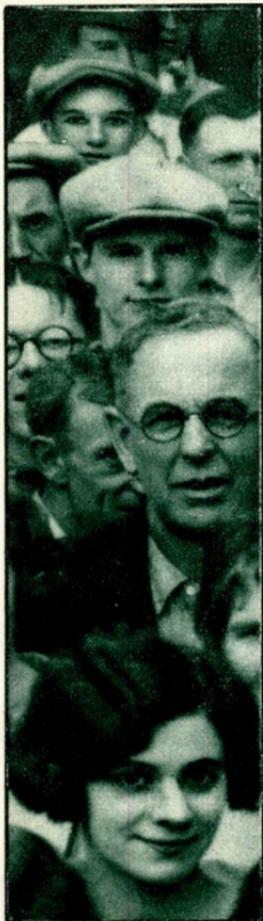


“WE”

ENDICOTT~JOHNSON
World's Largest Tanners and Shoemakers



THE STORY OF AN
INDUSTRIAL DEMOCRACY
UNIQUE IN BUSINESS
HISTORY

Makers of
"Better Shoes for Everybody"

ENDICOTT, N. Y.

JOHNSON CITY, N. Y.

WEST ENDICOTT, N. Y.

BINGHAMTON, N. Y.

OWEGO, N. Y.



IN every epoch of industry there is usually one concern which, by some distinction, rises high above the common horizon: And when such distinction has been unsought, but comes from a natural belief in certain fixed principles it is all the more noteworthy.

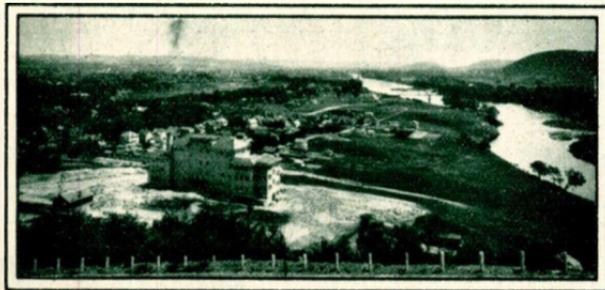
Endicott-Johnson has achieved such a distinction through the broad humanitarian assumption that every life is worth living—that hope, happiness and contentment should and can exist for those who toil in factories as well as for those who manage them—that human relationship between employer and employee is the greatest factor underlying business success—and that true business success is something which belongs not to the employer alone, but to all who have a part in its making.

ENDICOTT-JOHNSON is an "Industrial Democracy," the foundation for which was laid thirty-six years ago. Its peculiar counterpart does not exist.

It is an organization conceived on the idea that business is, first and last, a *human equation*. That in the end, capital is *men*. That whether one is an employer or an employee, he is still a *human*. That he cannot support himself except by relation with his fellowmen. And that the only relationship worth while is founded on principles of *consideration and square dealing*.

This brings us to the keyword of our story—"WE." And to the keynote of our policies—"THE SQUARE DEAL."

"WE" are seventeen thousand humans merged together into an enterprise which the world familiarly knows as "*Endicott-Johnson, Makers of "Better Shoes for Everybody."*"



Left—The valley of the Susquehanna in Southern New York where Endicott-Johnson Shoes are made.

Seventeen thousand trained workers who have pooled their earnestness, intelligence and labor, their hearts, heads and hands—in a common project.

Seventeen thousand "partners," each with a direct interest in the product of his work; each with the opportunity to share in the rewards of the business, each with an ever forward vision toward self-betterment and the fruits of faithful service.

A brief outline of the Endicott-Johnson profit-sharing plan is printed elsewhere in this booklet. (See page 52.)

Would you like to see how this great "Industrial Democracy" functions?

Turn your footsteps toward the beautiful upper reaches of the Susquehanna River. Follow the main highway leading west from the city of Binghamton, New York. A great arch across your pathway will tell you of the arrival at the "Home of the Square Deal."



Right—Entering the "Valley of Opportunity," you pass through arches erected by Endicott-Johnson Workers in honor of their President and fellow-worker, George F. Johnson. One of the arches at the entrance of Endicott is shown above.

Welcome! Walk through and into "The Valley of Fair Play."

Continue, and within the next ten miles you will see one — two — three magical cities, founded, built and occupied by "WE."

"WE" includes every member of this vast organization from the head of the company to the lowliest factory worker.

Here employers, managers and workers live together, work together, play together and prosper together.

Here is found a democratic spirit, an air of good fellowship and pride of mutual achievement not paralleled in any similar organization or industrial community. There are no class barriers. No pretentiousness.

No high-and-mighty exclusiveness.

We call our president by his first name and he calls us by ours. He is our neighbor. So are all of the other officials of the Company. We swap yarns



with them over back yard hedges and rub elbows in the movies.

We worship together. We mingle together at dances, entertainments and other community gatherings.

We read books together in libraries established and maintained by and for us and our families. Most of us own our own homes, built for us by our organization and sold to us at (or below) cost and on the easiest sort of terms.

We buy our foods in public markets sponsored by us for our benefit. This means an important saving in our household budgets and increases our earnings.

We have three hospitals and complete medical service where we and our families receive medical, surgical, dental and ocular attention without charge.

We scientifically seek to prevent accidents, fires and other losses.

We care for the infirm, the disabled and the bereaved. We



have old-age pensions, sick reliefs and death benefits—all of which are as unusual in their form and principle as is our entire plan of livelihood.

We have beautiful parks, spacious picnic grounds, fine baseball diamonds, tennis courts, athletic fields, skating rinks, and swimming pools. We make life worth living!

When at work we tan an average of 20,500 sides of leather a day.

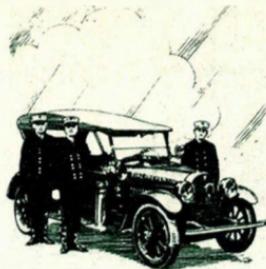
We make an average of 130,000 pairs of shoes a day.

We have factory restaurants where more than 12,000 wholesome meals are served to us daily, at an average cost of about 20 cents.

We make good wages the year round.

We have reasonable working hours.

We share in the profits of our Company.



We fill all our good jobs from the inside by advancement.

We have never had a strike.

We have a very small labor turnover. We are an army of job holders, not job hunters. The

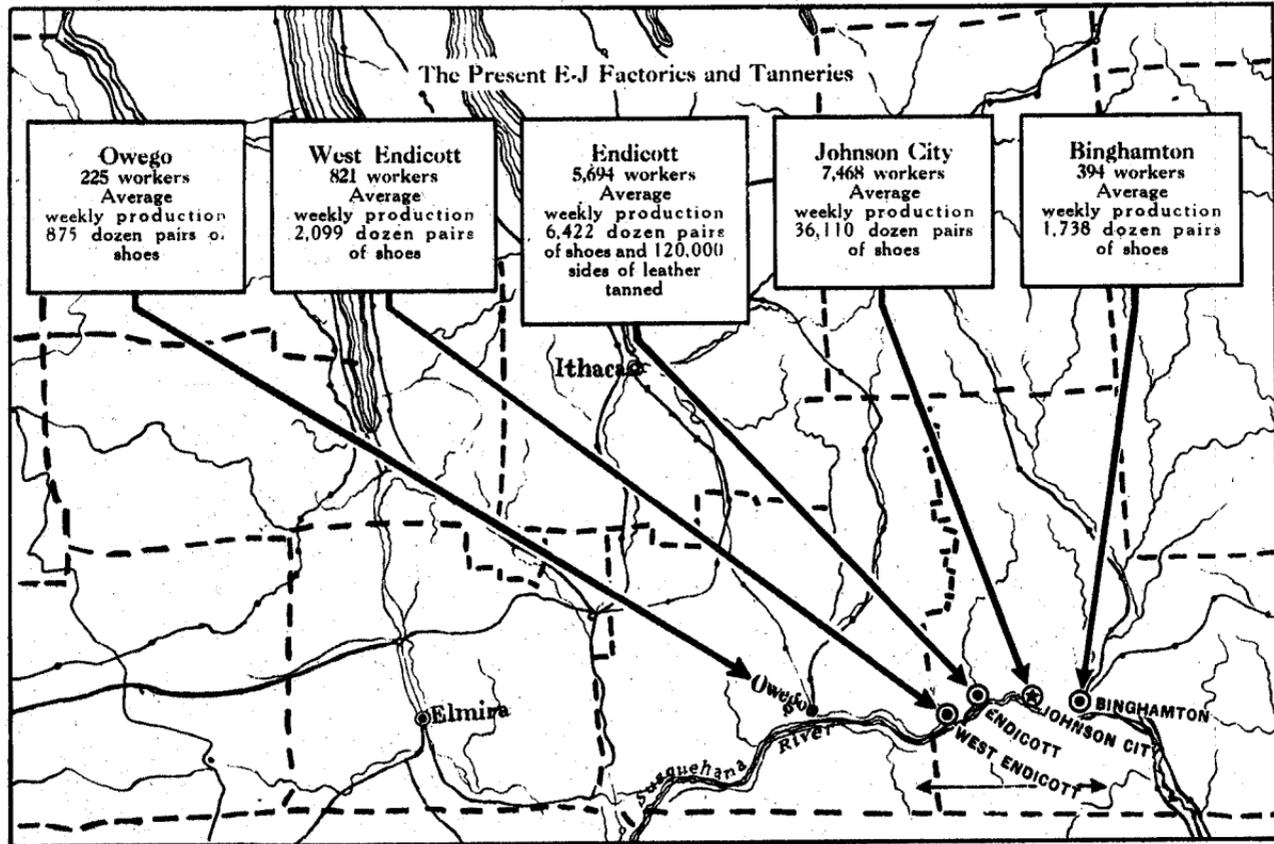
reasons are plain to any one who has read our story.

We have high efficiency. We master our jobs, and as we do we become more proficient, more valuable to ourselves and more ready for promotion.

Three words tell it all — THE SQUARE DEAL. "The Square Deal" is the governing principle of this business. Our past success is due to it. Our future success is based on it. We apply it to ourselves in dealing among ourselves. And we apply it to our relationship with the public whom we serve, who buy our goods and upon whom our livelihoods depend.

We make "Better Shoes for Everybody."



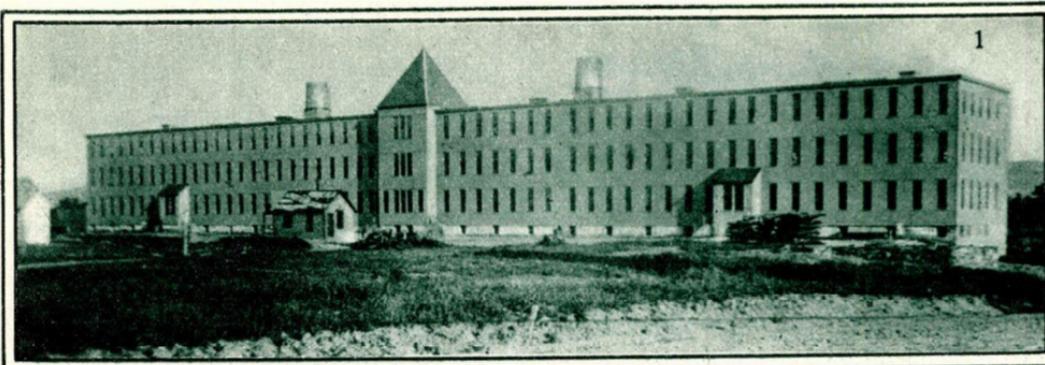


Within a circle whose radius is only 12 miles, lay the towns where Endicott-Johnson Shoes are made. The close proximity of our factories and tanneries makes for low manufacturing costs, reducing to a minimum all inter-factory transportation charges and facilitating factory and tannery supervision.

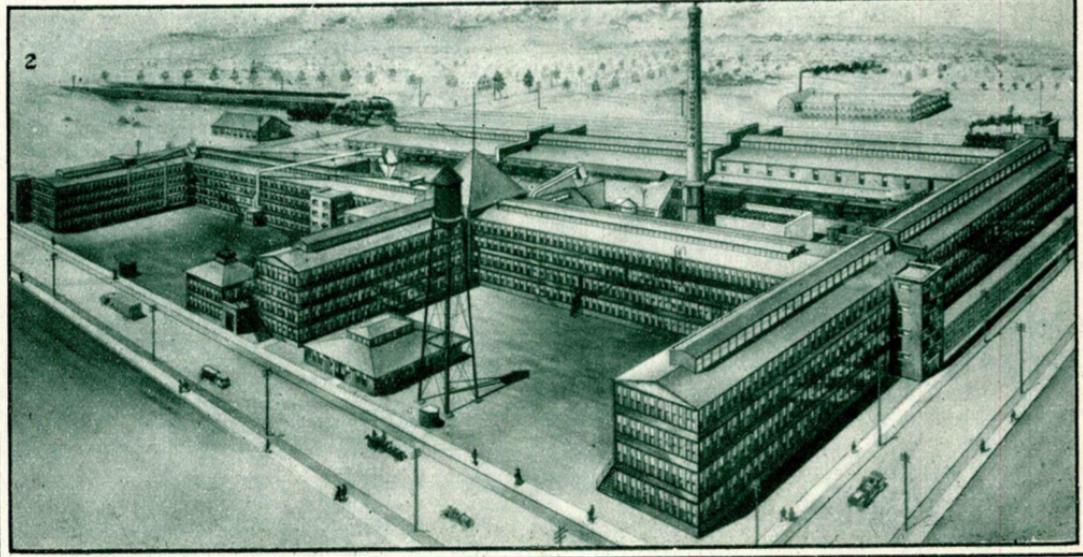
YESTERDAY AND TODAY

NOTHING in the annals of American industry quite rivals the growth of Endicott-Johnson. In 1890 a single factory, employing about 200 hands and producing less than 1000 pairs of boots per day, represented what was destined to become one of the largest leather and shoe manufacturing plants in the world. Johnson City then was a very small village. Endicott and West Endicott were fertile farm lands. Today these three communities, rising almost solely as a result of the great enterprise from which the names are taken, have a combined population of about 30,000 inhabitants.

EARLY PICTURES OF JOHNSON CITY



1— This is the old original factory built in 1890. From this small building where 1000 pairs of shoes were made daily, has grown the series of factories and tanneries covering over 97 ½ acres of floor space.



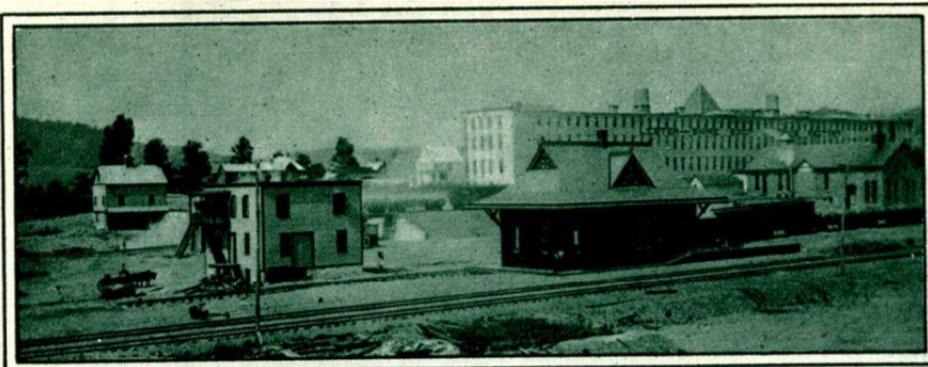
2— The Mother Factory shown above is now a part of this, the present Pioneer Factory which covers a full city block. This is one of the most important units in our chain of factories.

EARLY PICTURES OF ENDICOTT

Grading Washington Avenue, Endicott's main street. This picture was taken about 1901, and shows the Ideal Factory under construction in the background.



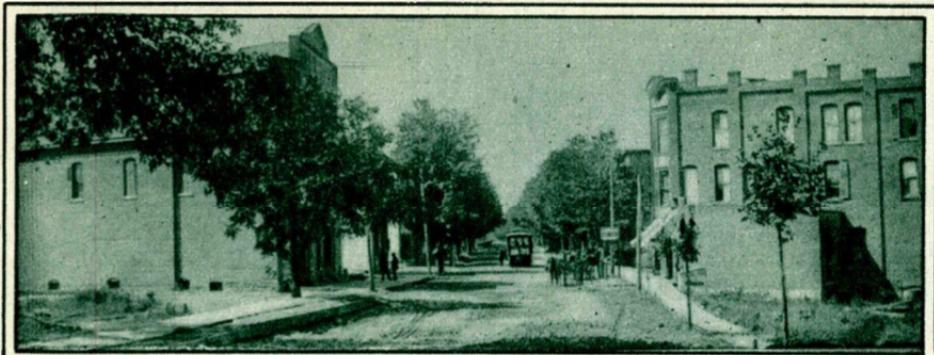
Washington Avenue, Endicott, as it appears today. This picture shows the prosperous, bustling little city which has grown up out of the farm lands, shown in the picture above.



Johnson City in 1900, showing the south side of the Pioneer Factory.



Note the change which has taken place in just a few years in contrast with the above picture.

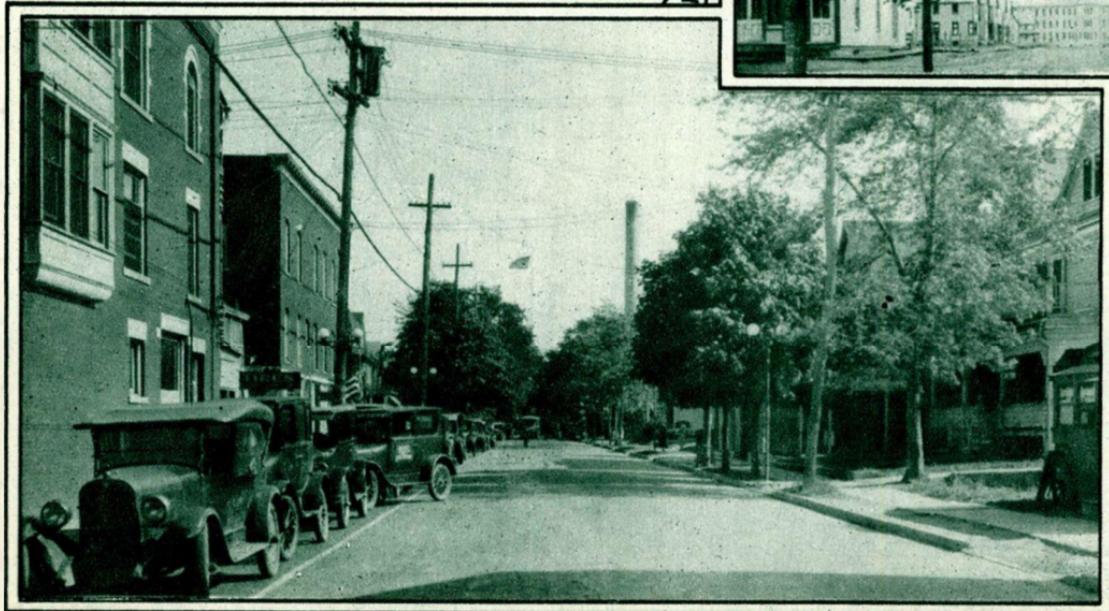


This is Main Street in
Johnson City, known as
Lestershire in 1890.



One would hardly
think that this pic-
ture was taken in
exactly the same lo-
cation as the above,
only 37 years later.

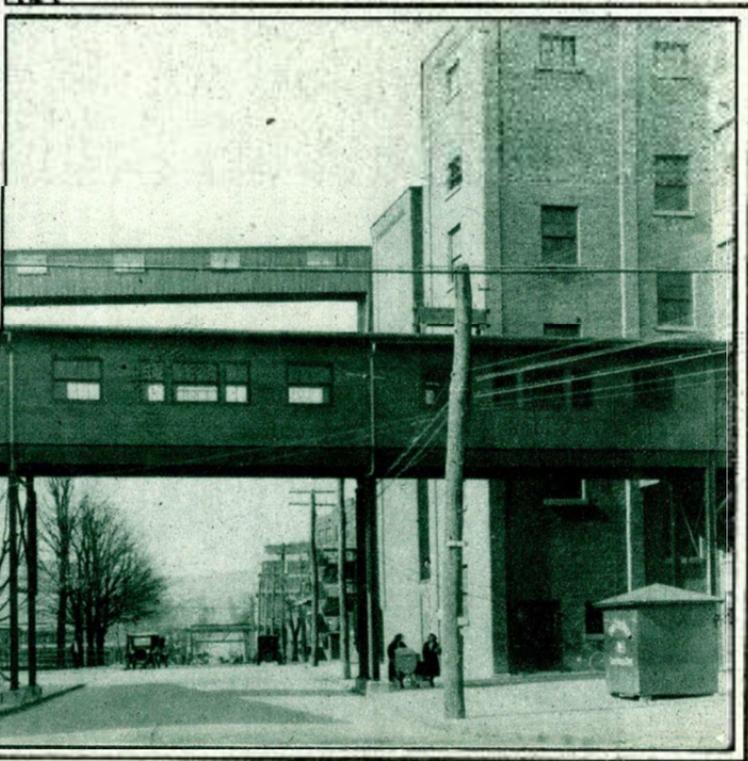
Broad Street, Johnson City, in 1890.



