

70 YEARS
OF
MUTUAL
RESPECT
AND
CONFIDENCE



ENDICOTT JOHNSON
ENDICOTT, N. Y.



**Working Security with
Happiness,
Our Aim**

ENDICOTT JOHNSON



SEVENTY YEARS OF INDUSTRIAL PROGRESS

MR. GEORGE F. JOHNSON, Builder, died Nov. 28, 1948. He consistently believed in and worked toward trying to make the most *OF* this business, rather than *OUT OF* it. He knew that business prosperity depended in a large measure on the prosperity of the workers. He built that ideal into this industrial democracy and improved upon it as time went on.

George W. Johnson, his son, and Charles F. Johnson, Jr., his nephew, present directing heads of the business, having worked with him 55 and 45 years respectively, are in complete accord with the fundamentals that made this business strong. They had an important part in its development.

How well these things are being perpetuated is reflected on the pages that follow.

1948



GEORGE F. JOHNSON

Builder, Deceased Nov. 28, 1948

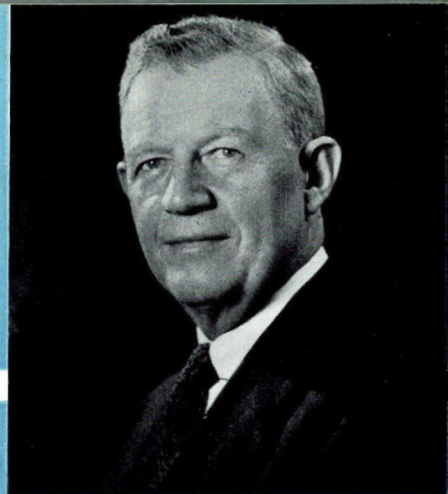
*T*HE HOPE OF THE WORLD LIES IN EVOLUTION, PROGRESS AND CONSTANT IMPROVEMENT, AND WE LOOK WITH CONFIDENCE INTO THAT FUTURE, RAPIDLY APPROACHING, WHEN ALL MAY HAVE A MORE EQUAL SHARE IN THE GOOD THINGS OF LIFE, WHEN THE RIGHTS OF HUMANS ARE ACKNOWLEDGED TO BE MORE SACRED THAN THE RIGHTS OF DOLLARS, WHEN IT WILL BE THE SAME VICE, AND THE SAME CRIME, WHETHER COMMITTED IN BROADCLOTH OR IN RAGS.

JULY 21, 1919.

Geo. F. Johnson



GEORGE W. JOHNSON
Chairman of the Board



CHARLES F. JOHNSON, Jr.
President

LABOR POLICY

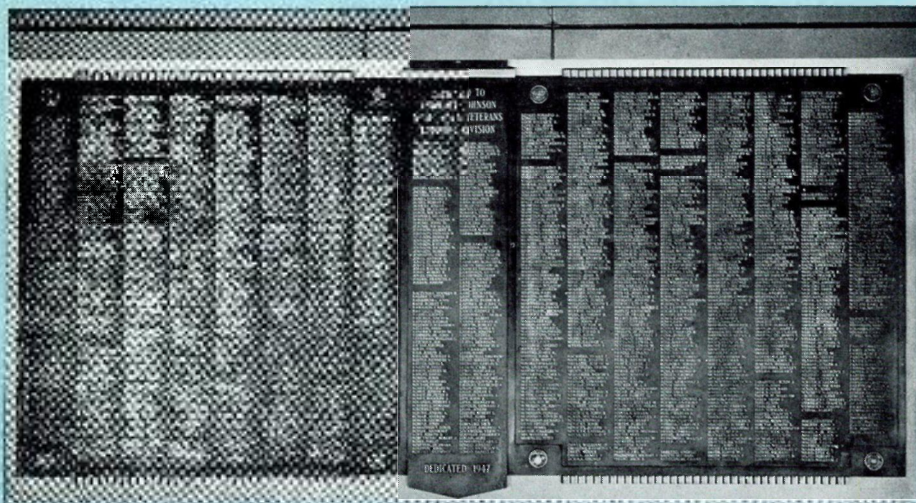
EVERY man who labors should reckon his yearly income because it is his yearly income that determines circumstances, comfortable or otherwise, under which he must exist. To make a good yearly income, the average working man and woman must have steady employment. Endicott Johnson's foremost duty, then, is to find a way to operate as steadily as possible during the entire year. We are fortunate in the character of our product, as we manufacture shoes and leather, which are prime necessities.

Seniority is given close attention. Ability is recognized and all better positions are attained by promotion from within the ranks. Our business has been managed to its present size by men who were developed here, and we take considerable pride in that fact. It also represents no amalgamation. We built and paid our way as we went along.

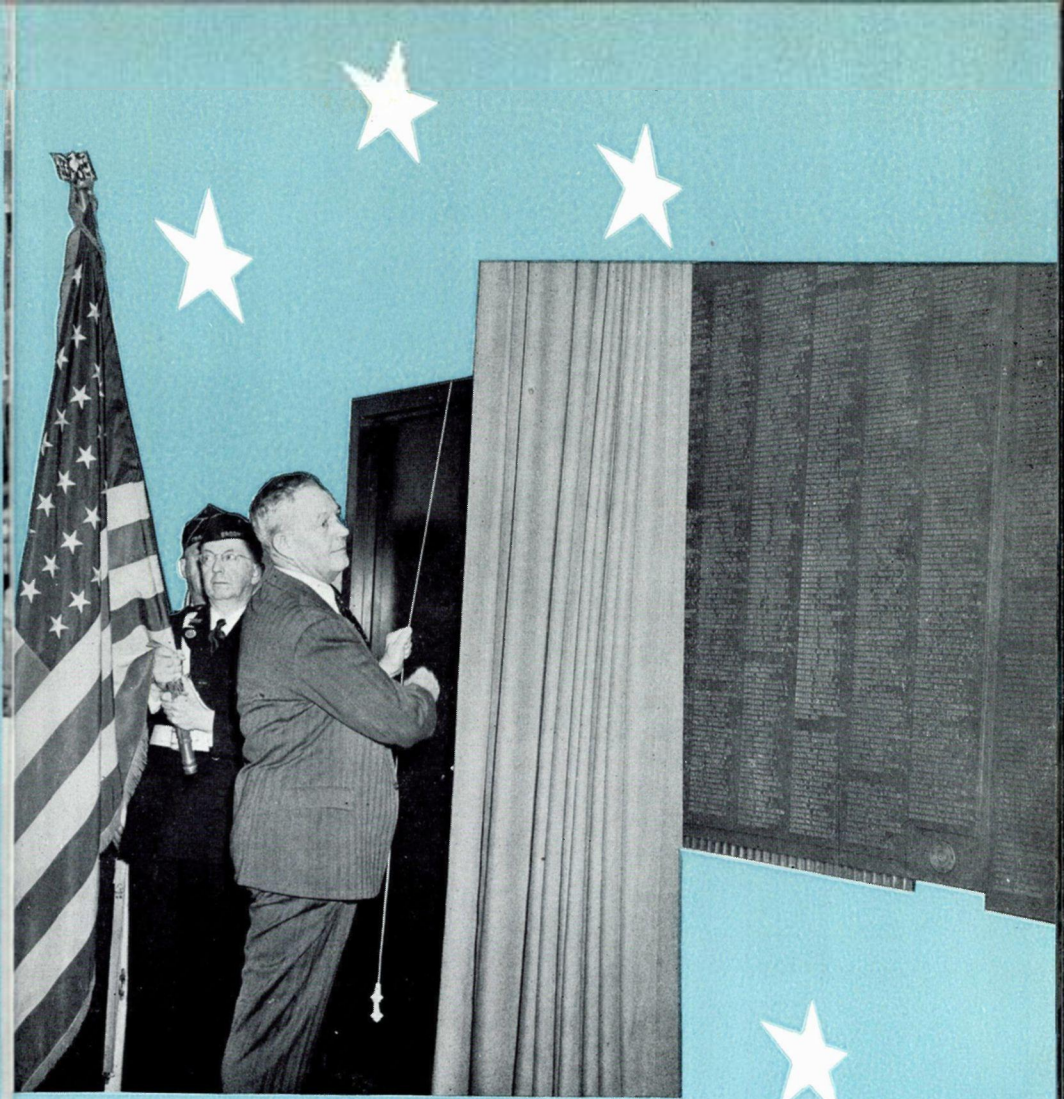
The industry is located in Johnson City, Endicott, Binghamton and Owego, New York. The directors live in the same community with the workers. Each considers himself a worker and figures that all matters concerning the people are of vital interest to him.

We are anxious to have the business grow along healthy lines and to this end we strive to be helpful.

ENDICOTT JOHNSON WORKERS WAR RECORD



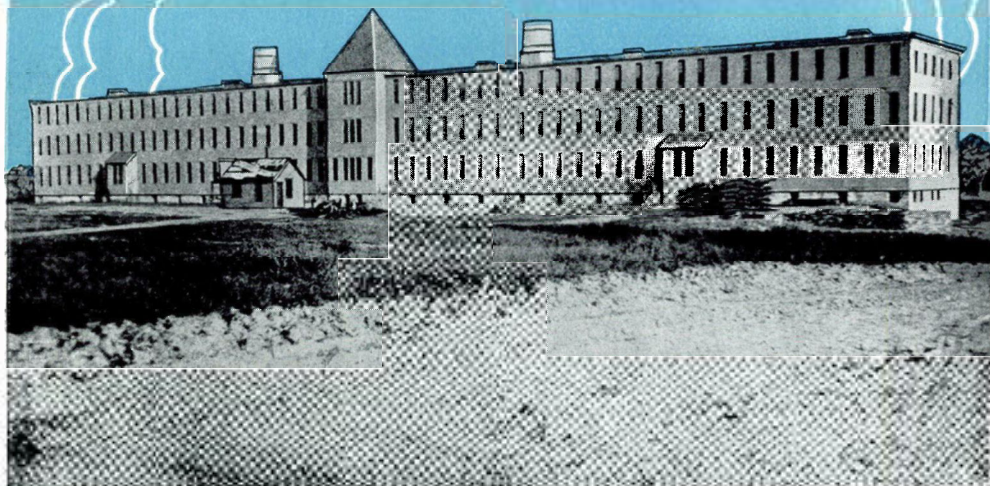
Number of Men and Women in Service.....	5,095
Number Killed	109
Total War Bonds Bought by workers.....	\$11,250,969.50
Total Tax Notes and Certificates of Indebtedness bought by E. J. Corporation during War.....	19,175,000.00
Contributed to American Red Cross by Workers 1942- 1946 inclusive	179,965.14
Contributed to American Red Cross by E. J. Corp. 1942-1946 inclusive	264,559.00
Contributed to United War Fund by Workers 1942- 1945 inclusive	88,700.00
Contributed to United War Fund by E. J. Corp. 1942- 1945 inclusive	165,220.00



President Charles F. Johnson unveiling Endicott Johnson Workers bronze tablet



70 Years



The ORIGINAL FACTORY built in Lestershire, N. Y., now Johnson City, N. Y. This modest beginning was the foundation of a working policy planned by George F. Johnson, that grew into the present Endicott Johnson organization, dealing fairly with workers at all times.

of Progress



*Original factory shown on opposite page, colored blue



A composite grouping of present Endicott Johnson Tanneries, Factories
and associated units.



THE OPEN DOOR

Talking things over with the “Bosses” is important to workers and management.

These meetings may be had for the asking and usually result in reaching solutions mutually satisfactory.



Chairman of the Board and President "talking
things over" with workers

RETIREMENT PLAN - - - - INSURANCE

THE PLAN includes every regular worker whose continuous employment started before age 50 and who has completed 5 or more full years of service and attained age 30.

Workers who served with the armed forces or merchant marine in either World War I or II, who are eligible to participate in the Plan, receive full credit for the time spent in military service.

The normal retirement date is the first day of the month following the 65 birthday, or after attaining 20 years of service, whichever is later. A worker may continue in service beyond his normal retirement date, if he so desires. Workers aged 50 or over, with 20 or more years of credited service, may be granted an early retirement pension, if they are totally incapacitated, mentally or physically, for the further performance of duty. Workers aged 60 or over, with 20 or more years of credited service, may retire with the consent of the Corporation.

Upon retirement, a worker eligible under the Plan, receives a regular monthly pension for life. The pension is based on 1% of aggregate compensation during the period of credited service.

Endicott Johnson will contribute the entire cost of pensions prior to January 1, 1948. The workers contribute at the rate of 2% on compensation earned towards the cost of future service. Endicott Johnson contributes the balance, or about 70%.

All contributions are paid into a trust fund, managed by Guaranty Trust Company of New York, as Trustee. All funds must be used solely for the benefit of participants in the Plan.

In addition to the Retirement Plan, there is a Death Benefit Plan, paid for by the Company. Upon death of workers with service of 6 months to 5 years, a benefit of \$500 will be paid. With more than 5 years of service a benefit of \$1000 will be paid.

**Over 1,000 E-J employees
now retired on pensions**





GEORGE W. JOHNSON
Chairman of the Board



CHARLES F. JOHNSON, JR.
President



LAWRENCE MERLE
First Vice President



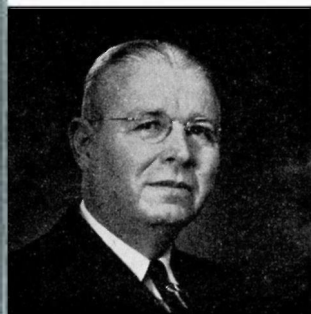
LEONARD L. STEED
Second Vice President



FRANCIS A. JOHNSON
Vice President



RAYMOND A. MILLS
Vice President



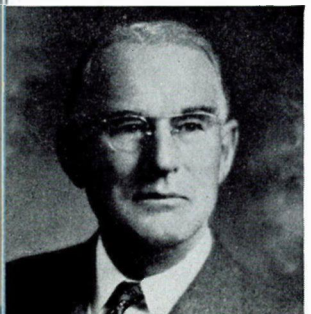
HOWARD SWARTWOOD
Secretary



LINDA STANFORD
Auditor—Director



BRUCE L. BABCOCK
Treasurer—Director



HENRY S. BOWERS
Director



RALPH B. CLARK
Director



JEWETT F. NEILEY
Director



HOME OWNERSHIP

DIRECTING heads of Endicott Johnson know that homes and pleasant surroundings have a great bearing on the contentment of workers and quality of their work. They believe it is the ambition of every man to own his home. With this thought in mind, a building program was started many years ago and has been carried on to this day, except for the period of World War II, when materials and labor were not available.

More than three thousand homes have been built for workers and are still being erected. They are sold at cost, with a carrying charge of 3%. They have modern improvements, and are built on a good sized lot, with sidewalks and paved streets.

