2024 考研英语阅读预测

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第一节 历年阅读来源、话题整理

年份	话题	杂志/期刊出处
2023	text1 环保-假草坪的好坏纷争；	《泰晤士报》
	text2 社会-美国国家公园面临的问题	《洛杉矶时报》
	text3 科技-网络改变人的记忆；	《美国时代周刊》
	text4 教育-青少年时期的矛盾行为；	《华尔街日报》
2022	text1 环保-环境友好型鸡蛋和可再生农场	《彭博观点》
	text2 社会-很多美国人选择在退休后继续工作；	《今日美国》
	text3 法制-如何远离"灰暗模式（侵犯用户隐私）"；	《福布斯》
	text4 教育-伦理道德课程可否改变人们行为	《科学美国人》
2021	text1 社会-是时候开展技能培训了；	《环球邮报》
	text2 经济-英国脱欧之后实现食物自给自足不过是一场梦；	《新科学家》
	text3 经济-科技巨头"先买再杀"策略收到严格审查	《金融时报》
	text4 心理-直觉有时比深思更准确	《今日心理学》
2020	text1 科技-老鼠与机器鼠交朋友并就其脱险	《新科学家》
	text2 经济-为什么 CEO 理应获得亿万美元高新；	《时代周刊》
	text3 环保-"清新空气区"；	《卫报》
	text4 社会-Z 时代的工作	《新闻周刊》
2019	text1 心理-内疚感可能是好事；	《大西洋月刊》

	text2 环保-利用森林应对气候变化；	《彭博观点》
	text3 社会-没有外籍劳工，美国农场就没有竞争力；	《彭博观点》
	text4 环保-让我们别再假装不用吸管就能解决塑料污染	《赫芬顿邮报》
2018	text1 教育-实践教育观；	《基督教科学箴言报》
	text2 环保-在"临界点"上的可再生资源；	《基督教科学箴言报》
	text3 法制-科技巨头信息垄断；	《卫报》
	text4 社会-为什么要管理你的精力而不是你的时间	BBC 网站
汇总	社会 6 次；环保 6 次；经济 3 次；教育 3 次；科技 2 次；法制 2 次；心理 2 次	

第二节 考研英语阅读预测

一、超 50 万劳动力外流，英国经济前景持续恶化 - 《卫报》

原文：

An exodus of more than half a million people from the British workforce since the Covid pandemic is putting the economy at risk of weaker growth and persistently higher inflation, a Lords report has warned. The House of Lords economic affairs committee said the sharp rise in economic inactivity – when working-age adults are neither in employment nor looking for a job – since the onset of the health emergency was posing "serious challenges" to the economy.

Against a backdrop of severe staff shortages across the country, it said earlier retirement among 50- to 64-year-olds was the biggest contributor to a rise in

economic inactivity of 565,000 since the start of the pandemic. Rising sickness rates among working-age adults, as well as changes in the structure of migration after Brexit and an aging UK population were also key drivers behind the rise of the "missing" workforce, it said.

According to the report, "Where have all the workers gone?", workforce shortages exacerbated by the loss of these individuals from the labour market stands to damage economic growth in the near term, while also reducing tax revenues available to finance public services.

It said the fall in the labour supply could also add to inflationary pressure, as employers compete for fewer available workers by raising wages. Inflation slowed from a peak of more than 11% in October to 10.7% in November, still among the highest rates since the early 1980s. Average wage growth in the UK has strengthened to about 6% in recent months, although it remains significantly below inflation.

The Lords report suggested the decision to retire early among 50- to 64-year-olds was the key driver of rising economic inactivity, with many appearing reasonably well off. Although it said this group may yet feel the full impact of the cost of living crisis, which could lead more people to return to work to meet rising expenses, it suggested that it was unlikely for a significant proportion of those who exited the workforce in 2020 to come back.

译文：

英国上议院的一份报告警告称，自新冠疫情以来，超过 50 万人从英国劳动力市场外流，让英国经济面临增长放缓和通胀持续走高的风险。英国上议院经济事务委员会表示，自疫情爆发以来，经济不活跃现象（处于工作年龄的成年人既

不就业也不找工作）急剧恶化，这对英国经济构成了"严重挑战"。

该机构表示，在全国员工严重短缺的背景下，50 岁至 64 岁人群提前退休是自疫情开始以来无经济活动人数增加 56.5 万人的最大原因。报告称，处于劳动年龄的成年人口发病率上升，以及英国脱欧后移民结构变化，加上英国人口老龄化，也都是"失踪"劳动力增加的主要驱动因素。

