

EXHIBIT 1

## Now and Then

The 1920 book *Working Conditions, Wages and Profits* offers invaluable insight into the routine concerns workers in yesterday's companies faced. Injury, fatigue, strain, excessive temperatures, high humidity, poor ventilation, inadequate sanitation, disease, hazardous chemicals, long hours, rigid schedules, boredom, lack of toilet facilities—causes for concern were basic and near at hand.

Today's *100 Best Places to Work for in America*, compiled by the Great Place to Work Institute and published by *Fortune* magazine, reveals a whole higher level of concerns. Interesting and meaningful work, respect, job status, buy-in to company objectives, flextime, bonuses, inclusion, communication, feedback, empowerment, friendly coworkers, comfort, wellness classes, on-site day care, autonomy, paternity leave, same-sex partner benefits, employee activities, employee council, company culture—these issues frame the dialogue of the day. Concerns have progressed all the way from the bottom of Maslow's hierarchy of needs to the top—from physiological to self-actualization—reflecting the century's great progress in working conditions.



## Then

Stand in an assembly line.  
Operate dangerous machinery.  
Time—motion studies.  
Punch in and wait for the 5 o'clock whistle.  
15-minute break, sack lunch and thermos.  
Smoke, soot and stale air.  
Dark, dank, dangerous conditions.  
Join a union to be heard.  
No phone, no window, no visiting.  
Work at the office, play elsewhere.  
Commute.  
Work your way up the company ladder.  
50 years and a gold watch.  
Starved collar and a necktie.  
Power is position and job tenure.  
Trade school and a ratchet set.  
Blue collar, grease and Borax soap.  
A good job is hard to find.  
Search the local paper's help-wanted ads.  
Look for a job.  
Boredom from repeated tasks.  
Just do what you're told.

## Now

Sit in a cubicle.

Operate a computer.

Ergonomic workstations.

Flextime, just get the job done.

Go out to eat, outside to smoke.

Constant indoor air-quality analysis.

Indirect lighting, central heat and air.

Employee empowerment.

Access to e-mail, eBay and coworkers.

Work and play blur.

Telecommute.

Cultivate your core competencies.

Portable 401(k) plans and an early out.

Khakis and a polo shirt.

Power is ideas and vision.

Technical school and software certification.

Lab coat and a clean-room suit.

Four job offers and a signing bonus.

Park your resume on the Net.

Pursue a career.

Interesting and meaningful work.

Think and grow rich.