Visitors to this community are impressed by well kept lawns and gardens, indicating the pride people have in their homes. Not only is this program beneficial to workers and their families, but is a contributing factor in good community spirit.

The management believes a man is justified going into debt for a home, if terms of the agreement are fair to him and he can see his way clear to pay for it in a reasonable time.

Today thousands of workers are proud owners of fine homes through this plan.

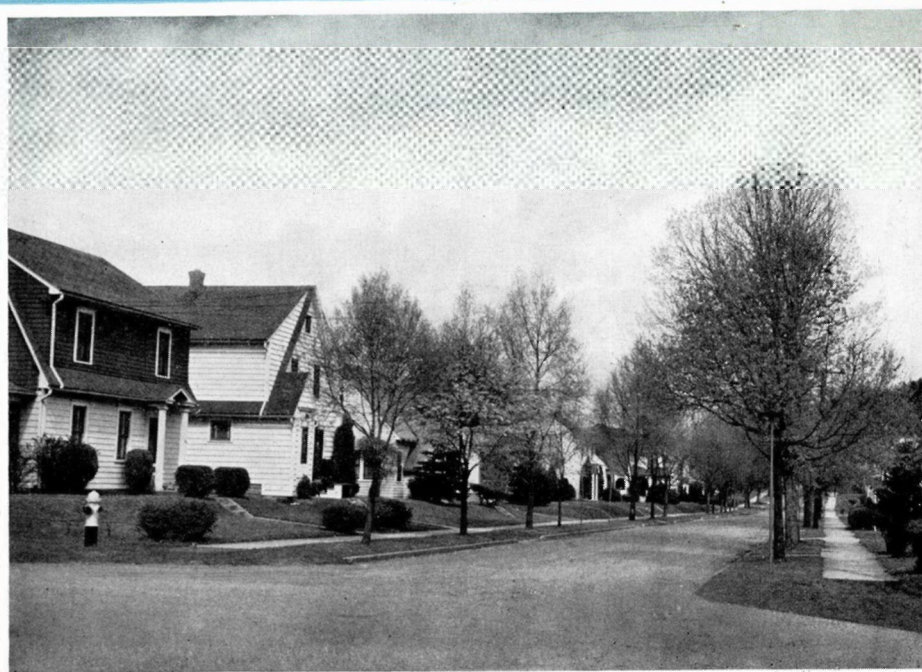


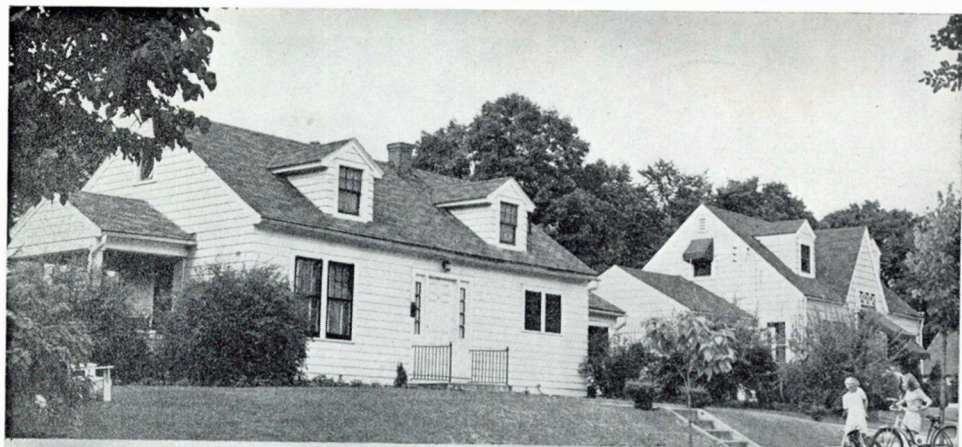
Workers Homes





Workers Homes





Workers Homes

Home interiors





MEDICAL

ENDICOTT JOHNSON MEDICAL comprises a chapter unique in the history of American industry. It is a chapter full of human interest. It is a comprehensive program serving the general welfare of workers and their families.

Two clinics are maintained and complete hospitalization is provided at Charles S. Wilson Memorial Hospital in Johnson City, New York (capacity four hundred eighty beds).

Physicians' care is available at clinics, home or hospital and is provided by a staff of forty doctors. Patients may have the physician of their choice.

Specialists are represented on our staff, and, in addition, obscure and difficult cases are referred to other institutions where the case in question may have the attention it deserves.

Endicott Johnson Maternity hospital is always ready to receive the expectant mother, and to provide for her and her child thoughtful care and medical attention. One thousand, six hundred and ninety-seven babies were born in the Workers' hospital in 1947.

Dental care is given at the clinics, six dentists attending.

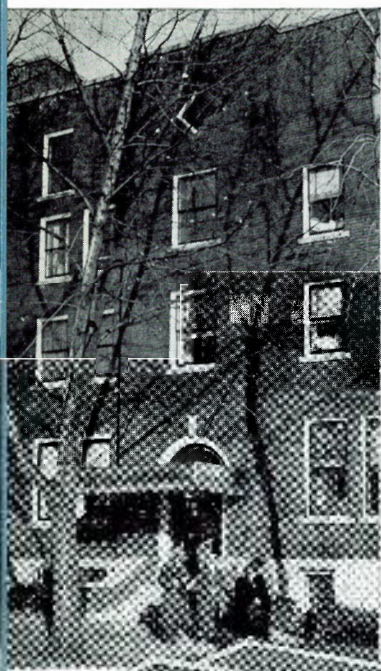
Twenty-four hour ambulance service is provided.

If illness befalls a worker or member of his family, medical service becomes immediately available without charge.

The Medical Department has been approved by the American College of Surgeons, and clinical laboratories meet standards of the State Department and are on the approved list.

Nurses' Study



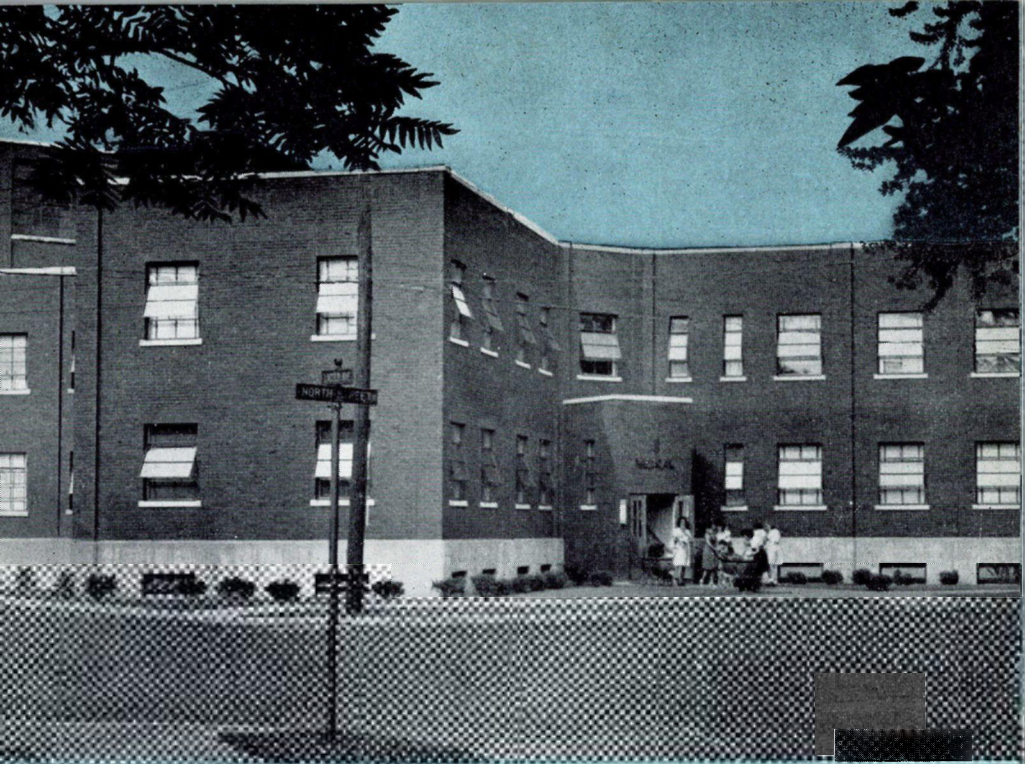


Clinton Street Clinic—Binghamton, N. Y.



Charles S. Wilson Memorial Hospital
Johnson City, N. Y.





Johnson City Clinic Johnson City, N. Y.

Endicott Medical, Endicott, N. Y.



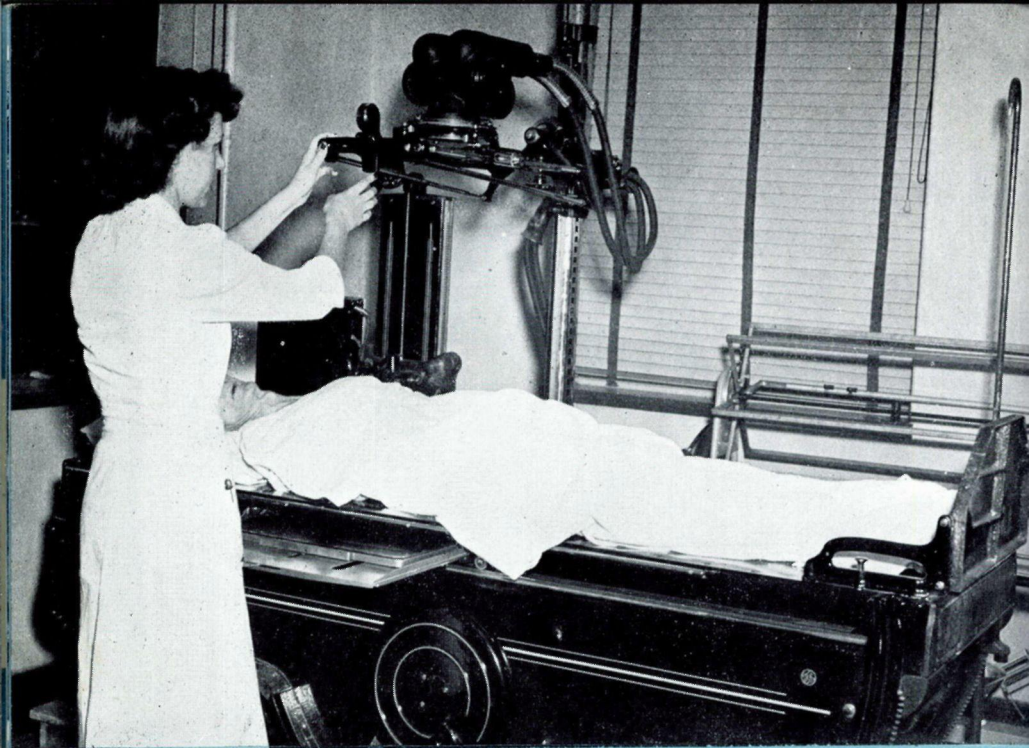




A Medical Waiting Room

Administering to Workers





X-Ray Machine



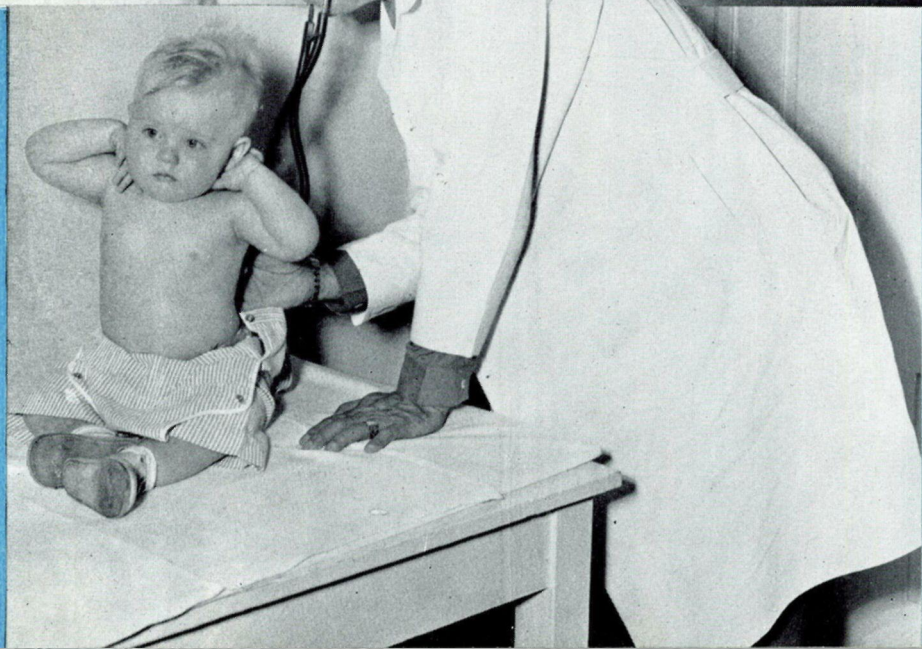
Turbine Agitator



Throat

Surgery





Baby
Clinic

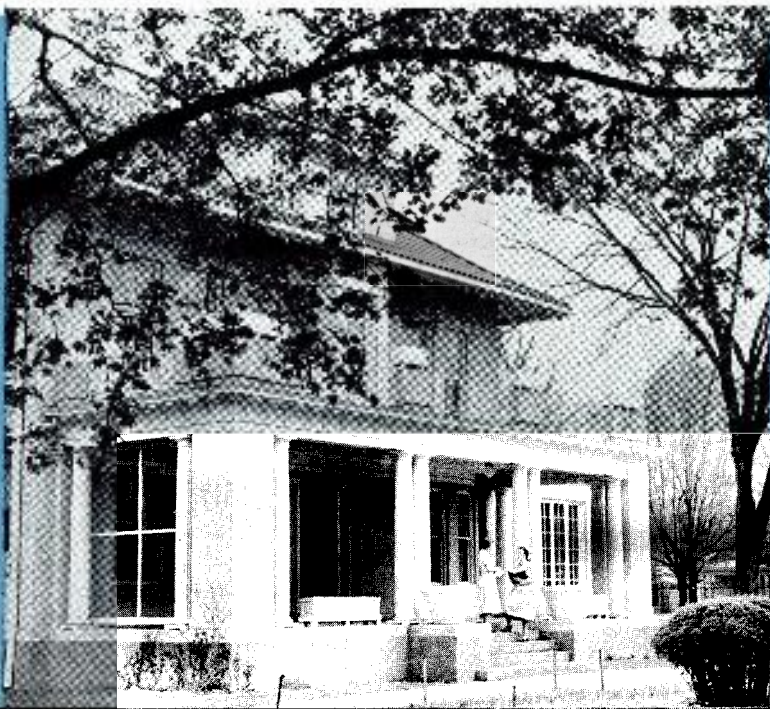
EDUCATIONAL AND SOCIAL ADVANTAGES

CHILDREN of Endicott Johnson Workers enjoy many advantages. Equipping coming generations for the battle of life is mighty important. It is to them we look for future maintenance of our homes; the growth and continued prosperity of our community.

