Spolana- Neratovice
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Thank you very much for the reprint of your paper" The mortality experience of workers exposed to tetrachlorodibenzodioxin in a trichlorophenol process accident".

The mechnism of the accident seems to be very similar to that from Seveso. I would be interested, how much the building was contaminated or the environment of the plant. Possibly because the accident was in 1949, it was not ascertained.

May I ask you to do me a great favour and tel me, what was the fate of the building, how it was decontaminated/ if it was decontaminated / and if you could post to me copies of the literature that are in referencies under number 3.,4.,5.,6.,7.

I could send you all papers about our accident.

Many thanks for your kindness and kind regards

Sincerely yours

is longer than that of any previous study, and the follow-up is complete. Therefore, although the cohort is small, it represents the best opportunity so far to study the long-term effects of TCDD on mortality. By augmenting these data with the results of comparable mortality studies, the long-term effects of TCDD may be more definitely evaluated.

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Future Risk

In the industrial countries we have grown rich during the age of hierarchical business corporations, in which each executive arranges what the man below him will do with his hands, all the way down to the man turning a screw on the assembly line. Now, two rather fundamental things have happened. First, we have begun to realize that workers in rich countries don't like working in such places. Secondly, the rich countries are moving out of the postmanufacturing age, but they still have great hierarchical corporations in which executives sit behind their desks trying to arrange what the man below will do with his imagination. This no longer works. New forms of business organization will have to be found, probably changing big corporations into confederations of entrepreneurs. The firms and countries that will go bust in these circumstances are those that try to replace hierarchical corporations by even more ossified forms of hierarchy — say, by deciding that you mustn't have a boss trying to arrange what free men do with their imaginations, but can have a trade union committee doing so instead.

— From "United States Can Keep Growing — And Lead — If It Wishes" by Norman Macrae, in *Smithsonian*, July 1976.