根据报告，"员工都去哪儿了?"劳动力市场上这些员工的流失加剧了劳动力短缺，这将在短期内损害经济增长，同时也会减少用于公共服务的税收收入。

该机构表示，劳动力供应下降也可能加剧通胀压力，因为雇主会通过提高工资来争夺更少的可用劳动力。英国通货膨胀率从 10 月份 11%以上的峰值水平下降至 11 月份的 10.7%，但仍然处于自 20 世纪 80 年代初以来的最高水平。最近几个月，英国的平均工资涨幅已提高至约 6%的水平，尽管仍明显低于通货膨胀率。

英国上议院的报告显示，50 岁至 64 岁人群提前退休的决定是导致无经济活动人数增加的关键驱动因素，其中许多人似乎相当富裕。尽管该机构表示，这一群体可能会感受到生活成本危机的全面压力，让更多的人重返工作岗位，从而满足不断上升的开销，但该机构表示，2020 年退出劳动力市场的很大一部分人不太可能重返职场。

二、全球首部 AI 法规诞生 - 《基督教科学箴言报》
原文：

The breathtaking development of artificial intelligence has dazzled users by composing music, creating images, and writing essays, while also raising fears about its implications. Even European Union officials working on groundbreaking rules to

govern the emerging technology were caught off guard by AI's rapid rise.

The 27-nation bloc proposed the Western world's first AI rules two years ago, focusing on reining in risky but narrowly focused applications. General purpose AI systems like chatbots were barely mentioned. Lawmakers working on the AI Act considered whether to include them but weren't sure how, or even if it was necessary.

The release of ChatGPT last year captured the world's attention because of its ability to generate human-like responses based on what it has learned from scanning vast amounts of online materials. With concerns emerging, European lawmakers moved swiftly in recent weeks to add language on general AI systems as they put the finishing touches on the legislation.

The EU's AI Act could become the de facto global standard for artificial intelligence, with companies and organizations potentially deciding that the sheer size of the bloc's single market would make it easier to comply than develop different products for different regions. "Europe is the first regional bloc to significantly attempt to regulate AI, which is a huge challenge considering the wide range of systems that the broad term 'AI' can cover," said Sarah Chander, senior policy adviser at digital rights group EDRi.

Authorities worldwide are scrambling to figure out how to control the rapidly evolving technology to ensure that it improves people's lives without threatening their rights or safety. Regulators are concerned about new ethical and societal risks posed by ChatGPT and other general purpose AI systems, which could transform daily life, from jobs and education to copyright and privacy. European rules influencing the rest of the world – the so-called Brussels effect – previously

played out after the EU tightened data privacy and mandated common phone-charging cables, though such efforts have been criticized for stifling innovation.

译文：

人工智能取得的惊人发展，在作曲、作画、写文章方面让用户眼花缭乱，同时也引发了人们对其影响的担忧。就连正在制定管理该新兴技术的开创性法规的欧盟官员，也对人工智能的迅速崛起感到猝不及防。

这个 27 国集团两年前提议设立西方世界首个人工智能规定，将重点放在了控制有风险但人们没有过多关注的应用上。像聊天机器人这样的通用人工智能系统几乎没有被提到。制定《人工智能法》的立法者考虑过是否将这类人工智能纳入其中，但不确定如何纳入，甚至不确定是否有必要纳入。

ChatGPT 因其能够根据从线上扫描大量材料学到的东西，生成像人类一样的反应，去年一经发布就吸引了全世界的注意。随着对人工智能担忧的出现，欧洲立法者在最近几周迅速采取行动，在为立法进行收尾工作时增加了关于通用化人工智能系统的规定。

欧盟的《人工智能法案》可能成为人工智能实际应用中被广泛接受和使用的全球标准，企业和组织可能会认为，与为不同地区开发不同产品相比，欧盟规模庞大的单体市场更容易遵守法案。数字版权组织 EDRi 高级政策顾问莎拉·钱德尔表示：“欧洲是第一个大力尝试监管人工智能的地区，考虑到广义的‘人工智能’可以涵盖的系统范围很广，这是一个极大的挑战。”

全世界的政府组织都在争先恐后地想办法控制这项快速发展的技术，以确保它在不威胁人们权利和安全的情况下改善人们的生活。监管机构担心 ChatGPT 和其他通用人工智能系统带来新的道德和社会风险，这些系统可能会改变日常生

活，改变从工作、教育到版权和隐私等方方面面。影响世界其他地区的欧洲规则——即所谓的布鲁塞尔效应——此前在欧盟加强数据隐私保护并强制要求使用通用手机充电电缆后发挥了作用，尽管这些努力被批评为扼杀创新。

三、读研究生的价值还大吗 - 《基督教科学箴言报》
原文：

Gallup reported in July that the number of Americans who have "a great deal" or "quite a lot" of confidence in higher education dropped 20 percentage points since 2015, to just 36%. A poll by The Wall Street Journal and University of Chicago offers one explanation for this. In April, it found that 56% of Americans agreed that a four-year college education was "not worth the cost because people often graduate without specific job skills and with a large amount of debt to pay off." That figure rose by 16% since 2013.