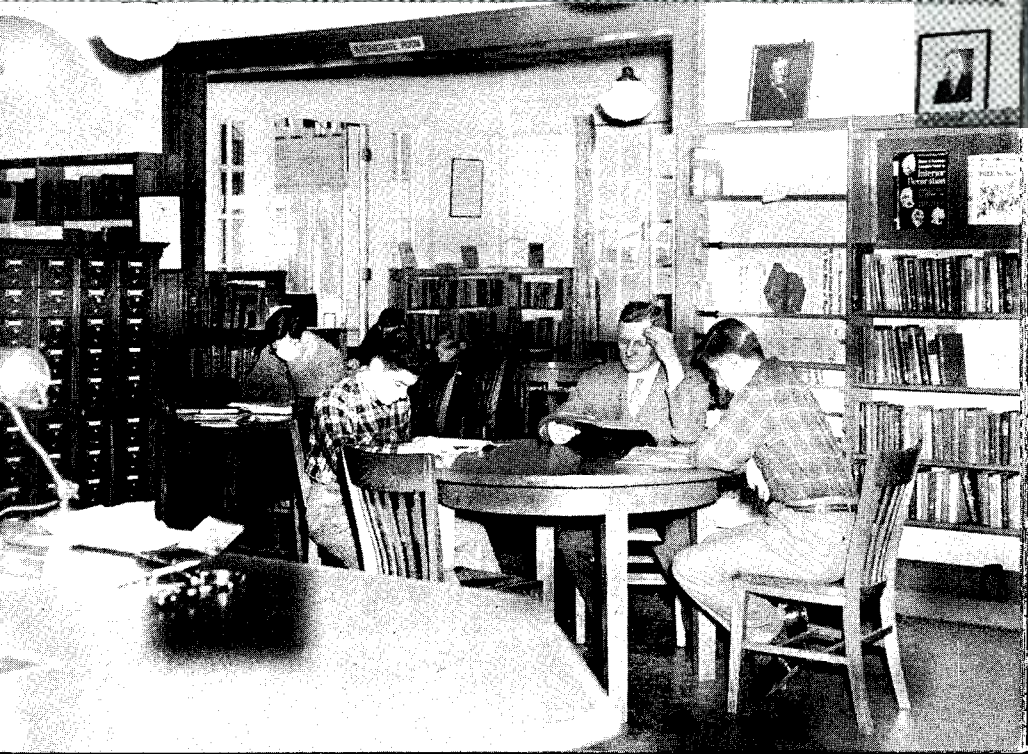
Schools and colleges are among the finest. Religious activities are encouraged, regardless of sect, as they tie in with the spirit of human kindness which dominates our principles. There are libraries in which to study and hold social gatherings—modern theaters—a dance pavilion of national reputation—club houses for veterans—golf courses—parks for summer and winter sports.

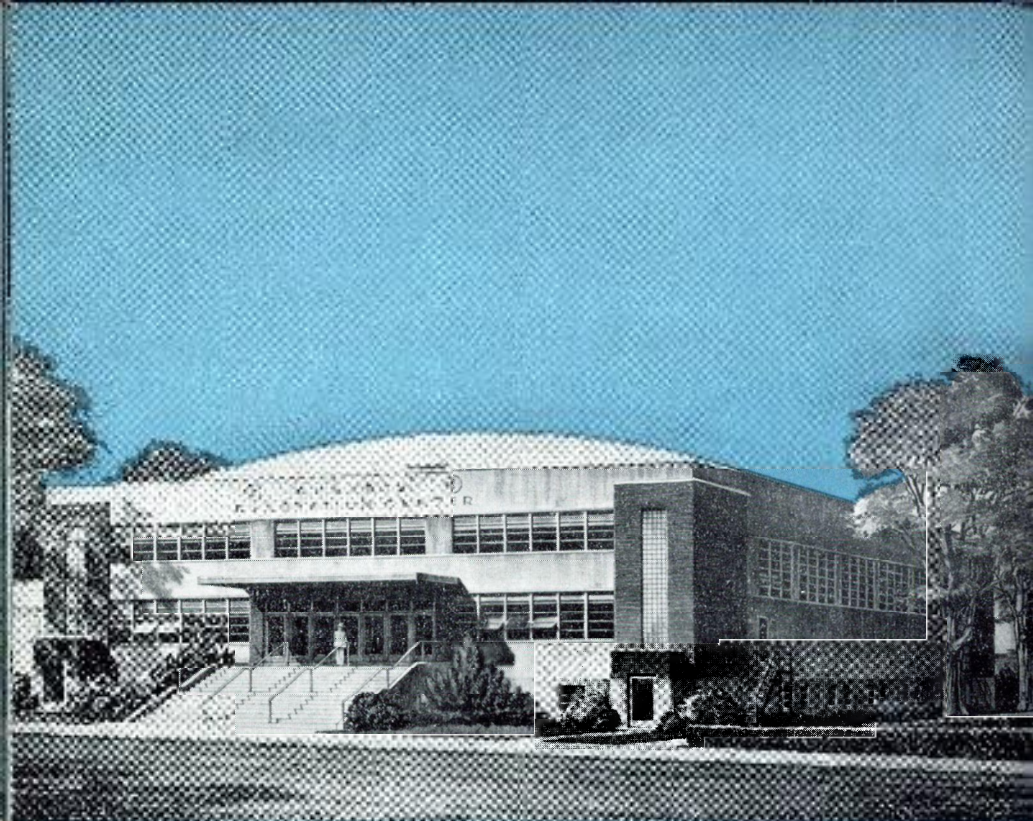
A Workers' Chorus of one hundred voices has won wide acclaim throughout the State. They are in great demand for concerts and sing at many public benefits.

We also have a Band composed of workers that provides free concerts Sunday evenings during the Summer months; and their popularity is proven by the thousands of people who attend.





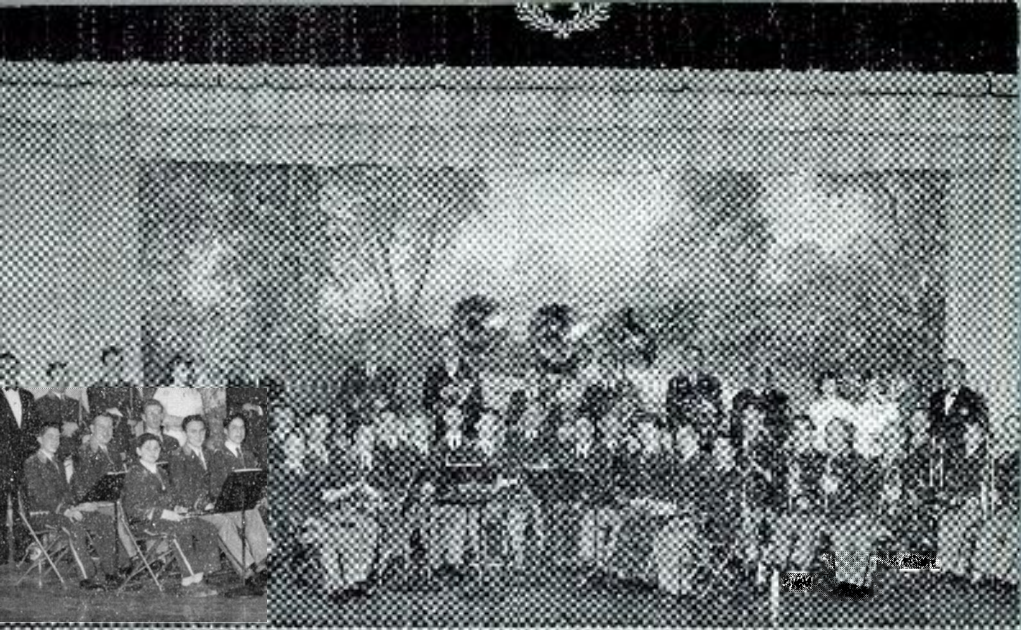




Workers Recreation Center

Geo. F. Pavilion





Workers Band

Workers Chorus





Labor Day Celebration at En-Joie Park



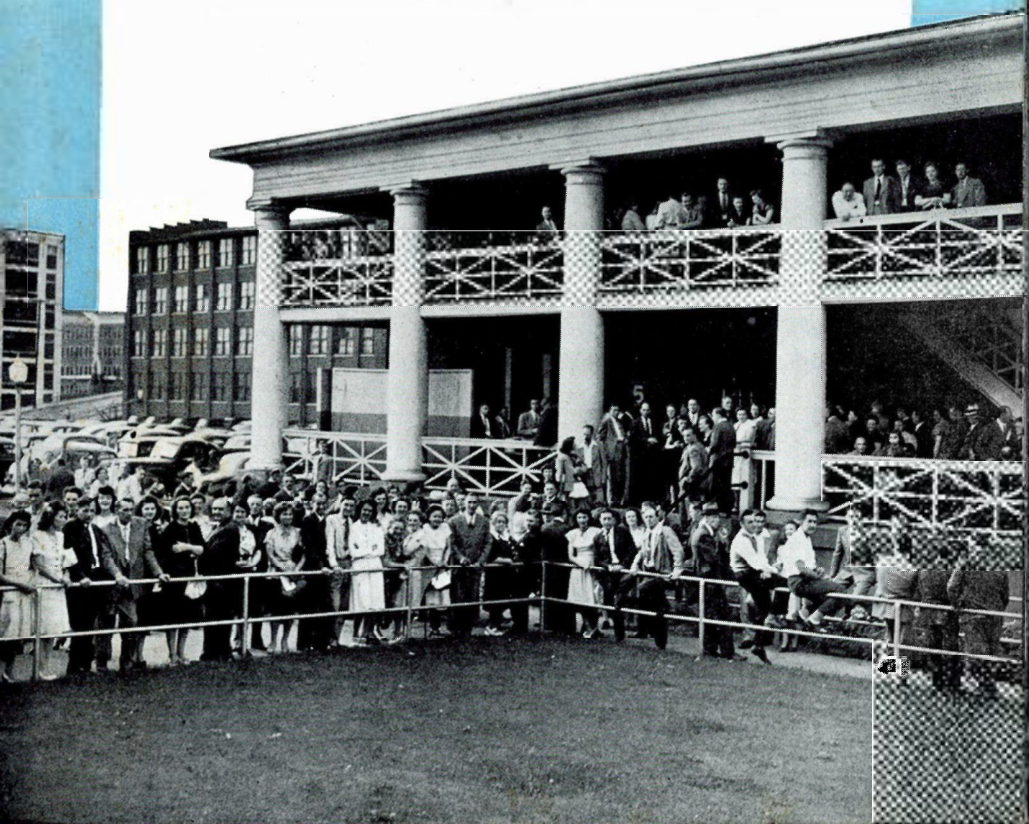
RESTAURANTS - - MARKETS

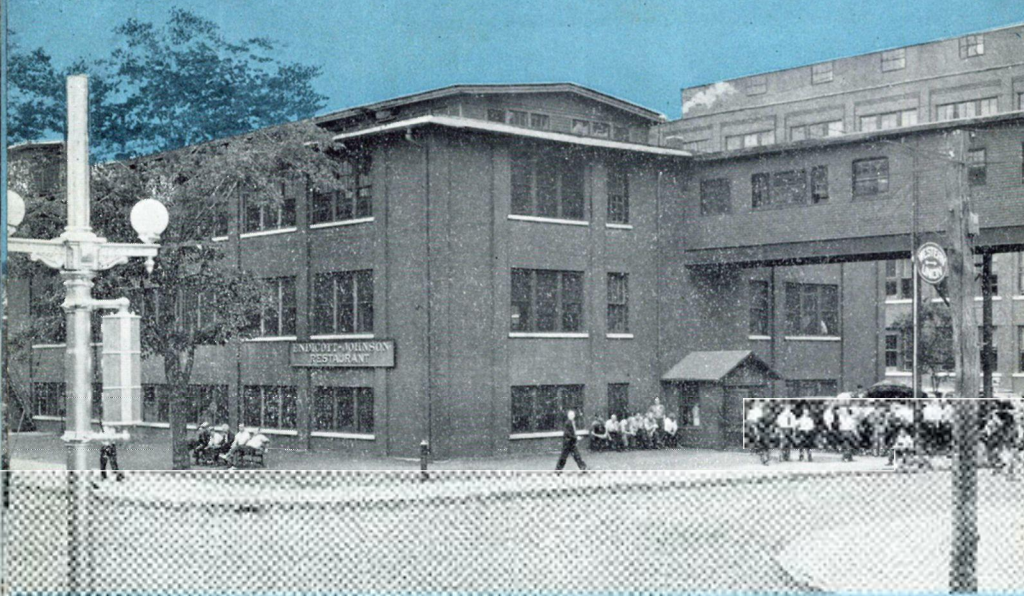
Six diners, located near factories and tanneries, serve approximately 11,000 workers daily. Good food is prepared in clean kitchens from fresh and wholesome materials and meals are served in appetizing form at moderate prices.

A public market, modern in construction, is conveniently located, where thousands of Endicott Johnson workers and their friends purchase meats, fresh vegetables and fruit. Three hundred fifty producers sell approximately \$2,000,000 worth of food products yearly.

Shoes can be purchased in local Endicott Johnson Retail Stores at reasonable prices.

These things help to make the workers' dollar go farther and, in addition, government statistics credit Endicott Johnson with paying the highest average weekly wage in the shoe industry.

