



GEORGE W. JOHNSON
PRESIDENT



GEORGE F. JOHNSON
CHAIRMAN OF THE BOARD AND FOUNDER
OF OUR COMPANY



CHAS. F. JOHNSON, JR.
VICE-PRESIDENT

OUR LABOR POLICY

This article is written in response to requests by Labor Employers and Working People, who wish to know the "policy" that has resulted in the successful operation of our Industry.

FIRST IN IMPORTANCE. Wages or salary, or better yet, the yearly income of our workers is the outstanding, vital and all important element. As every man who labors reckons his yearly income, so should the man who makes leather and shoes, because it is his yearly income that determines his circumstances, comfortable or otherwise, under which he must exist. We are prone to speak of professional men as "salaried" workers. Their income is generally spoken of as "so much a year." A working man, who labors with his hands, is sometimes spoken of so care-

fully as to mention he earns "so much an hour," or probably "so much a day," and on rare occasions "so much a week." If a working man earns a dollar an hour, it looks fine. If he earns seven dollars a day, he does pretty fair, and perchance if he earns thirty-five to fifty dollars a week, it's great! But he does not live by the hour, or by the day, or by the week. That is not the way he supports his family, and meets his current expenses. The **YEARLY BASIS** is the **ONLY WAY** to reckon the income of those who labor with their heads and hands, same as we have always figured the income of those who labor chiefly with their heads.

THIS gives us the **RIGHT** start. Now, to make a good yearly income for the average working man and woman, they must have

steady work, as nearly fifty-two weeks each year as possible, less vacation periods, which are just as necessary for a worker, as they are for a professional man.

THEREFORE, Endicott Johnson's first and foremost duty, as they understand it, is to find a way to run steadily, week in and week out, month in and month out, guaranteeing steady incomes to the army of workers under their direction.

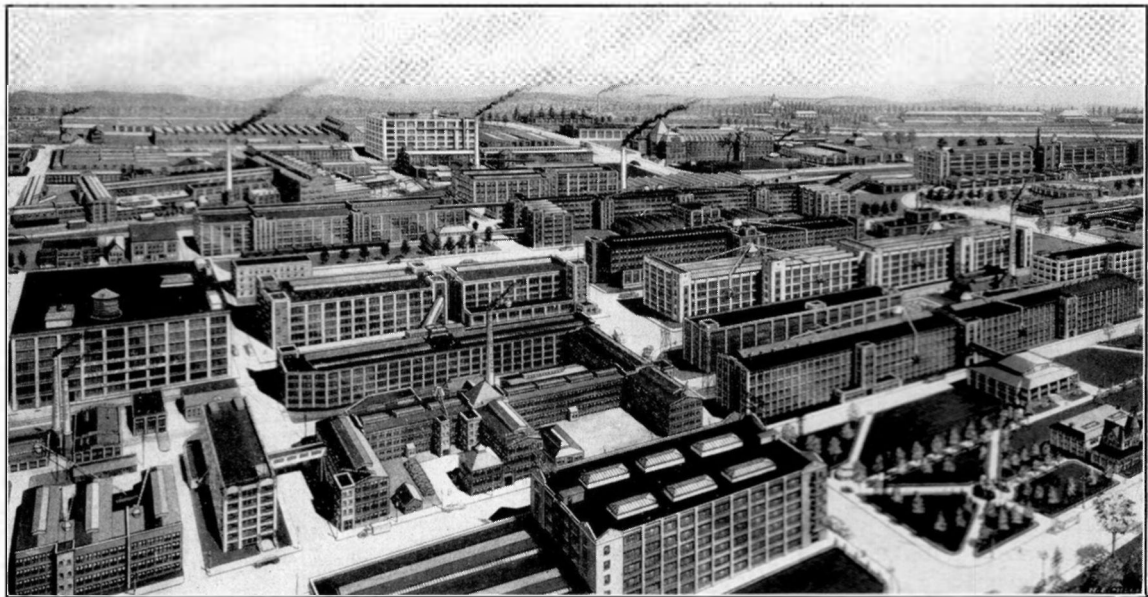
There must be then, a NEED for our PRODUCTS. There must be a MARKET. Because we manufacture shoes, which are a prime necessity of the people, we are fortunate in the character of our product,—shoes, or leather and shoes.