Return-on-investment conclusions, however, obscure attitudes moving in the opposite direction. A study published this week by New America, an education think tank in Washington, found that more than 70% of Americans think that higher education leads to "greater civic engagement, lower unemployment, and better public health within their communities."

The acknowledgment of those outcomes reveals a broad consensus among Americans on the value of nonmaterial benefits of higher education, such as mental enrichment and equality. "While there are still some gaps in responses between Democrats and Republicans, the individual and societal benefits of higher education show bipartisan alignment," the study reported.

According to the Humanities Indicators project at the American Academy of Arts & Sciences, enrollment in four-year and graduate degree programs in fields like history and literature has been dropping globally for years. That decline reflects job market trends more than a shift in intellectual curiosity. A study in Daedalus last year found that, in the United States, "the number of students earning associate's degrees in the humanities and liberal arts in community colleges has grown to unprecedented levels."

The demands for affordability and equality in higher education reported in the New America study seek to broaden the lanes of economic opportunity. But they also affirm the civic good that individuals and societies find in cultivating diversities of thought.

译文：

盖洛普在 7 月的一份报告表示，自 2015 年以来，对高等教育有"很大"或"相当大"信心的美国人数量下降了 20 个百分点，仅为 36%。《华尔街日报》和芝加哥大学开展的一项民意调查对此提供了一种解释。4 月，调查发现 56% 的美国人认为四年制大学教育"不值得花这么多钱，因为人们毕业时往往没有特定的工作技能，还欠下了大笔债要还。"有这种想法的人自 2013 年以来，比例上升了 16%。

然而，投资回报率的结论掩盖了完全相反方向的态度。位于华盛顿的教育智库"新美国"本周发布的一项研究发现，超过 70% 的美国人认为，高等教育能带来"更多公民参与社区服务、失业率更低以及更好的公共卫生"。

承认这些结果表明，美国人对高等教育的非物质利益的价值达成了广泛共识，

比如精神充实和平等。该研究报告称："虽然民主党和共和党之间的回应仍存在一些差距，但高等教育对个人和社会效益显示出两党一致的结果。"

根据美国艺术与科学学院的人文指标项目，全球范围内历史和文学等领域的四年制和研究生学位的入学率多年来一直在下降。这种下降更多地反映的是就业市场的趋势，而不是求知欲的转变。代达罗斯大学去年的一项研究发现，在美国，"在社区学院获得人文和文科副学士学位（两年制学位）的学生人数增长到了前所未有的水平。"

《新美国》研究报告中提到的对高等教育可负担性和平等性的要求，旨在拓宽经济机会的通道。但它们也肯定了在培养思想多元化中个人和社会发现的公民利益。

四、英国养老金"三重锁" - 《每日电讯报》

原文：

While millions of state pensioners will receive the biggest pay rise on record this spring, the future of the Government's controversial "triple lock" still remains uncertain. The policy, which was a key Conservative manifesto pledge, promises to increase the state pension every April in line with the highest of the previous September's inflation, wage growth or 2.5pc. It means that the weekly new state pension will rise to £203.85, equivalent to £10,600.20 a year from April. That is £972 higher than this financial year.

The basic state pension, paid to those who reached the state pension age before 2016, will increase to £156.20 a week or £8,122.40 annually. The confirmation of the lock came as welcome news for older Conservative voters, but the growing cost of the

policy has given rise to public doubts from senior members of the party. The state pension is expected to cost the Government an additional £11bn next year, according to estimates from the Institute for Fiscal Studies, a think tank.

Former chancellor Philip Hammond first questioned the sustainability of the triple lock in an interview in November. "Is it really right that we should always up the rate by the highest of wages, prices or by 2.5pc？" he asked. "I think that is quite difficult to justify, and not all pensioners are poor."

Carl Emmerson, of the IFS, said that the triple lock was an economically flawed policy. Critics of the policy have suggested that a "smoothing" process would improve its sustainability, so that the state pension increases by the average of inflation, wage growth and 2.5pc, rather than the highest of the three.