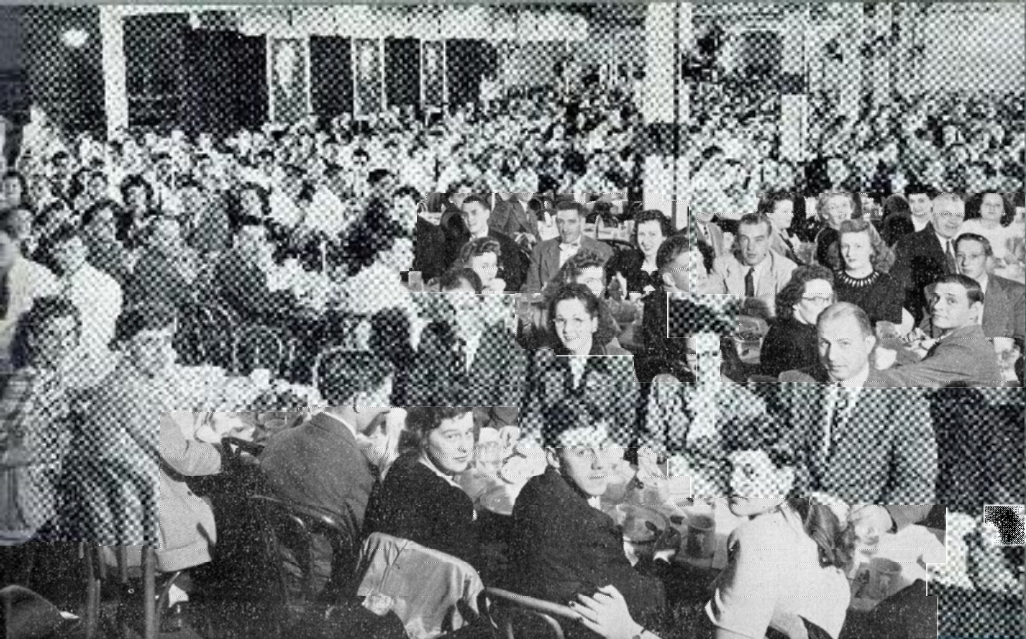




Endicott Diner

A Group of Diner Workers





Workers Banqueting in E. J. Diners





Workers' Public Markets

Workers' Market Interior



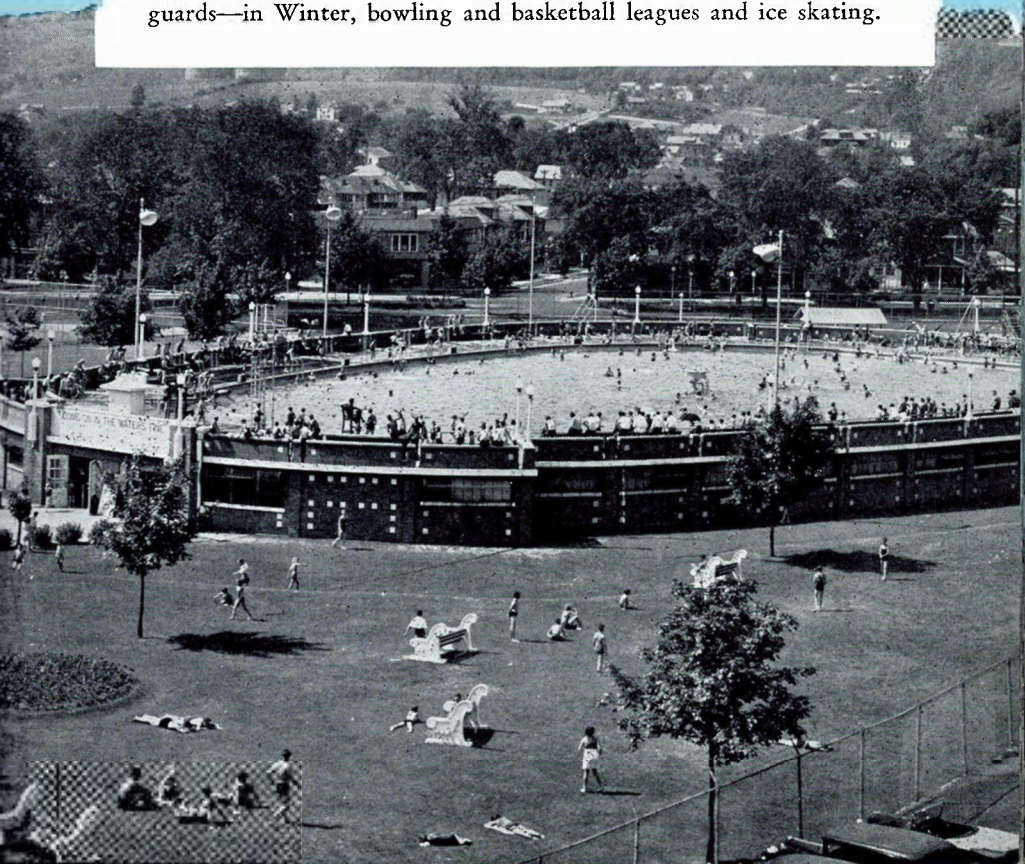
SPORTS

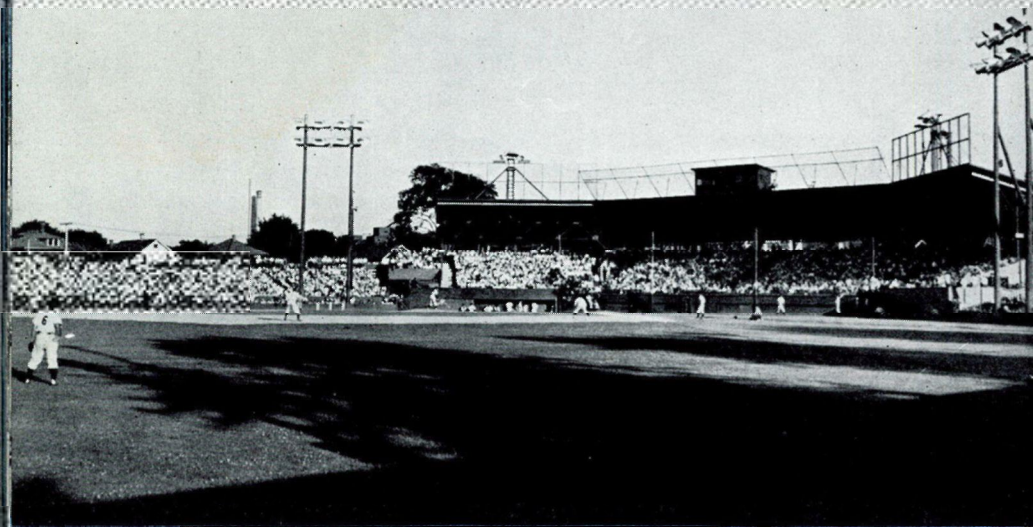
HEALTHY minds and healthy bodies are God's most valuable gift to the human family. Recreation is tonic to both. Workers and their friends have many kinds to choose from.

During the Summer there are regular baseball leagues and softball leagues for men and women. There is keen rivalry for yearly championships. Games are played in the evening, attracting large crowds.

An 18-hole golf course, with modern club house and a Professional to teach beginners, is available.

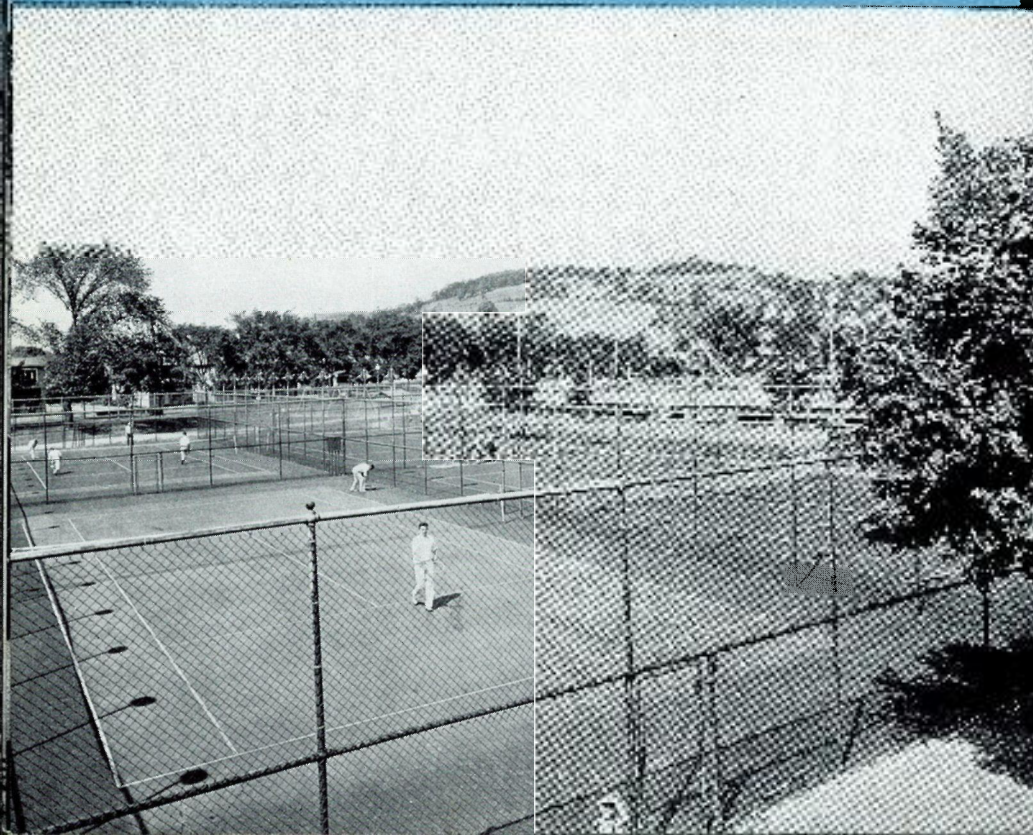
There are running tracts—baseball diamonds—football grid-irons—tennis courts—swings—slides—merry-go-rounds—dance pavilions—picnic grounds—refreshment stands—swimming pools for grown-ups and wading ponds for children, both protected by life guards—in Winter, bowling and basketball leagues and ice skating.



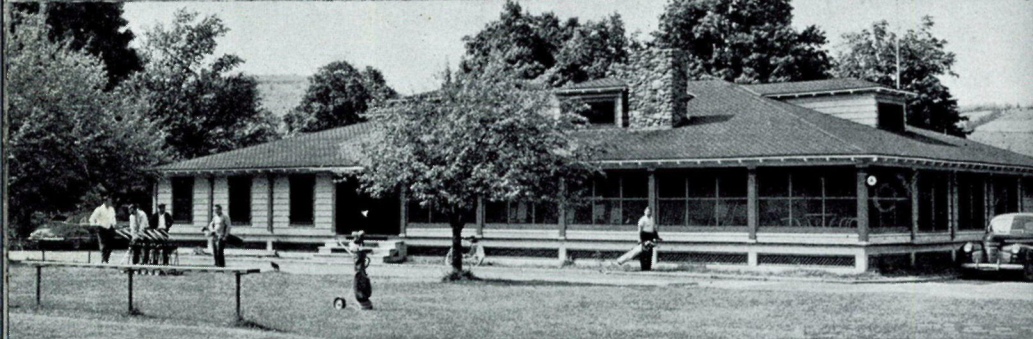


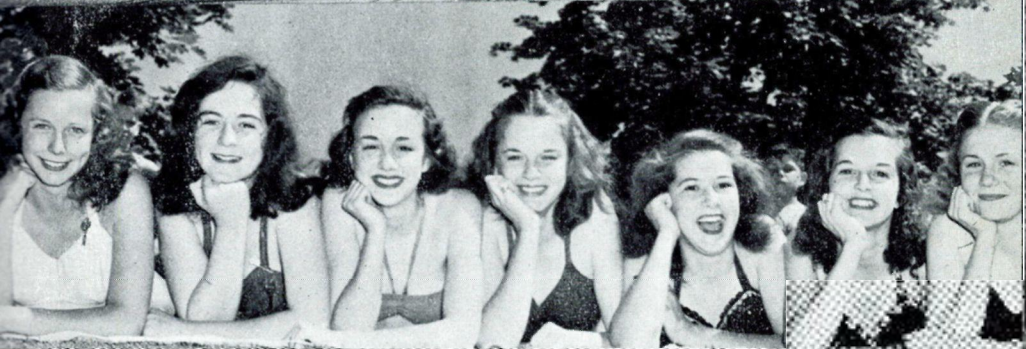
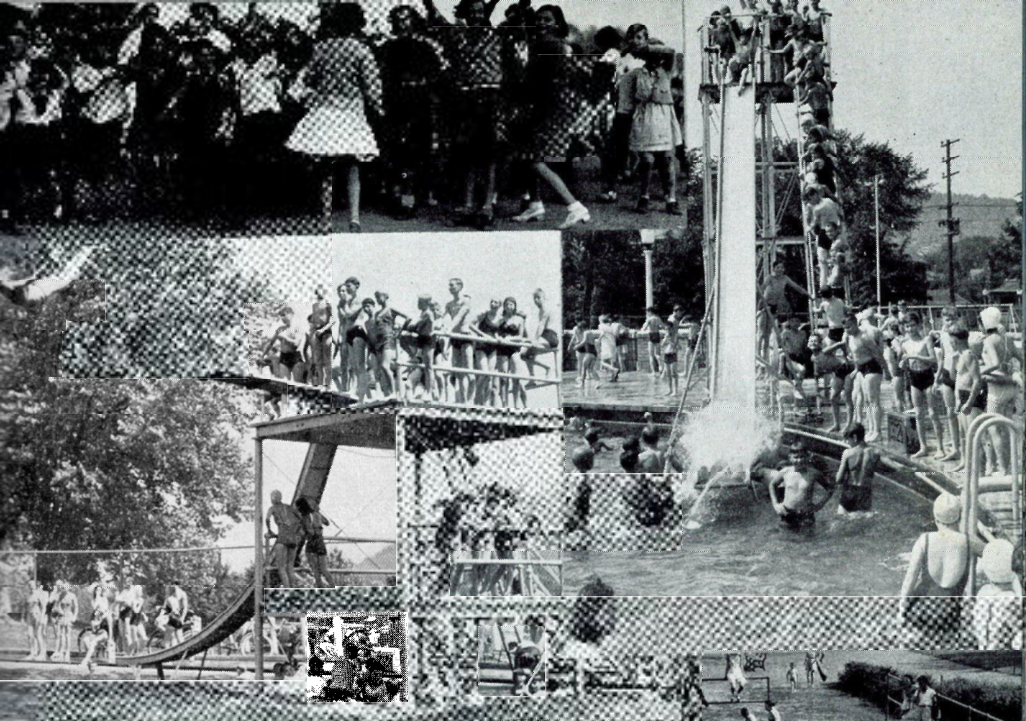
Ball Park

Tennis Court











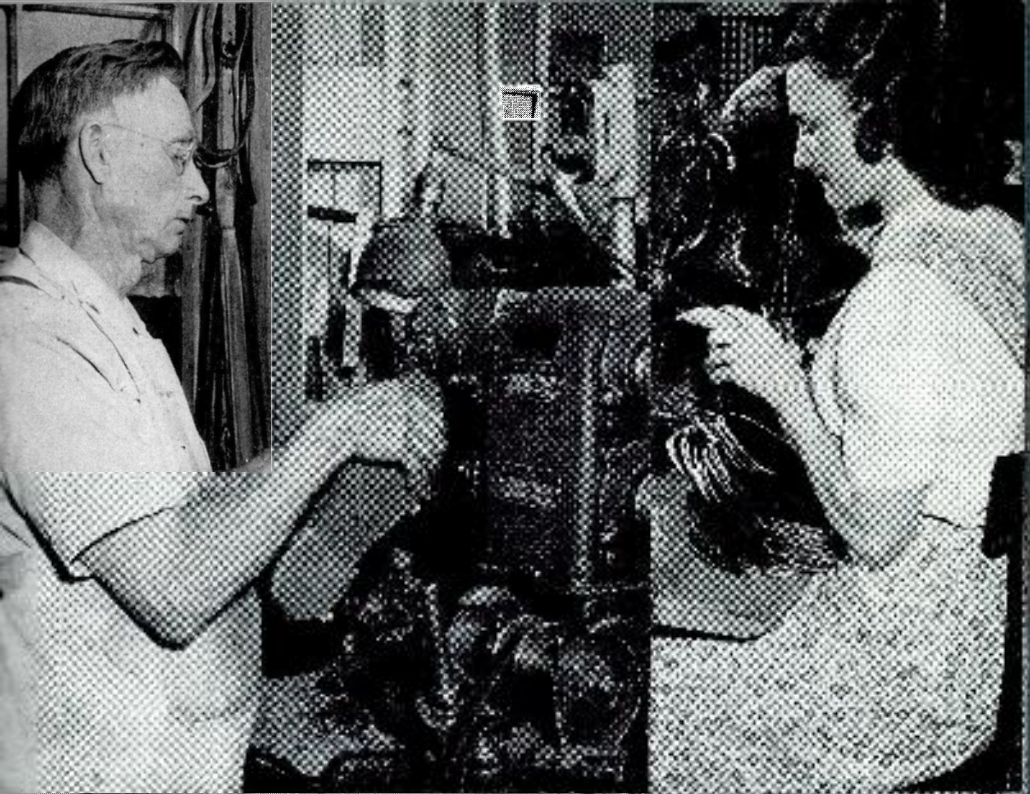
PERFECTION - THE AIM OF ALL WORKING PARTNERS

VISITORS are always welcome at Endicott Johnson Factories and Tanneries, not alone by those who represent management but by workers who take pride in their skill and in their surroundings.