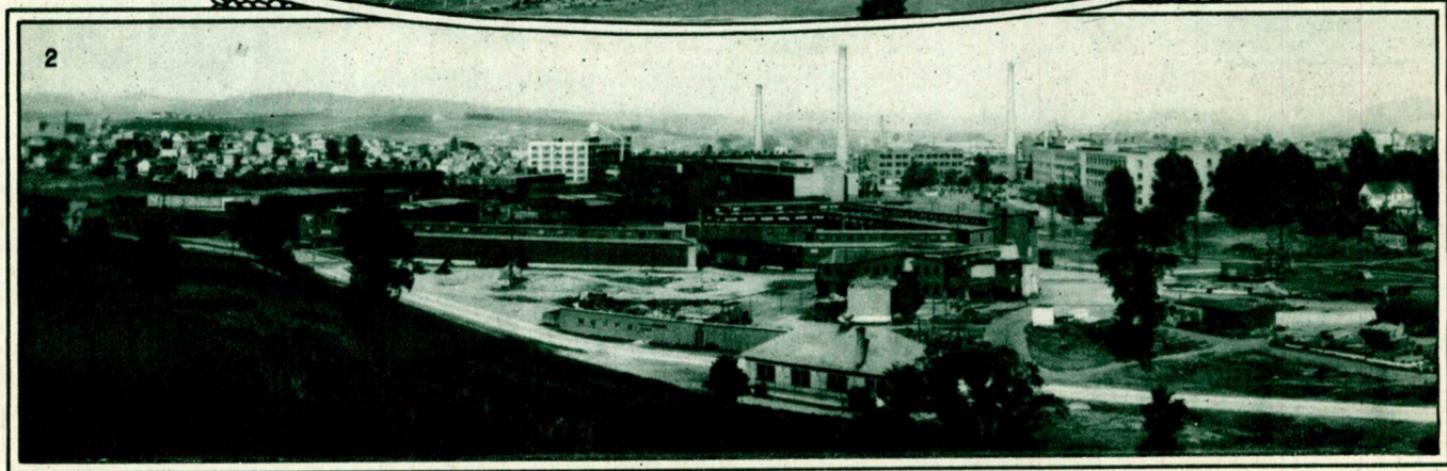
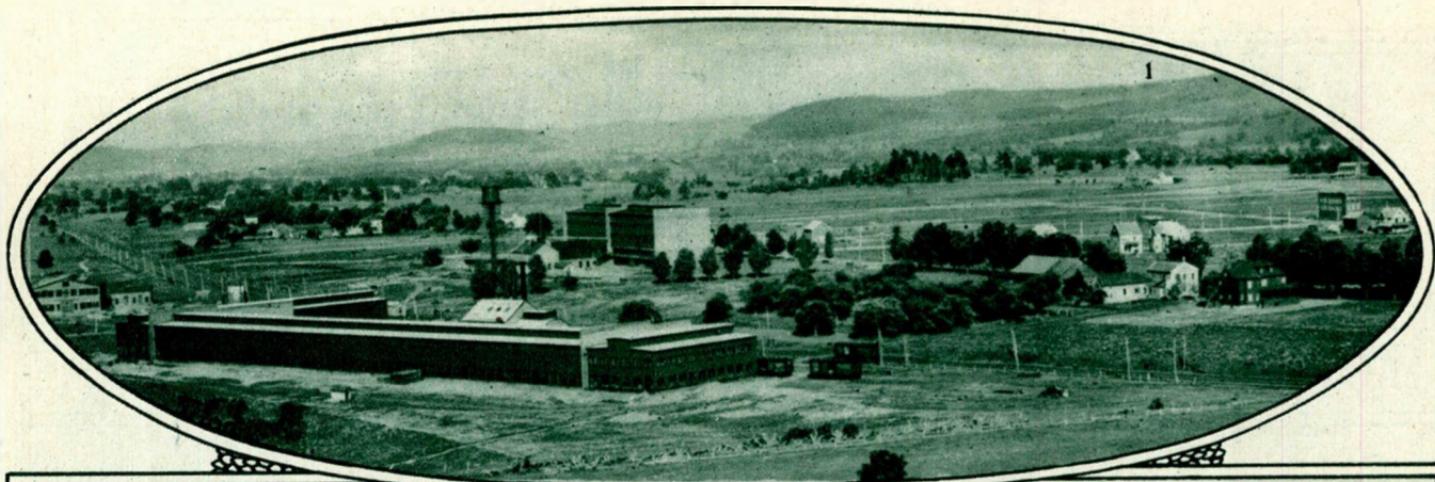
Broad Street,
Johnson City,
today.



Oak Hill Avenue, Endicott, in 1900.



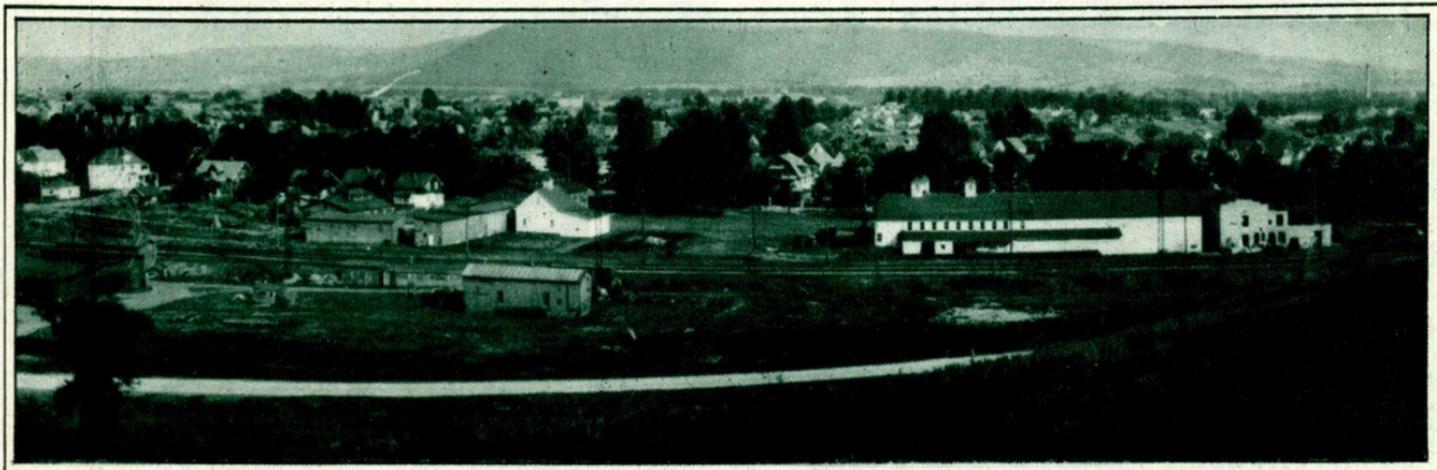
In 1927
Oak Hill Avenue,
looking north from
North Street, show-
ing several of our
important buildings



1— Endicott in 1903, looking east.
Welt Factory and Sole Leather
Tannery in foreground.

2— Endicott today from practically
the same location as the above
picture. This shows the rapid
growth of the "Magic City,"
Endicott, along with our organi-
zation.

It is interesting to note the rapid development that has taken place in the short space of time covered by these two pictures. The rapid growth of Endicott, aptly called "The Magic City," is attributed to the popularity of Endicott-Johnson Shoes which necessitated the building of more factories and tanneries to care for the ever increasing demand. In the period of only a few years Endicott grew from a few farm houses to the bustling city it is today.

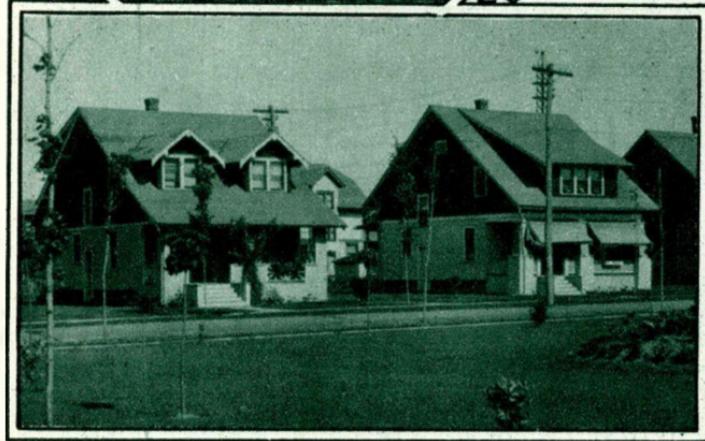
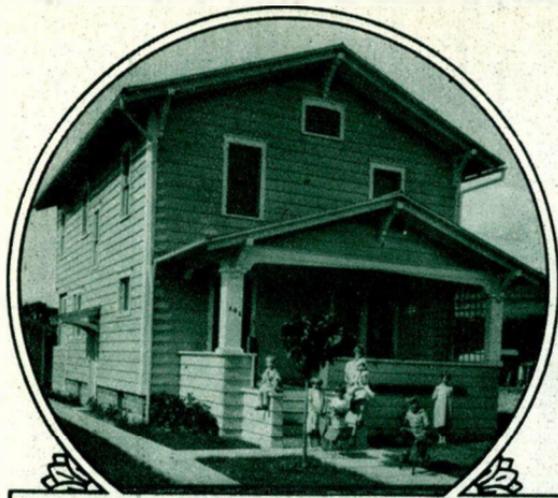


WE OWN AND MAKE OUR

Endicott-Johnson offers a man more than a job. When he joins the great family of Endicott-Johnson Workers, it is on the assumption of a permanent and happy association. Immediately everything looking toward this end is brought into action. Helping him to acquire a home for himself and his family is one of them.

In this, as in most of the other things we do, the Endicott-Johnson method is unique. For here the worker finds the opportunity to acquire a home *at cost*, to choose a home that fits his needs, and to pay for it on terms that work no hardship. He pays no real estate man's profits; he pays no professional money lender's rate of interest. Taxes and insurance are low.

We build these homes for the express purpose of turning them



This comfortable home costs only \$2,100. Four rooms and bath, hardwood floors, wide porch, completely equipped as to heating and plumbing, sidewalks, large graded lot seeded.

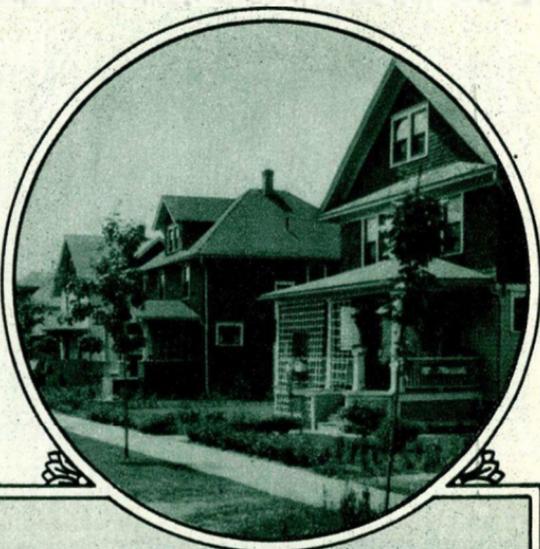
HOMES WORTH LIVING IN

over to our Co-Workers at cost (many have actually been sold for less).

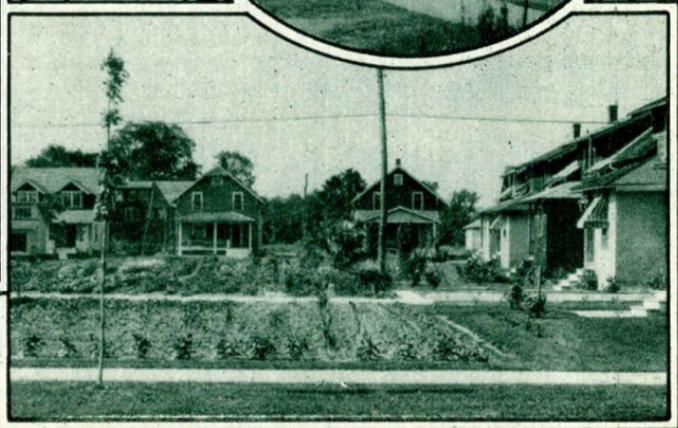
These are not "Company Houses" crudely designed, monotonously alike and cheaply constructed, in quantities—like many commonly found in mining and other industrial localities where housing is so often regarded purely in the light of commercial expediency.

Each Endicott-Johnson house is planned to be a home, pleasing in design, substantial in construction, complete in detail, cozy, warm, easy to furnish and economical to maintain.

There is no crowding. Lots are ample, 50 x 150 ft. There is room for a garden, a lawn, flowers, vines. Streets, with fine,



This little bungalow suitable for a medium size family sells for \$3,000. It has five rooms and bath, hardwood floors, complete plumbing and electric wiring, laundry in basement, cement cellar floor, heating plant, two porches, sidewalk, large lot seeded and graded, with trees set out.





This large seven-room house with bath sells for only \$4,000. Has hardwood floors, cement cellar bottom with complete heating system and laundry, plumbing, electric lights, large lot fully graded, sidewalks, sewer and water.



West Endicott homes have wide, deep lots with well kept back yards.

wide sidewalks, are graded, well lighted and paved and here and there are little parks and open spaces where children play and thrive in the God-given sunshine and fresh air. And children are welcome indeed! There are no signs reading: "Children and dogs not allowed"—the families with the largest number of children are given preference in the house question.

Within the last few years more than 635 Endicott-Johnson Workers have acquired homes under the Endicott-Johnson plan, at a saving in interest charges and construction profits of over \$667,861.00.



WHERE WE PLAY



We do not forget that healthy minds and healthy bodies are among the most valuable of human heritage—and that wholesome recreation and outdoor relaxation are tonics to both.

Numerous recreation facilities are provided for the pleasure and enjoyment of Endicott-Johnson workers and their families. They cover a total of more than 221 acres.

Our athletic fields, running tracks, baseball diamonds and football gridirons are among the finest in the land. Tennis courts are fast—and lighted at night.

Swings, slides, merry-go-rounds, dancing pavilions, picnic grounds, refreshment stands—these provide amusement for thousands.

There are swimming pools for grown-ups and wading ponds for the little tots, fully protected by experienced Life Guards during the bathing season.

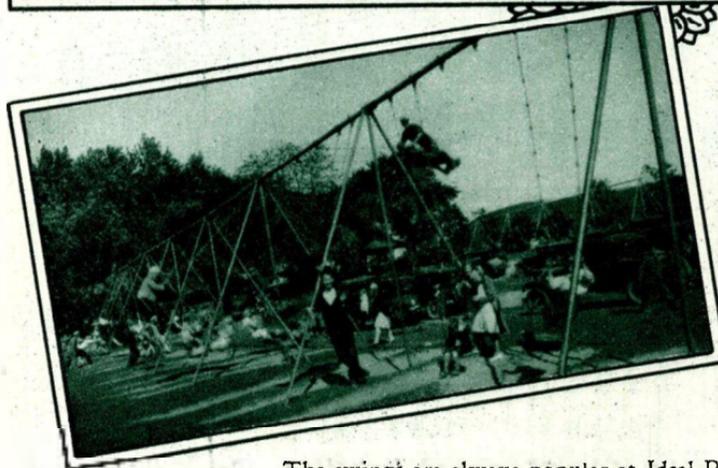
Free band concerts by many of the best bands in the country are a frequent feature.

In winter, basketball, skating, hockey and other cold-weather sports hold sway.

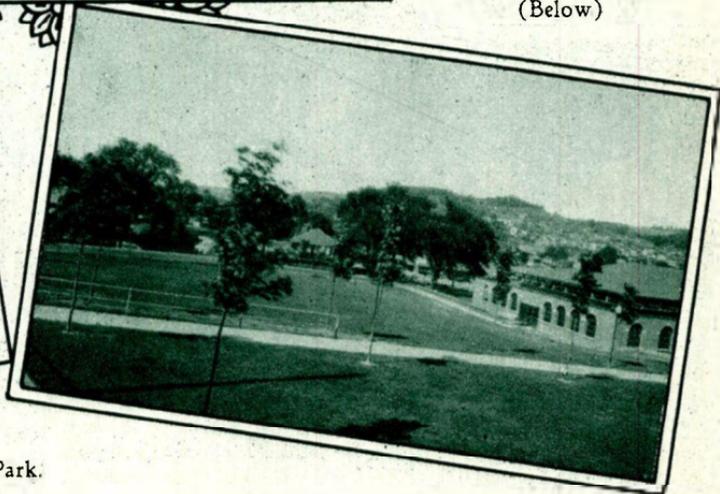


Playground apparatus
at Ideal Park, Endicott

C.F.J. Park at Johnson City offers a healthful recreation for every one. It is especially adapted for all kinds of recreation, being equipped with playground apparatus, tennis-courts, merry-go-round, dance pavilion. In the background of the picture can be seen the exterior of the new million and a quarter gallons elevated swimming pool.
(Below)

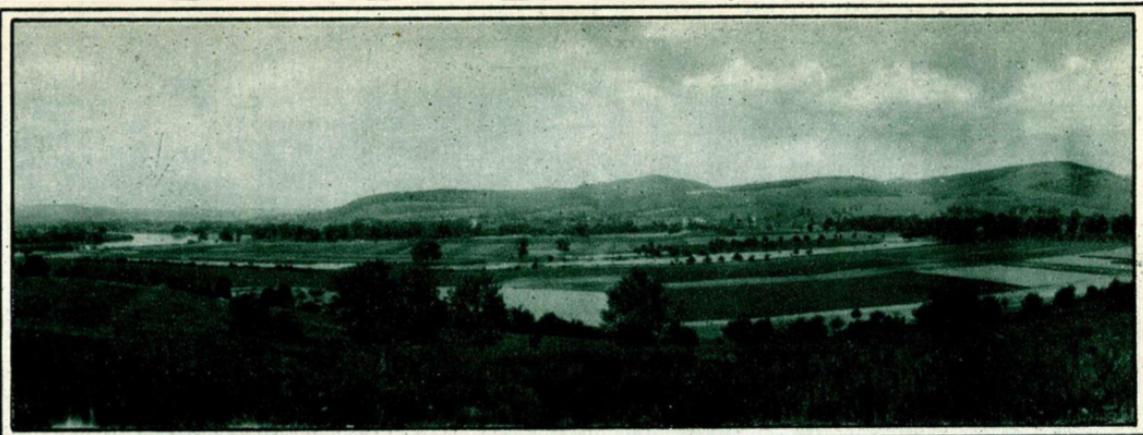


The swings are always popular at Ideal Park.

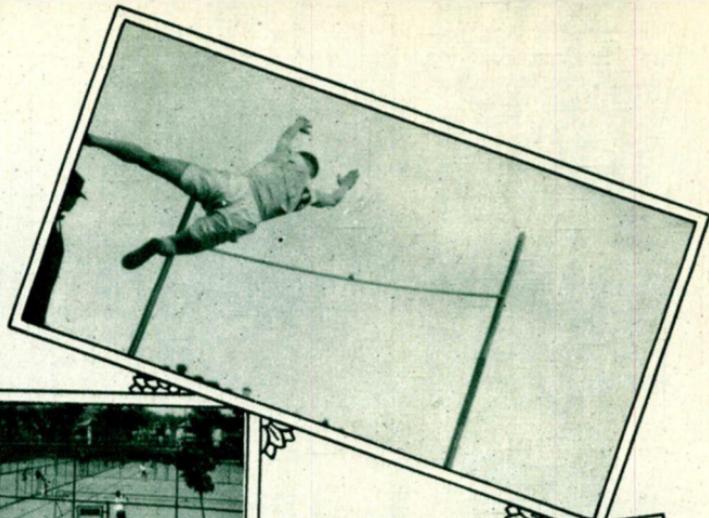
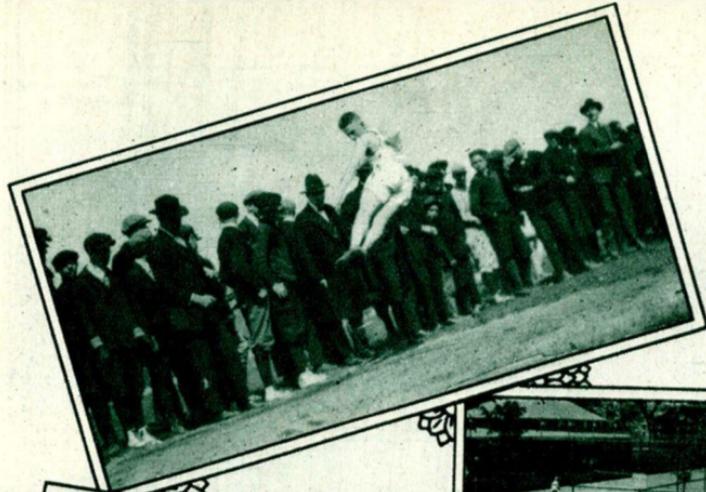


New eighteen-hole golf course and club house now under construction at West Endicott for the use of workers and their friends.

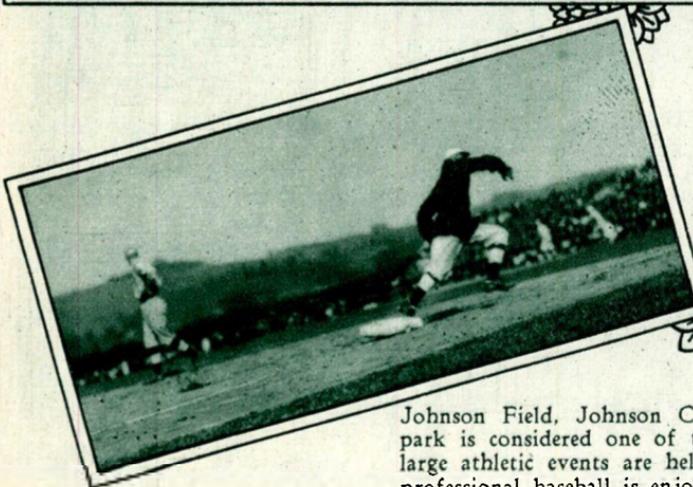
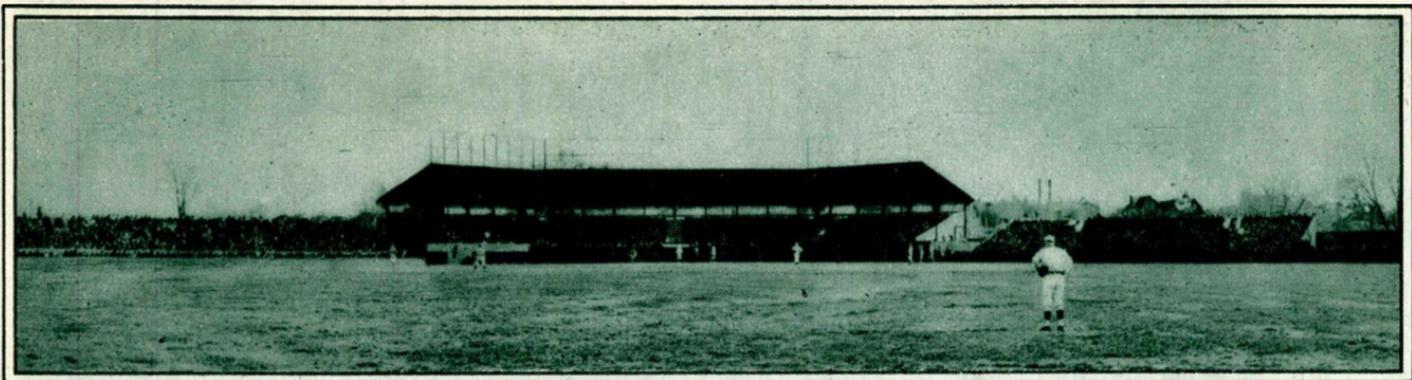
"—and there are little parks and open spaces where children play and thrive in the God-given sunshine and fresh air."
(Below)



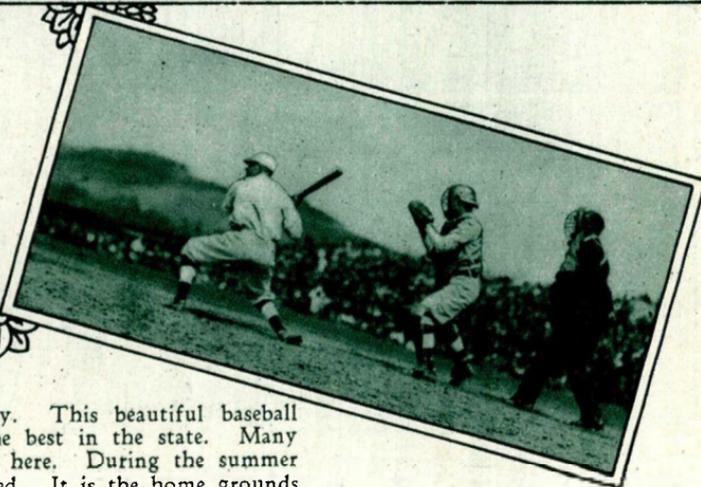
Every convenience is offered picnic parties at our parks. Hot spots for heating dishes are provided and the food may be eaten either in the open or in pavilions.



