ˌriːəˈses ˈsʌmθɪŋ ponownie coś oćenić

<sup>134</sup> fallout ˈfɔːləʊt negatywne skutki

## 1: Navigating Conflict

- **A bit of a grey area:** Used when a situation is not clearly defined by rules or ethics.
- **I hear you, I really do:** Validates the other person's point before introducing a counter-argument.
- **I'll be blunt:** Used to introduce a difficult or uncomfortable truth directly.
- **I'm struggling with:** A softer way to say "I don't like this" or "I disagree with this."
- **It's not ideal – far from it:** Acknowledging a solution is flawed while suggesting it's the only option.
- **Let's be frank:** A transition to a more honest, less "corporate" level of discussion.
- **I see where you're coming from, but:** A classic diplomatic phrase to introduce a "but."

## 2: Under Pressure

- **Duty of Care liability:** The legal risk associated with failing to protect employees.
- **Operating on the assumption:** Based on information that might be outdated or incorrect.
- **A rounding error:** Describing a cost that is insignificant compared to the total stakes.
- **See the forest for the trees:** Focusing on the big picture rather than small, immediate details.
- **Square the circle:** Finding a way to satisfy two seemingly impossible requirements.
- **Significant lift:** Describing a task that requires a lot of effort, money, or legal work.
- **Stop-gap:** A temporary, imperfect solution designed to last a short time.

## 3: Practical Next Steps

- **Circle back:** To return to a conversation or person later with more information.
- **For the time being:** Focusing on the immediate present rather than the long-term.
- **A nail-biter:** A situation that is very tense or uncertain.
- **Pull the trigger:** To finally make a big decision or start an action.
- **Reassess the fallout:** To look at the consequences of a decision after the crisis has passed.
- **In the red zone:** A state of high alert or the final, most dangerous phase of a project
- **Top-down mandate:** An order that comes from leadership and is not up for negotiation.

## 4: Contingency & Emergency

- **Red zone:** The final and most dangerous phase of an operation, when time is nearly exhausted and conditions are rapidly deteriorating.
- **Bonded equipment:** Imported equipment held under a customs bond or tax suspension; if abandoned or improperly transferred, the company may become liable for duties, penalties, or seizure of the assets.
- **Go-bag:** A pre-packed emergency bag containing essentials needed for rapid evacuation, often used in security or disaster planning.
- **Shelter-in-place:** An emergency procedure where people remain inside a protected location rather than evacuating due to external danger.
- **Skeleton crew:** The smallest number of staff required to keep operations running temporarily during a crisis.
- **Grounding:** An aviation order preventing aircraft from taking off or landing in a specific airspace.
- **Extraction:** A coordinated evacuation operation designed to remove personnel from a dangerous environment.



## Yevgeny Primakov

(1929–2015) was a Soviet and later Russian **statesman**<sup>1</sup> whose strategic thinking shaped Russia's post-Cold War **foreign policy**<sup>2</sup>. As **foreign minister**<sup>3</sup> and **prime minister**<sup>4</sup>, he **developed**<sup>5</sup> the “Primakov Doctrine,” **rejecting**<sup>6</sup> US dominance in favour of a multipolar world of competing power centres. Primakov argued that creating instability between major powers – especially the United States, Europe, China and regional actors in the Middle East – could weaken Western unity. This **approach**<sup>7</sup> supports indirect methods such as instigating **proxy conflicts**<sup>8</sup>, **disinformation campaigns**<sup>9</sup>, and applying indirect pressure on Europe's borders. Formulated after the USSR's **collapse**<sup>10</sup>, this **framework**<sup>11</sup> has endured and has later been **reinforced by**<sup>12</sup> thinkers such as Alexander Dugin, who has given it a more explicit ideological form.