If the policy had been implemented in this shape since its introduction in 2011, it would have saved the Government approximately £13.4bn, according to calculations from the pensions specialist Canada Life. But Mr Hanton added that with an election coming up in late 2024 or early 2025, the Government may announce tweaks to the policy sooner rather than later to avoid hitting too close to the voting period.

译文：

尽管今年春天数百万国家养老金计划参与者收到的养老金将出现有史以来最大的增长，但政府颇受争议的"三重锁"的未来仍充满不确定性。这项政策是保守党在竞选宣言中的一项重要承诺，承诺每年 4 月提高国家养老金，增长水平与此前 9 月的通货膨胀率、工资增长率、2.5%中的最大值保持一致。这意味着从明年 4 月起，最新国家周养老金将升至 203.85 英镑，相当于每年 10600.20 英镑。

这比本财政年度高出 972 英镑。

这意味着向 2016 年之前达到法定退休年龄的人支付的基本国家养老金将增加到 156.20 英镑/周或 8122.40 英镑/年。这个确认对保守党的老选民来说是个好消息，但该政策不断增长的成本已经引起了党内高级成员的公开质疑。根据智库财政研究所的估计，国家养老金明年预计将额外花费英国政府 110 亿英镑。

去年 11 月，英国前财政大臣菲利普·哈蒙德在接受采访时首次质疑三重锁的可持续性。"我们总是提高养老金增长率，取工资增长、物价增长、2.5%中的最高额，这真的正确吗?" 他问道。"我认为这很难证明，并不是所有的养老金领取者都很穷。"

英国财政研究所的卡尔·埃默森表示，三重锁是一项有经济缺陷的政策。该政策的批评者认为，一个"平滑"增长的过程将提高其可持续性，这样国家养老金的增长将与通货膨胀、工资增长、2.5%的平均值持平，而不是取三者中最高的一个。

根据养老金专业机构加拿大人寿的计算，如果该政策自 2011 年推出以来一直以这种方式实施，将会给英国政府节省约 134 亿英镑。但汉顿补充说，由于大选将在 2024 年底或 2025 年初举行，政府可能会尽早宣布调整政策，避免时间太接近投票期。

五、原来抑郁症影响到了这么多人 - 《每日电讯报》

原文：

The number of young people unable to work because of ill health has doubled in a decade to almost 200,000, amid an escalating mental health crisis among teenagers. A new report by the Resolution Foundation found that the number of young adults

who are inactive because of health issues has risen from 94,000 in 2012 to 185,000 in 2022.

A quarter of 18-to-24 year olds who were out of work last year blamed ill health, up from just 8pc a decade earlier. Mental health issues were by far the most common ailment, with almost two thirds citing this as the reason for being unable to work.

The findings are likely to fuel fears that Covid-19 lockdowns have stoked a mental health crisis among the young. Mental illness among teenagers and young people was on the rise before the pandemic but cases have accelerated during and since.

More than a quarter 17-to-19 year olds had a probable mental health disorder by the end of 2022, according to NHS figures, compared to just a tenth in 2017. Among teenage girls, one in three suffer from some type of mental health issue, NHS data shows. Mental illness covers a wide range of issues, from eating disorders such as anorexia and bulimia to anxiety and depression or even schizophrenia.

Debilitating mental health issues were most prevalent among those with low education levels, the Resolution Foundation found. Four in five out of work because of mental illness only have GSCE-level qualifications or below. Problems were also particularly severe in small towns and villages, according to the research.

译文：

在青少年心理健康危机日益升级的背景下，因健康状况不佳而无法工作的年轻人的数量在十年间翻倍了，达到近 20 万人。解决基金会的一项新的报告发现，因健康问题而无所事事的年轻人从 2012 年的 9.4 万人上升到了 2022 年的 18.5

万人。

18 到 24 岁的人中有四分之一的人去年因健康问题而失业，十年前的这一比例仅为 8%。到目前为止，心理健康问题是最常见的疾病，近三分之二的人认为这是导致无法工作的原因。

这个发现可能会加剧人们的恐惧，大众认为新冠病毒的隔离引发了人们的心理健康危机。青少年以及年轻人之间在疫情以前精神疾病问题就呈现上升状态，但是在疫情期间以及自那之后，这一趋势愈发严重了。

根据英国国民健康服务体系的数据，截至 2022 年底，17 至 19 岁的年轻人中有超过四分之一的人可能患有心理健康障碍，而 2017 年这一比例仅为十分之一。英国国家医疗服务体系的数据显示，在青少年女生中，每三人中就有一人患有某种类型的心理健康问题。精神疾病涵盖的问题非常广泛，包括厌食症、贪食症等进食失调问题，还包括焦虑、抑郁甚至精神分裂症。

解决基金会发现，令人衰弱的心理健康问题在受教育程度低的人群中最为普遍。五分之四因精神疾病而失业的人只有普通中等教育水平及以下的学历。研究显示，小城镇和乡村的问题也特别严重。

六、比起狮子，野生动物更惧怕人类的声音 - 《科学美国人》
原文：

Despite heavy poaching of rhinos, South Africa's Kruger National Park is still a natural paradise. One of the largest remaining lion populations in Africa lives there. Yet there is something the local animals fear even more than the big cats.