SPORTS OF ALL KINDS ARE ENJOYED AT IDEAL PARK

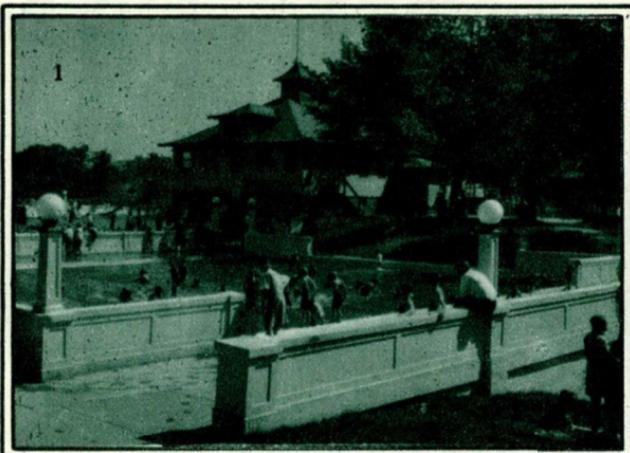


Headed for home.



Ready for a hit.

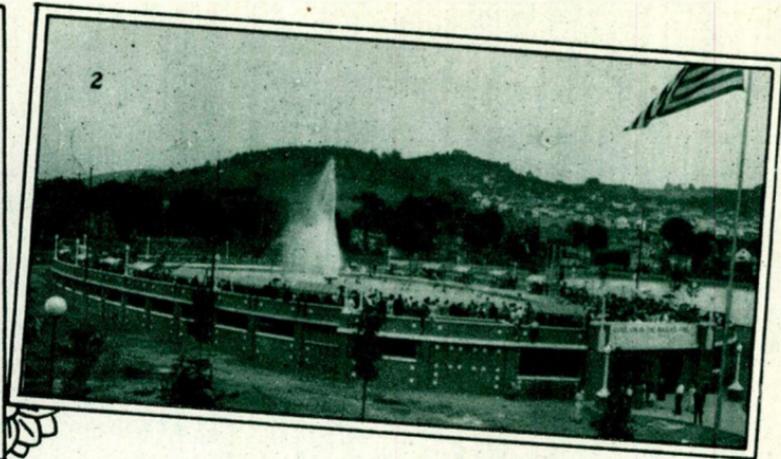
Johnson Field, Johnson City. This beautiful baseball park is considered one of the best in the state. Many large athletic events are held here. During the summer professional baseball is enjoyed. It is the home grounds of the Triple Cities baseball club of the N. Y.—Penna. League.



1. Wading Pool for Children at Ideal Park. Here the younger children can enjoy a "swim" without danger of getting over their depth as the water is only a few inches deep.



Did you ever try to paddle a tub? These youngsters have become expert at Ideal Pool.



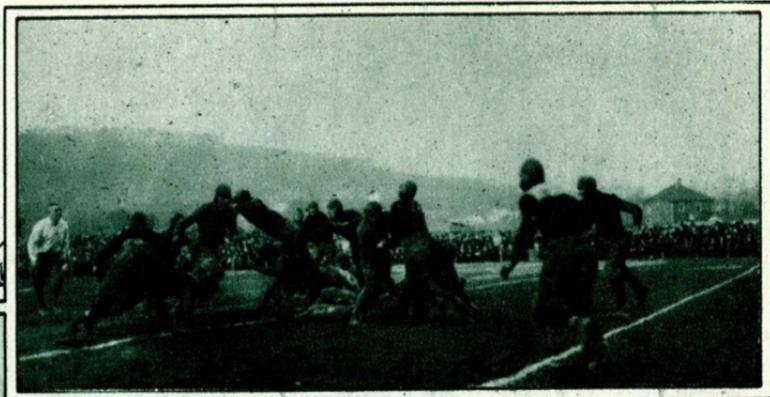
2. Elevated Swimming Pool at C.F.J. Park, Johnson City. This pool is 9 feet off the ground with spacious locker rooms underneath. The pool holds over a million and a quarter gallons of filtered water kept at an average temperature of 72 degrees. Slides, high and low diving boards are built in the pool. Trained life guards are in attendance all the time the pool is open.



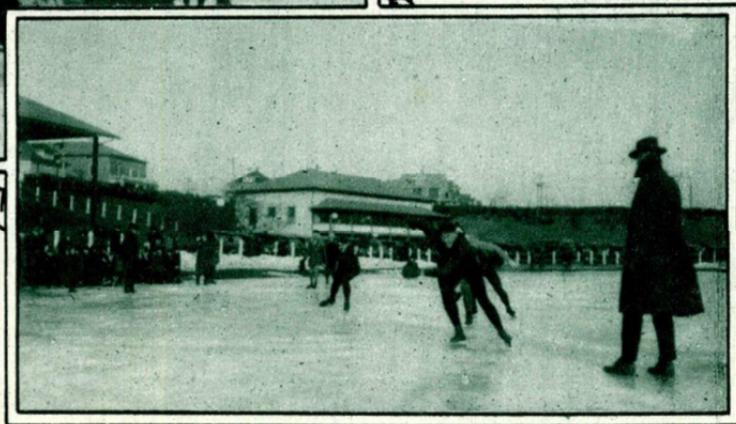
3— Canoe Tilting at Ideal Pool.



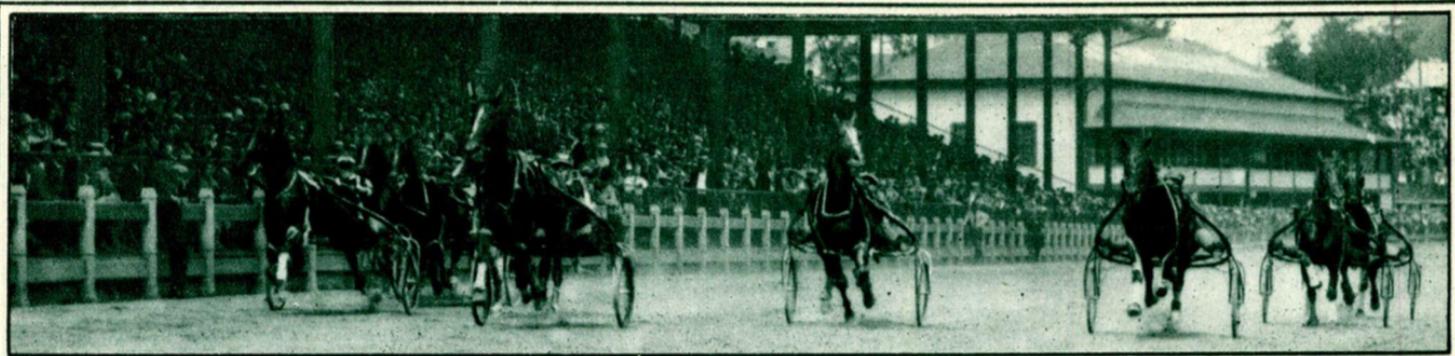
Professional jumpers and entertainers on the ice at Ideal Park skating rink.



Colgate and New York University playing football at Johnson Field.

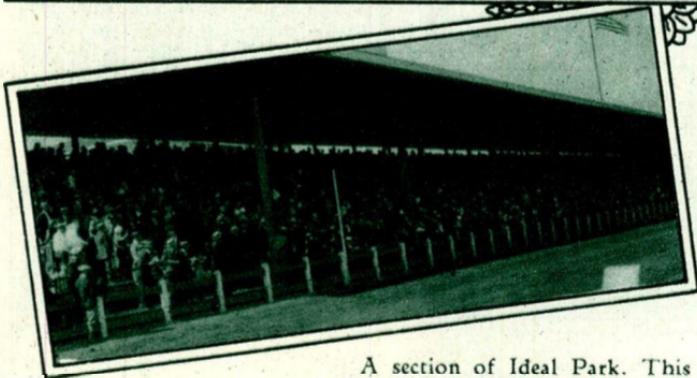
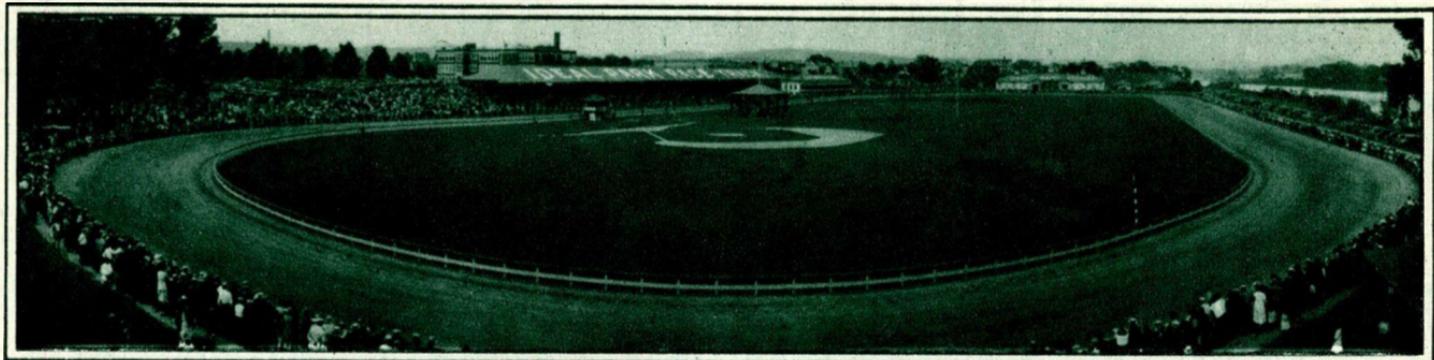


Amateur skaters, stars of the United States and Canada, competing on the ice at Ideal Park skating rink.



Drivers jockeying for positions at a start of one of the fast trotting races held at the Ideal Park race track during the running of the Orange County races in July each year.

Aerial view of Ideal Park.



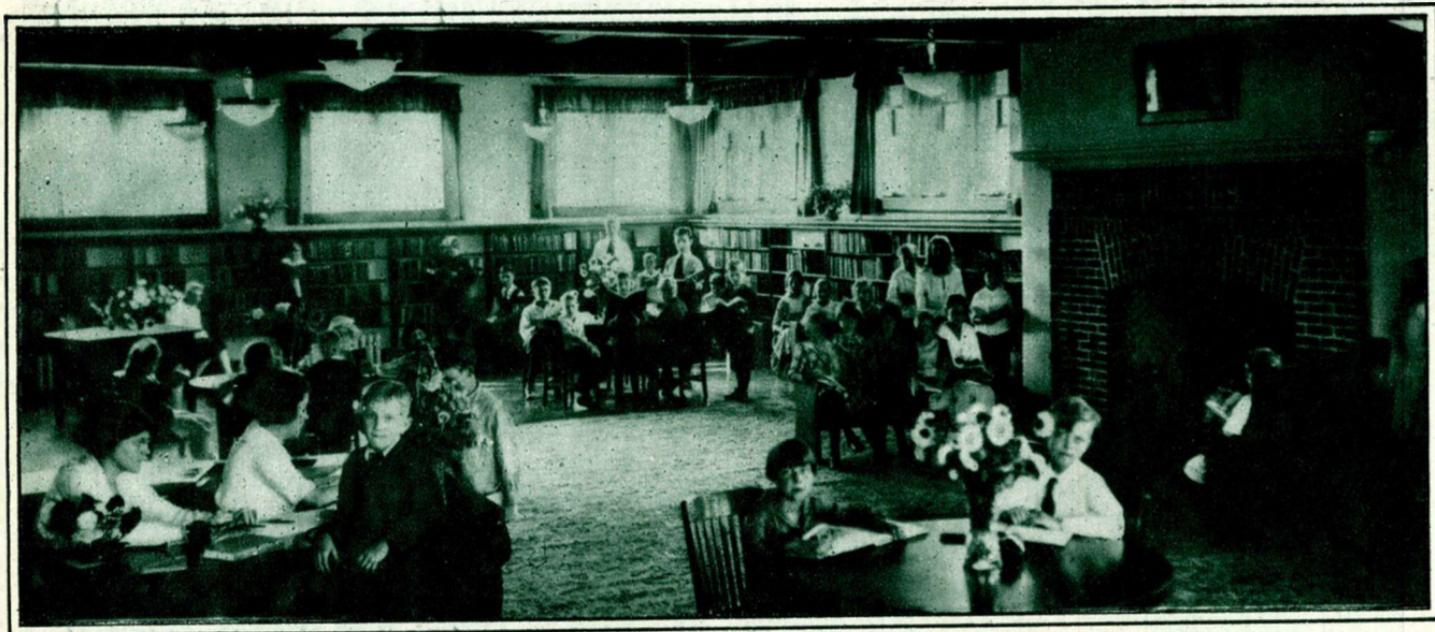
Small section of covered grandstand at Ideal Park race track. Everybody up watching a close finish.



A close finish at the Judges' stand, Ideal Park race track.

A section of Ideal Park. This excellent recreation center covers over 36 acres on the banks of the Susquehanna River at Endicott, N. Y. It offers all kinds of amusements for old and young. One of the best half-mile trotting tracks in the country is located here with stables for the horses. Baseball, football and basketball, in their seasons, are enjoyed. Tennis courts lighted at night, swings, slides, merry-go-round, dance pavilion, refreshment stands, two band stands, ice skating rink, sand pile, club house, wading pool and picnic facilities are some of the inducements to use this park which Endicott-Johnson Workers own.

WE HAVE OUR OWN LIBRARIES

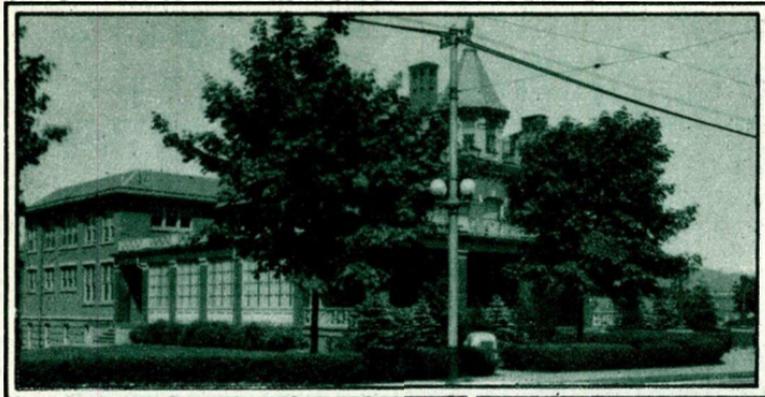


Interior of Your Home Library, Johnson City. This spacious, and well equipped home is not only used as a library but also as a community center.

Our libraries provide thousands of volumes of useful and entertaining reading, and are freely used by Endicott-Johnson workers.

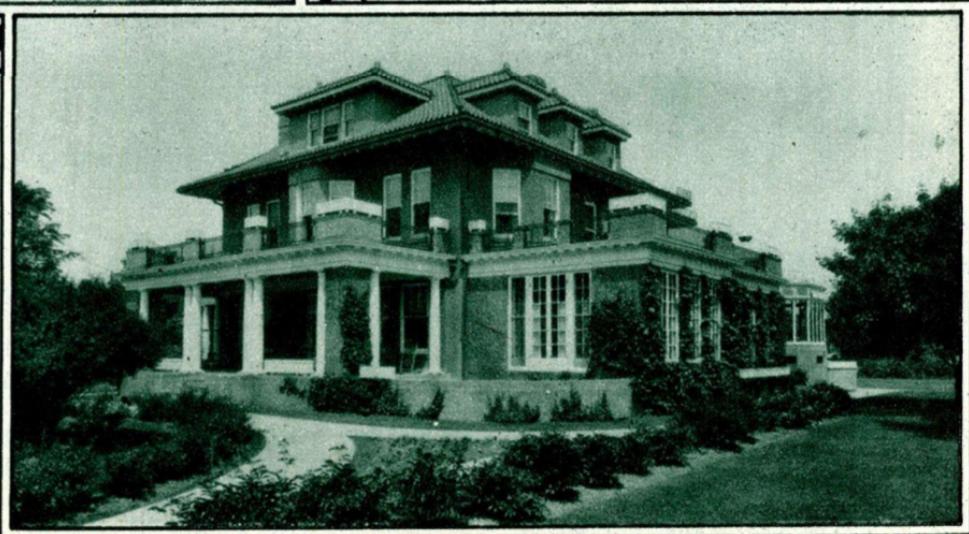
Here groups of young and old gather for different

get-together affairs. Sewing circles, cooking classes, committee meetings, church gatherings, bridge parties, all take their turn in developing better acquaintance and promoting the spirit of friendship throughout the community.

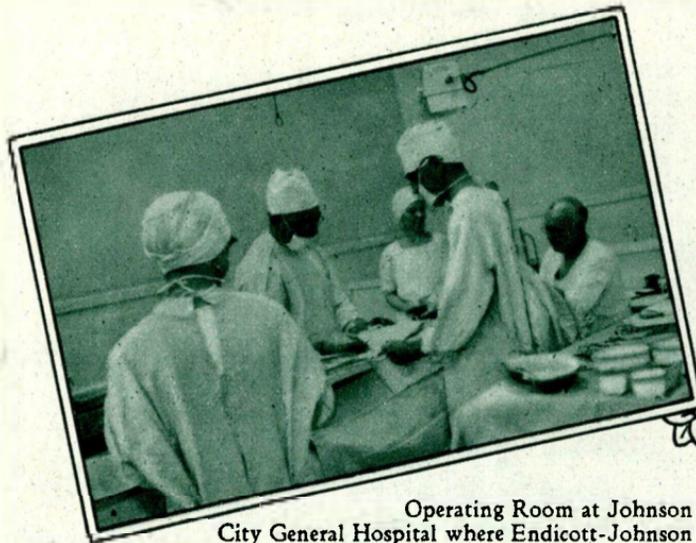


Exterior view of Your
Home Library at John-
son City.

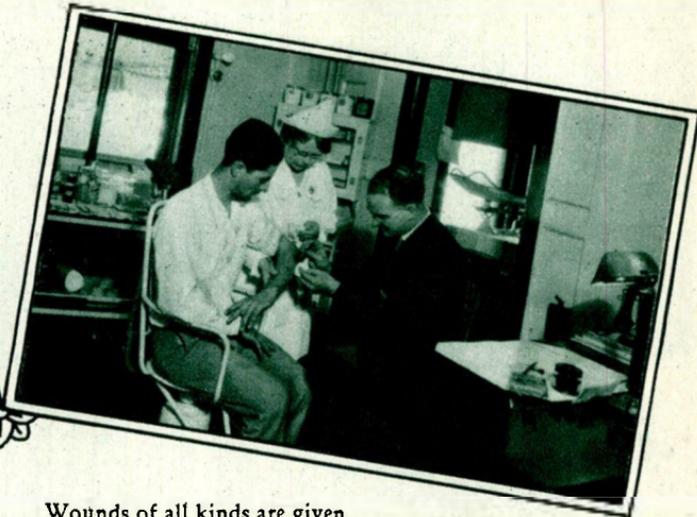
Exterior view of Ideal Library, En-
dicott. This beautiful building is
used as a library and community
center for the people of Endicott
and vicinity. It is needless to state
that these two libraries are used and
thoroughly enjoyed by the people in
this community.



WE TAKE GOOD CARE OF OUR HEALTH



Operating Room at Johnson City General Hospital where Endicott-Johnson Workers receive expert attention during a major operation



Wounds of all kinds are given immediate attention to prevent complication from infection. An Endicott-Johnson doctor giving first aid.

In no phase of our activities is the humane side of the Endicott-Johnson organization more vividly portrayed than in the service we provide for the health and well-being of ourselves and our families.

Three separate centers have been established to meet practically every medical or surgical need which may arise from infancy to old age — three hospitals with modern operating rooms, dispensaries and maternity wards, completely equipped and fully manned with a

most competent staff of physicians, surgeons and nurses obtainable.

Endicott-Johnson workers and their families receive this service without charge.

And this medical service is not confined simply to treatments at the three hospital centers, but is carried right into the homes of our workers. It also includes services which may require the facilities of outside or public hospitals or sanitariums, in which case, too, there

is no charge to the patient, the expense being borne by the Endicott-Johnson organization. A convalescent's home in the country is also provided for special cases. Again no charge.

The medical staff consists of twenty-nine full time physicians, including surgeons, oculist, nose and throat specialists, pathologist, bacteriologist, psychologist, pharmacists, dentists, X-ray technician, masseur — together with a staff of sixty-seven trained nurses and necessary clerical and technical attendants.