## Naval Ravikant

(b. 1974) is an Indian-American **entrepreneur**<sup>13</sup>, investor and thinker best known for **distilling**<sup>14</sup> complex ideas about wealth, happiness, and decision-making into **strikingly**<sup>15</sup> simple **principles**<sup>16</sup>. As **co-founder**<sup>17</sup> of AngelList, he helped reshape startup investing, giving early-stage companies wider access to capital. Yet his wider **influence**<sup>18</sup> lies in his writing and interviews, where he **blends**<sup>19</sup> philosophy, economics and **personal development**<sup>20</sup>. Ravikant argues that **modern**<sup>21</sup> **suffering**<sup>22</sup> is rarely caused by material lack, but by comparison and desire – “happiness is being satisfied with what you have; success comes from wanting what you have.” In an age defined by constant measurement and competition, his ideas offer a **counterpoint**<sup>23</sup>: that freedom comes not from **constant craving**<sup>24</sup>, but from learning what *not* to want.



## Ewa Woydytło

(b. 1939) is a Polish psychologist, therapist and author whose work has shaped public understanding of **addiction**<sup>25</sup>, **emotional health**<sup>26</sup> and **personal responsibility**<sup>27</sup>. Trained in clinical psychology and long **associated with**<sup>28</sup> the Institute of Psychiatry and Neurology in Warsaw, she became **widely known for**<sup>29</sup> her writing on alcoholism and **co-dependency**<sup>30</sup>, particularly in post-communist Poland, where these problems were often **hidden**<sup>31</sup> or **poorly understood**<sup>32</sup>. Woydytło combines psychological **knowledge**<sup>33</sup> with a clear, direct approach, emphasising personal responsibility, **self-awareness**<sup>34</sup> and the effort needed to change. Through her books, lectures, and media work, she argues that **emotional maturity**<sup>35</sup> requires facing **uncomfortable truths**<sup>36</sup> about yourself, rather than relying on simple explanations or blaming others.

<sup>1</sup> **statesman** 'steɪtsmən polityk, mąż stanu

<sup>2</sup> **foreign policy** 'fɔrɪn 'pɒlɪsi polityka zagraniczna

<sup>3</sup> **foreign minister** 'fɔrɪn 'mɪnɪstə minister spraw zagranicznych

<sup>4</sup> **prime minister** praɪm 'mɪnɪstə premier

<sup>5</sup> **to develop sth** tə dɪ'veləp 'sʌmθɪŋ opracować coś

<sup>6</sup> **to reject sth** tə 'rɪ:dʒekt 'sʌmθɪŋ odrzucać coś

<sup>7</sup> **approach** ə'prəʊtʃ podejście

<sup>8</sup> **proxy conflict** 'prɒksɪ 'kɒnflɪkt wojna zastępcza

<sup>9</sup> **disinformation campaign** ,dɪs,ɪnfə'meɪʃn kæm'peɪn kampania dezinformacyjna

<sup>10</sup> **collapse** kə'læps rozpad

<sup>11</sup> **framework** 'freɪmwɜ:k tu: koncepcja, model

<sup>12</sup> **reinforced by sb** ,ri:'fɔ:st baɪ 'sʌmbədi wzmacniany przez kogoś

<sup>13</sup> **entrepreneur** ,ɒntrəpra'na: przedsiębiorca

<sup>14</sup> **to distil sth** tə dɪs'tɪl 'sʌmθɪŋ wydobywać istotę czegoś, destylować

<sup>15</sup> **strikingly** 'straɪkɪŋli uderzająco

<sup>16</sup> **principles** 'prɪnsəplz zasady

<sup>17</sup> **co-founder** kəʊ 'faʊndə współzałożyciel

<sup>18</sup> **influence** 'ɪnfluəns wpływ, oddziaływanie

<sup>19</sup> **to blend** tə blend mieszać

<sup>20</sup> **personal development** 'pɜ:snl dɪ'veləpmənt rozwój osobisty

<sup>21</sup> **modern** 'mɒdən współczesny

<sup>22</sup> **suffering** 'sʌfərɪŋ cierpienie

<sup>23</sup> **counterpoint** 'kaʊntəpɔɪnt kontrapunkt, kontrargument

<sup>24</sup> **constant craving** 'kɒnstənt 'kreɪvɪŋ nieustanne pragnienie

<sup>25</sup> **addiction** ə'dɪkʃən uzależnienie, nałóg

<sup>26</sup> **emotional health** ɪ'məʊʃənl helθ zdrowie psychiczne

<sup>27</sup> **personal responsibility** 'pɜ:snl rɪs,pɒnsə'bɪlətɪ odpowiedzialność osobista