Shoes are a highly competitive product. There are no "combinations" in the shoe business, and never have been. There is keen competition, because the productive capacity is at least one-third greater than the consumption,

or requirements. It is a fight for business, which precludes any possibility of operating at BIG profits, with LITTLE effort.

The way we accomplished elimination of the "middle man" from our source of supplies is interesting, but that is another story. Sufficient to say we did eliminate "middle men" between the raw hide and finished shoe. Buying hides in the world's markets and manufacturing leather in our own tanneries; supplying all our requirements for raw materials without intervention of the "middle men," or "middle costs and profits"; these things give us our big source of supplies without UNNECESSARY costs. We can make our leather better, and for less money, than any tannery in the world. This big advantage makes it possible for us to furnish greater values in shoes, to pay bigger wages to labor, to secure steadier production, and better incomes for the entire organization.

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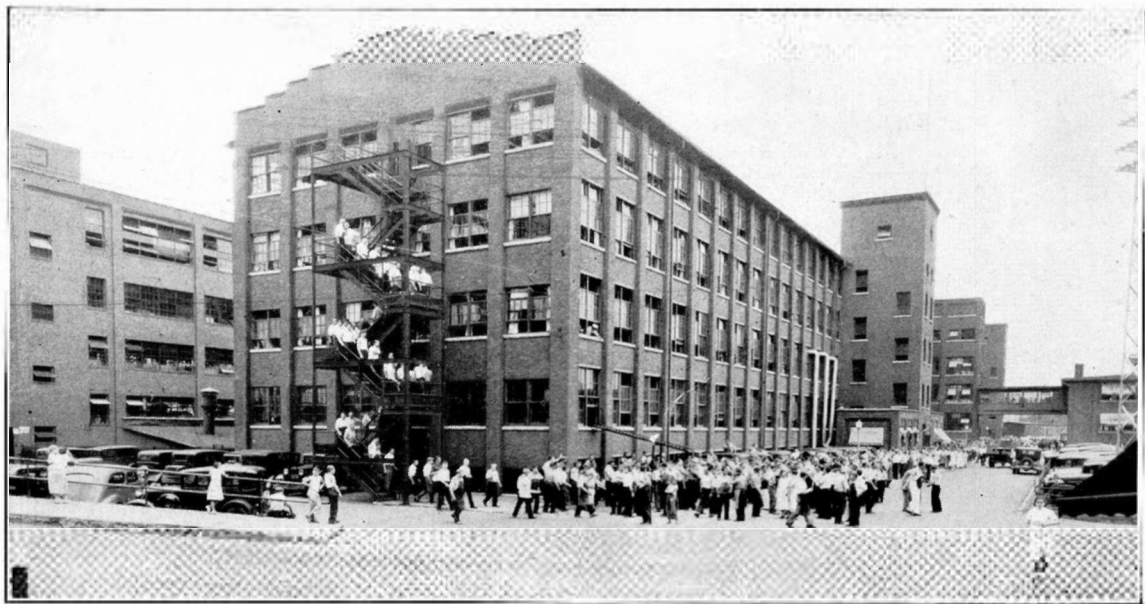
COMPOSITE PICTURE OF ENDICOTT JOHNSON WORKERS PLANTS

