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# 深度对话： 世界500强CEO 访谈录

孙晓燕 编著

[美] Rory Zimmerman 审校



中国宇航出版社

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# 前言

我们每个人至少都有十多年的英语学习经历，但为什么还是学不好呢？其实粗通一门外语根本用不了十多年的功夫。语言不同于数、理、化，它重在培养感觉和灵性。语言不是脑力活儿，是体力活，它不需要用脑筋去“攻读”，而需要花时间去“熟练”。学语言离不开阅读，这是很多成功的英语学习者学好英语的亲身体会。阅读可以提高多方面的素养，提高听、说、读、写、译等方面的能力，阅读有助于我们对英语单词、词组、句型及习惯用法的积累，有助于我们提高英语口语的流利程度。阅读在带给我们快感的同时，还可以体会到英语水平的提升和长进。实践证明，谁的阅读量大，谁的水平就高，谁的英语综合能力和整体素质就强。

《名人访谈·亲密接触》顾名思义，是一套对具有影响力人物进行访谈的、极具价值的人生励志系列英语读物，共七个分册。七个分册，七种情怀，别样的思绪，别样的感动。

本套丛书精选了约 200 位在各领域成就斐然、名声显赫的精英人物，并对他们接受 400 余次不同媒体访谈的对话记录进行了翻译和整理。

《深度对话：美国总统访谈录》最具影响力的有：第 44 任总统奥巴马、第 43 任总统小布什、第 42 任总统克林顿、第 41 任总统老布什、第 40 任总统里根、第 39 任总统卡特、第 38 任总统福特、第 37 任总统尼克松、第 36 任总统约翰逊……

《深度对话：全球 IT 精英访谈录》引领全球 IT 变革的有：微软公司创始人比尔·盖茨、苹果公司 CEO 乔布斯、戴尔电脑 CEO 戴尔、易趣 CEO 惠特曼、惠普前 CEO 菲奥莉娜、谷歌 CEO 施密特、亚马逊 CEO 贝索斯、思科 CEO 钱伯斯、雅虎公司 CEO 杨致远、甲骨文 CEO 埃里森、英特尔创始人格鲁夫……

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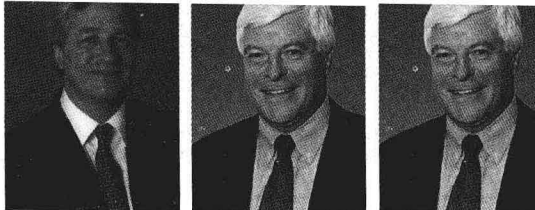
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# I

## CEO of Wal-mart: H. Lee Scott—Mr. Perfect Surrounded by Letigations

### 沃尔玛集团首席执行官：李·斯科特 ——被诉讼包围的完美先生

出生日期：1949 年 3 月

出生地点：美国密苏里州

毕业院校：匹兹堡州立大学

# 1.1

## We Care About Environment Protection 我们关注环保

Reporter (记者)

Lee Scott (李·斯科特)

**Reporter:** When you started focusing on the environment at Wal-Mart, you were under an organized attack from union-backed groups that were attacking you for wage policies, immigration policies, health policies, but not necessarily for environmental policies. So what made you decide to bring the environment to the forefront of what Wal-Mart was doing?

**Scott:** It's consistent with what we say our purpose is, and that is saving people money so they can live better. We looked at what Sam Walton started and how he developed the company. It was by eliminating waste, bringing in efficiencies. And by thinking about sustainability from our standpoint, it really is about how do you take cost out, which is waste, whether it's through recycling, through less energy use in the store, through

记者：当您致力于整顿沃尔玛的环境问题时，很多工会支持的小组正在对您制定的工资政策、移民政策、健康政策进行着有组织的抨击，而并没有涉及到环境问题。那么究竟是什么原因使您决定将环境问题作为沃尔玛要处理的首要问题呢？

斯科特：这与我们的企业目标一致，即为人们节省资金以使他们过上更好的生活。我们研究了山姆·沃尔顿创立和发展沃尔玛的过程，最后得到的结论便是减少浪费，提高效率。站在我们的角度来考虑公司长期发展，那实际上就是降低成本勤俭节约，无论是通过回收利用、节约现有能源、改善施工技术的方

**back** v. 支持

**wage** n. 工资

**immigration** n. 移民

**environmental** adj. 环境的

**forefront** n. 最重要的位置

**consistent** adj. 一致的

**eliminate** v. 消除，根除

**efficiency** n. 效率

**sustainability** n. 可持续性

**standpoint** n. 立场

**recycle** v. 回收





the **construction** techniques we're using, through the supply chain. All of those things are simply the **creation** of waste. We found it's consistent with the entire model we've had since Sam opened the first store.