<sup>28</sup> **associated with sth** ə'səʊʃɪeɪtɪd wɪð 'sʌmθɪŋ związany z czymś

<sup>29</sup> **widely known for sth** 'waɪdli nəʊn fə 'sʌmθɪŋ powszechnie znany z czegoś

<sup>30</sup> **co-dependency** kəʊ dɪ'pendənsɪ współuzależnienie

<sup>31</sup> **hidden** 'hɪdn ukryty

<sup>32</sup> **poorly understood** 'pʊəli ,ʌndə'stʊd słabo poznany

<sup>33</sup> **knowledge** 'nɒlɪdʒ wiedza

<sup>34</sup> **self-awareness** self ə'veəneəs samoświadomość

<sup>35</sup> **emotional maturity** ɪ'məʊʃənl mə'tjʊərtɪ dojrzałość emocjonalna

<sup>36</sup> **uncomfortable truth** ʌn'kʌmfətəbl tru:θ niewygodna prawda



## Being Gordon Ramsay

We are passing on the Melania film to review Netflix's documentary series, *Being Gordon Ramsay*. But are they both just self-promotion vehicles<sup>1</sup>, with the latter involving more swearing? The series is anchored around<sup>2</sup> Gordon Ramsay's ambitious plan to open five distinct dining and hospitality concepts simultaneously inside 22 Bishopsgate, one of London's tallest buildings, with millions of pounds of investment and tight deadlines to meet. This is a little contrived<sup>3</sup>. However, as the episodes unfold, we eavesdrop<sup>4</sup> on design and supplier negotiations, battles over tight schedules, menu planning, staffing and applying different restaurant business models. In many ways, it is a complete business management training course. The documentary also cuts between professional decision-making pinch points and family commitments<sup>5</sup>. Gordon Ramsay is not afraid to expose his moments of self-doubt<sup>6</sup>, but like any superhero worth his salt<sup>7</sup>, we know he will come out victorious in the end. The clue lies in the production company, revealing that this isn't an incidental fly-on-the-wall<sup>8</sup> documentary. Studio Ramsay Global was launched as part of a strategic partnership between Ramsay and FOX Entertainment to develop and produce high-profile culinary and lifestyle programming for global audiences. That said, it is not a bad bill of fare<sup>9</sup>. You will have to decide for yourself – as they say, “the proof of the pudding is in the eating<sup>10</sup>.”

**Starring:** Gordon Ramsay and family, senior executives, chefs, designers, contractors<sup>11</sup>



**Production and distribution:** Studio Ramsay Global, as a Netflix Original documentary series, launched in February 2026

**Runtime:** 6 x 45–50 minutes per episode

**Genre:** Documentary series / Business & entrepreneurship / Food and hospitality

<sup>1</sup> self-promotion vehicle *self*

*prə'məʊʃn 'vi:tɪkl tu: film*  
autopromocyjny

<sup>2</sup> to be anchored around sth *tə bi: 'æŋkəd ə'raʊnd 'sʌmθɪŋ tu: kręcić się wokół czegoś, dotyczyć czegoś*

<sup>3</sup> contrived *kən'traɪvd tu: naciągany*

<sup>4</sup> to eavesdrop *tə 'i:vzdrɒp*  
podsluchiwać

<sup>5</sup> family commitments *'fæmli kə'mɪtmənts*  
zobowiązania rodzinne

<sup>6</sup> self-doubt *self 'daʊt*  
brak wiary

w siebie

<sup>7</sup> worth one's salt *wɜ:θ wʌnz sɔ:l*  
z prawdziwego zdarzenia

<sup>8</sup> fly-on-the-wall *flaɪ ɒn ðə wɔ:l*  
kręcony na żywo

<sup>9</sup> bill of fare *bɪl ɒv feə*  
karta dań

<sup>10</sup> the proof of the pudding is in the eating *ðə pru:f ɒv ðə 'pʊdɪŋ ɪz ɪn ði: 'i:tɪŋ*  
okaże się w praktyce

<sup>11</sup> contractor *kən'træktə*  
wykonawca



## Unhinged<sup>1</sup> Habits – Jonathan Goodman

Unhinged Habits is a manifesto<sup>2</sup> for greater productivity through imbalance. Currently available only as an audiobook, Jonathan Goodman's book argues that many people are organised, disciplined and busy, yet stuck because they never deliberately<sup>3</sup> break rhythm. We try too hard to keep all the balls in the air<sup>4</sup>, all the time.