MARCH 15, 1936



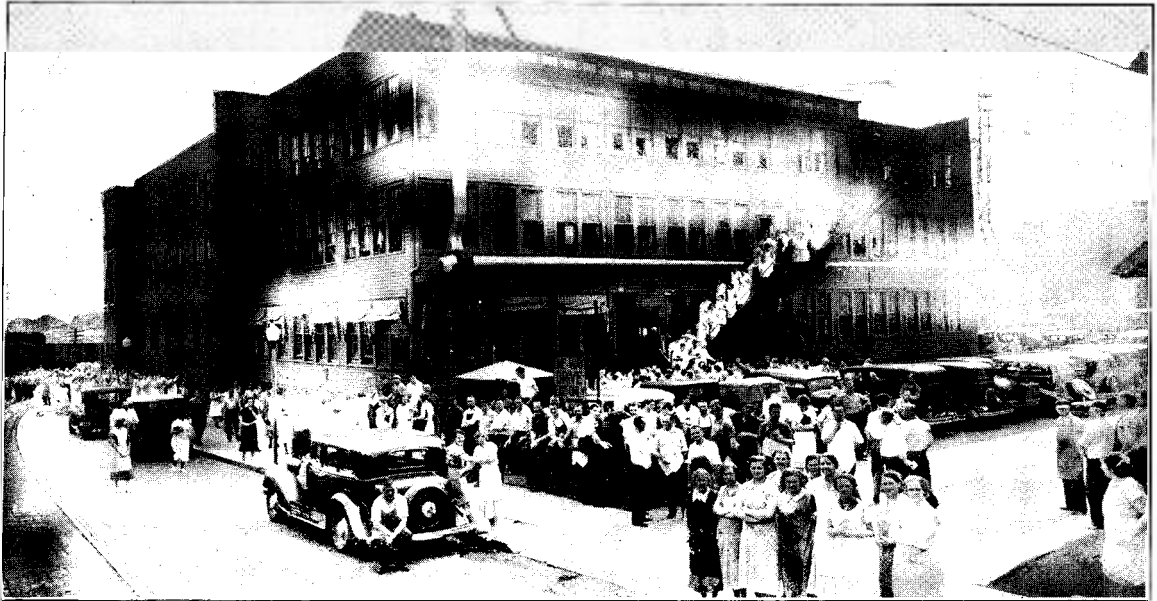
PIONEER FACTORY, JOHNSON CITY, N. Y.

STARTED IN 1890. THIS ORIGINAL FACTORY IS RESPONSIBLE FOR THE GROUP THAT APPEARS ON THE OPPOSITE PAGE. THERE ARE AT PRESENT TWENTY-TWO FACTORIES, SIX TANNERIES AND TWO RUBBER MILLS. WE MANUFACTURE YEARLY APPROXIMATELY 37,000,000 PAIRS OF VARIOUS DESCRIPTIONS. THE RUBBER MILLS PRODUCE, IN ADDITION TO RUBBER FOOTWEAR, 425,000 PAIRS OF RUBBER SOLES AND 650,000 PAIRS OF RUBBER HEELS A WEEK. TANNERIES PROCESS WEEKLY 60,000 HIDES.