**Reporter:** So it's all about cost **reduction**. It's not about **trade-offs**? Is there never a point where you say, gosh, this is going to cost us a little more, but it's going to be much better for the environment?

**Scott:** Well, there are things that you, as a business, have to think about that something may be more cost-effective but is just wrong — **pollution** of the water or those kinds of things. Those things come into play. One of the things people talk about is, will people pay more? Our question is, why should they have to? If you can take the waste out, if you can take the cost out, and you can provide people who are working people living **paycheck to paycheck** with an **opportunity** to be more **sustainable**, we think they will react to that, and they do.

**Reporter:** Will your consumers pay more for products that are environmentally green? Is there any **willingness** to pay more for something that is perceived as being good for the environment?

**Scott:** Depending on the store, you see a difference in how people are reacting. Where you have a store that's in a higher-household-income area, you can see that people can afford to and are willing to pay a little bit more. People in general are living **paycheck to paycheck** for a broad amount of American society. It's not that they don't care about sustainability; it's that they can't afford to pay more. They can't pay a dollar more for the



式，还是通过控制供应链的方式，因为在这些过程中便会产生浪费。所以我们认为这与山姆最初的设想是完全一致的。

记者：所以这都是关于降低成本的，这并非是折衷的举措？您会不会认为，虽然做这些事成本花费要高一些，但对保护环境更有益处？

斯科特：作为一个企业，不得不考虑如何更有效地节约成本，但某些节约成本的方法可能是错误的。比如为了降低成本可能会导致水资源的污染，这种事时有发生。人们常常讨论的一件事情是：人们需要为此而付出更多吗？而我们所考虑的问题是：人们为什么要付出更多呢？如果可以减少浪费，降低成本，

那就能为那些靠工资辛苦生活的工人们提供一个机会，使他们能够更好地生活，我想他们会积极响应，而且他们确实是这么做的。

记者：您认为顾客会愿意以更高的价格购买那些对环境有益的商品吗？顾客会有这样的意向吗？

斯科特：这取决于商店所处的位置，顾客对此的反应因人而异。如果把商店设在高收入区，你会发现那里的人们有能力也愿意多付一些钱去购买这类商品。一般而言，美国大部分人都是依靠薪水生活的，不是他们不关心社会的可持续发展，而是他们的收入水平不允许他们为此而花更多的钱，他们不会为清洁服务而多花1美元，也不会为了一件T恤多

**construction** n. 建设  
**creation** n. 创造  
**reduction** n. 减少  
**trade-off** n. 折衷  
**pollution** n. 污染

**paycheck to paycheck** 靠薪水生存  
**opportunity** n. 机会  
**sustainable** adj. 可持续的  
**willingness** n. 意愿



cleaning supply. They can't pay \$3 more for a T-shirt.

**Reporter:** If we impose either a tax or a cap-and-trade system on carbon emissions, that is like a tax, that means that those shoppers at Wal-Mart will have to pay more for most of the things they're buying from you, doesn't it?

**Scott:** I think that's very possible. We believe a carefully crafted carbon program is something that probably is inevitable and probably positive. What we would ask is that people be mindful of the general population and not be so ideological that we simply say we're going to go from here to here and, yes, people have to pay more but it's worth it. How do you craft something that does the right thing for the environment and for sustainability but doesn't leave behind the basic population that we serve the most?

**Reporter:** Is 60% to 80% by 2050 too much? A 60% to 80% reduction [in carbon-dioxide emissions]?

**Scott:** You're outside of my knowledge base. We have a very small Washington office. We have no scientists. We are a retailer, and we operate stores that serve customers.

**Reporter:** But let's take it to a level that you understand very well, and that is that you have done all that you've done in the past three years. You've focused on products, you've gotten your suppliers focused on these issues, you've gotten your trucking fleet focused on these issues, you've gotten your stores focused on these issues. And yet with all of that, you're still growing your carbon footprint by, according to your own reporting, what, 8% or 9% a year. So how, after making all the efforts that you've made in the past three years and you still see your carbon footprint expanding at that rate, can we possibly hope to do 60% to 80% reductions by 2050?

**Scott:** First of all, we have started on a program that has a long, long way to go. At the store level, we have what are

花 3 美元。

**记者:** 如果对碳排放征税或者设立类似税收的限额交易体系, 这是否意味着顾客在沃尔玛购买商品时就不得不比以前花费更多?

**斯科特:** 很有可能, 我们认为一个精心设计的关于碳排放的规划是必然会出现的, 而且还会产生积极的作用。我们想要提醒人们的是, 大家要留意总体的情况, 而不是简单地想我要从哪去哪, 人们是会比以前花费的更多但这是值得的。怎样做才能最大限度地既对环境有利, 又能有利于经济的可持续发展, 但同时又不会让我的顾客流失呢?

