Section I　Use of English

1. [D] However

解析：逻辑关系题。前一句提到“为员工设定目标并不难，与后一句“much harder” 语义相反，是转折关系，故选 however。

2. [C] emphasize

解析：动词辨析题。前一句说与工作相关的行为有很多因素成分，后文说其余的可能会被扭曲，因此此处应该选择只强调一个，identify 识别，assess 评价评估，explain 解析均不符合题意，故选 emphasize。

3. [B] quickly

解析：副词辨析题。在伦敦乘坐公交车，你很快就会发现这一理论在公交车司机身上的表现。因此根据语义应选择“quickly”表示自然而然的就能快速得出结果，curiously 好奇地，eagerly 好奇地，nearly 几乎均不符合题意。

4. [A] check

解析：动词辨析题。inspector 检票员的工作就是检查，prove 证明, recall 召回, claim 声称均不符合题意，故选“check”。

5. [C] ignored

解析：动词辨析题。前文说检票员很少检出人们是否交钱，所以后文提到“跑着去赶车的人”会被忽视，threatened 威胁，mocked 取笑，blamed 责备均不符合题意，故选“ignored”。

6. [C] punctuality

解析：名词辨析题。后面说到“人们抱怨公交车总是晚点或班次少”，因此可以反推前一句表达的是“目标是守时”，hospitality 殷勤好客，competition 竞争比赛，innovation 创新均不符合题意，故选“punctuality”。

7. [D] So

解析：逻辑关系题。前文提到“公交车总是晚点或班次少 ”的问题，所以解决方式就是增加其数量，故选“so ”表因果关系。

8. [A] rewarded

解析：动词辨析题。or 表示“或者”，可前后连接两个相对的事物，所以与 punished 惩罚相对的应该是奖励，trained 训练，grouped 组团，hired 雇佣均不符合题意，故选“rewarded”。

9. [B] also

解析：副词辨析题。前一句“公交车司机们达到了这些目标”，后文 but 转折提到会撞到骑自行车的人，说明可能会同时造成两个结果，故选“also”表示并列。

10. [D] revenue

解析：名词辨析题。根据后文“more inspectors and more sensitive pricing”表示“更多的检票员和更敏感的定价”可以推测出与此相关的标准应该是收益，comfort 安慰，efficiency 效率，security 安全均不符合题意，故选“revenue”收益。

11. [A] cautious

解析：形容词辨析题。被修饰的名词是 driver 司机，同时根据上半句提到的“safety” 安全，所以是小心谨慎的司机，quiet 安静的，diligent 勤劳的，friendly 友好的均不符合题意，故选“cautious”。

12. [D] problem

解析：名词辨析题。上文提到公交车司机为了达到规定的时间标准而引发的一些问题，这里出现“another”表明是另一个问题，purpose 目标，prejudice 偏见，policy 政策均不符合题意，故选“problem”。

13. [B] noticed

解析：动词辨析题。后文说晚一个小时出发仍能准时到达，因此动词表示的是是否有注意到过这样的现象，revealed 揭示，admitted 承认，reported 报告均不符合题意，故选“noticed”。

14. [D] trip

解析：名词辨析题。本句中的“airlines”表示航空公司，所以是改变航班需要的时间，故选“trip”。

15. [B] moral

解析：名词辨析题。前文是举具体例子，后边紧跟着是这些例子的“寓意”很简单。

16. **[A] sacrifice**

解析：动词辨析题：上文提到大多数的工作都是有很多标准的，但是选择了一个那么就要去怎么样其余的，因此根据语义需选择放弃或牺牲，criticize 批评，tolerate 容忍，interpret 解释均不符合题意，故选“sacrifice”。

17. [B] cost

解析：名词辨析题。前一句说所有事都可以做的很快，本句 but 转折，因此本句语义是负向，secret 秘密，product 产品，task 任务均不符合题意，故选“cost”成本。

18. [A] relating to

解析：固定搭配。空前说很多标准，空后说重要的因素，因此是同一类，relate to 固定搭配表示与之相关，符合题意。

19. [C] specify

解析：动词辨析。not only,but also 并列结构，所以要和“understand”构成并列，同时空后承接的名词是“one or even two dimensions of the objective”一到两个目标纬度，因此 specify 列举符合题意。