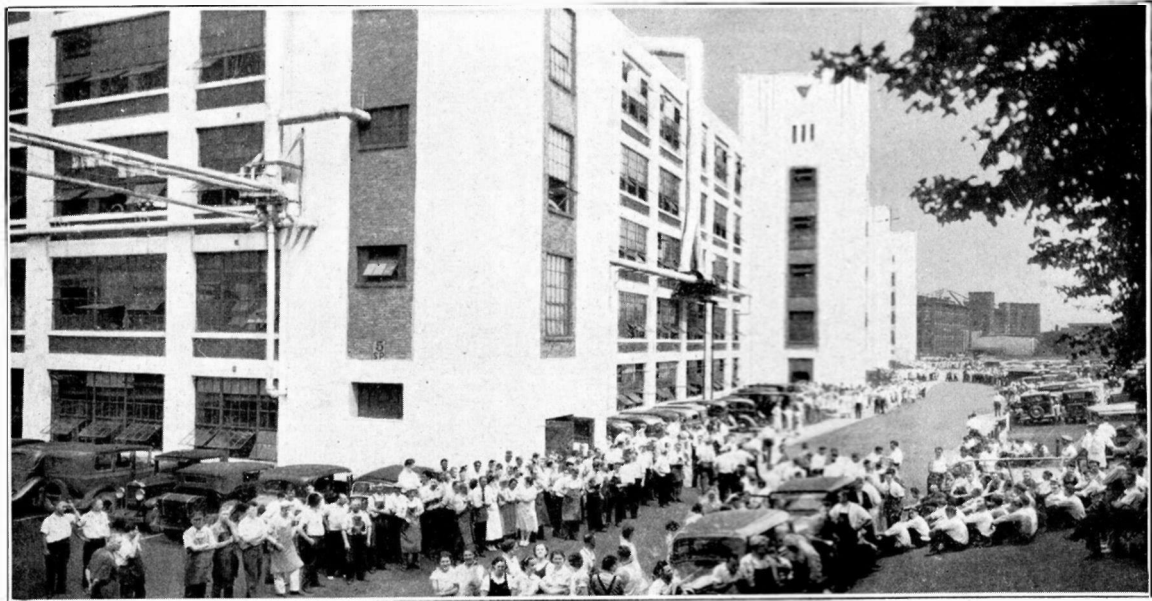


C. F. J. FACTORY, JOHNSON CITY, N. Y.

MEN'S AND WOMEN'S MCKAY SHOES



MISSES AND CHILDRENS FACTORY, JOHNSON CITY, N. Y.



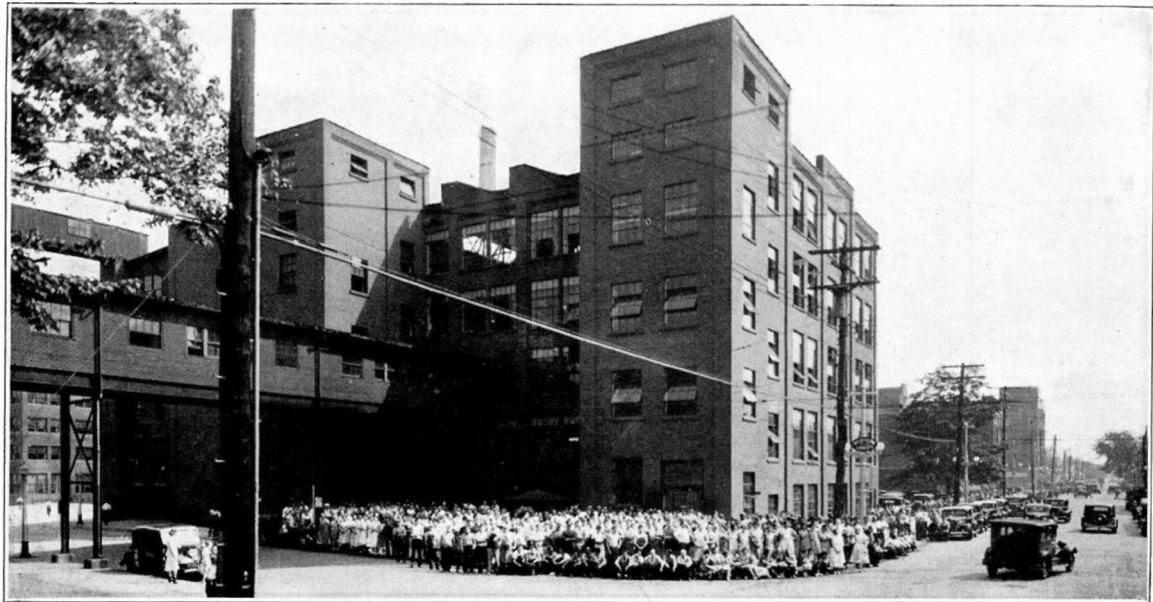
VICTORY FACTORY, JOHNSON CITY, N. Y.

THIS PLANT WAS BUILT IN 1918 AND OPENED ABOUT THE TIME THE ARMISTICE WAS SIGNED. WOMEN'S CEMENT PROCESS SHOES AND STITCHDOWNS ARE MANUFACTURED HERE.