At the centre of the book is Goodman's 8:4 Rule, in which he proposes dividing the year into roughly eight months of intense focus and four months of deliberate downshifting<sup>5</sup>. These “seasons” don't have to follow the calendar; they can align with<sup>6</sup> work cycles, family needs or personal energy, but the idea is to alternate rocket science between periods of concentrated effort, and rest, exploration and reconnection. Pushing hard and stepping back are treated as equally intentional and valuable. Other frameworks<sup>7</sup> build on this logic. The Explorer's Compass encourages small disruptions to routine to restore curiosity, while his model for evaluating friendships challenges listeners to distinguish<sup>8</sup> between genuine<sup>9</sup> connection and social inertia<sup>10</sup> (Like!).

Some may argue that this is not rocket science, and that we all have periods of intensive work or study followed by times when we take our foot off the pedal<sup>11</sup>. True as that may be, Goodman provides a wake-up call<sup>12</sup> to distribute our energy in strong bursts rather than operate at half-power throughout the year – effectively, just treading water<sup>13</sup>.



**Author and narrator:** Jonathan Goodman

**Publisher:** HarperCollins Leadership

**Audible release date:** January 27, 2026

**Price:** USD 33.46

<sup>1</sup> unhinged *ʌn'hɪŋdʒd* *pot. stuknięty, wyprowadzony z równowagi*

<sup>2</sup> manifesto *'mæni'festəʊ*  
*manifest, tu: apel*

<sup>3</sup> deliberately *dɪ'libərətli*  
celowo, specjalnie

<sup>4</sup> to keep all the balls in the air *tə ki:p ɔ:l ðə bɔ:lz ɪn ði: eə*  
robić kilka rzeczy jednocześnie

<sup>5</sup> downshifting *'daʊnʃɪftɪŋ*  
zwalnianie tempa

<sup>6</sup> to align with sth *tə ə'laɪn wɪð 'sʌmθɪŋ*  
zestrajac się z czymś

<sup>7</sup> framework *'freɪmwɜ:k*  
model

<sup>8</sup> to distinguish *tə dɪ'stɪŋɡwɪʃ*  
rozróżniać

<sup>9</sup> genuine *'dʒenjuɪn*  
autentyczny

<sup>10</sup> social inertia *'səʊʃəl ɪ'nɜ:ʃjə*  
społeczna inercja, polubienie

<sup>11</sup> to take one's foot off the pedal *tə teɪk wʌnz fʊt ɒf ðə 'pedl*  
wrzucić na luz

<sup>12</sup> wake-up call *'weɪk ʌp kɔ:l*  
pobudka

<sup>13</sup> to tread water *tə tred 'wɔ:tə*  
dreptać w miejscu

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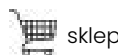
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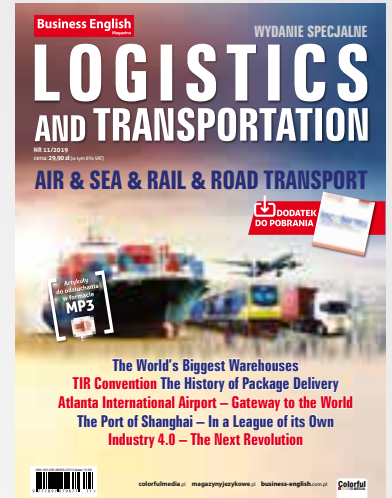
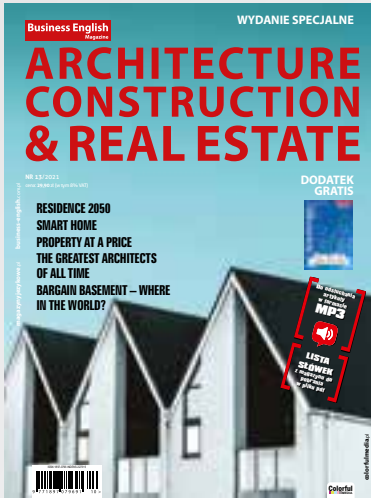
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