A guide is furnished to explain the intricate processes of manufacturing shoes and tanning leather. As you follow from hide to finished product, from raw rubber to boot, you will be amazed at the number of operations required in making a shoe.

You will see happy and contented workers, associated with a company who has their interests at heart. Workers may see the heads of the business and discuss their troubles freely, frankly and candidly at any time. There is an honest effort made to adjust difficulties.





MODERN FACTORIES, TANNERIES AND RUBBER MILLS

ENDICOTT JOHNSON has in the Triple Cities 28 shoe factories, 6 tanneries and 3 rubber mills, in which a complete line of shoes is produced "For the Entire Family"—work and dress shoes for men and women; shoes for boys, girls and infants.

Shoe factories capacity is 45,000,000 pairs per year.

Rubber Mills, in addition to footwear, produce 15,000,000 pairs of rubber soles and 31,000,000 pairs of rubber heels a year.

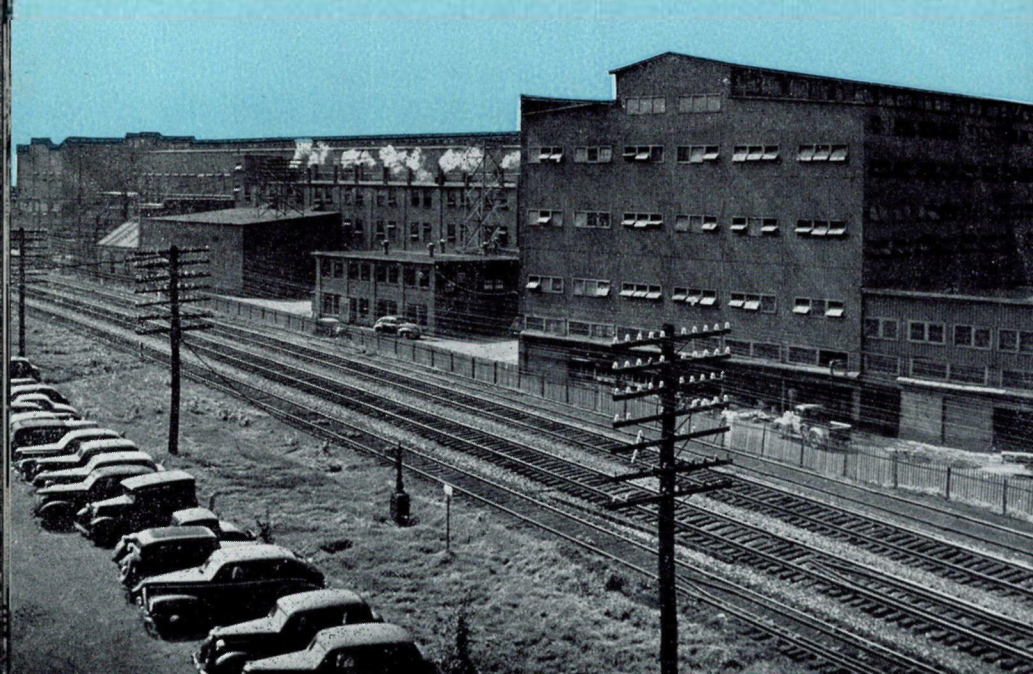
Tanneries process weekly 50,000 hides, (equivalent to 50 carloads).

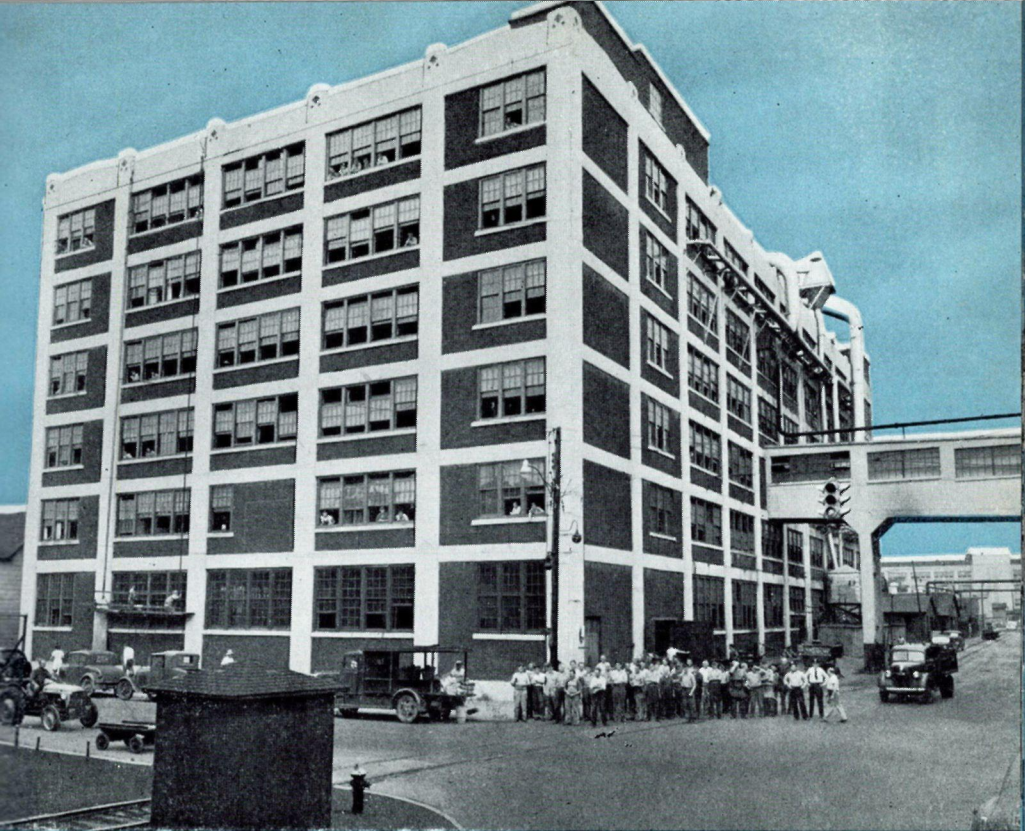
Buildings are well lighted and ventilated. They are equipped with modern machinery, so that 18,000 workers perform their various tasks under favorable conditions.

Safety and health of workers are important factors. Close attention is paid to cleanliness and all machinery is carefully guarded. A trained Fire Prevention Department patrols properties night and day.

Endicott Johnson has had steady growth through the years, with steady employment for thousands of working partners—the result of making good shoes to sell at low prices.

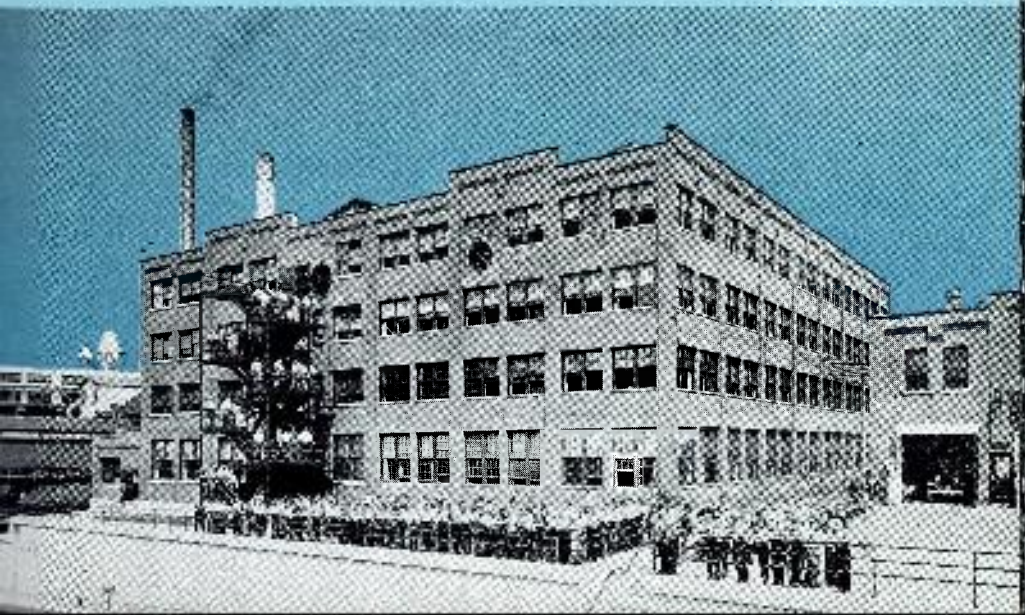
Sole Leather Tannery, Endicott, N. Y.





Upper Leather Tannery Annex, Endicott, N. Y.

Calfskin Tannery, Endicott, N. Y.





Upper Leather Tannery, Endicott, N. Y.

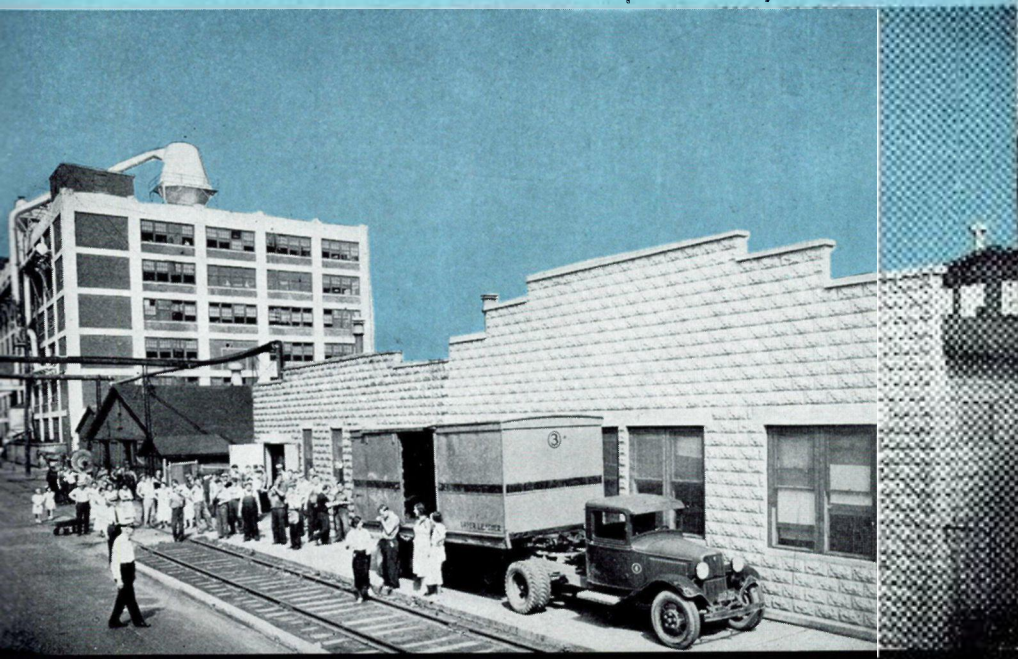
Chrome Sole Leather Tannery, Endicott, N. Y.





Sales Bldg., Endicott, N. Y.

Sheepskin Tannery, Endicott, N. Y.





Johnson Welt Factory, Endicott, N. Y.

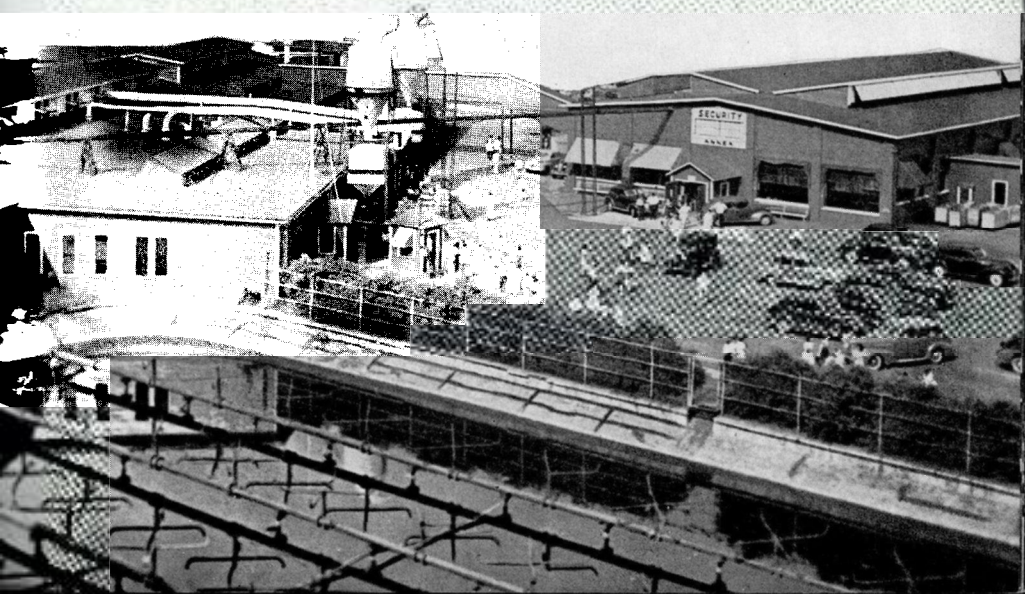
Fine Welt Factory, Endicott, N. Y.