For their experiment, the team placed camera traps and loudspeakers at water holes in the national park, which allowed the researchers to influence and record the

behavior of a total of 19 mammal species. They played the animals sounds of normal conversations of humans in four South African languages, dogs barking, gunshots and lion sounds—their growls and snarls, not loud roars.

The study group found that animals were twice as likely to flee and vacated an area faster when they heard human voices than when they heard lions or gunshots. This was true for 95 percent of the animal species observed, including giraffes, leopards, hyenas, zebras, kudu, warthogs, impalas and rhinos. Only elephants were significantly more likely to run from lions than from humans.

The same was true of the time that animals spent at water holes: they usually stayed longer when lion sounds were played to them than when human voices were heard. Wild dogs, leopards and buffalo were the only animals who stayed at water holes longer when they heard humans, and the difference was not statistically significant for these species. "There is a notion that animals get used to humans when they are not being hunted. But we've shown that's not the case," Clinchy says. "Fear of humans is deeply rooted and pervasive, so we need to seriously address it for conservation reasons."

The team is now investigating whether its customized sound systems can be used to help endangered species, such as the southern white rhino, away from known poaching areas in South Africa. Initial tests of keeping rhinos away from such areas through the use of human voices have been successful.

译文：

    尽管犀牛偷猎现象严重，南非克鲁格国家公园仍然是一个自然天堂。非洲现

存最大的狮子种群之一就生活在那里。然而，比起大型猫科动物，当地动物更害怕另一种东西。

在实验中，研究小组在国家公园的水坑中架设了隐藏式摄像头和扬声器，让研究人员通过这些装置影响和记录了共计 19 种哺乳动物的行为。他们向动物播放了用四种南非语言说话的人类正常对话声、狗叫声、枪声和狮子的低吼声（不是大声的咆哮声）。

研究小组发现，当动物听到人声时，它们逃跑的可能性要比听到狮子或枪声时高出一倍，撤离的速度也更快。95%的动物物种都是如此，包括长颈鹿、豹、鬣狗、斑马、库杜、疣猪、黑斑羚和犀牛。只有大象躲避狮子的几率明显高于躲避人类的几率。

动物在水潭边逗留的时间也表现出了类似的情况：当向它们播放狮子的声音时，它们在水潭边逗留的时间通常比听到人声时长。野狗、豹子和水牛是唯一在听到人类声音时在水潭边停留时间更长的动物，但这些物种表现出的差异在统计学上并不显著。"有一种观点认为，动物平时不会被猎杀时，它们会习惯人类的存在。但我们已经证明事实并非如此，"克林奇说。"动物对人类的恐惧根深蒂固，无处不在，为了保护动物，我们需要认真解决这个问题。"

该团队目前正在研究其定制的声音系统能否用于帮助濒危物种（如南方白犀牛）远离南非已知的偷猎区。利用人类的声音让犀牛远离这些地区的初步测试已经取得了成功。

七、橙色的秘密 - 《新科学家》

原文：

The genes that make carrots orange have finally been identified, giving biologists

a better understanding of what makes them so nutritious. The first domesticated carrots were grown in central Asia during the 10th century, and they were originally purple or yellow. Orange carrots first appeared in western Europe in the 1400s, probably as a result of crossing yellow and white carrots.

Since then, orange carrots have surged in popularity, due to their bright colour and sweetness. "By the early 1900s, there was an understanding that the juice of orange carrots was medically active," says Massimo Iorizzo at North Carolina State University. "This all contributed to carrots' status as an iconic healthy vegetable."

Now, Iorizzo and his colleagues have uncovered the science behind their distinctive colour. The researchers sequenced the genomes of 630 types of carrot, then looked for gene variants associated with particular traits.

They found three specific genes where orange carrots had variants that resulted in the gene being switched off. In purple, yellow or white carrots, at least one of the three genes was turned on. These genes regulate levels of alpha-carotene and beta-carotene – chemicals that belong to a group of pigments called carotenoids. Alpha and beta-carotene are converted to vitamin A in the human body, which is important for the health of the eyes, immune system and other parts of the body.