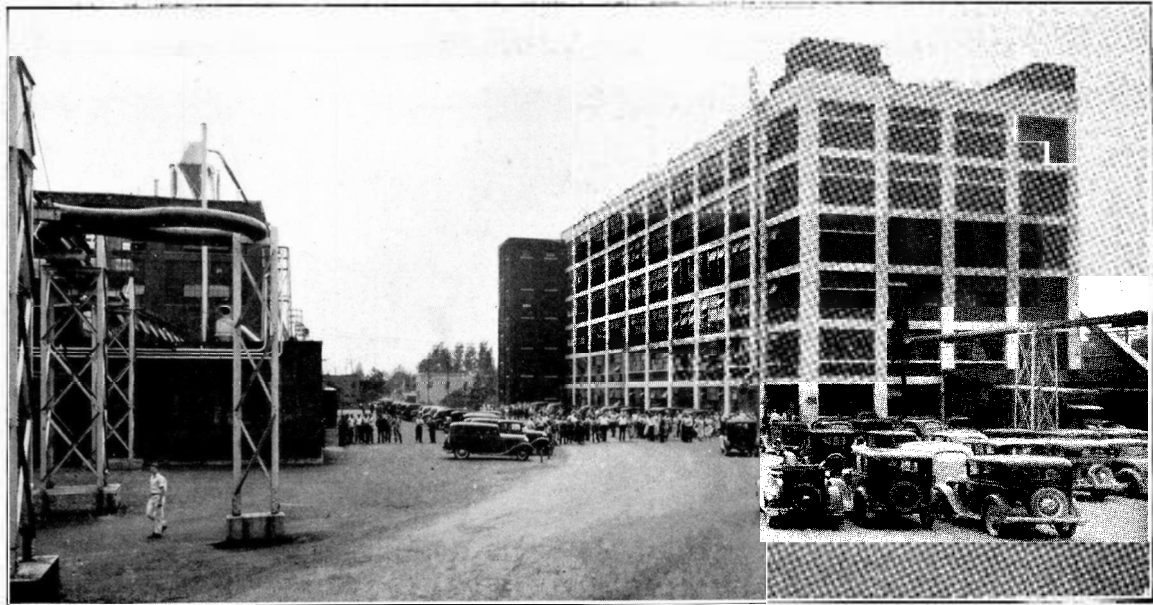


INFANTS FACTORY, JOHNSON CITY, N. Y.

ONE OF OUR SPECIALTY FACTORIES WHERE INFANTS' AND FIRST STEP SHOES ARE MADE. THIS BUILDING ALSO CONTAINS THE CARTON MANUFACTURING DEPARTMENT.



JOHNSON WELT FACTORY, ENDICOTT, N. Y.