West Endicott Factory, Endicott, N. Y.

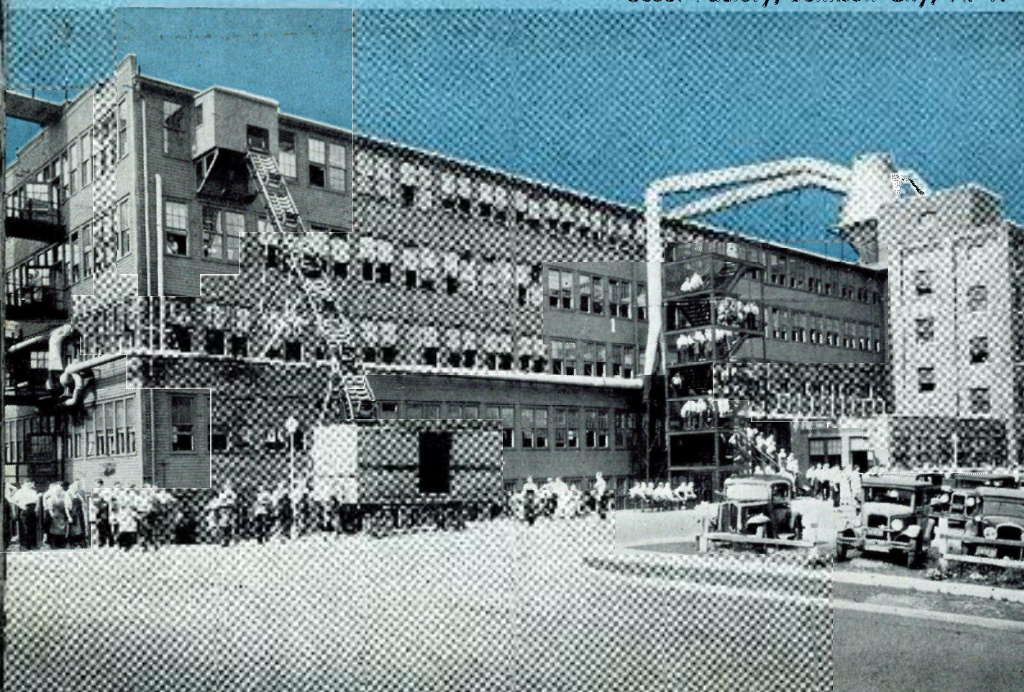
Security and Security Annex, Endicott, N. Y.

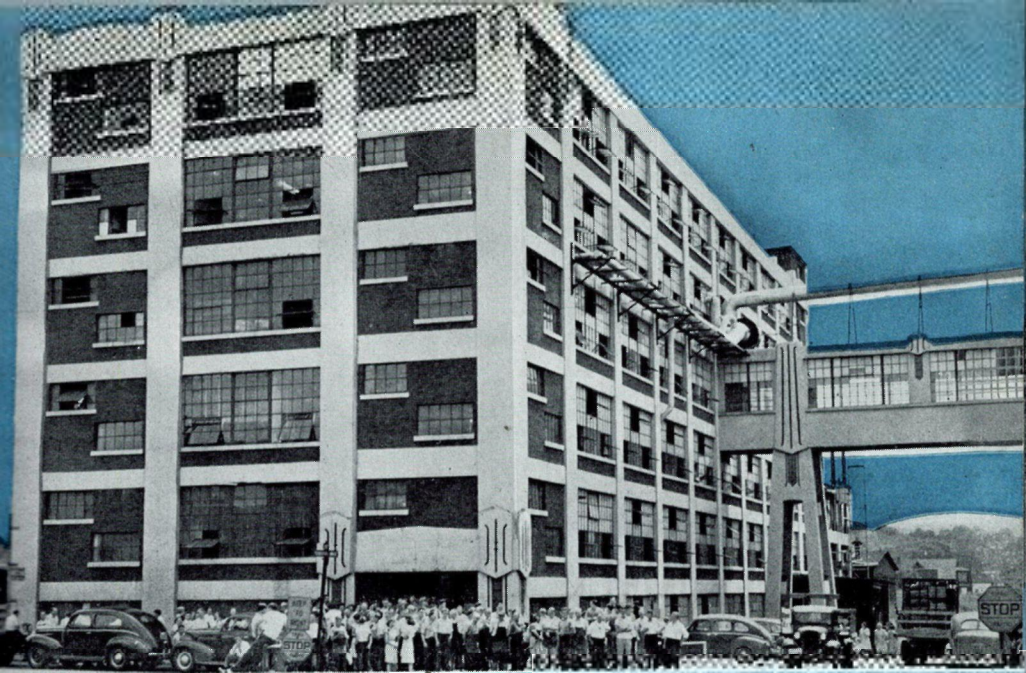




Pioneer Factory, Johnson City, N. Y.

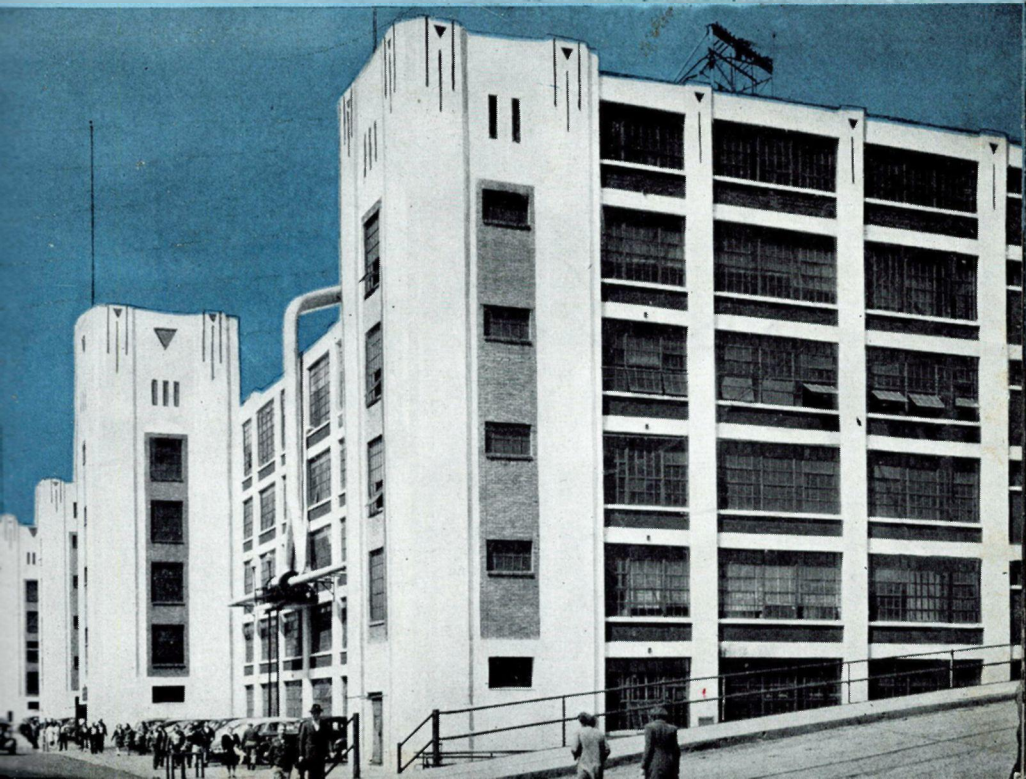
Scout Factory, Johnson City, N. Y.





Infants Factory, Johnson City, N. Y.

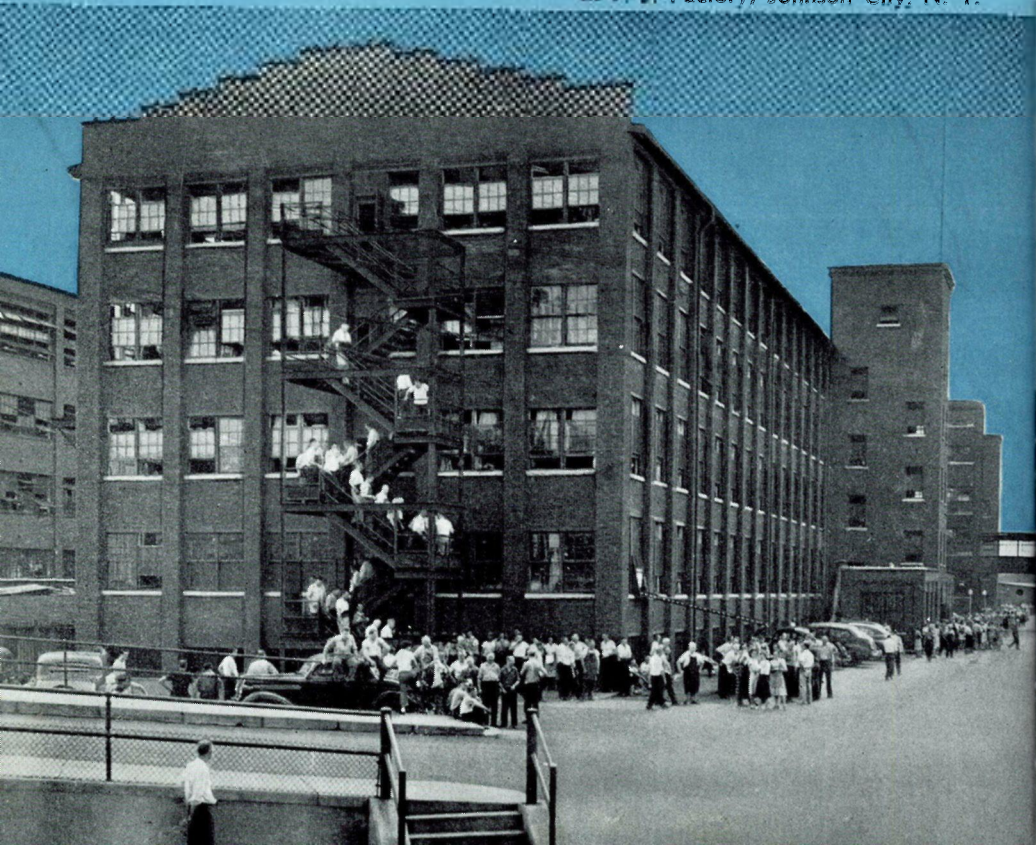
Victory Factory, Johnson City, N. Y.

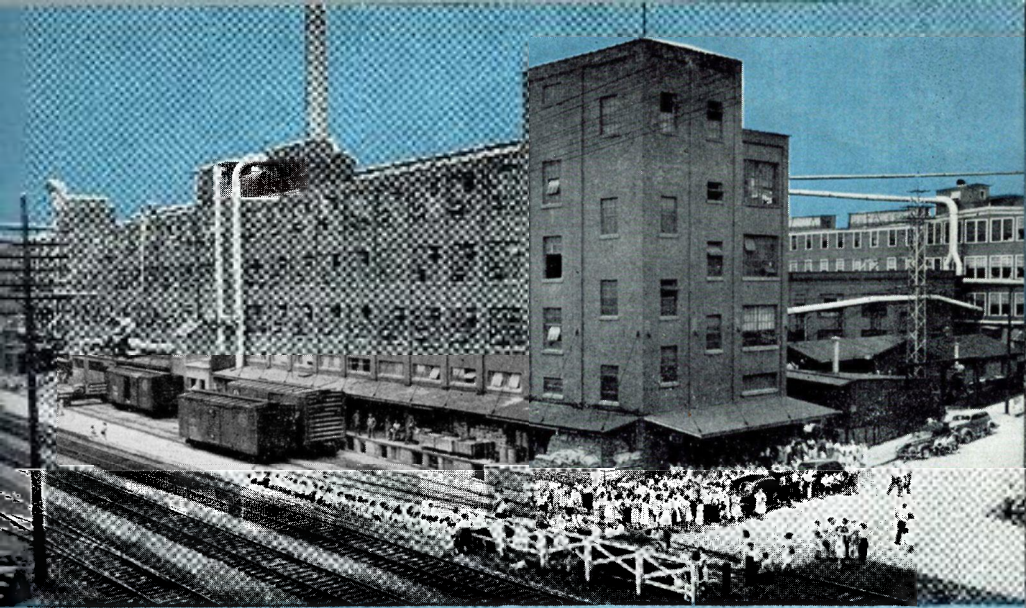




New Rubber Sole and Heel Plant, Johnson City, N. Y.

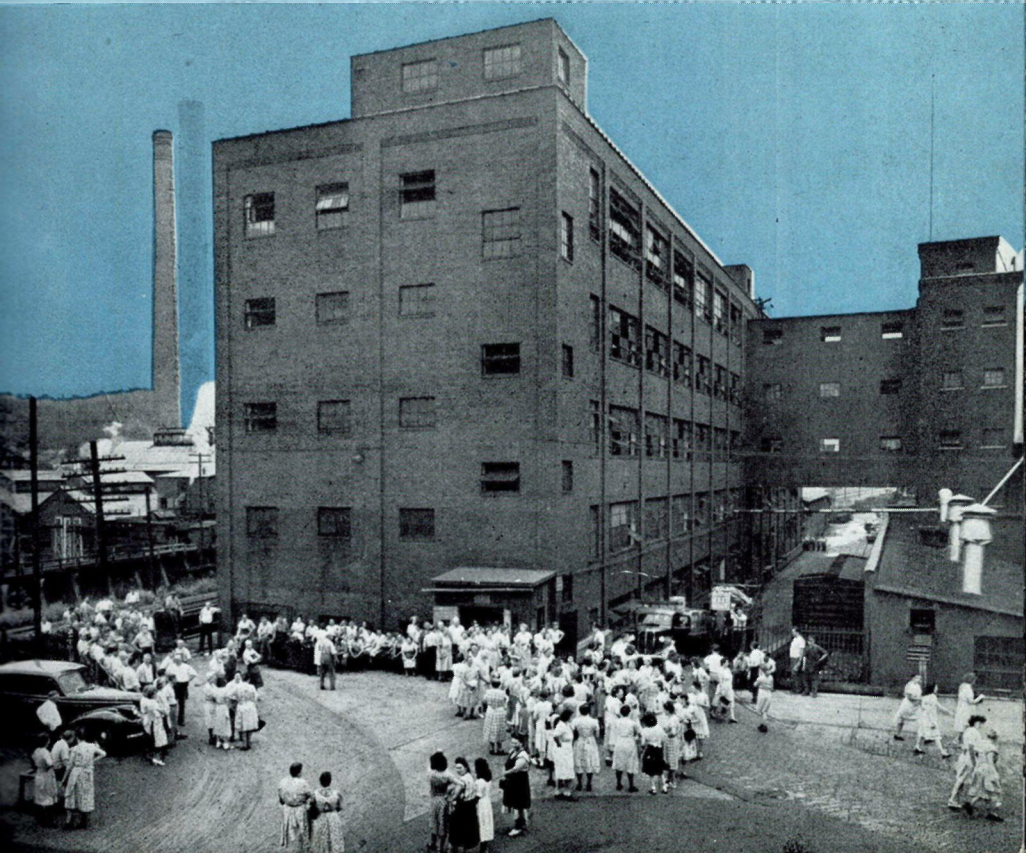
C. F. J. Factory, Johnson City, N. Y.