When these genes are switched off, carrots produce more of these pigments, which generate their signature orange hue as well as making them a particularly rich source of vitamin A, says Iorizzo. Other carrots have higher levels of different carotenoid pigments that aren't converted into vitamin A.

译文：

让胡萝卜呈现橙色的基因终于被发现了，这让生物学家更好地了解了让胡萝卜如此有营养的原因。第一批家养胡萝卜在 10 世纪的中亚种植的，它们一开始是紫色或黄色的。橙色胡萝卜最早出现在 15 世纪的西欧，可能是黄色胡萝卜和白色胡萝卜杂交的结果。

从那时起，橙色胡萝卜因其鲜艳的颜色和甜美的味道受到广大欢迎。北卡罗莱纳州立大学的 Massimo Iorizzo 说："到 20 世纪初，人们已经认识到橙色胡萝卜汁有医学活性。""这一切都使胡萝卜成为一种标志性的健康蔬菜。"

现在，Iorizzo 和他的同事们发现了它们独特颜色背后的科学原理。研究人员对 630 种胡萝卜的基因组进行了测序，然后寻找与特定性状相关的基因变异。

他们发现了三种具体的导致基因表达关闭的基因变异点位。而在紫色、黄色或白色胡萝卜中，这三处基因或者至少其中一种基因是激活的。这些基因调节 α-胡萝卜素和-胡萝卜素的水平，这两种化学物质属于一类被称为类胡萝卜素的色素。α-胡萝卜素和 β-胡萝卜素在人体内转化为维生素 A，对眼睛、免疫系统和身体其他部分的健康都很重要。

Iorizzo 说，当这些基因被关闭时，胡萝卜会产生更多的这些色素，这些色素会产生它们标志性的橙色，并使它们成为维生素 A 的特别丰富的来源。其他胡萝卜含有更多的不能转化为维生素 A 的类胡萝卜素。

八、技术让供应链更强 - 《哈佛商业评论》
原文：

To move forward, supply chain managers need more flexible, dynamic connections between trading partners to replace their current point-to-point, static

connections that are unable to adapt to sudden, unexpected supply chain disruptions. What they need is a more modern, more responsive supply chain platform.

One of the most significant challenges facing retailers today is the orchestration of a seamless consumer experience across multiple channels, such as online, in store, and hybrid models that combine the two. Network-wide inventory visibility is essential for enabling unified commerce. With network-wide inventory visibility, companies can avoid stockouts and overstock situations, reducing carrying costs and enhancing customer satisfaction. By utilizing advanced tracking technologies such as RFID, IoT sensors, and data analytics, businesses can gain insights into inventory levels, location, and movement in real-time, allowing them to make better data-driven decisions.

Successful sales and operations planning (S&OP) requires leadership participation from a broad range of functions, including finance, sales, marketing, production, and fulfillment. Fortunately, this becomes easier as modern collaboration platforms replace outdated tools to provide a single source of truth data, intuitive modeling, and performance dashboards. When executed properly, S&OP provides companies with the ability to anticipate future demand and respond proactively to changes in the market. This approach also aids in risk management and contingency planning, allowing businesses to mitigate the impact of supply chain disruptions or economic fluctuations.

While following this approach is critical to building a resilient supply chain that can endure unforeseen disruptions, the latest technology can also be leveraged to build stronger supply chain systems that position the entire organization for success.

Instead of relying on technology to simply survive, forward-looking executives will use it to help their businesses thrive: Leverage AI/ML to support supply chain management. By leveraging advanced algorithms and data analytics, AI/ML technologies enhance the accuracy of demand forecasting, enabling companies to anticipate market trends, fluctuations, and customer preferences with unprecedented precision. This predictive capability facilitates efficient inventory management, reducing excess stock, and minimizing stockouts, thus optimizing working capital.

One of the most visible and lasting impacts of the pandemic was how it forced employees at every rung of the business to learn new collaboration skills. Daily meeting participants on Zoom rose from 10 million to 300 million in just four months. And the reality is that while collaboration within an organization has often proven to be challenging, it's even more imperative for supply chain managers to collaborate outside of their organization with customers, suppliers, and partners. These managers, in particular, will need to rely on the implementation of proper tools such as permission-based private networks to provide a safe, easy, and trusted environment to share supply chain data.