20. [B] achieve

解析：动词辨析题。空后承接的宾语名词为“objective”目标，根据语义搭配，achieve 实现符合题意。

Section II Reading Comprehension

Part A

Text 1

21. [A]an urgent demand for new job skills

解析：细节题。根据题干定位词 World Economic Forum 定位到原文第一段倒数第二句话 Research by the World Economic Fortune finds that on average 42 percent of the “core skills” within job roles will change by 2022. 表明工作角色中的 42%的核心能力会在 2022 年有所改变，因此选项“an urgent demand for new job skills 对新的工作技能的迫切需求”与原文句同义替换。

22. [D] an alternative to the fire-hire strategy

解析：细节题。根据题干 AT&T 定位原文第二段第四句，AT&T is often given as the gold standard of a company that decided to do a massive reskilling program rather than go with a fire-and-hire strategy.表明 AT&T 通常被视为公司的黄金标准，该公司决定实施大规模的再培训计划，而不是采取解雇和聘用战略，可知 an alternative to the fire-hire strategy 是解雇雇佣政策的另一种选择。

23. [A] have appeared to be insufficient

解析：细节题。根据题干可定位到第二段最后一句话 Efforts in Canada and elsewhere have been arguably languid at best, and have given us a situation where we frequently hear of employers begging for workers... 加拿大其他地区的努力是缓慢的，在失业率高的地区会经常听到雇主祈求工人，因此可知在解决技能不匹配的问题加拿大的努力的不够的，故选 A have appeared to be insufficient。

24. [D] a lack of medical workers

解析：段落推断题。段落末句 In the medical field, to take an obvious example, the pandemic meant that there were still clear shortages of doctors,nurses and other medical personnel.在医疗领域，举一个明显的例子，医生，护士和其他医务人员的短缺仍然明显，故选 D a lack of medical workers。

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25. [C] prepare their laid-off workers for other jobs

解析：细节题。根据题干 Scandinavian Airlines 定位到末段倒数第二句话 Scandinavian Airlines decided to start up a short retraining program that reskilled the laid-off workers to support hospital staff. 表明 Scandinavian 航空公司决定启动一个短期的再培训计划，重新培训被解雇的员工，故 C“prepare their laid-off workers for other jobs 为解雇的员工提供其他工作”是原文的同义替换。

Text 2

26. [D]contribute to the nation's well-being

解析：细节推断题。根据题干定位词 self-sufficient 定位到原文第二段末句 A move back to self-sufficiency, ..., would boost the farming industry, political sovereignty and even the nation’s health.”其自给自足可以给英国带来很多方面的好处，D 项 nation’s well-being 为定位句的归纳总结。

27. [C]most land is used for meat and dairy production

解析：细节题。根据题干 report by the University of Leeds 回文定位到第三段“85 percent of the country’s total land area is associated with meat and dairy production”, C 项是本句的同义替换。

28. [C] its natural conditions

解析：细节推断题。根据题干中的 crop-growing 定位到第五段中“Just 25 percent of the country’s land is suitable for crop-growing...”全国只有 25%的土地适合种植农作物...，不难发现英国农作物发展受限的原因是因为其适合性土地占比很少，是自然环境因素原因，C 为正确答案。

29. [A]rely largely on imports for fresh produce

解析：推断题。根据题干定位到末段，文中 “英国人食用的 23%的果蔬是本土产出的，但尽管我们用尽所有的方法，我们只能满足我们 30%新鲜农产品需求”，可以得知英国人的果蔬需求不能仅仅依靠国内提供，大部分要依赖于进口，因此 A 为正确答案。

30. [B]doubtful

解析：情感态度题。定位到末段，英国仅有 23%的水果和蔬菜是本土种植的，因此即使采取最极端的措施，我们也只能满足 30%的新鲜农产品需求。因此作者对英国能够实现自给自足是负向的，故选“doubtful”怀疑的。

Text 3

31. [B] Their engineers were retained

解析：细节题。根据题干 Wunderlist and Sunrise 定位原文第二段 their teams of engineers stayed on，因此 B 他们的工程师保留下来是原文句同义替换。