Jigger and Paracord Factories, Johnson City, N. Y.

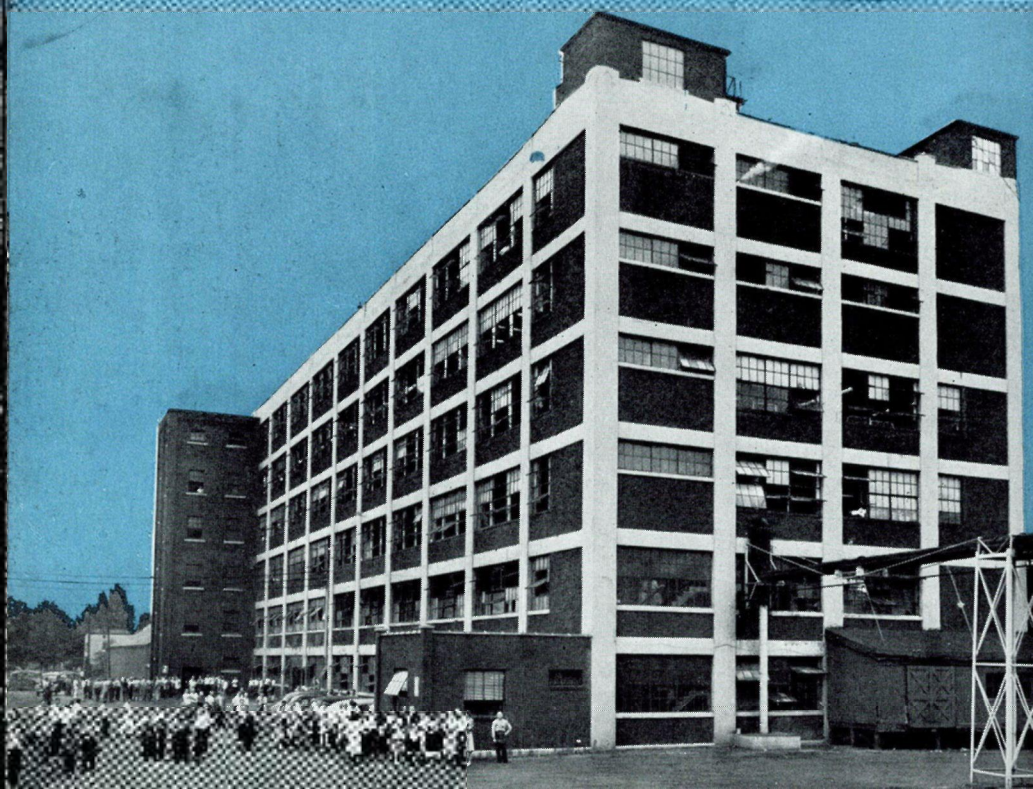
C. F. J. Annex, Johnson City, N. Y.





Sunrise Factory, Johnson City, N. Y.

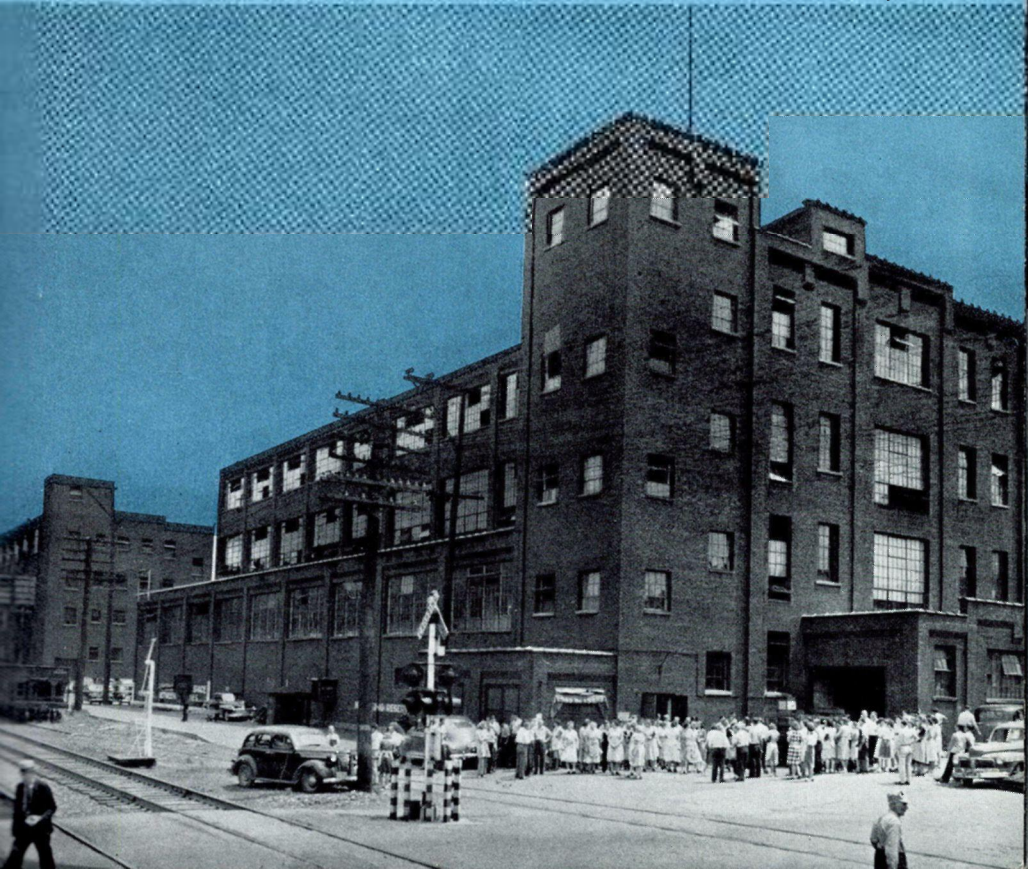
Challenge Factory, Johnson City, N. Y.





Rubber Reclaiming Plant, Johnson City, N. Y.

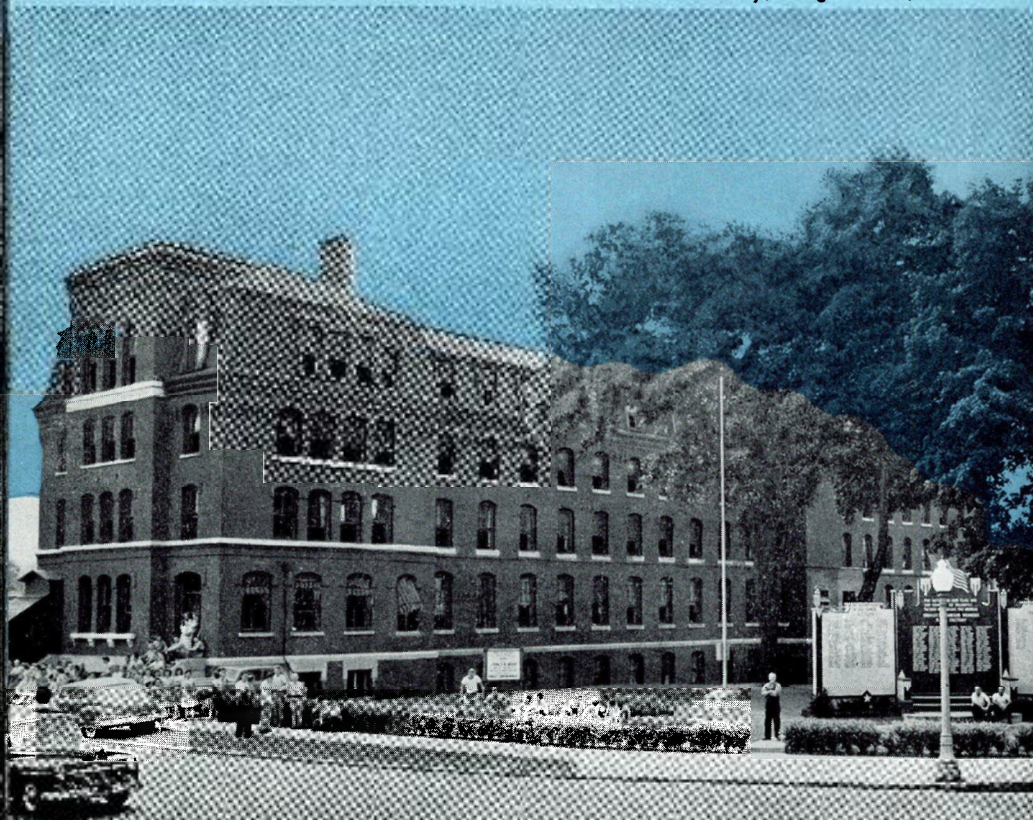
All Sports Factory, Johnson City, N. Y.

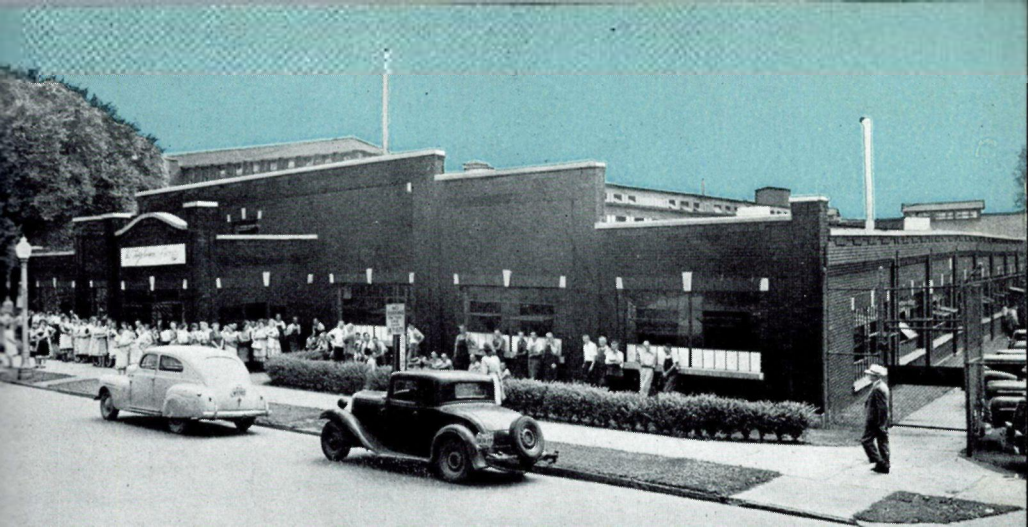




Misses and Childrens Factory, Johnson City, N. Y.

B. B. Factory, Binghamton, N. Y.

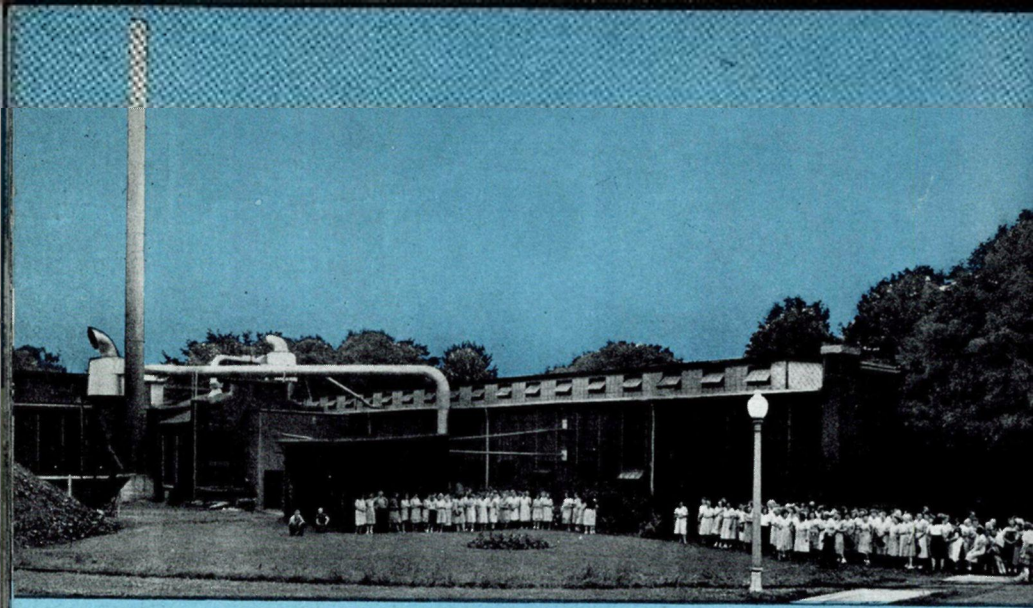




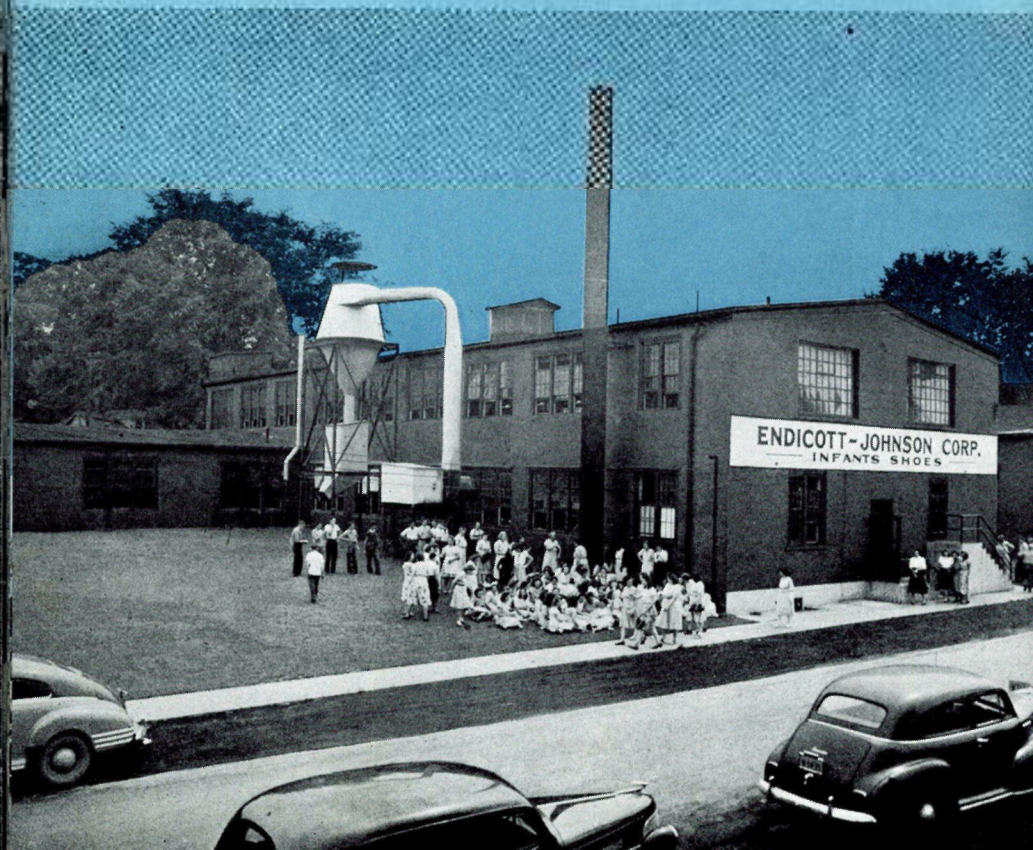
George F. Factory, Binghamton, N. Y.