译文：

　　为了进一步发展，供应链管理者需要与贸易伙伴建立更灵活、动态的关系，来取代目前无法适应突然、意外的供应链中断的点对点静态联系。他们需要的是一个更现代化、反应更快的供应链平台。

　　目前零售商面临的最大的挑战之一就是在多个渠道之间（如线上、实体店或二者结合的混合模式），统筹衔接完美的消费者体验。全网络库存可见性对实现

商务统一至关重要。通过建立全网范围内的库存可见性，公司可以避免缺货和库存过剩的情况，减少运输成本，提高客户满意度。通过利用先进的跟踪技术，如RFID、物联网传感器和数据分析，企业可以实时了解库存水平、位置和物流位置情况，让他们更好地基于数据而做出决策。

成功的销售和运营计划需要众多职能部门的牵头参与其中，包括财务、销售、市场营销、生产和履行。幸运的是，随着现代协作平台取代过时的工具，以单一来源提供真实数据、直观建模和绩效面板，让这件事变得更容易了。如果执行得当，销售和运营计划就能为公司提供预测未来需求和积极应对市场变化的能力。这种方法还有助于风险管理和应急计划，让企业能够减轻供应链中断或经济波动的影响。

虽然遵循这个方法对建立一个弹性的、可承受非预见性中断的供应链来说至关重要，但也可以把最新技术用于建立一个更强大的供应链系统，为整个企业的成功奠定基础。有远见的高管不会仅限于依赖技术让企业生存下去，而是会利用它来帮助业务实现蓬勃发展：利用人工智能或机器学习来支持供应链管理。通过利用先进的算法和数据分析，人工智能/机器学技术提高了需求预测的准确性，让公司预测市场趋势、波动和客户偏好的准确度提高到了前所未有的高度。这种预测能力有助于实现高效的库存管理，减少过剩库存，并尽量减少缺货，从而优化营运资金。

疫情最显著且最持久的影响之一是，迫使企业各层级员工学习新的协作技能。用 Zoom（一个视频会议软件）召开的日常会议的使用者在短短四个月内从 1000万增加到 3 亿。现实情况是，虽然组织内合作已经常常被证明非常具有挑战性，但供应链管理人员在组织外部与客户、供应商和合作伙伴开展协作的迫切程度更高了。这些管理者尤其需要依赖采用合适的工具，例如基于许可的专用网络，来

提供一个安全、易用和可信的环境从而共享供应链数据。

九、长寿的又一个秘诀 - 《华盛顿邮报》

原文：

Women who live to age 90, 95 or even 100 experience what's known as "exceptional longevity." An analysis published last month found one factor linking those long lives: maintaining a stable body weight over decades.

The study, published in the Journals of Gerontology: Series A, looked at data about 54,437 women from the Women's Health Initiative, a long-term study that began in the 1990s. The women studied were born on or before Feb. 19, 1932, and the researchers looked at their weight when they began the program, in Year 3, and in Year 10 of the program, then followed up on their survival status as of Feb. 19, 2022.

They found that the women whose body weight stayed stable over the years had 1.2 and 2 times the odds of surviving to 90 and beyond than those who lost weight. Women who lost 5 percent or more of their body weight over the first three years studied had 33 percent lower odds of surviving to 90, 35 percent lower odds of surviving to 95 and 38 percent lower odds of surviving to 100 than their counterparts whose weight remained stable.

One factor associated with longer lives was whether a woman had intentionally lost weight. Those who unintentionally dropped pounds had 51 percent lower odds of survival to age 90 compared with others in the study. The researchers write that gaining weight over the study period "was not significantly associated with survival" to an extended age.

The study doesn't just suggest that weight stability might be able to predict longevity, the researchers write. They also note that "blanket recommendations for weight loss in older women are unlikely to lead to better survival to advanced ages." More research needs to be done, they write, especially to tease out the connections between health problems and weight loss and among a more diverse racial and ethnic population.

译文：

能活到 90 岁、95 岁甚至 100 岁的女性被称为 "超常长寿"。上个月发表的一项分析发现了一个与她们长寿有关的因素：几十年来保持稳定的体重。

这项研究发表在《老年学杂志：A 系列》上，研究了来自女性健康倡议项目共 54,437 名女性的数据，该个项目是一个始于上世纪 90 年代的长期研究。被研究的女性在 1932 年 2 月 19 日及以前出生，研究人员调查了她们在项目开始时、项目第 3 年和第 10 年的体重，然后跟踪调查了她们截至 2022 年 2 月 19 日的生存状况。

他们发现，体重多年保持稳定的女性活到 90 岁及以上的几率是减肥女性的 1.2 倍和 2 倍。在研究的前三年中，体重减轻 5%或以上的女性活到 90 岁的几率比体重保持稳定的女性低 33%，活到 95 岁的几率低 35%，活到 100 岁的几率低 38%。