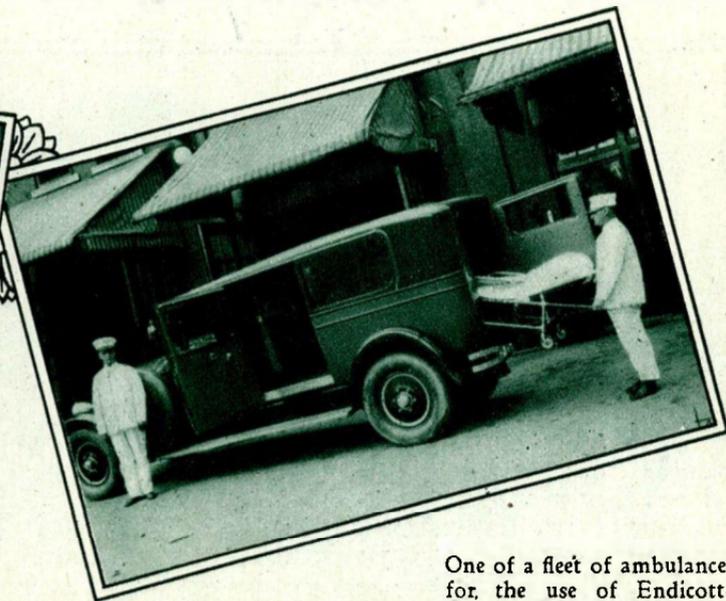
Hundreds of babies each year see the light of day for the first time in our Workers' hospitals. This is a picture of one of the nurseries. These nurseries are presided over by a graduate nurse and the babies are given the best attention possible.

As an example of the magnitude of this service we quote some yearly figures (from 1926 statistics).

101,128 office diagnoses and treatments were made and given by Endicott-Johnson staff physicians. In addition 77,068 doctors' visits were made to Endicott-Johnson Workers' Homes.

485 major operations were performed and half that number of minor ones.

Ear, Nose and Throat operations numbered 2,002 and treatments were 15,270.



One of a fleet of ambulances for the use of Endicott-Johnson Workers and their families.

7,116 eye examinations were made.

34,412 dental operations were performed (includes fillings, extractions, treatments, cleanings).

1,080 maternity cases were handled.

Visiting Nurse Service

In addition to a complete staff of 67 hospital nurses, we maintain a staff of visiting nurses whose services are available in the homes of Endicott-Johnson Workers and for "follow-up" work in each community. 17,670 visiting nurse calls were made in 1926.

Ambulance Service

Five regular and two emergency ambulances each manned by two attendants when on a call are available on a moment's notice through each of the twenty-four hours of the day. Not only are they used for accident and other emergency calls, but for transferring patients from place to place. In 1926, 13,301 ambulance calls were made and 45,504 miles were covered.

Babies Welcome Here!

The Endicott-Johnson "Square Deal" begins when



Endicott - Johnson
Workers' Hospital,
Johnson City.

life itself begins.

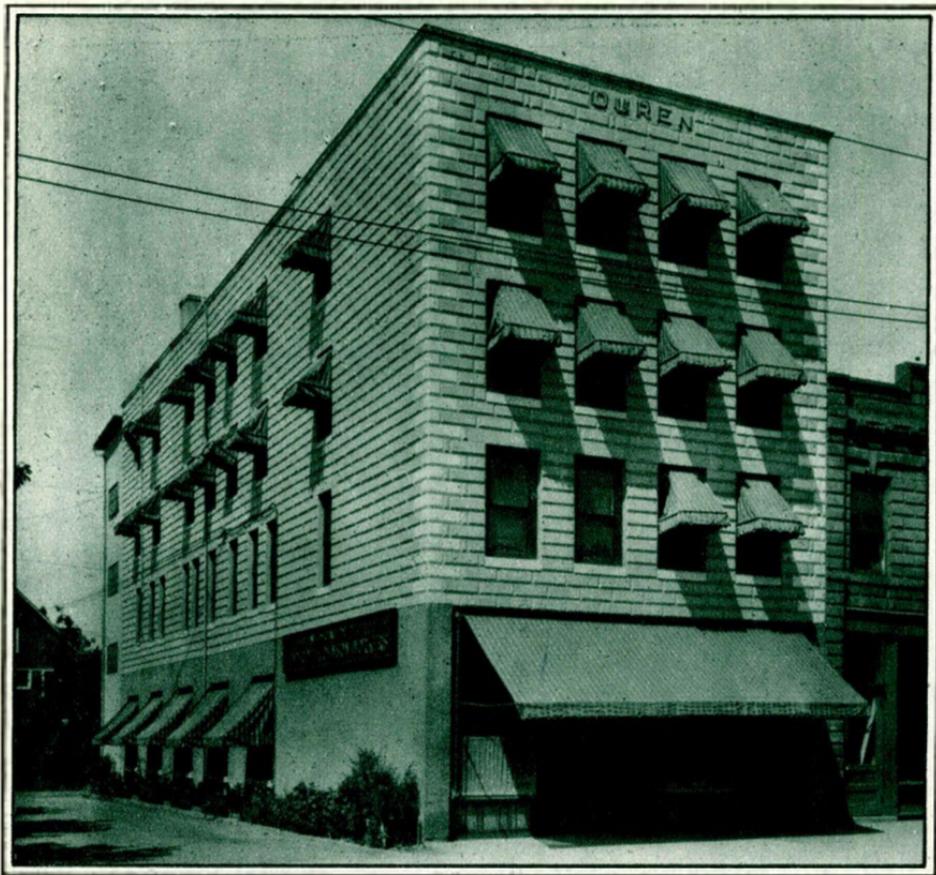
Three Endicott-Johnson maternity hospitals are always ready to receive the expectant mother and to provide for her and her precious offspring the most thoughtful care and finest medical attention that money and science can procure. Not only are these services and all supplies for mother and baby furnished by us without charge, but each case is followed up with helpful aid and suggestions to the mother toward giving baby a healthy, vigorous start over life's long journey.

Clinics for mothers and babies are held weekly and wonderful help and advice is given by doctors and nurses, all tending to better health and living conditions in this community.

In 1926, 1090 chubby, gurgling little souls saw the first great dawn through the Endicott-Johnson maternity service—and when they leave the hospital, each baby is presented with a bank book with a \$10.00 deposit and also a pair of baby shoes, the gift of Mr. Geo. F. Johnson, our President. Mrs. Johnson presents

Endicott - Johnson
Workers' Hospital,
Clinton St., Bing-
hamton, N. Y.





Endicott-Johnson Workers' Hospital, Endicott.

with her best wishes, a ten-dollar gold piece to the mother, who also receives from the Medical Department an order on a local photographer for six pictures of the baby free of charge. A total of 6,897 babies have been brought into the world through our maternity service.

Sick Relief Department

We have organized ourselves into a Sick Relief Department with the small dues of 20c per week open to all Endicott-Johnson Workers who wish to join. It is not compulsory and one can withdraw any time they want to. After the first week's illness we pay to members in good standing \$10.50 per week during illness; maximum payment not to be over 13 weeks. Thus we help ourselves and each other in time of real need.





These are just a few of the babies that were born in Endicott-Johnson hospitals during a year. The group of three babies in the upper center of the picture are the first and only set of triplets born in our hospitals. They are now considerably older than when this picture was taken and all three are doing fine.

WE PREVENT ACCIDENTS

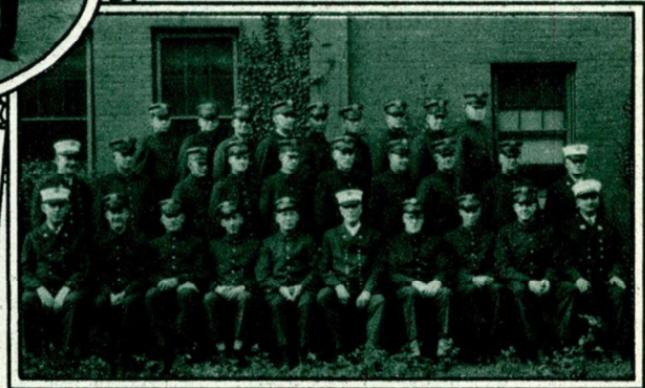
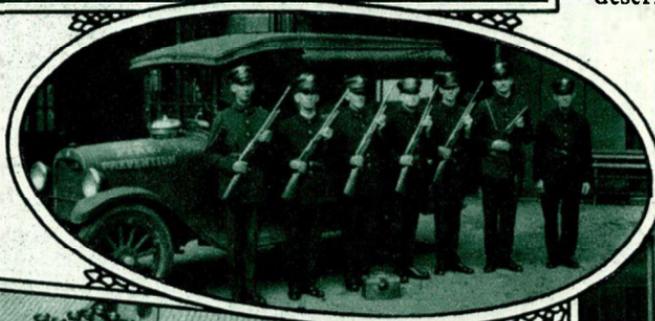
Again the human consideration comes first. Throughout the many Endicott-Johnson Factories, the utmost precautions are taken toward the prevention of injury to any worker which might cause even the slightest disablement or impairment of his means of livelihood. Safety devices of every description are liberally provided. Watchmen are constantly on the lookout for fires which might threaten the lives of our workers or deprive them, even temporarily, of employment through damage to buildings or equipment.

Two completely equipped fire compan-



Endicott-Johnson
Rescue Squad
at Endicott

Endicott-Johnson
Pay Roll
Squad at
Endicott.



Endicott-Johnson Fire Prevention Department at Endicott.

FIRES, AND OTHER LOSSES

ies are maintained not only for the protection of the factories but for the protection of Endicott-Johnson Workers' homes.

The Endicott-Johnson Fire and Safety Department consists of a chief, two assistants, and 66 men including signal operators, watchmen, ambulance force and firemen.

And we are not lacking in appreciation of the vigilance and service of these guardians of our lives and property. They are provided with comfortable quarters and they receive good pay. "The Square Deal" most assuredly is for them, too.



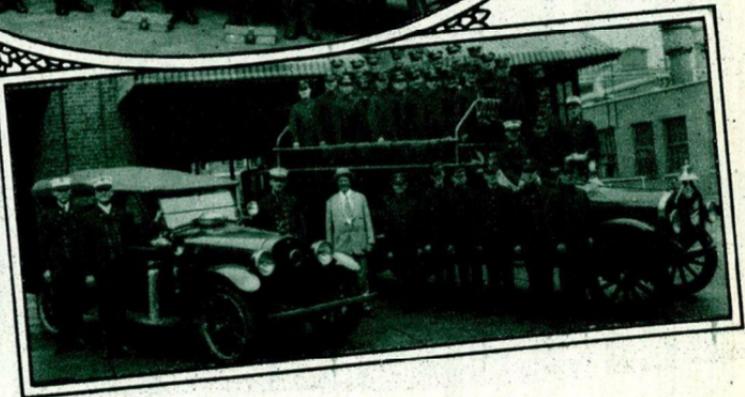
Endicott-Johnson
Rescue Squad at
Johnson City.



Endicott-Johnson
Pay Roll
Squad at
Johnson City.

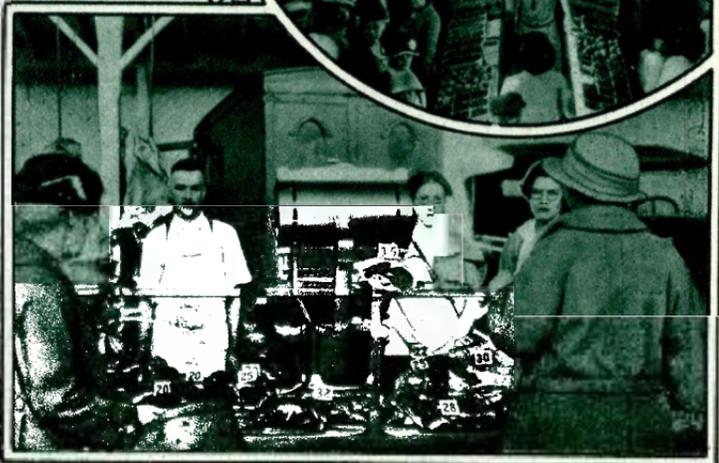
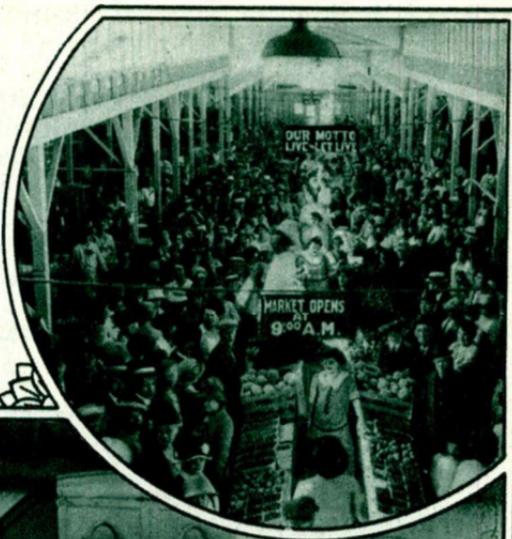
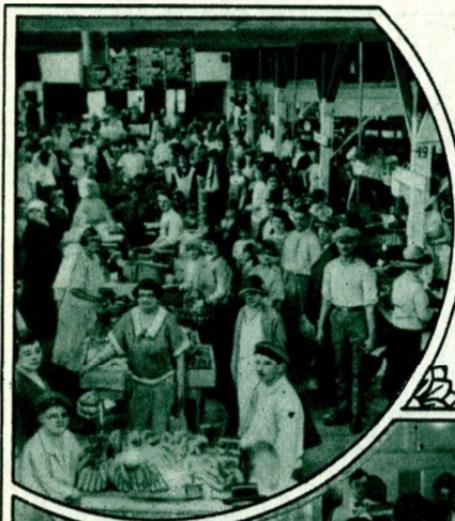


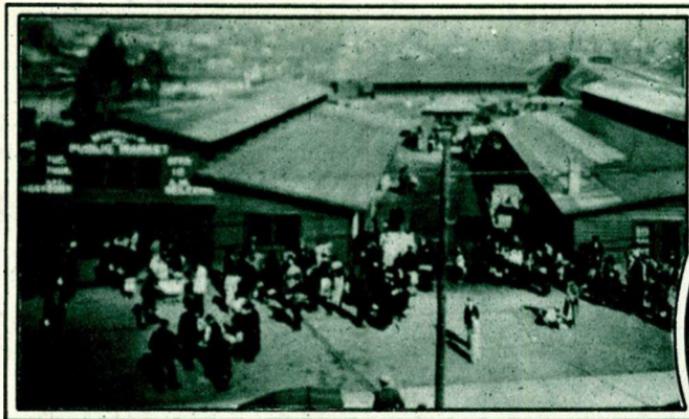
Endicott-Johnson Fire Prevention Department, Johnson City.



PUBLIC MARKETS REDUCE OUR COST OF LIVING

Further expression of "The Square Deal" is found in the way Endicott - Johnson Workers are aided in procuring many of the necessities of life at greatly reduced costs. This is accomplished through the establishment of conveniently located public markets.



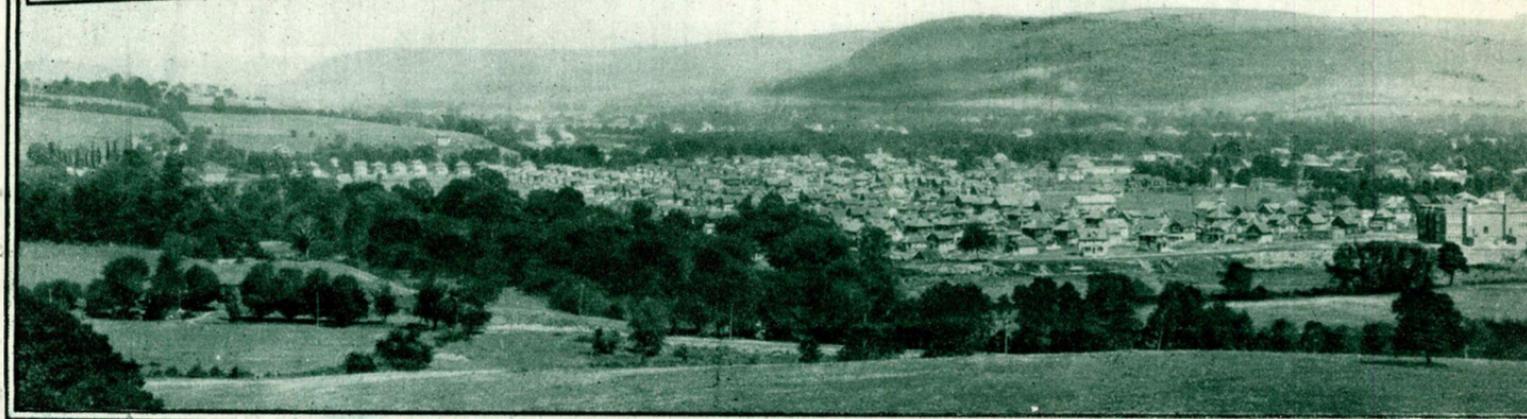
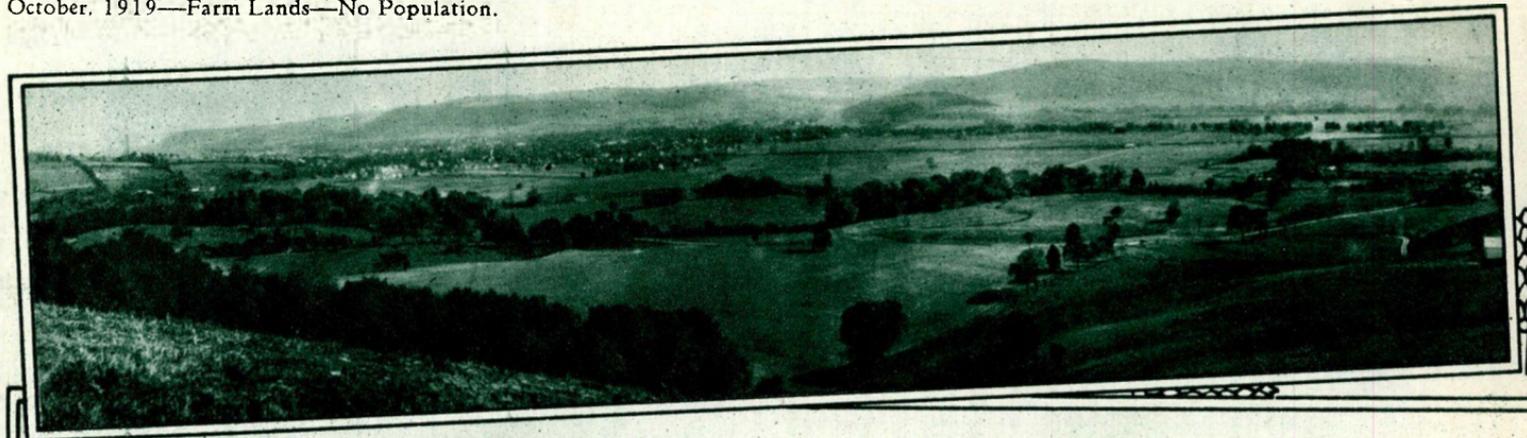


Here thousands of "We" workers and our friends buy our meats, fresh vegetables, and fruit at prices well below the average retail price.

On the two big public markets as many as 1,670 farmers' trucks and wagons have gathered over the period of one month and served between 15,000 and 20,000 people, the sales totalling \$86,320.10.



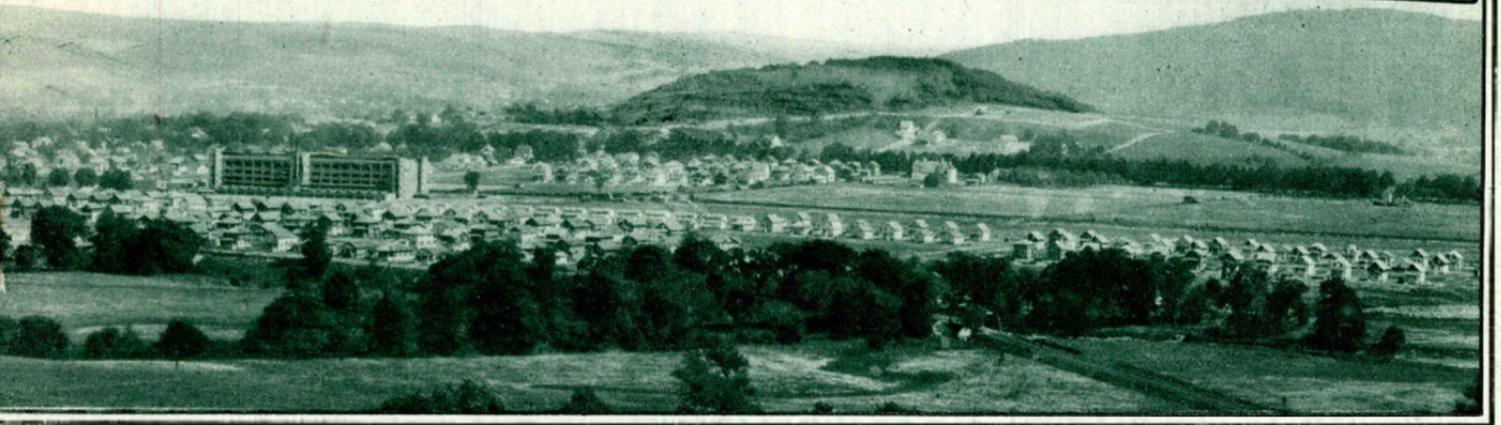
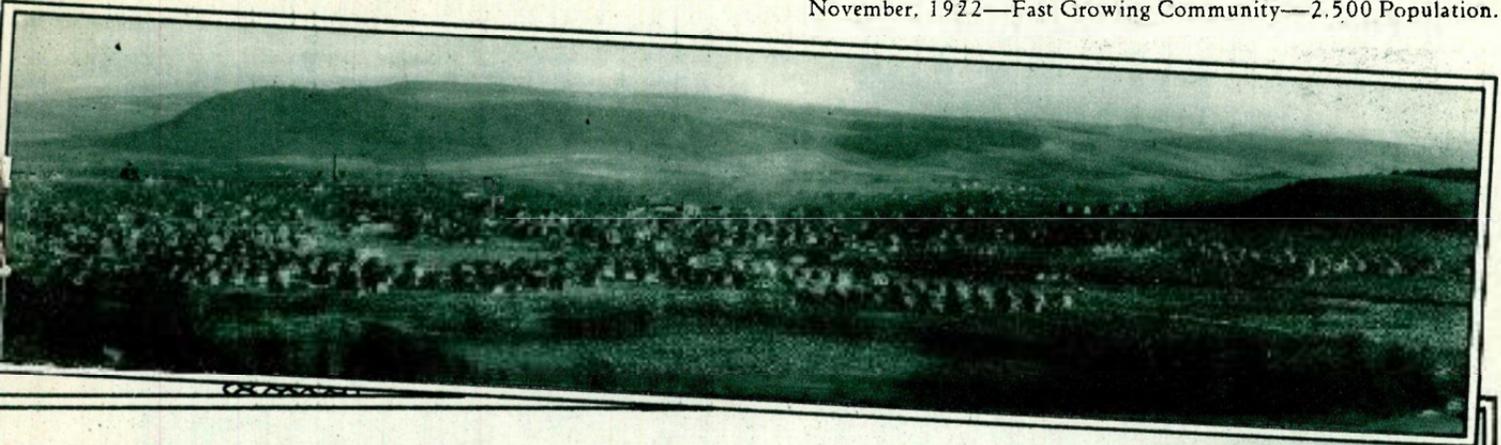
October, 1919—Farm Lands—No Population.