32. [C] eliminate their potential competitors

解析：细节题。根据题干 Microsoft's critics 定位原文第三段 big tech to chew up any innovative companies…因此 C 消除他们潜在竞争对手是原文句同义替换，其中 eliminate 是 chew up 同义替换。

33. [D]　harm the notional economy

解析：细节推断题。根据题干 Paul Arnold 定位原文第四段 “I think these things are good for me, if I out my selfish hat on. But are they good for the American economy? I don’t know”，可见 Arnold 关心的是小型收购可能会伤害美国的经济，因此 D 为正确答案。

34. [D] examine small acquisitions

解析：细节题。根据题干 The US Federal Trade Commission 定位原文第五段“The US Federal Trade Commission says it wants to find the answer to that question. This week, it asked the five most valuable US tech companies for information about their many small acquisitions over the past decade.”，“美国联邦贸易委员会表示希望找到这个问题的答案。本周，该机构向美国市值最高的 5 家科技公司询问了它们在过去 10 年进行的许多小型收购的相关信息”，可见，美国联邦贸易委员会打算检查小型收购。因此 D 为正确答案。

35. [B] brought little financial pressure

解析：细节推断题。根据题干 the five biggest tech companies 定位原文第六段“the five companies…have spent an average of only $3.4 bn a year on sub-$1 bn acquisitions over the past five years——a drop in the ocean compared with their massive financial reserves, and the more than $130 bn of venture capital that was invested in the US last year”，“过去 5 年，这 5 家公司平均每年仅花费 34 亿美元进行不到 10 亿美元的收购——与它们庞大的财务储备以及去年在美国投资的逾 1300 亿美元风险资本相比，这只是沧海一粟”，可见对于这五个大型科技公司，他们的小型收购带来的财务压力很小，因此 B 为正确答案。

Text 4

36. [C] the reliability of first impression

解析：细节推断题。根据题干 Nalini Ambaby 定位原文首段第二句，根据定位句 In one study of the ability, she dubbe[D]..可知本句是对研究内容的具体描述，题干是问的是 Nalini Ambaby 的研究解决的是什么，因此要去往上文追踪研究的宏观层面，故首句 We're fairly good at judging people based on first impressions，第一印象的可靠性即是本研究的对象，故选 C the reliability of first impression。

37. [B] focused on specific details

解析：细节题。根据定位词 rating accuracy dropped 定位原文二段第二句 Accuracy dropped dramatically. Ambady suspected that deliberation focused them on vivid but misleading cue such as certain gestures or utterances.表明集中思考在生动但有误导性的暗示上，比如手势和话语，正确选项中用 specific 替换"vivid but misleading cue"，故选 B focused on specific details。

38. [B] reflection can be distracting

解析：例证题。题干问的是 Judith Hall 用"drving"来显示什么，因此例证题要追溯到前文找论点，故定位到上一句"Other research shows we're better at detecting deception and sexual orientation from thin slices when we rely on intuition instead of reflection."表明当我们依靠直觉而不是反思时，我们更善于发现欺骗。因此反思并不是作者提倡的，故 B reflection can be distracting 反思可能是令人分心的是正确选项。

39. [A] follow your feelings

解析：细节题。根据题干 complex decisions 定位到原文四段末句"And people made car-buying decisions that were both objectively better and more personally satisfying when asked to focus on their feelings rather than..."表明当人们被要求关注自己的感受而不是细节时，人们做出的购车决策客观上更好，也更能让人个人满意，因此 A follow your feelings 是原句同义替换。

40. [B] Intuition may affect reflective tasks

解析：推断题。作者先说了利用反思性思维去处理规则和词汇，然后利用直觉和创造力生产新产品。所以可以排除 C 和 D，A 选项全文未提。文章第四句"Use of their gut hurt their performance on the first four tasks"表明直觉会伤害之前四个任务的表现，gut 做形容词时有本质的直觉的意思，因此 B Intuition may affect reflective tasks 直觉可能会影响任务是原文的同义替换。