与长寿相关的一个因素在于女性是否有意减肥。与研究中的其他人相比，那些非故意体重下降的人活到 90 岁的几率要低 51%。研究人员写道，在研究期间体重增加与"寿命更长没有显著关联"。

研究人员写道，这项研究并不仅仅表明，体重稳定或许预示着长寿。他们还

指出，"笼统建议老年女性减肥不太可能让她们更好地活到高龄"。他们写道，还需要做更多的研究，特别是要找出健康问题与减肥之间的联系，以及在更多元的种族和民族人口中的联系。

十、阅读给身体带来的变化 - 《今日心理学》

原文：

Reading allows you to de-stress by unplugging and escaping. In one study, reading was found to be as effective as yoga and humor in reducing subjective feelings of stress over a 30-minute period, as well as objective measurements of systolic blood pressure (SBP), diastolic blood pressure (DSP), and heart rate (HR). This means that reading impacts your physical as well as your psychological health. Note that a good old-fashioned book or a dedicated eBook reader is the best way to do this, but if you are using a tablet, phone, or computer on which to read, shut down other programs and turn off notifications. Distractions and disruptions interfere with reading's stress management properties.

In a longitudinal study of individuals aged 64 and over, those who read at least once a week were less likely to experience cognitive decline than those who did not. At the 14-year mark of the study, and regardless of educational level, those who read more enjoyed greater protection. This effect is maintained into readers' 80's. Another study found that cognition in those over 80 was protected by activities such as reading.

Additionally, readers may live longer than non-readers. One study found that book readers lived longer than non-book readers and this was hypothesized to be due

to the effect that reading has on maintaining cognitive abilities over time. Another study found men aged 70 and older who read daily had lower mortality rates over time than those who did not, when controlling for a number of potentially confounding variables.

Bibliotherapy, or the use of various reading materials for the promotion of psychological health, is a well-known adjunct to mental health treatment. Bibliotherapy can consist of any type of literature and may include self-help books, focused readings, first-hand accounts of other's experiences, and even relevant fiction. This can be a powerful strategy and has been used successfully to reduce depression, suicidal thinking, anxiety, obsessive-compulsive symptoms, health anxiety symptoms, insomnia, and stress.

Reading can be an important bedtime ritual for anyone — not just kids. For adults, reading a book before bed can reduce the amount of time it takes to fall asleep and increase sleep duration. Note that the operative term here is book. Reading from a tablet or other blue enriched light source, including eBook readers, increases alertness and delays sleep onset, decreases melatonin secretion, disrupts sleep physiology and decreases morning alertness.

译文：

阅读可以让你通过断网和逃避的方式减压。一项研究发现，阅读和瑜伽以及幽默一样，可以在 30 分钟内减少主观压力感，以及收缩压、舒张压、心率等客观指标。这意味着阅读不仅可以影响你的心理健康，也可以影响身体健康。需要注意的是一本老式图书或专用的电子书阅读器是实现这一目标的最佳工具，如果

你用平板、手机或电脑来阅读，请退出其他程序或关闭提醒。分心和干扰会影响阅读在压力管理上的特性。

在一项针对 64 岁及以上人群的纵向研究中，那些每周至少阅读一次的人比那些不阅读的人更不容易出现认知能力下降。在 14 年的研究中，无论教育水平如何，那些阅读量更大的人享受到的保护更多。这种效果能一直持续到读者的 80 岁左右。另一项研究发现，80 岁以上老人的认知能力也会受到阅读等活动的保护。

此外，爱读书的人可能比不读书的人寿命更长。一项研究发现，读书的人比不读书的人更长寿，这个结论基于阅读对长期保持认知能力的影响的假设。另一项研究发现，在控制了一些潜在的混淆变量后，70 岁及以上每天阅读的男性随着年岁增长的死亡率低于那些不阅读的男性。

阅读疗法，即使用各种各样的阅读材料来促进心理健康，是一种著名的心理健康治疗的辅助方法。阅读疗法可以包括任何类型的文学作品，可能包括自助书籍、有针对性的阅读、他人亲身经历的一手资料，甚至相关的小说。这是一种很强大的策略，已经成功地用于减少抑郁、自杀念头、焦虑、强迫症状、健康焦虑症状、失眠和压力。

阅读对任何人来说都是一项重要的睡前仪式——不仅针对孩子。对于成年人来说，在睡前看一本书可以减少入睡准备时间，延长睡眠时间。注意这里的关键词是"书"。用平板电脑或其他蓝光光源（包括电子书阅读器）阅读，会提高清醒度，推迟睡眠时间，减少褪黑激素分泌，扰乱睡眠生理，降低晨起清醒度。