September, 1927—Still rapidly growing with wonderful future prospects.

WEST ENDIC

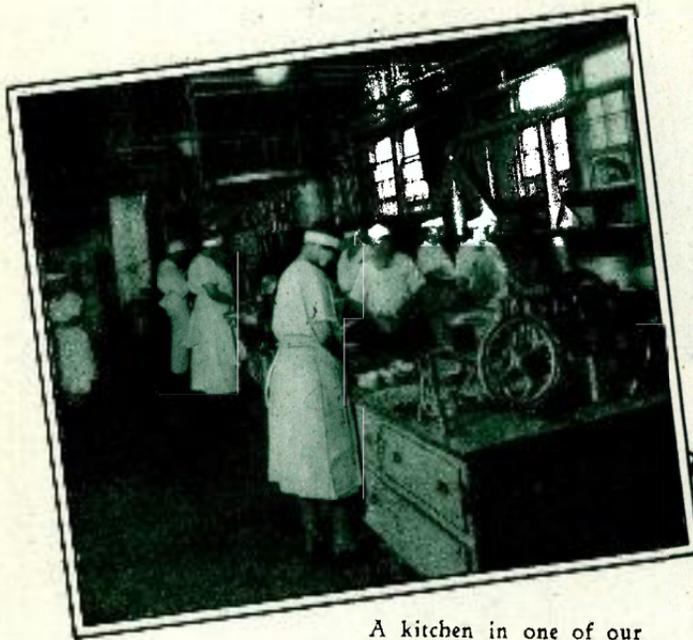
November, 1922—Fast Growing Community—2,500 Population.



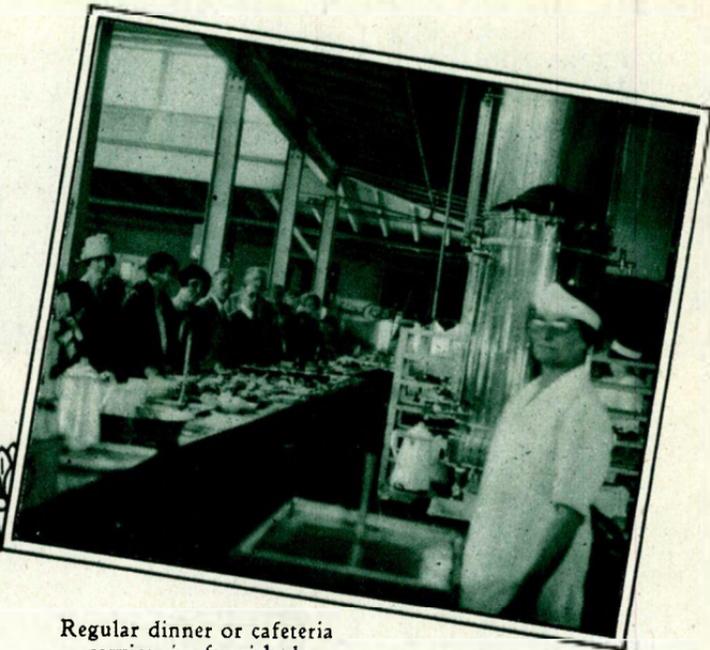
ENDICOTT, N. Y.

Population 6,000—Practically all Endicott-Johnson Workers and their families

E.-J. RESTAURANTS versus THE DINNER PAIL



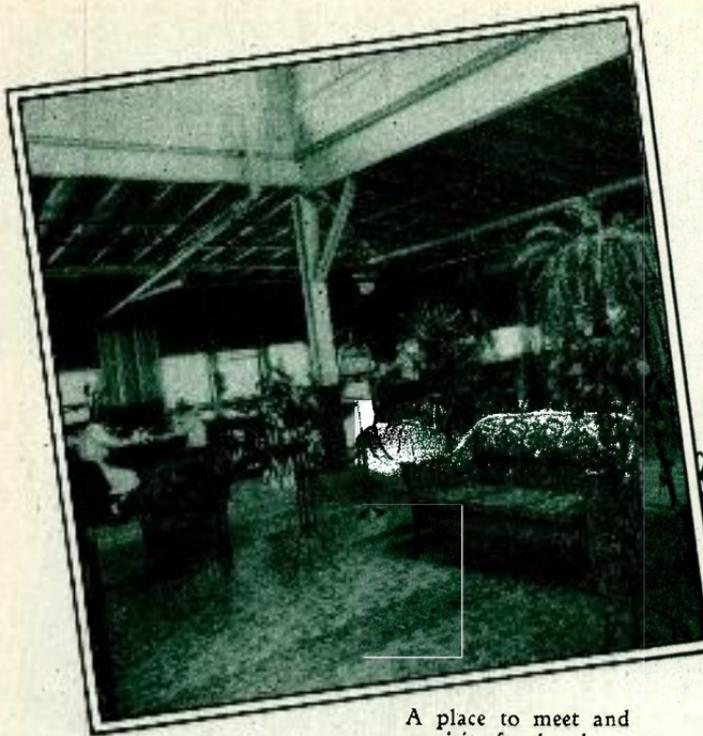
A kitchen in one of our restaurants.



Regular dinner or cafeteria service is furnished.

At the Endicott-Johnson plants the dinner pail has disappeared under the advance of the more modern and more satisfactory plan of feeding the inner man, while at work, through restaurants operated for the benefit of Endicott-Johnson Workers.

Here "The Square Deal" takes the form of a square meal—prepared in clean kitchens, from fresh, wholesome foodstuffs and served in appetizing form. All this at a cost that puts public restaurant prices to shame or even challenges the economy of the home filled dinner pail.



A place to meet and
visit after lunch.



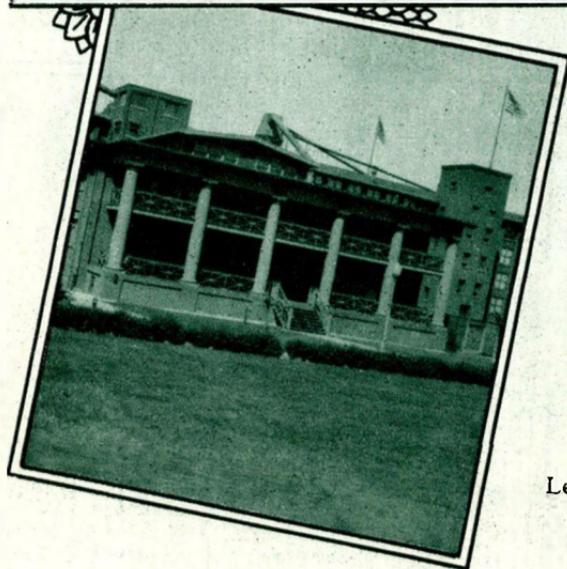
Good things to eat at
exceptionally low
prices.

The Endicott-Johnson Workers' Restaurants serve some 12,000 meals daily at an average cost of about 20 cents each.

The bill of fare for dinner consists of choice of sev-

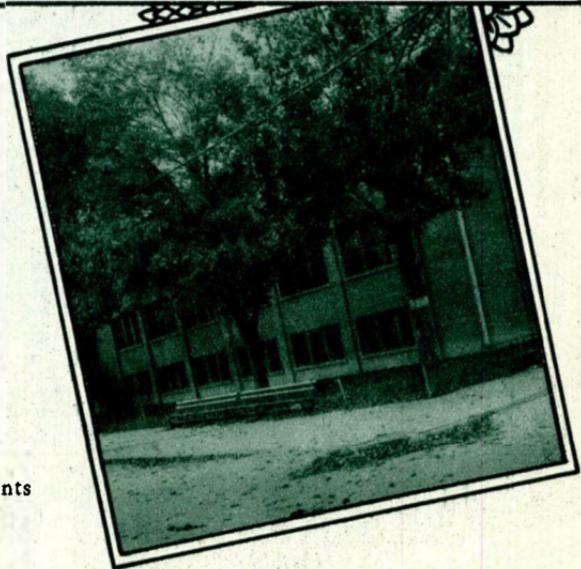
eral kinds of meat, potatoes, choice of vegetables, bread or rolls, butter, choice of dessert, tea, coffee or milk.

Another feature which makes living worth while for us in "The Valley of Fair Play."



The staff at one of
our Restaurants.
These people are full
time workers.

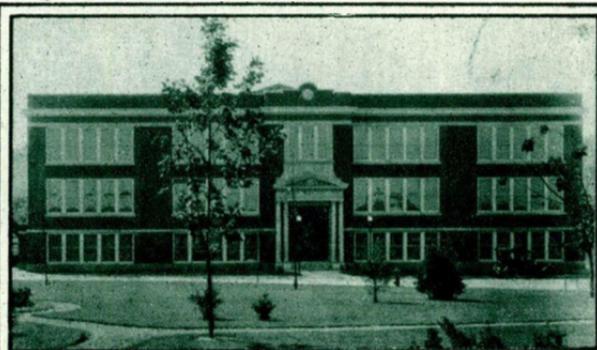
Right: One of our Res-
taurants at Endicott.



Left: One of our Restaurants
at Johnson City.

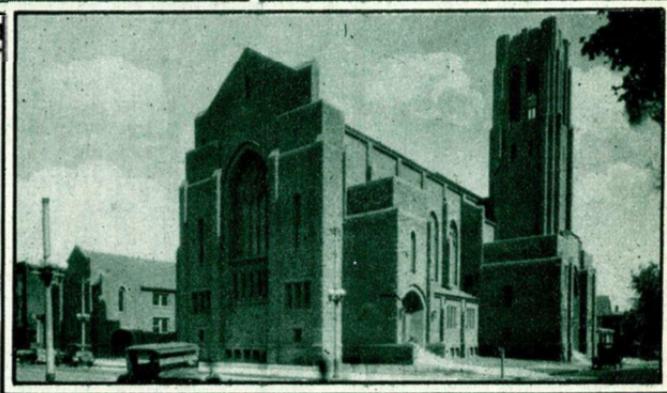
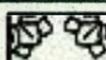
The educational and religious sides of our lives

Equipping the coming generation for the battle of life is mighty important with us, for it is they to whom we look for the future maintenance of our homes, the growth and continued prosperity of our "Industrial Democracy" and the perpetuating of the great principles of "The Square Deal." Our



schools are among the finest in the land.

We encourage religious activities regardless of sect. They tie in with the common spirit of equity and human kindness which dominates our principles and which stands high in the purpose of *every religion*.

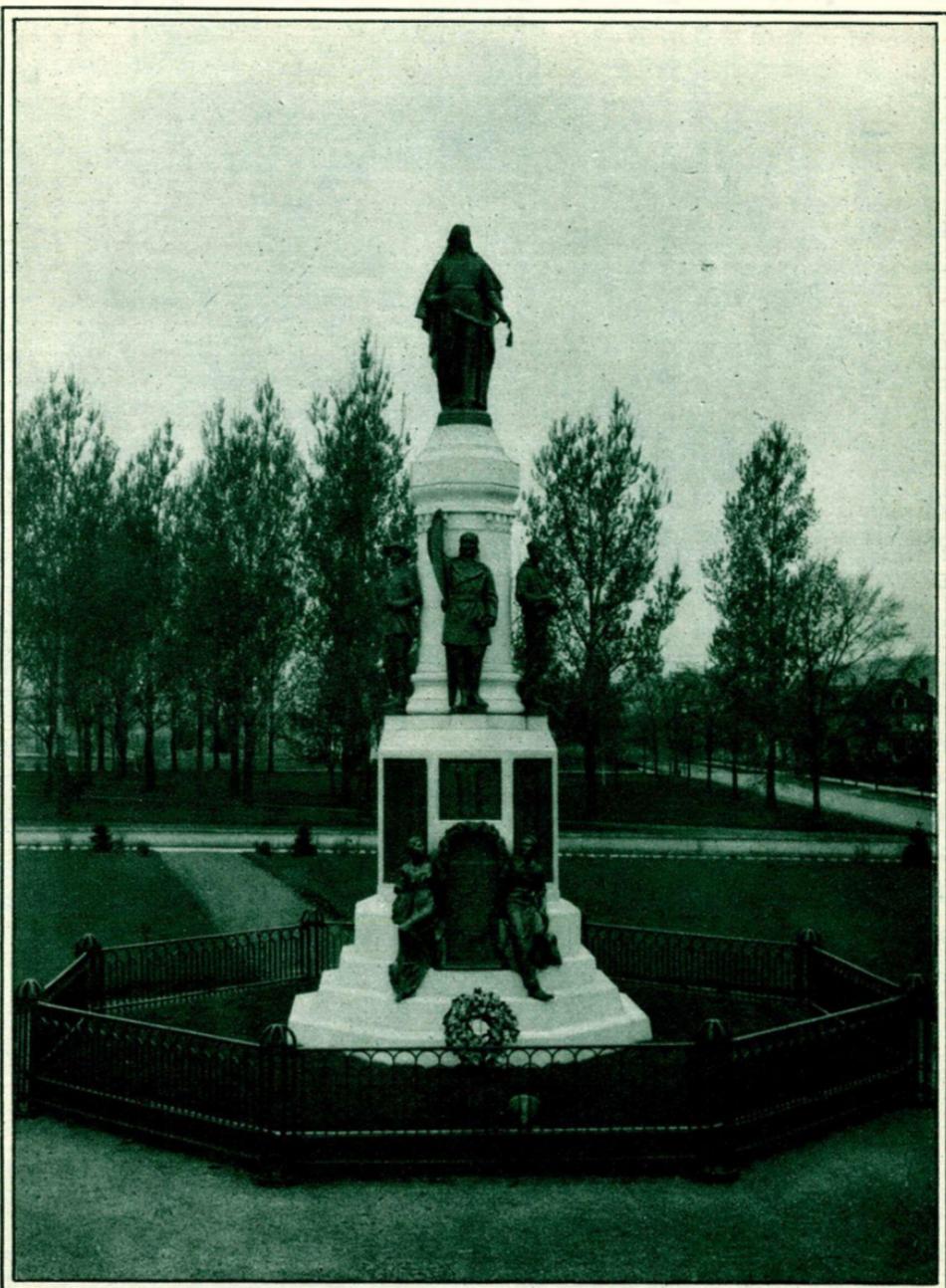


The religious life of the community is well cared for. This is a church at West Endicott.

(above)

This is the well equipped Geo. F. Johnson school at West Endicott. Besides being used for school purposes it is the center of community life.

Sarah Jane Johnson Memorial Church at Johnson City, given by Mr. Geo. F. Johnson and his brother, C. Fred Johnson, in memory of their mother.



Memorial Monument

Honoring the service to their country during the World War, of
thirteen thousand E.-J. workers.

Erected by Geo. F. Johnson.

Dedicated Sept. 6, 1920

The spirit that lives in "The Valley of Fair Play"

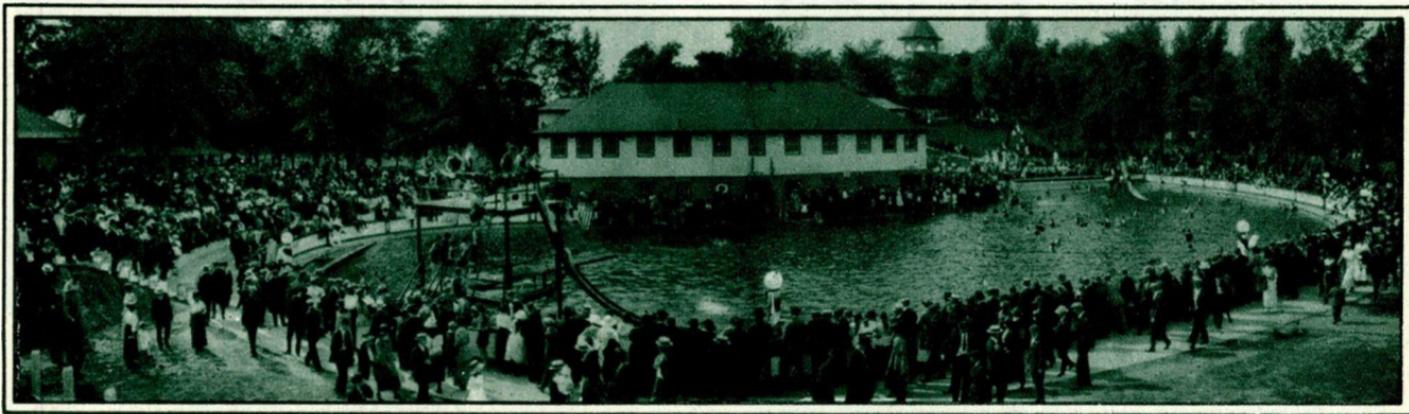
From the moment the visitor enters "The Valley of Fair Play" there comes to him the consciousness that here some great feeling is in control. It reaches him through the steady hum of a great industry at work; through orderly scenes of many activities; through the quiet, contented bearing of the thousands who man our factories, through the tidy appearance of their homes and the pride of those who manage them; through the laughter of happy children at play.

It is the spirit of Good Fellowship.

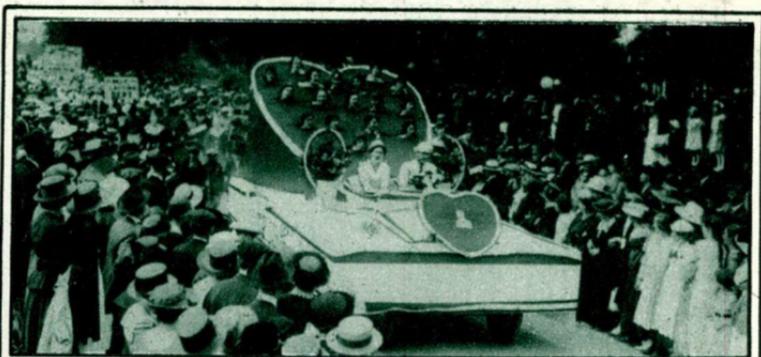
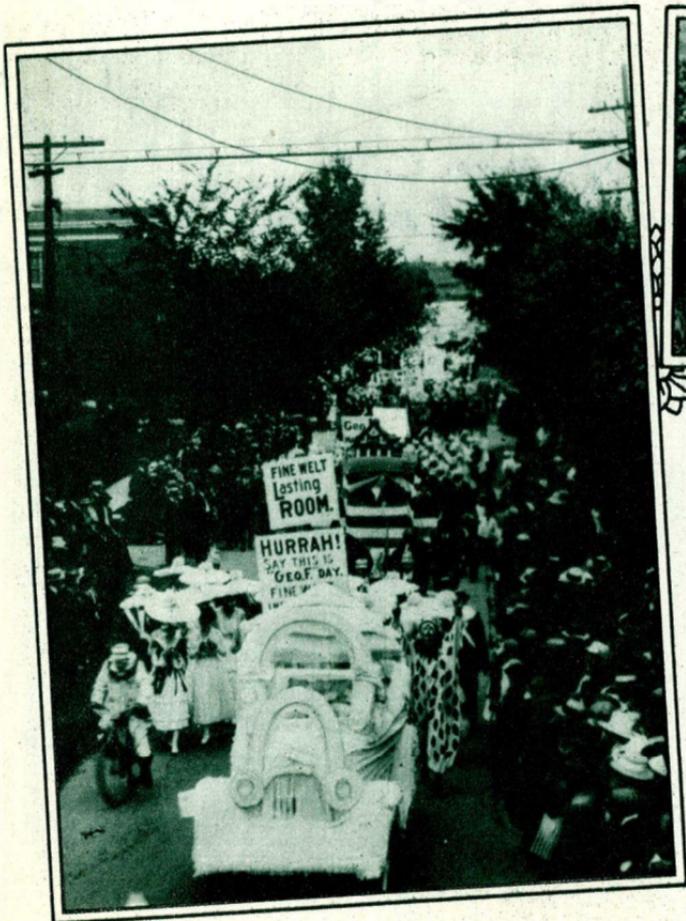
The evidences of it are everywhere—monuments, parks, playgrounds, social centers established by the management in recognition of the loyalty and earnestness of the workers; arches in turn erected by the workers in appreciation of the management's acts of friendship.

Or, the visitor may find this fine spirit expressed in the spontaneity of a gala day program, a massed civic parade or a great community holiday.

Whatever form of manifestation this unusual spirit takes, there is never any mistake as to its genuineness.



Ideal Pool at Ideal Park, Endicott. This pool holds a million gallons of filtered water which constantly changes. A well equipped bath house is located on the edge of the pool. Trained life guards are on duty all the time the pool is open. It is needless to say that the pool is a popular spot in the summer.