**记者:** 到 2050 年, 二氧化碳的排放量减少 60%~80%, 这会不会太多?

**斯科特:** 这我不太清楚。我们在华盛顿只有一个很小的办公室, 我们不是科学家, 我们只不过是零售商, 经营商店为顾客服务。

**记者:** 那让我们来聊聊您知道的东西, 您在过去三年一直都是这么做的。您把精力放在产品上的同时, 也让供应商、运输队和卖场把注意力放在产品上。尽管如此, 正如您自己的报告中所提到的, 你们公司的碳排放量每年仍上涨 8%~9%。尽管在过去三年里您做了这么多, 但是碳排放量仍在以一定速度增加, 照这种情况发展, 到 2050 年碳排放量怎么能减少 60%~80% 呢?

**斯科特:** 首先, 我们已经开始了一项长期计划。在卖场方面, 我们在进行 PSP 计划, 即个人可持续发展计划, 这个计划鼓励沃尔玛的员工在环境可持续性发

**impose** v. 强加

**carbon** n. 碳

**emission** n. 排放物

**shopper** n. 顾客

**craft** v. 精心制作

**inevitable** adj. 不可避免的

**mindful** adj. 注意的, 留神的

**ideological** adj. 想象的, 空想的

**retailer** n. 零售商

**fleet** n. 车队

**carbon footprint** 碳排放量

**expand** v. 扩大, 增加



called PSPs, which are Personal Sustainability Programs which encourage Wal-Mart employees to **embrace** a cause in areas such as environmental sustainability or personal health. We have, I think, 500,000 people who are **signed up** and have started recycling or using CFLs or that are doing something related to **wellness**. We have these groups of people working on different things from our supply chain all the way into our **communities**. There is an energy about it, and it's real and it makes a difference. But it is simply the start.

**Reporter:** On an issue like **packaging**, of course, there's a long way you could go. There's significant groups of people out there now who are saying we shouldn't be bottling water. Why bottle water? It's just an environmental waste. How do you decide? You're still selling bottled water, I **assume**?

**Scott:** A lot. If the customer wants bottled water, we are going to sell bottled water. But even if you're going to sell bottled water, you can sell it and have less of a negative impact. How have you arranged your **transportation** so that it's the most **effective** that it possibly can be? How do you price in a way that can help a customer make a choice that is more environmentally effective?

**Reporter:** You have set as company goals zero waste and 100% **renewable** energy. Those are very **ambitious** goals. What you haven't told us is when.

**Scott:** I **don't have a clue**. We are not scientists. And so do you set a goal that you're going to reduce this by this and this by this and you put the time frame out there? I'm almost 60 years old. You want to put a **time frame** out there of 10 years when I'm long retired and if they don't hit it, it doesn't matter. Why do that? Why not just say that ultimately we think this is possible that the technology will develop, that there are things that

展和个人健康等方面有所建树。我想我们已经有 50 万人签了约并且已经开始进行回收利用,或是为保护环境和维护身心健康作出贡献。从供应链到我们的工会,很多人都参与了这样的活动。大家对此很有热情,而且确实制造了不同,但这只是一个开端。

**记者:**当然,解决对于像包装这样的问题,你们还有很多要做的。有不少人认为,我们不应该使用瓶装水,为什么要用瓶子装水呢?那简直就是一种环境资源的浪费。你们对此如何打算?我想,你们现在还是在卖瓶装水吧?

**斯科特:**是的,我们有很多瓶装水。如果顾客需要瓶装水,那么我们会卖。但是即使卖瓶装水,我们也能尽可能小地对环境造成伤害。怎样安排运输才能最有效地进行配送,如何合理地给商品定价从而帮助顾客进行选择而达到更好的环保效益?

**记者:**您将公司的目标定位为零污染和能源百分百再生,这是很有抱负的目标。但您没有说的是这个目标将在什么时间实现。

**斯科特:**这我不能确定,我们不是科学家。难道你一旦确定了一个减排目标,就会知道要通过这样减少多少排放,然后通过那个减少多少,还规定出具体的时间吗?我已经快 60 岁了,如果制定一个 10 年的目标,那么 10 年之后我早已退休,而如果人们没有实现这一目标,那也就这样了。为什么要这样做呢?为什么不等到最后再说,技术很有

**embrace** v. (热切或认真地)着手做  
**sign up** 与……签合同  
**wellness** n. 身心健康  
**community** n. 团体  
**package** n. 包装  
**assume** v. 猜想,假设

**transportation** n. 运送,运输  
**effective** adj. 有效的  
**renewable** adj. 可再生的  
**ambitious** adj. 需要极大努力的  
**do not have a clue** 一无所知,一点不懂  
**time frame** n. 期限