Stitched Welt Juvenile Factory, Binghamton, N. Y.





Factories at Owego, N. Y.





Fire Prevention Dept., Johnson City, N. Y.

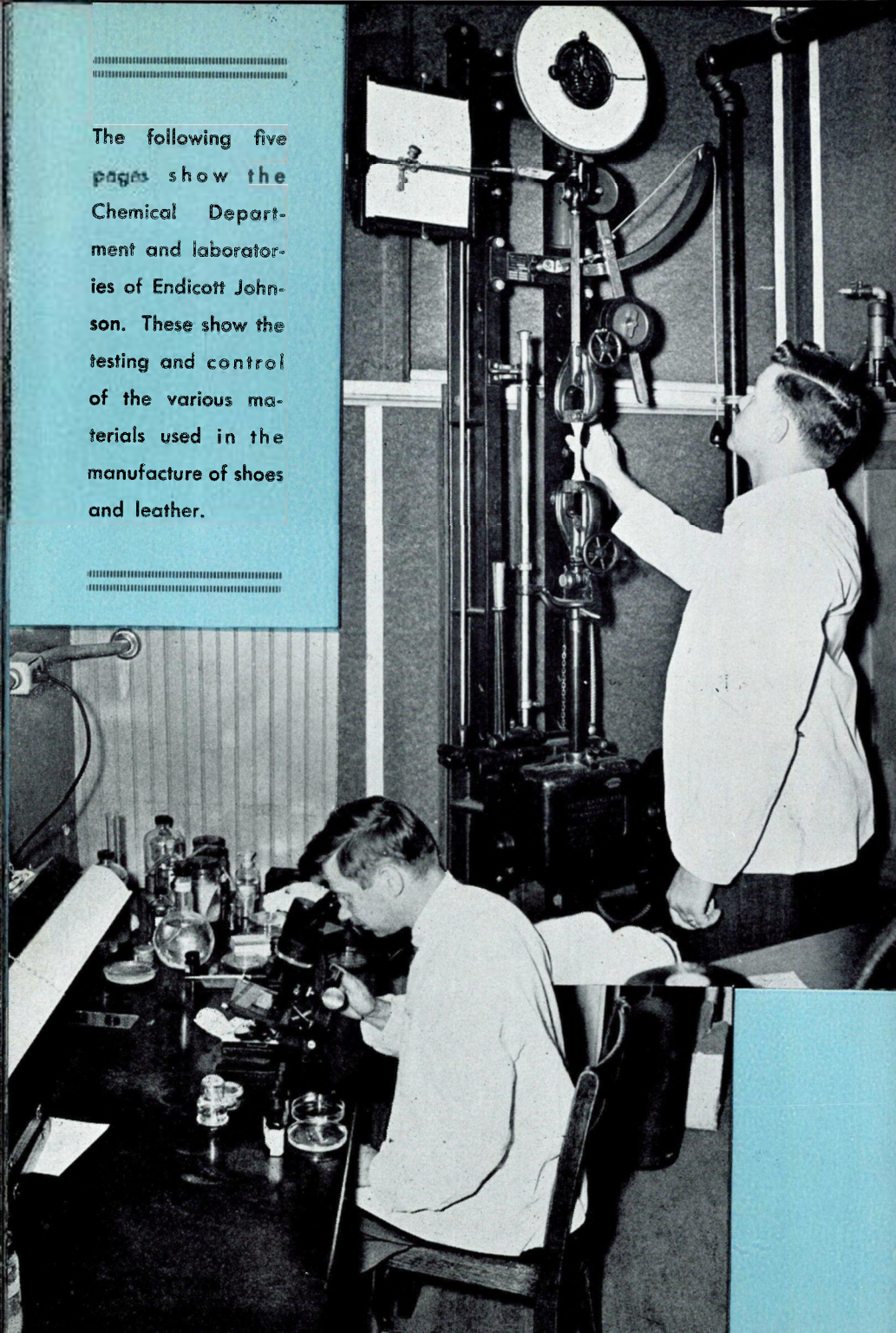
Fire Prevention Dept., Endicott, N. Y.



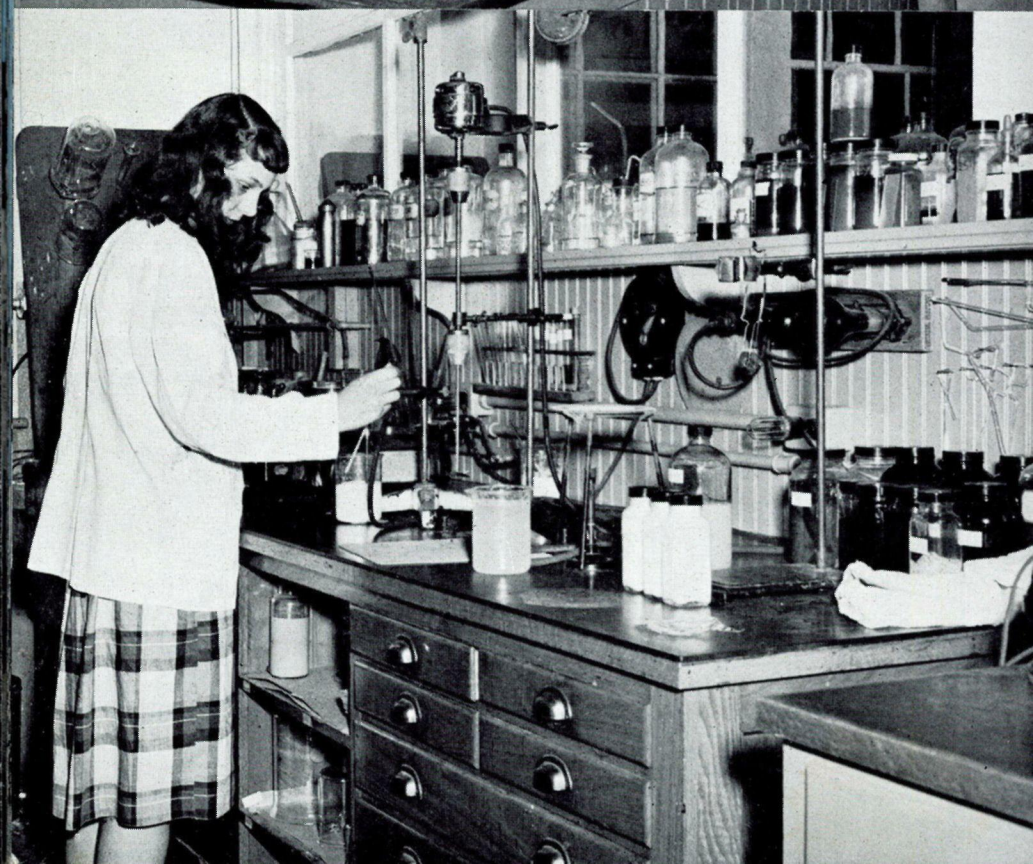
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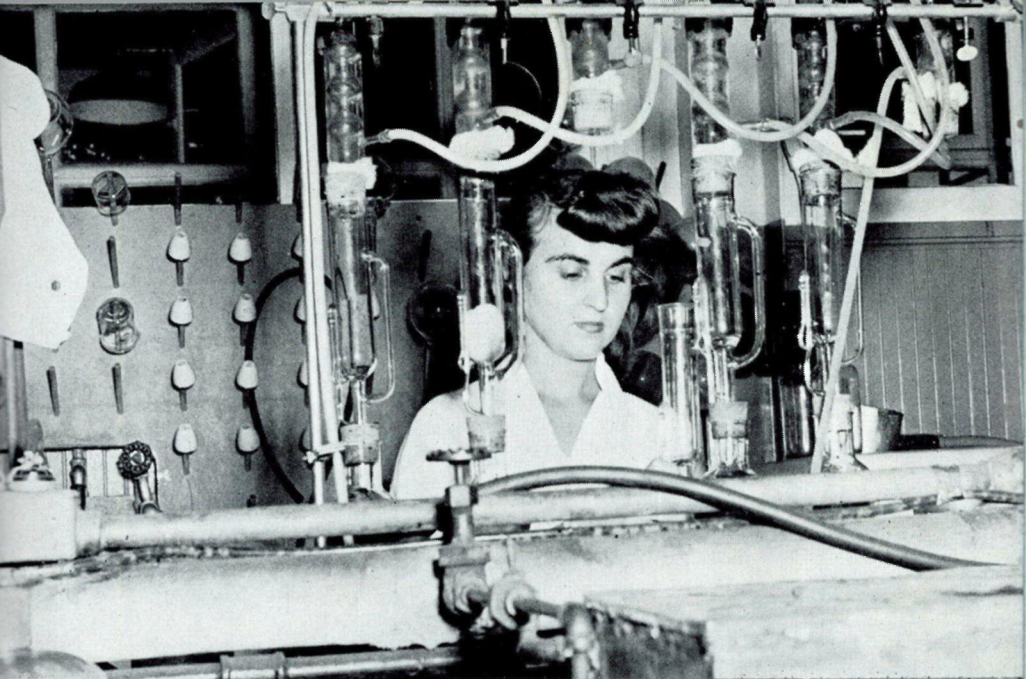
The following five pages show the Chemical Department and laboratories of Endicott Johnson. These show the testing and control of the various materials used in the manufacture of shoes and leather.

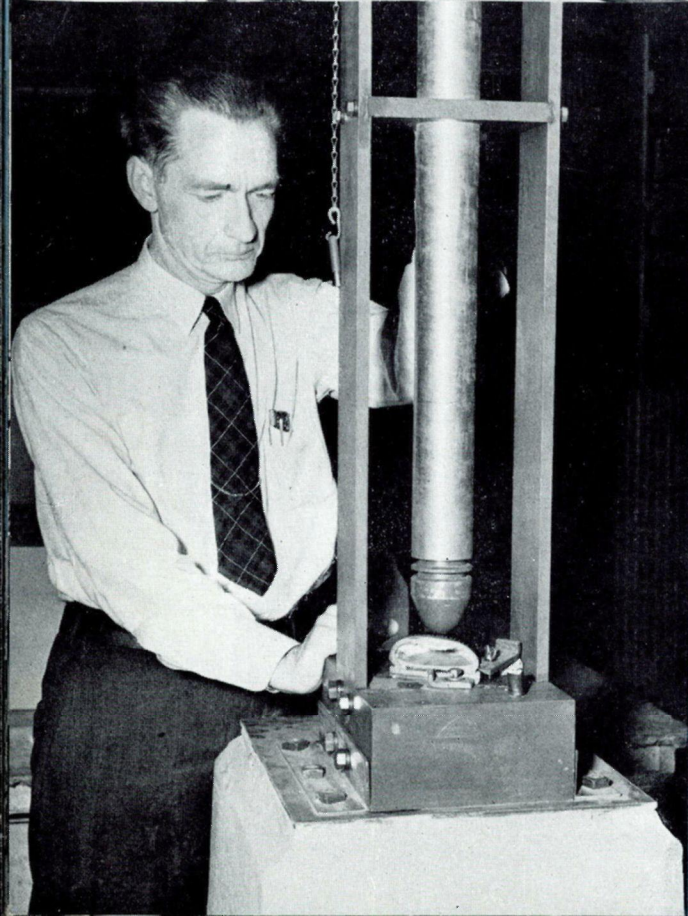
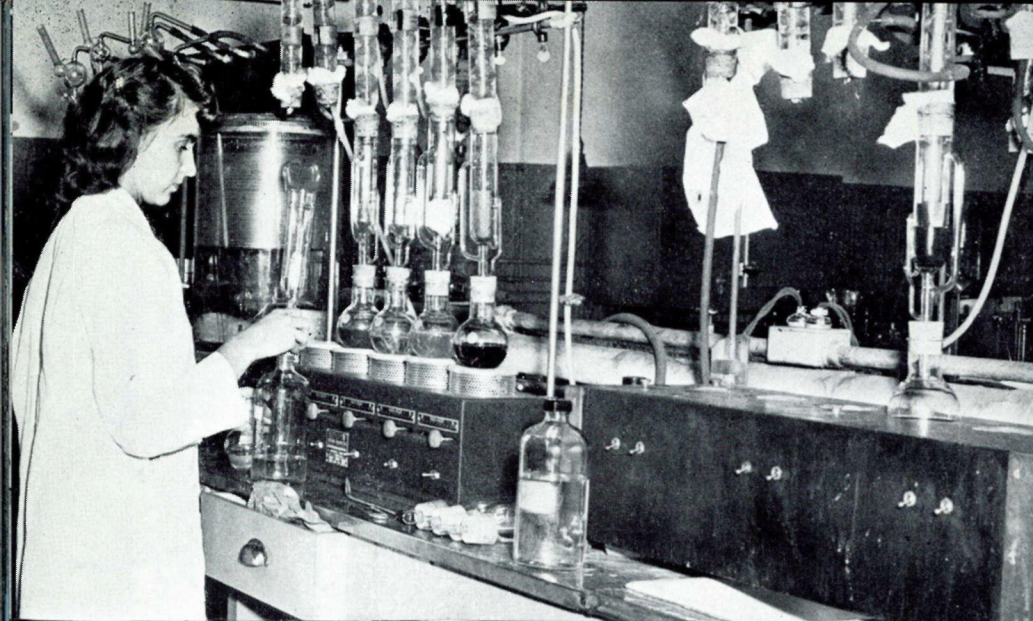
.....











Facsimile of Certificate
Given to each
30 YEAR WORKER.

*This
Certificate is Awarded
TO*

IN RECOGNITION OF



OF FAITHFUL SERVICE
WITH

ENDICOTT JOHNSON

Confidence between Workers
and Management has always
been the guiding principle of your
company, and your years of service
testify to that mutual understanding.



Leo F. Johnson
CHAIRMAN OF THE BOARD



George W. Johnson
PRESIDENT



Chas. F. Johnson Jr.
VICE-PRESIDENT

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