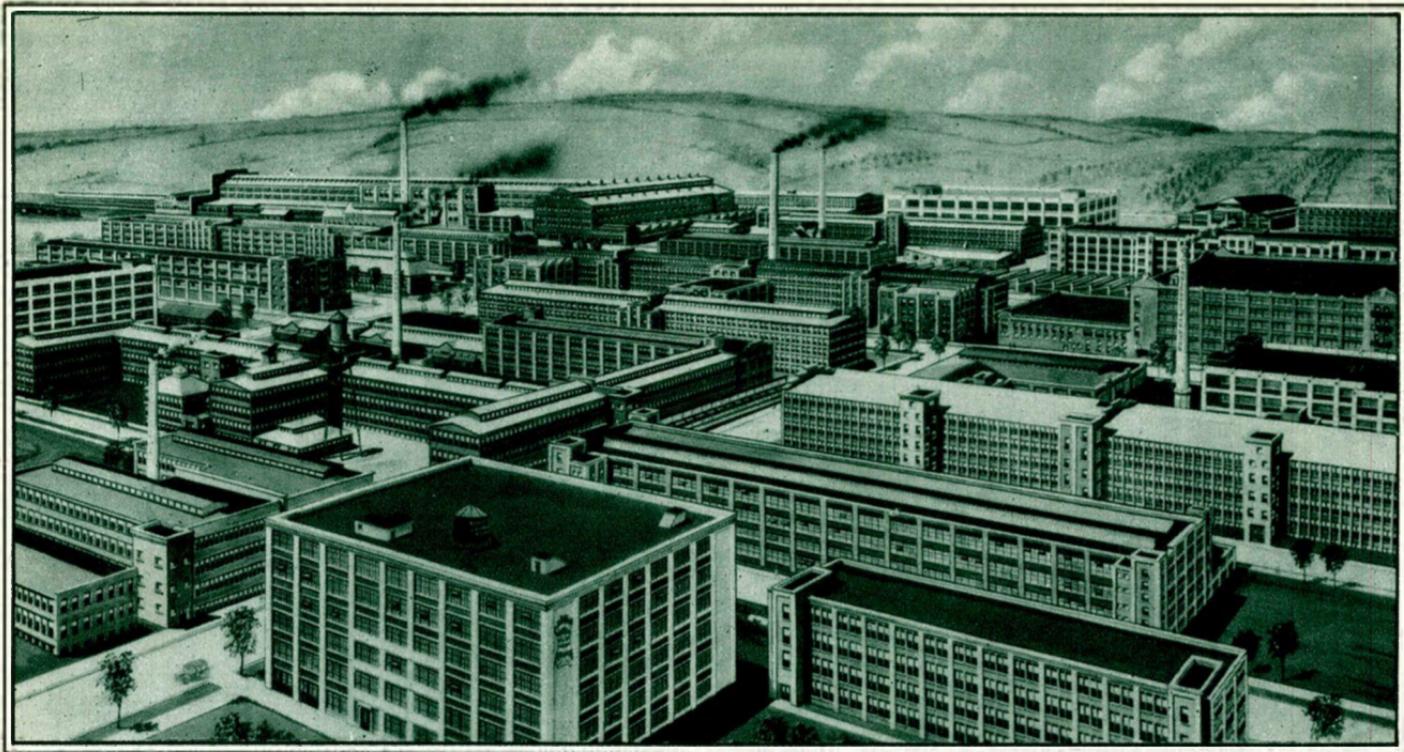


GEO. F. DAY CELEBRATION

A typical Geo. F. Day. For several years Endicott-Johnson Workers held a monstrous parade and celebration lasting all day in honor of Mr. Geo. F. Johnson. These Geo. F. Days, as they were called, were discontinued at the request of Mr. Johnson, and now the work-



ers are his guests each Labor Day at one of the parks. The day is spent in enjoying oneself. All kinds of athletic contests are held, baseball games, etc., and at night the day comes to a close with an elaborate display of fireworks and a dance.



This is a composite drawing of the Endicott-Johnson factories and tanneries as they would look if they were grouped together. It really does not give an adequate idea of the size of our organization. Here are some interesting facts: More than 17,000 employees; daily output 20,500 sides of leather and 130,000 pairs of shoes. Total floor space over 97½ acres. Over 5,200 miles of thread and 15½ tons of nails and tacks used daily.

WE HAVE OUR OWN IDEAS ABOUT DISABLEMENT COMPENSATION—OLD AGE PENSIONS AND LIFE INSURANCE

Compensation Insurance. Every need of every Endicott-Johnson family is promptly cared for. Although Endicott-Johnson carries compensation insurance (its own, for which a fund of \$250,000 is on deposit with the State of New York), our aid to Endicott-Johnson Workers does not end with simply complying with the requirements of the law. Any Endicott-Johnson Worker sustaining any industrial accident receives prompt attention from the Endicott-Johnson Medical Department and, if necessary, put under the care of a trained nurse. Each case is given the most careful attention and all possible is done to ease the worker's discomfort.

Old-Age Pensions. When time at last begins to take its toll in physical decline, our Endicott-Johnson pension system offers the faithful worker a kindly helping hand. And this aid is not an arbitrary, fixed sum, but is determined by the actual need of the worker—according to his ability to continue in part time or less arduous duties. When complete retirement is finally necessary his needs and the comfort-giving needs of his

family are provided for as long as needed.

We are never so busy or self-centered as to overlook the sympathetic sides of life, nor to forget a worker's faithful co-operation in the past.

Life Insurance (we call it Death Insurance). Nor does our interest in an Endicott-Johnson Worker's family cease when death lays its heavy hand upon the bread winner. If time, the raising of a family, or other circumstances have given him insufficient opportunity to provide the needs of his bereaved family until they are again on a self-supporting basis, his pay envelope continues to reach them the same as if he were living. And it continues for a year, or two, three or five years if there is need. There is no mechanical limitation to this insurance. It does not stop at some arbitrary fixed sum. The needs of each case are separately considered and conscientiously met. This is the most equitable form of insurance we know—insurance paid for from the profits of those who can spare it and are able to "carry on" and wisely distributed where the need is greatest.

We Share in the Profits of Our Company

Ours is a business which has grown from \$600,000 in the early 90's to \$70,000,000 a year through the broad policy of mutual endeavor. Nothing better illustrates the truth of the statement that "WE" are Endicott-Johnson than the fact that each of our 17,000 workers has a direct, tangible interest in the business through the Endicott-Johnson profit-sharing plan.

Each year, after good wages have been paid; after all the activities looking toward the welfare of our workers have been provided for; after those who buy and use our goods have had a "square deal" in the form of good values;

after 7% has been paid on the Preferred Stock of the Company; after 10% has been set aside to the credit of the Common Stock—the balance of the profits, if any, are divided equally between the workers and the owners of the common stock.

In 1925 this Workers' Share amounted to \$1,153,824.00.

We not only believe in "The Square Deal" but we practice it. We believe in team-work. We believe in success. We strive for it. But the only success we want is the kind in which all of us can share—workers and stockholders alike. For the skill and labor of the former and the capital of the latter are both essential and inseparable in moving the wheels of industry.

Many Endicott-Johnson employees enjoy the distinction of being both workers and stockholders in the Company.

We Make Good Wages

Aside from the advantages of our profit-sharing plan, and all the benefits which accrue through the operation of our home-owning

STATEMENT	
DATE	AMOUNT
The Profit Sharing for the year 1922 amounts to \$472 per week to those entitled to receive a share.	
The amount of this check is based on 52 weeks to which it has been determined you are entitled.	
Profit-Sharing Year 1922	
42549 JOHN ROBBELLO 6 MC KINLEY AVENUE ENDICOTT NEW YORK	
ENDICOTT-JOHNSON CORPORATION	
To STATE BANK OF ENDICOTT ENDICOTT, N.Y. FEBRUARY 15th, 1923	
No. 3045 44	
\$2454.92	
42549 JOHN ROBBELLO	
6 MC KINLEY AVENUE	
ENDICOTT NEW YORK	
ENDICOTT-JOHNSON CORPORATION	
BY <i>[Signature]</i>	

A Typical Profit-Sharing Check.

system, community markets and medical and relief services, Endicott-Johnson Workers receive the highest wages of any leather and shoe workers in the world.

The average yearly wage per worker in 1925 was \$1,309.88. And this is the average for all workers—women and young people above the age of sixteen (we do not hire children below sixteen) as well as men.

We Keep Busy

We never lose sight of the fact that interruptions in the operation of a large industry seldom benefit anyone. We have never had a strike. We have never had the need of one. When any of us has a grievance we know exactly where to go to "talk things over" direct. We are frank; we are tolerant; we are reasonable; we settle things quickly and amicably. For we know that whatever works to the best interest of all of us, works to the best interest of each of us. "The Square Deal" is our governing policy. We give it and we receive it. The plan has never yet failed us.

In addition, we are fortunate in the character of our product—shoes, which are a prime necessity of the people. And being favored with a vast share of the public's patronage gained through giving them good values—we keep busy. Our huge plant is in operation month in and month out—fifty-two weeks in the year.

We Fill All Our Good Jobs From the Inside

Where opportunity lives ambition thrives. To every Endicott-Johnson Worker there is always the possibility of stepping into a better job in his own organization. Leaving an experienced man where he is and hiring a new man for the higher position, may be the easiest way, but it is not the Endicott-Johnson way. Whenever a vacancy in an important position occurs the ranks are searched for the right man to fill it. There is no favoritism. Ability and merit are the sole consideration. We regard this policy as one of the greatest insurers of the stability, growth and continued prosperity of our business.

THE VALUE OF THE E.-J. DOLLAR

“What is it worth to be associated with this unusual ‘Industrial Democracy?’ ” may well be asked.

No monetary standards can measure the value of happiness, human friendship and the serenity which comes from knowing that every reasonable contingency of one's future is thoughtfully provided for. Yet these are some of the precious possessions of those who live in “The Valley of Fair Play” and under the benefaction of “The Square Deal.”

Our parks, playgrounds, libraries and social centers hold limitless measures of enjoyable recreation and entertainment. Our community system promotes mutual friendship that is priceless. Our hospitals, medical service, pension, insurance and other relief systems, and our home-establishing plan makes us rich in contentment.

We cannot begin to estimate the value of these assets. But we can to a degree, estimate the material value of those benefits which may be classified as direct (omitting such as are factors for pleasure, recreation and entertainment—the maintenance of parks, playgrounds,

swimming pools, libraries, etc.). We can thus arrive at some sort of tangible value of the Endicott-Johnson Dollar to the Endicott-Johnson Worker.

Based on estimated public cost, the value of direct Endicott-Johnson Benefits received in one year (1924 estimate) is approximately as follows:

Endicott-Johnson Medical Expense.....	\$1,293,379
Outside Medical Expense.....	191,647
Accident relief not covered by state:	
Compensation Insurance.....	70,035
General Relief.....	185,376
Sick Relief.....	114,078
Pensions.....	92,470
Ambulance and funeral car service.....	50,720
Public Markets (saving as compared with current public retail prices).....	600,000
Workers' Homes (saving as compared with public cost).....	250,000
Legal Services and Miscellaneous Benefits.....	250,000
Share of profits of business: (Annual Average).....	1,570,000
Total value of benefits.....	\$4,667,705

The actual wages paid Endicott-Johnson Workers (1924) amounted to \$21,700,000. The benefits mentioned above represented an addition of nearly 22%—making the average Endicott-Johnson Worker's dollar worth approximately \$1.22.

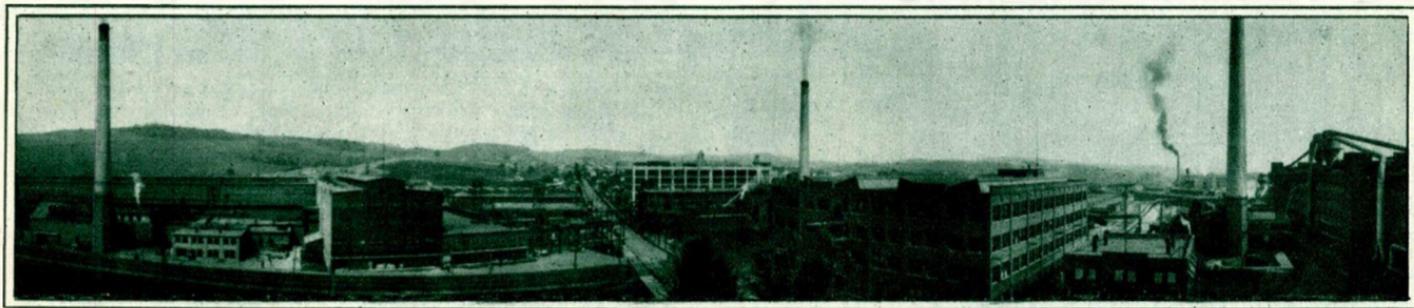
WHERE WE WORK

The Endicott-Johnson plants represent one of the largest groups of adjacent shoe factory buildings in the world. And these are not small factories but factories of major calibre individually. There are 22 large shoe factories, whose combined production averages more than 130,000 pairs of shoes a day. They consume more than 15½ tons of tacks and nails, and more than 5,200 miles of thread daily.

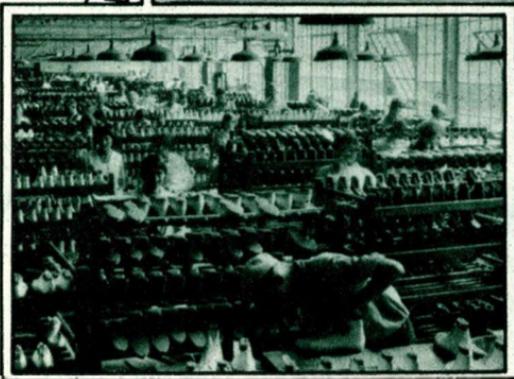
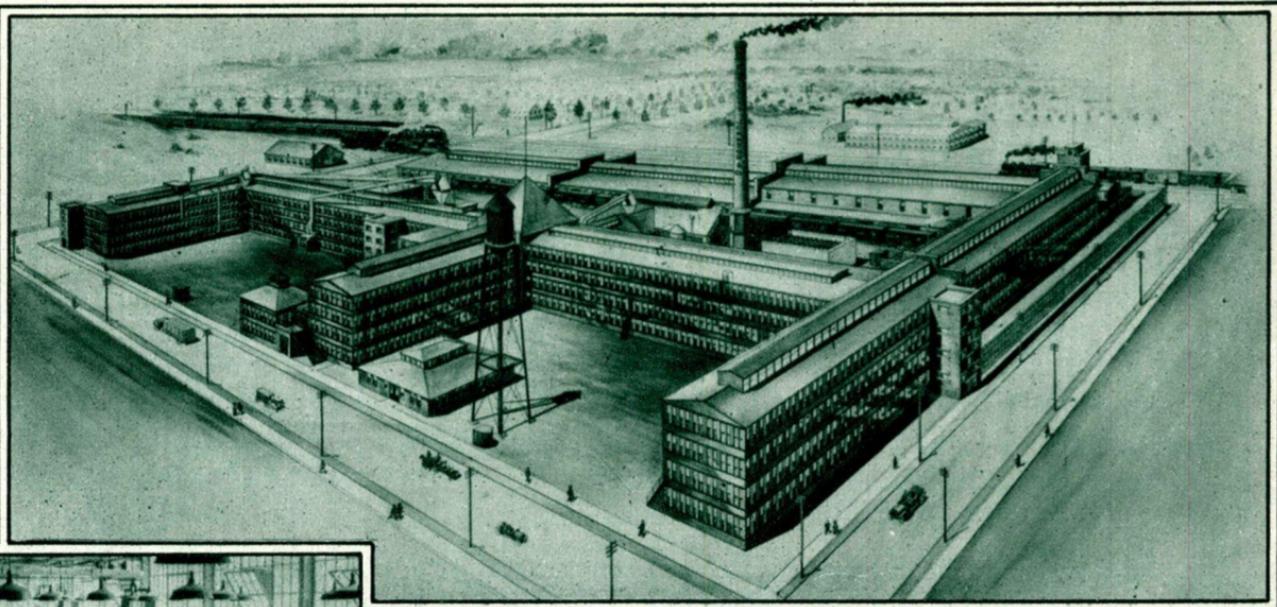
There are seven large tanneries (one being the largest single tannery in the world) with a daily average capacity of 20,500 sides of leath-

er. There are scores of auxiliary buildings—sales buildings, warehouses, machine-shops, incidental-product factories, etc. The total floor space is more than 97½ acres, (or 4,247,100 square feet).

Here "We" 17,000 associated loyal, happy Endicott-Johnson Workers find pleasant employment. Our combined annual income from wages for 1926, (which excludes profit-sharing bonuses and savings in food, housing and medical costs) amounts to more than
\$22,889,000.

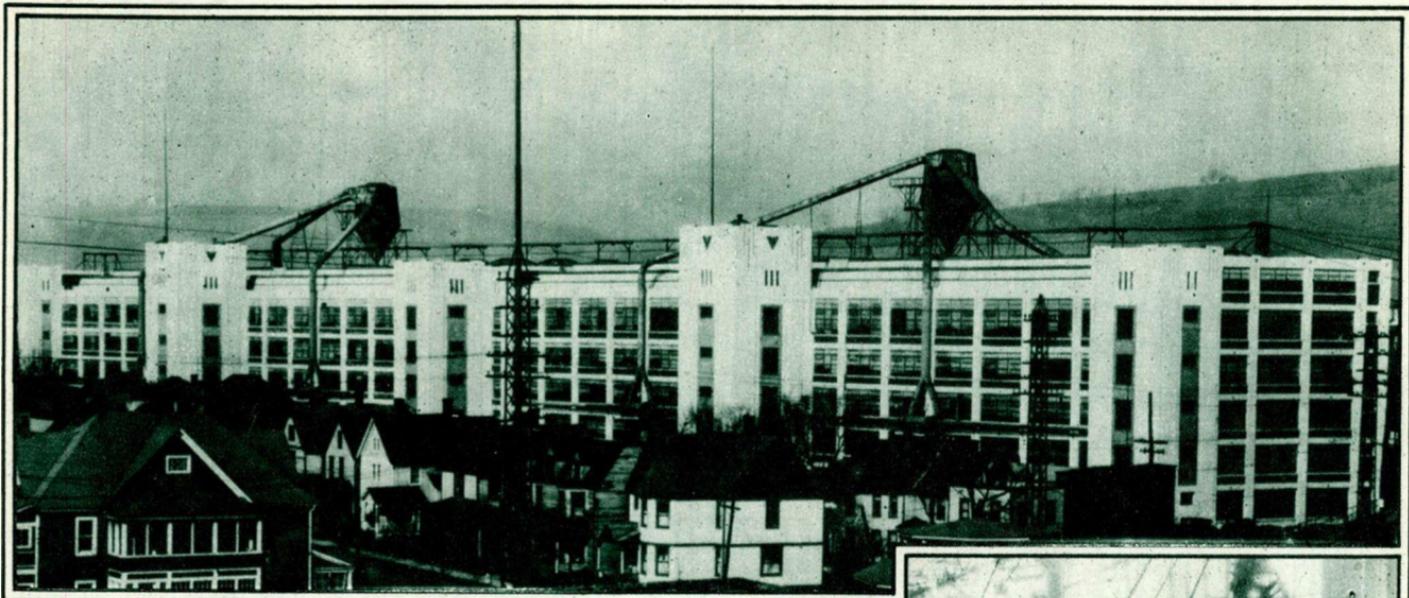


The center of activity at Endicott.

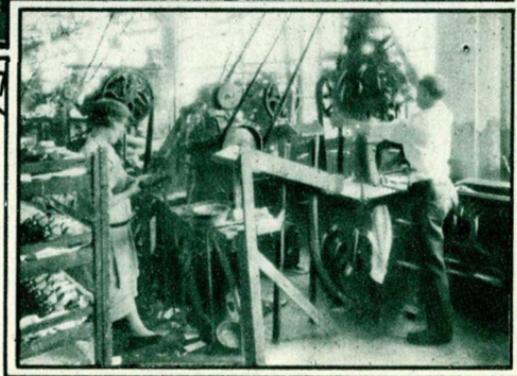


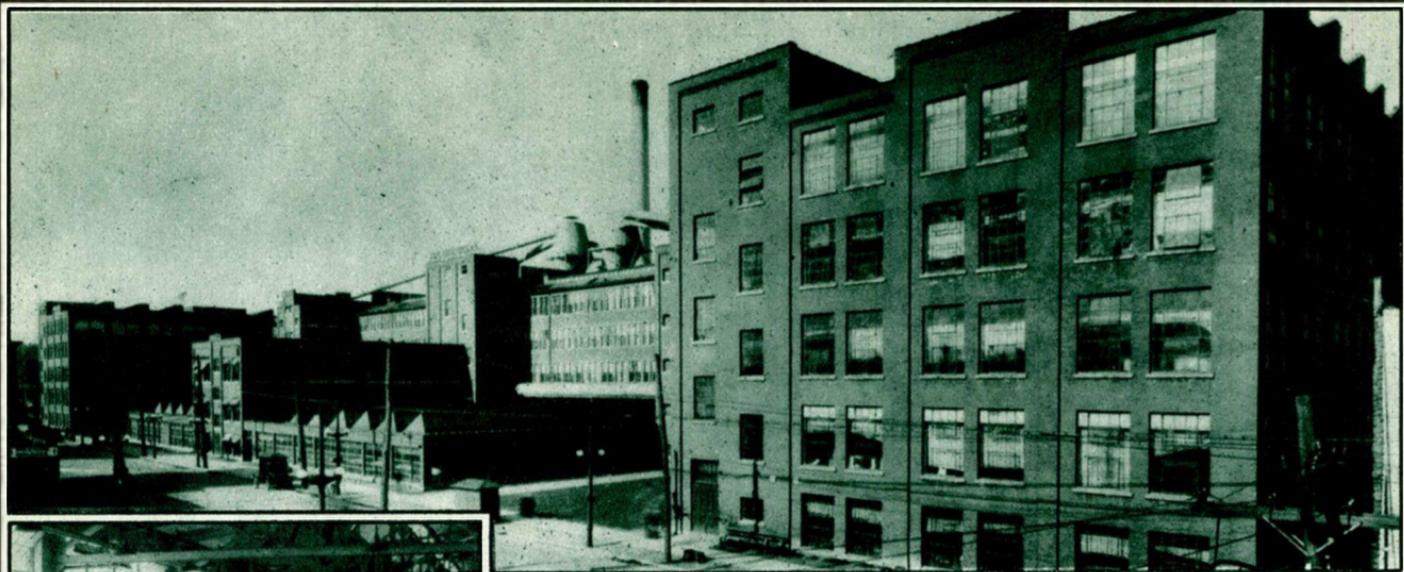
Pioneer Factory, Johnson City. This mammoth factory covers a full city block. Total floor spaces about $9\frac{1}{2}$ acres. Daily capacity over 24,000 pairs of men's work shoes. The Paracord Rubber Company, which makes Paracord Soles and Heels, is also located in this building. Their capacity is 43,000 pairs of rubber soles and 115,000 pairs of heels daily, keeping the shoe factories supplied with fresh stock every day.

This department makes Jiggers, our rubber soled footwear, and is located in the Pioneer Factory.