Part B

41. [C]Decide whether to wait

解析：本段第一句“You may decide it’s best to hold off on voicing your opinion. ”你可能会决定最好推迟发表自己的意见，点名段落主旨。接着段中“...you might want to gather your army first. People can contribute experience or information to your thinking — all the things that would make the disagreement stronger or more valid.”进一步解释等待的原因，即“等待可以召集你的队友，他们可能给你带来一些经验或者信息，所有这些都会让你的异议变得更有说服力。故选 C Decide whether to wait 决定是否等待。

42. [F]Identify a shared goal

解析：本段第一句 “Before you share your thoughts, think about what the powerful person cares about ...”表明在分享你的想法之前，你要想想那个有权利的人会关心什么，以及“You’re more likely to be heard if you can connect your disagreement to a “higher purpose.”如果你能把自己的异议和“更高的目标”联系起来，你的意见更有可能被听到。因此 F Identify a shared goal 确定一个共同的目标符合题意。

43. [G]Ask permission to disagree

解析：本段最后一句点明主旨“And, assuming they say yes, it will make you feel more confident about voicing your disagreement. ”假设他们说可以，你会更有信心说出你的不同意见。因此 G Ask permission to disagree 征求异议的同意正确。

44. [A]Stay calm

解析：本段第一句点明主旨“You might feel your heart racing or your face turning red, but do whatever you can to remain neutral in both your words and actions.”你可能会感到心跳加速或者脸红，但要尽你所能在言行上做到不露声色。因此 A Stay calm 保持镇定符合主旨。

45. [B]Stay humble

解析：文章“Remind the person that this is your point of view, and then invite critique”提醒对方这是你的观点然后请对方批评你，点明段落大意。以及文章最后一句“Be genuinely open to hearing other opinions.”“真诚地听取别人意见”扣题，因此可推测本段与谦虚相关，因此 B Stay humble 保持谦虚符合主旨。

Section III Translation

46.

我们通常认为朋友和家人是我们交流，快乐和温暖的重要源泉。虽然这很可能是正确的，但研究人员最近发现与陌生人交流可以改善情绪并找到出乎预料的情感归属。

在一系列研究中，研究人员建议安排芝加哥地区的通勤人员可以借助乘坐公共交通工具与身边的人交流。平均而言， 那些听从指示与人交流的参与者比那些被告知独自站立或静坐的人感觉要好的多。研究人员还认为，当我们羞涩于与陌生人的日常交流时，往往因为一种错位的焦虑，即他们可能不想和我们说话。然而，很多时候，这种观点是错误的。事实证明，许多人实际上非常愿意交谈——甚至可能会因为得到你的关注而受宠若惊。

Section IV　Writing

Part A

47.【参考范文】

Dear Jack,

I'm writing this letter to invite you to participate in an online meeting, which will be held on September 15 at our university.

Considering we are all faced with the Covid-19 all over the world, we would like to invite you to attend the online meeting instead We organize this meeting to provide a chance for the students in our school to get the latest news about the situation of Covid-19 as well as some protective measures. It would be wonderful if you could give a 10-minute talk about your opinion.

We would be very grateful if you could inform us of your decision before September 11. I am looking forward to a favorable reply at your earliest convenience.

Yours sincerely,

Li Ming

Part B

48.【参考范文】

It goes without saying that the chart records a survey on the methods of exercise among citizens in certain city. As is clearly reflected by the chart, doing exercise alone occupies the percentage of 54,3%, which is followed by 47.7%, 23.9% and 5.8% of exercising with friends, families and groups. Obviously, the inclinations, clearly reflected by the chart, should be given more consideration.

Theoretically, several reasons may trigger that trend, but for my part, the following two are of utmost importance. On the top of list is that with the promotion of individuals' awareness of keeping healthy, people are more likely to attach importance to physical health by doing some outdoor exercises in the daily life. In addition, there is the other point that no one can ignore. It is a widely accepted wisdom that owing to increasing pressure in the busy life, numerous individuals are inclined to arrange their exercise according their own time, which makes it impossible to make an appointment with friends or join a group to do physical exercise.

According to the above analysis, the increasing trend is bound to continue for some time in the future. And it is predictable that physical exercise will undoubtedly be prevalent in the years ahead.