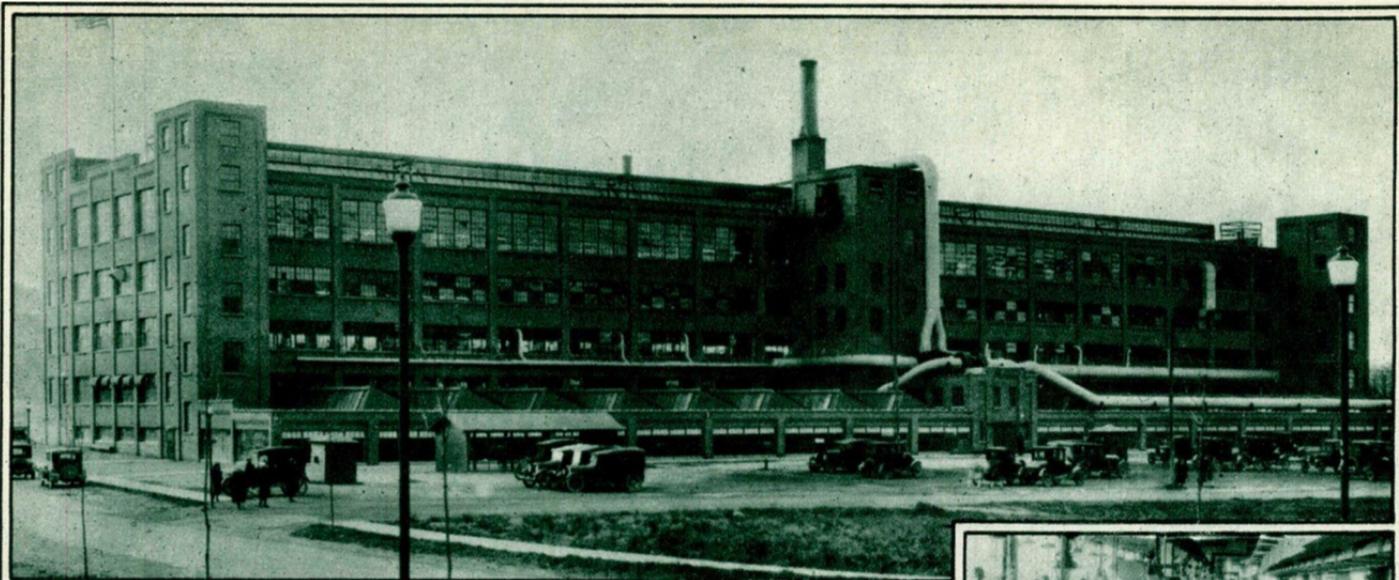
Victory Factory, Johnson City. Built in 1918, and opened at about the time the Armistice was signed, this beautiful building was called "Victory Factory." It is the most modern and well equipped shoe factory in the world. Daily capacity about 22,000 pairs of shoes.
Total floor space, 6 acres.





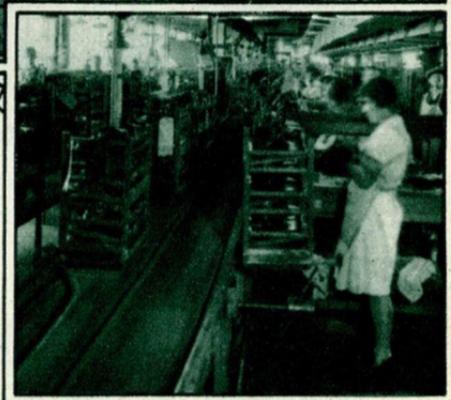
Ideal Factory, Endicott.
Men's Fine Welt Factory,
with a daily capacity of
36,500 pairs. This plant
has a floor space of 3.4
acres and employs 2,614
people.

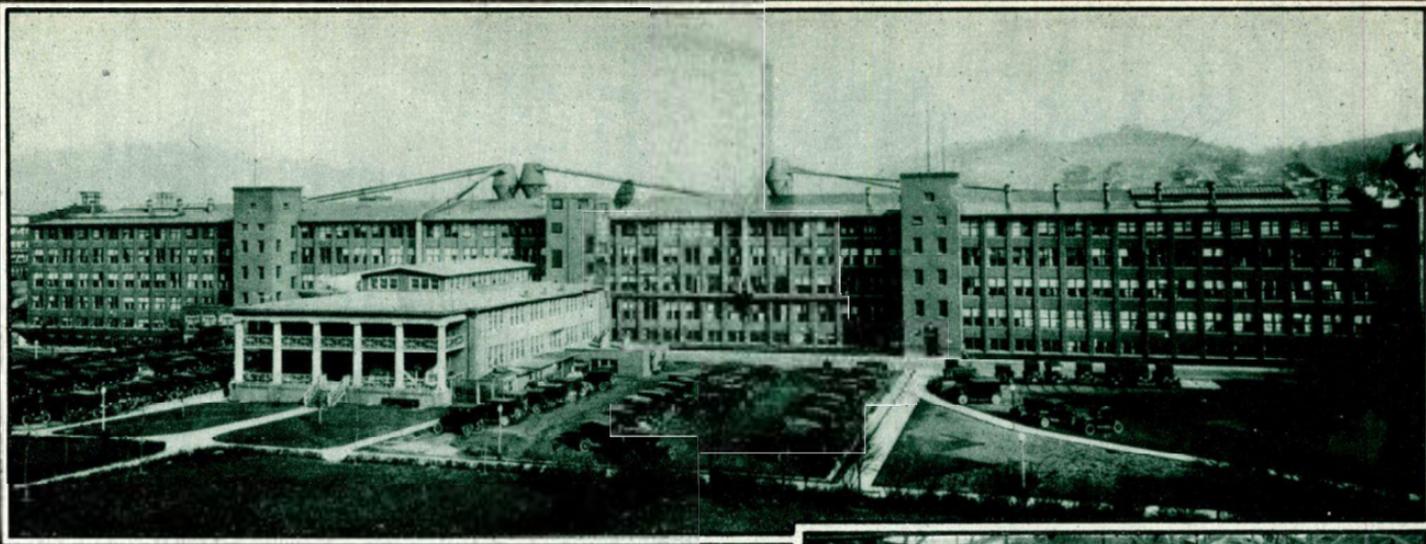




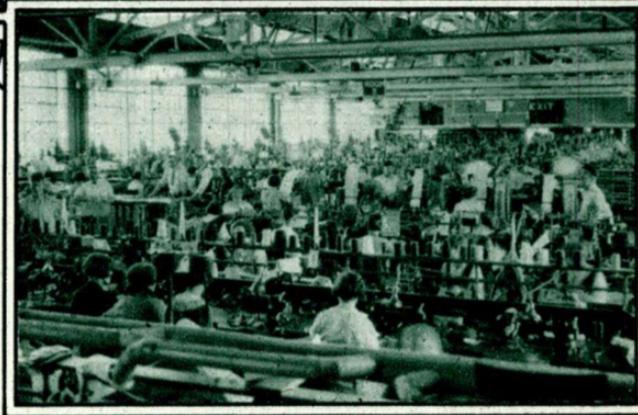
Fair Play Factory, West Endicott. This modern factory contains $4\frac{1}{2}$ acres of floor space.

On the right and left are shown two views in the conveyor room of this factory. This is the most modern way of handling shoes. They pass on racks on a conveyor from one operation to another.



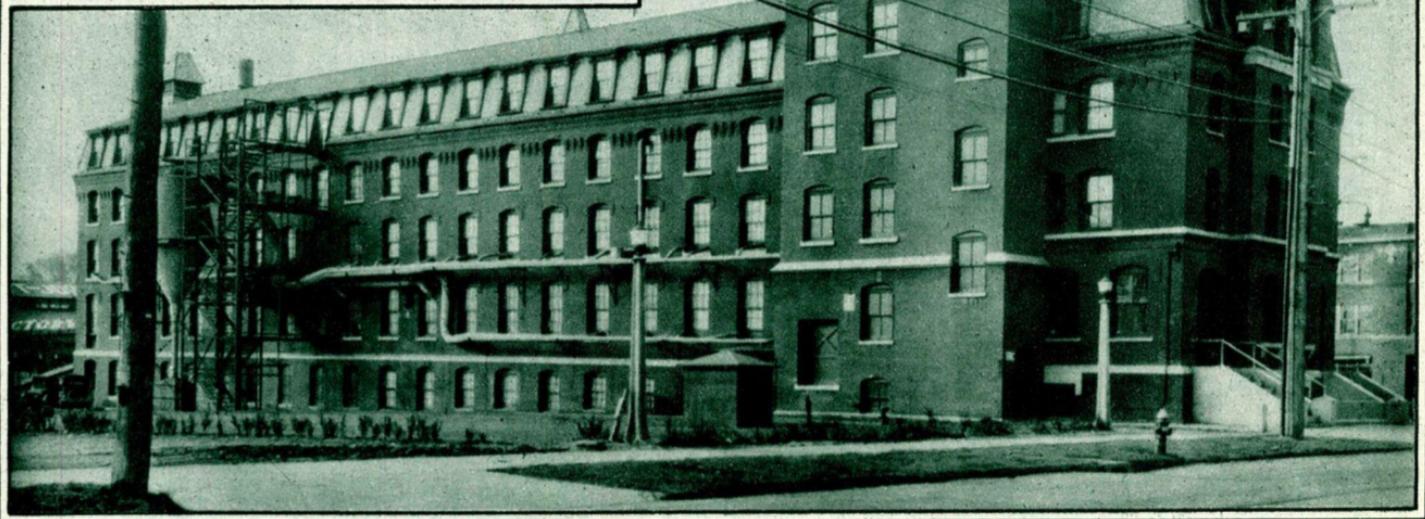


C.F.J. Factory, Johnson City. This is another beautiful unit in the Endicott-Johnson group. Daily capacity, 24,000 pairs. The large, low building in front is one of the restaurants where Endicott-Johnson Workers get excellent meals at cost.





Binghamton Busy Boys' Factory, Binghamton. In this fine, big specialty factory we make Boys' Goodyear Wels.
Daily capacity over 4,000 pairs.



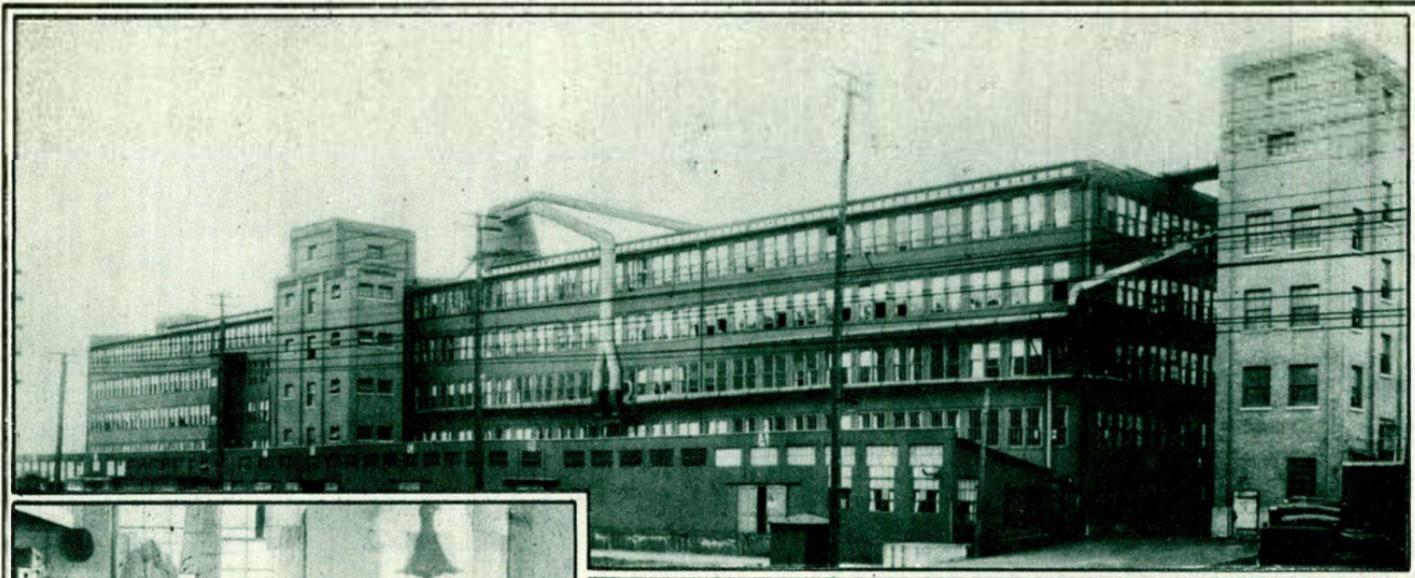


Geo. F. Johnson Factory, Binghamton. A Billy Sunday Tabernacle was transformed into this factory to satisfy the ever increasing demand for Boys' Goodyear Welt Shoes. There are 300 people employed here and the factory has a daily output of 3,600 pairs. It covers about one acre of ground.





Misses' and Children's Factory. Johnson City.
This factory is one of our oldest. It has a
daily capacity of 6,500 pairs of shoes.



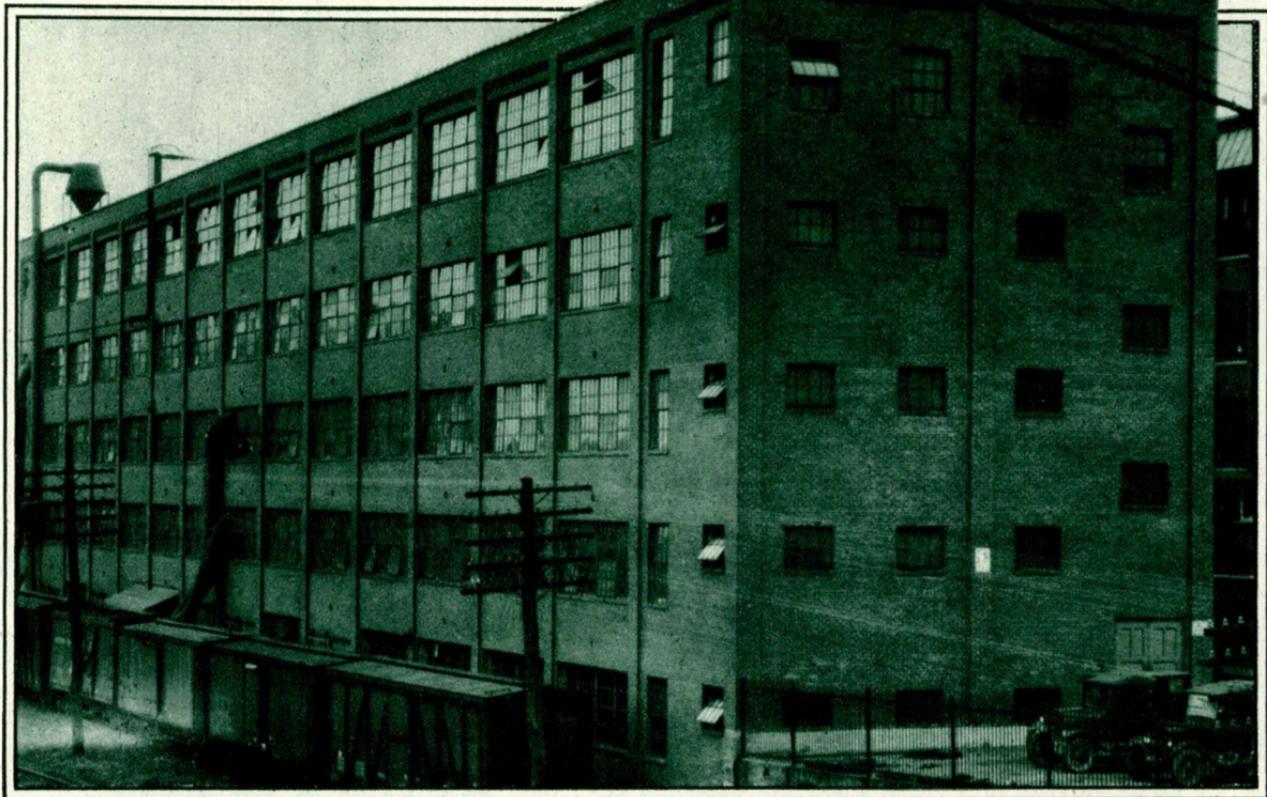
Scout Factory, Johnson City. Longwearing, comfortable work and play shoes are manufactured in this large building. It has a capacity of 17,000 pairs per day. The floor space is $3\frac{1}{2}$ acres.



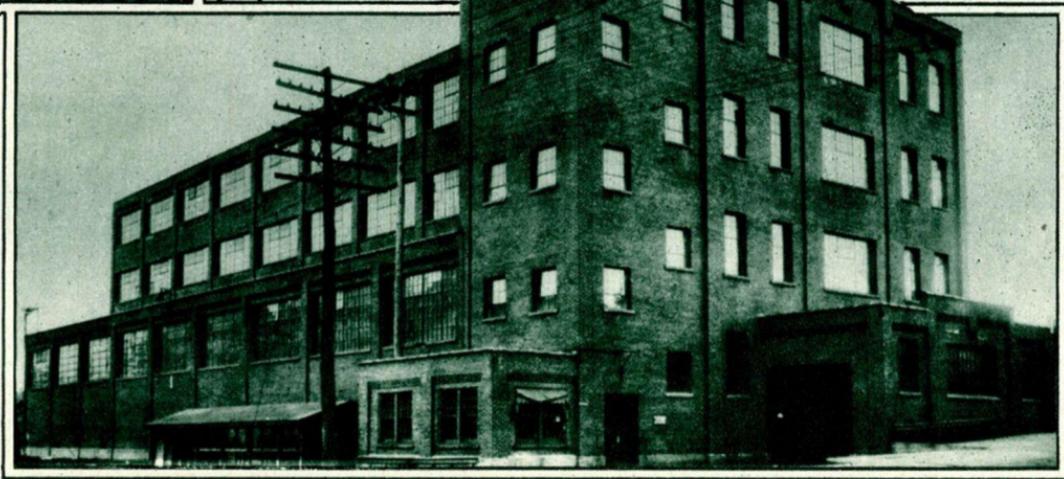
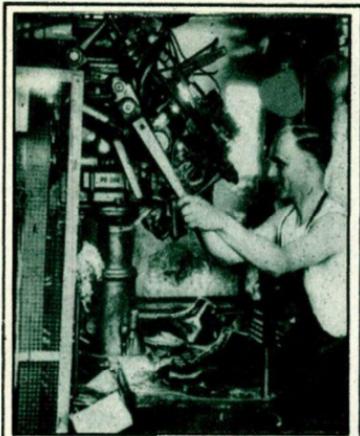
Infants' Factory, Johnson City. This is another specialty factory given over to the manufacturing of Infants' and First Step Shoes. This building also contains the Carton Department where the majority of the Endicott-Johnson shoe boxes are made.

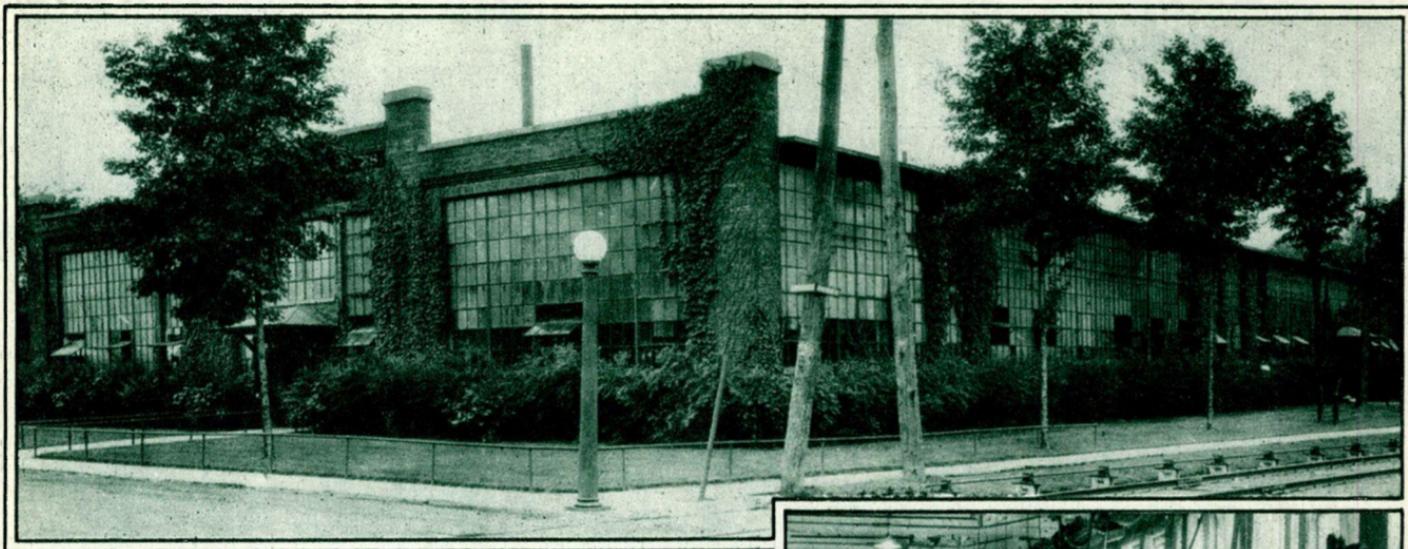


Leather Heel Department. Johnson City. Leather heels and top lifts are cut in this building for distribution to the factories. The upper leather sorting and trimming departments are also located here.



South End Factory, Johnson City. Men's unlined work shoes are built in this specialty factory which has a capacity of 4,800 pairs daily. Light, well ventilated factories make for better health and better workmanship. All Endicott-Johnson factories are noted for their pleasant working conditions.





Owego Factory, Owego. This beautiful little factory has a daily capacity of 1,500 pairs of Women's Fine McKay Shoes. The floor space is about an acre and 225 people are employed.



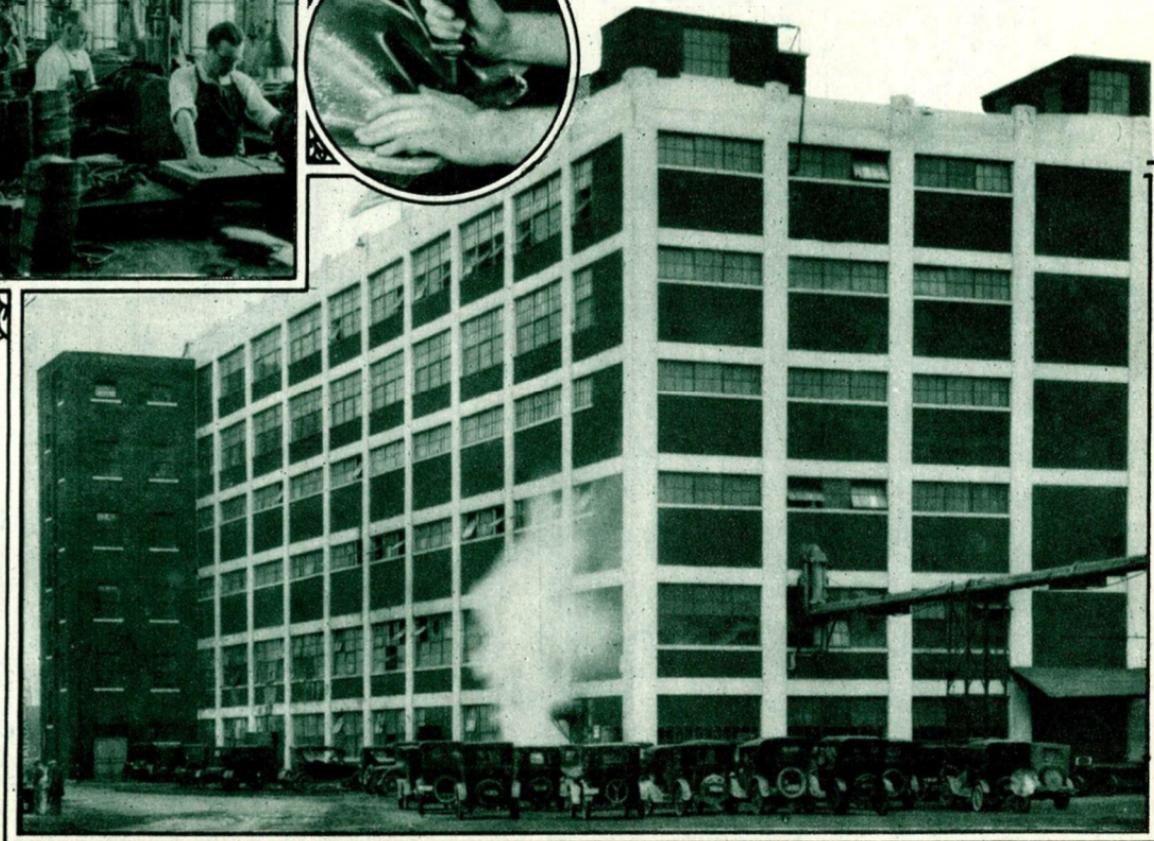


One of our upper
leather cutting rooms.



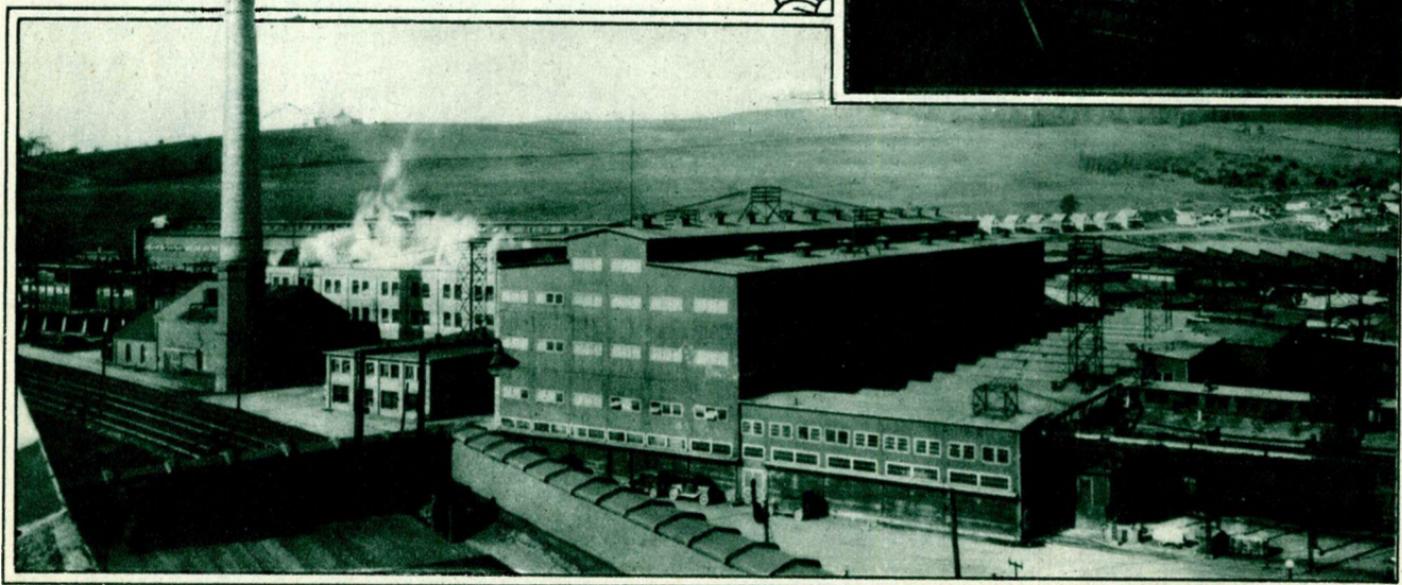
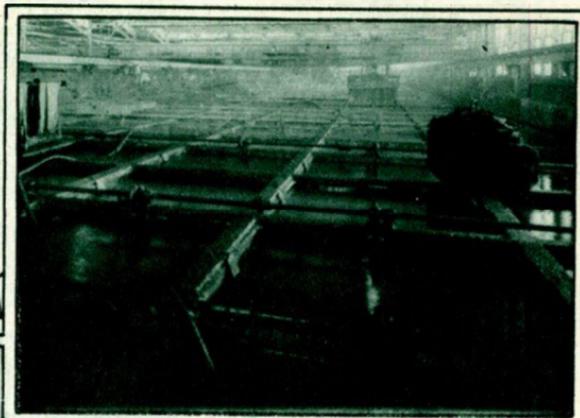
This work formerly
done by hand.

Pla - Welt Factory,
Johnson City. This
is another factory
making Goodyear
Stitched Shoes for
children. It is of
modern type, rein-
forced concrete, fire-
proof. Clean, sanitary
conditions exist
throughout our
plants.

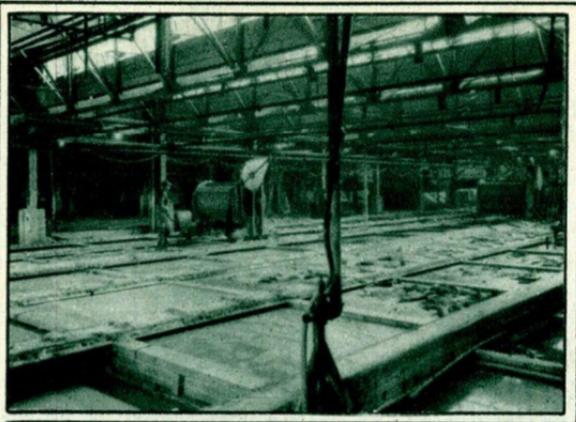


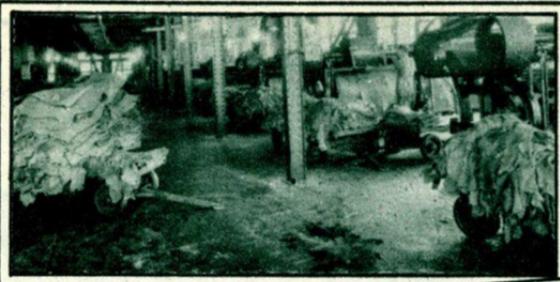
Sole Leather Tannery, Endicott. This is the largest tannery under one roof in the world. Here all the long-wearing Forest Oak sole leather for Endicott-Johnson Shoes is made. The floor space is 9.5 acres. It takes 450 people to handle the daily capacity of 5,000 sides of sole leather.

This is only a section of the tan yards in our Sole Leather Tannery. Here the hides are soaked in the tanning liquor and the "wear" is put into the leather.



Calfskin Tannery, Endicott. In this mammoth tannery, with floor space of 4.6 acres, 5,000 skins are handled daily. Calfskins and small spread sides are tanned here for our dress shoes.





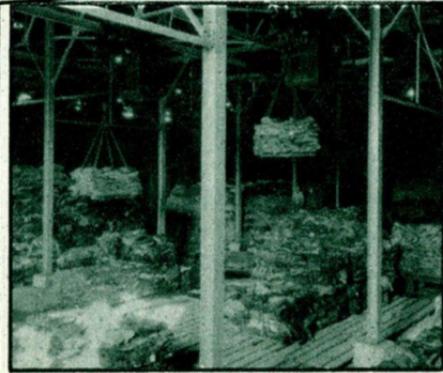
A view in our sole leather tannery.

Beam House sole leather tannery. Here is where the hides are de-haired and scraped of all flesh and loose ends; they are cleaned and made ready for tanning.

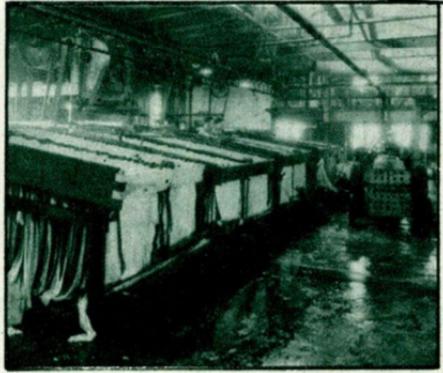


Dry hides are soaked in these drums to make them soft and workable.

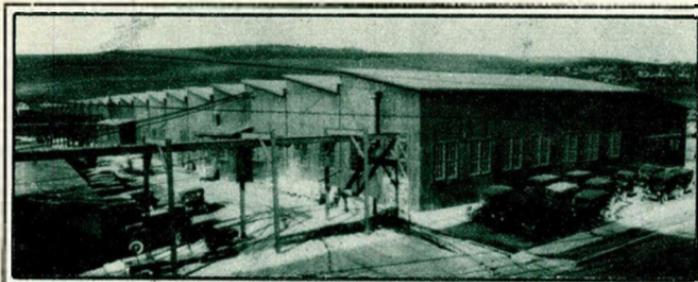
A small section of our large hide house. In here the hides are stored after being taken from the freight cars. You will note the large electric cranes used for unloading and carrying the hides.



After the leather is tanned and dried it is sometimes wavy and slightly wrinkled. These machines called the "rollers," smooth the leather and put on a shiny surface.

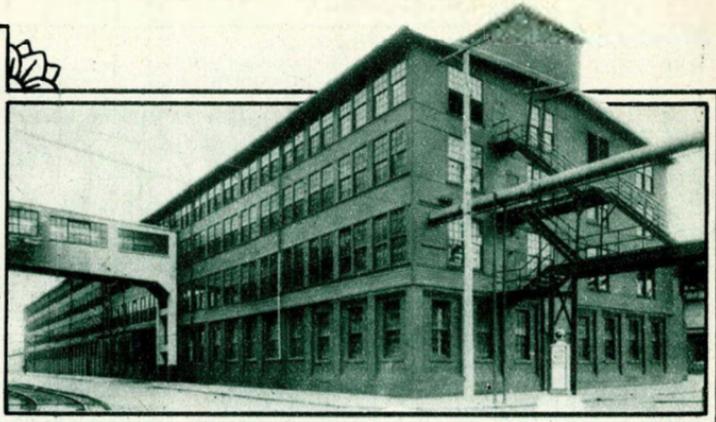
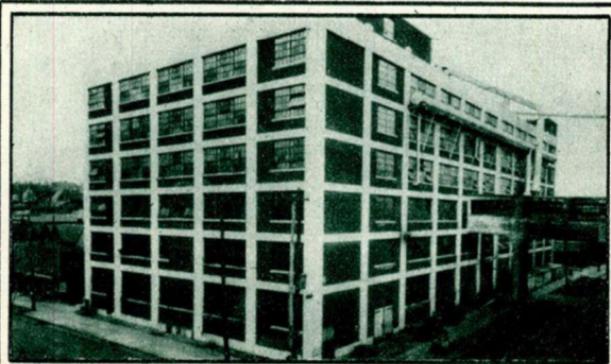


Another view in our sole leather tannery.



Upper Leather Beam House, Endicott. One of our large beam houses where hides are soaked and cleaned before going to the Upper Leather Tanneries. Capacity is 5,900 sides daily. Covers nearly two acres of ground. This, as well as all our tanneries, is equipped with most modern conveyor systems for the easy handling of large quantities of hides and leather.

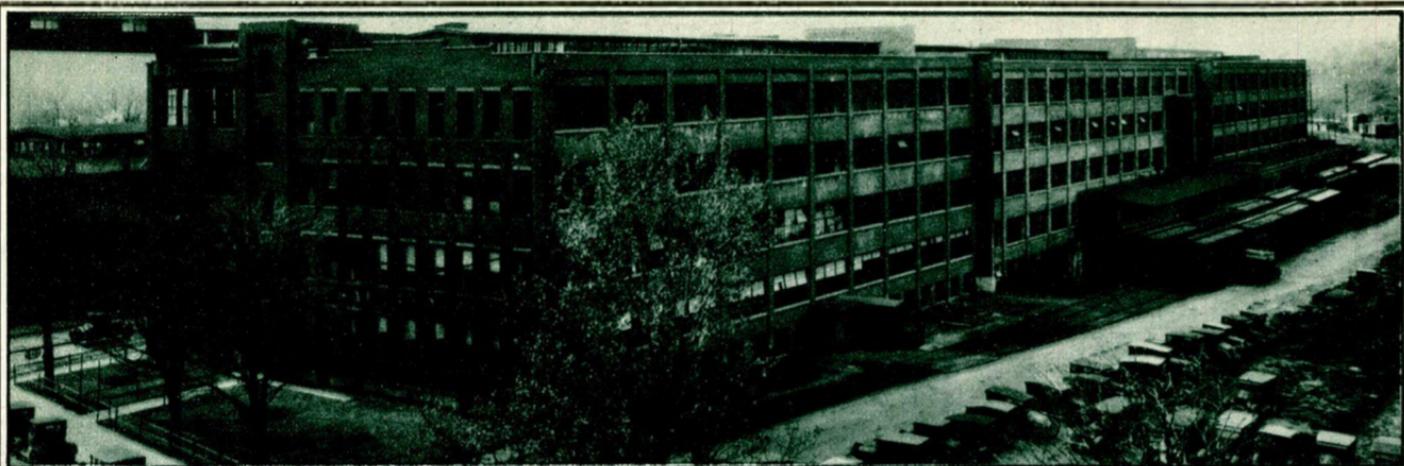
Upper Leather Tannery, Endicott. One of two upper leather tanneries. Capacity, 3,800 sides daily. Floor space nearly four acres. Heavy upper leathers for work shoes are tanned here.



Upper Leather Tannery, Endicott. This is another, and one of the latest developments in our Upper Leather Unit. Capacity is 2,100 sides per day. Total floor space over three acres.

Chrome Sole Tannery, Endicott. Twelve hundred sides of chrome leather are made daily in this tannery.

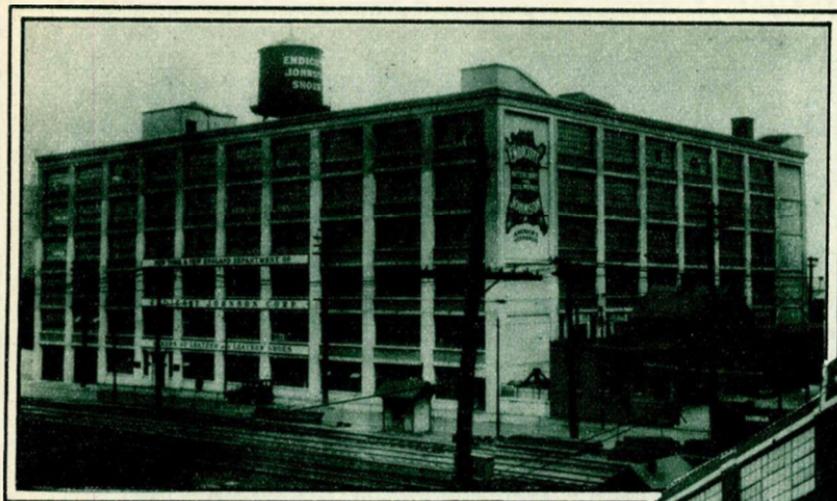




Sales and Distributing House, Endicott. The General Administration Offices are located in this building. It is also the sales and shipping department for the Endicott territory. This is one of the three distributing houses serving retail shoe dealers throughout the country. This building contains seven acres of floor space. The other distributing houses are shown on the opposite page.



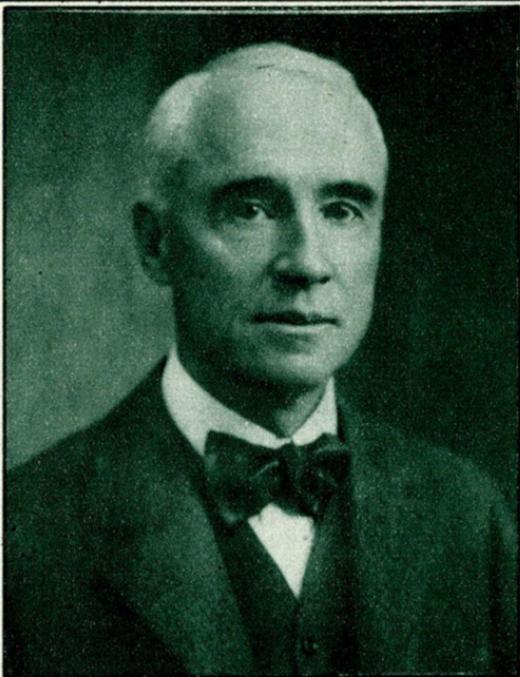
Two views showing only a portion of the main office.



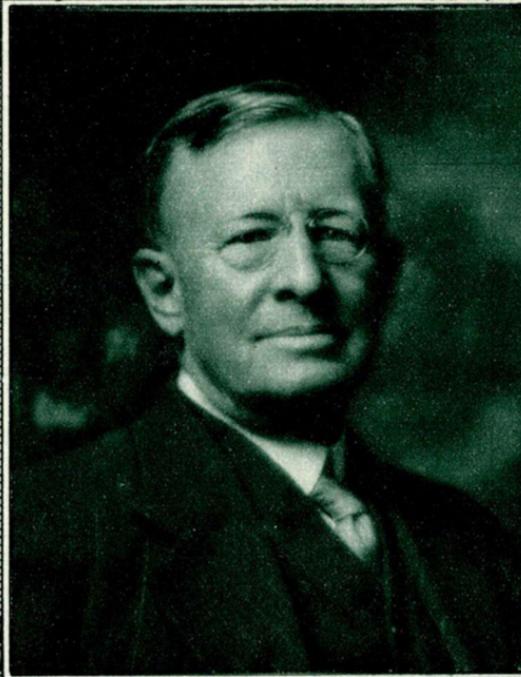
1—Sales and Distributing House, advantageously located to give hourly service to the trade in New York City. This department efficiently handles the trade in the New England States, Eastern and Southern New York State, Eastern Pennsylvania, New Jersey and part of Delaware. There are about 200 people employed in this department.

2—Sales and Distributing House, 12th and Spruce Streets, St. Louis, Mo. This department serves the Mississippi Valley and Central Western States. It has the most modern equipment and office force of over 225 people. It covers about 6 acres of floor space.





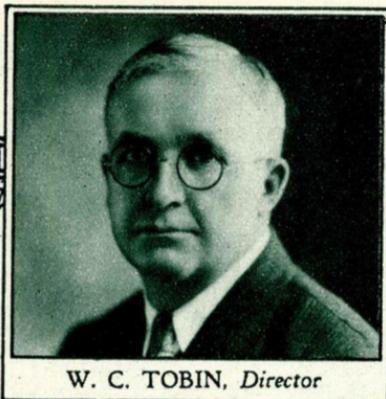
H. B. ENDICOTT
LATE PRES. AND ONE OF THE FOUNDERS



GEORGE F. JOHNSON
PRES. AND ONE OF THE FOUNDERS



C. F. JOHNSON, JR., Vice-Pres.



W. C. TOBIN, Director



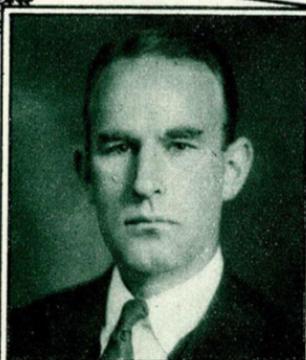
G. W. JOHNSON, Vice-Pres.



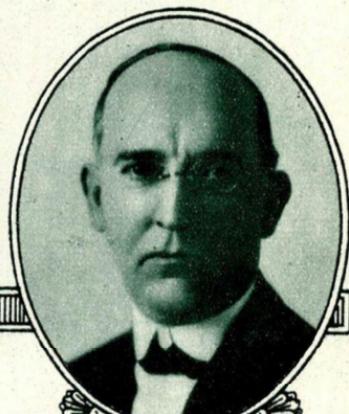
L. MERLE, Director



HARLEY BROWN, Director



H. S. BOWERS, Director



W. J. HOGAN, Director

The Board of Directors

HOW WE SERVE THE PUBLIC

While we take good care of ourselves, we never forget that our ultimate benefactors are the people; that it is to them we must look for the means through which our success is possible; and that there is one way, and only one, by which those means can become ours: giving GOOD VALUE.

We make "Better Shoes for Everybody." Our groundwork is "The Square Deal"—the Endicott-Johnson policy which gives us the right understanding, the right spirit and the right sort of co-operation among ourselves.

The very fact that we as shoe-workers receive more makes it imperative that we give more—in *better leather, higher skill, greater efficiency and more conscientious effort.*

We have *higher skill*, because here there is every incentive for the worker to develop his skill—to concentrate, to settle down into a permanent connection—to dismiss the discontent which usually besets the habitual job hunter.

We have *higher efficiency and more conscientious effort*, because every one of our 17,000 workers has a direct interest in every pair of shoes he or she helps to make—as demonstrated by the profit-sharing and other benefits previously described.

Not only in a human way is our efficiency higher,

but also in the general scope of manufacture. Our factories are concentrated. Their control is centralized. Management is systematized and developed to a high degree of economy. Inter-factory communication is simplified; transportation expense is reduced to the minimum. Machinery, buildings and methods are among the most modern in industry.

We ourselves make many things that go into the manufacture of shoes. We buy our own hides in the raw, selected hides from the markets of the world. We tan them into leather ourselves—20,500 sides a day. Our tanneries are among the largest in the world. We have our own tanning processes. Our leather is the best that can be made—tough, long wearing, yet smooth, pliable and as finely finished as any in the industry.

We keep our factories going. We call that efficiency, too. We strive to keep "idle" overhead out of the cost of our shoes. Steady production and huge volume enables us to sell our shoes at a very small profit per pair—and yet take good care of our workers and stockholders.

We believe in ourselves, in our organization and in our product. That the public, too, believes in us is pretty well assured. They buy at retail prices over \$100,000,000 worth of Endicott-Johnson Shoes a year.