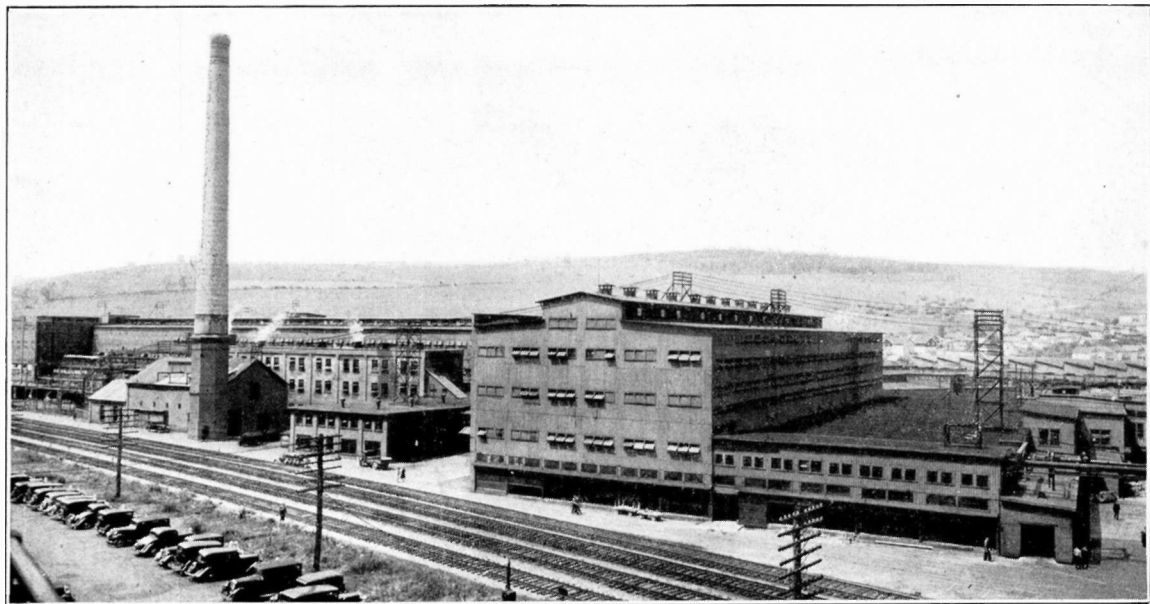


FIBRE AND RUBBER RECLAIMING FACTORY



SUNRISE FACTORY, JOHNSON CITY, N. Y.

"ATHLETIC" SHOES AND OTHER RUBBER FOOTWEAR ARE MANUFACTURED IN THIS PLANT.



SOLE LEATHER TANNERY, ENDICOTT, N. Y.



CALFSKIN TANNERY, ENDICOTT, N. Y.

MAKING FINE GRADES OF LEATHER FOR DRESS SHOES.



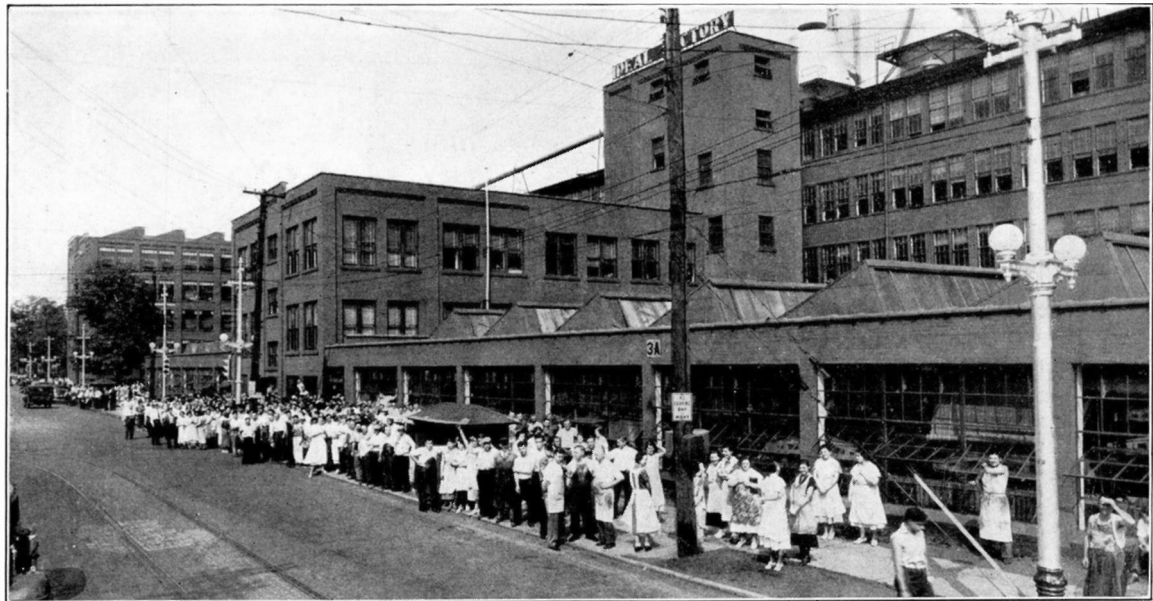
UPPER LEATHER TANNERY, ENDICOTT, N. Y.

ONE OF THE PLANTS MANUFACTURING THE HEAVIER GRADES OF UPPER LEATHER USED IN WORK SHOES.



SALES BUILDING, ENDICOTT, N. Y.

OUR GENERAL ADMINISTRATION OFFICES ARE LOCATED IN THIS BUILDING. IT IS ALSO THE SALES AND SHIPPING DEPARTMENT FOR ENDICOTT TERRITORY. THERE ARE SIMILAR DISTRIBUTING HOUSES IN ST. LOUIS AND NEW YORK.

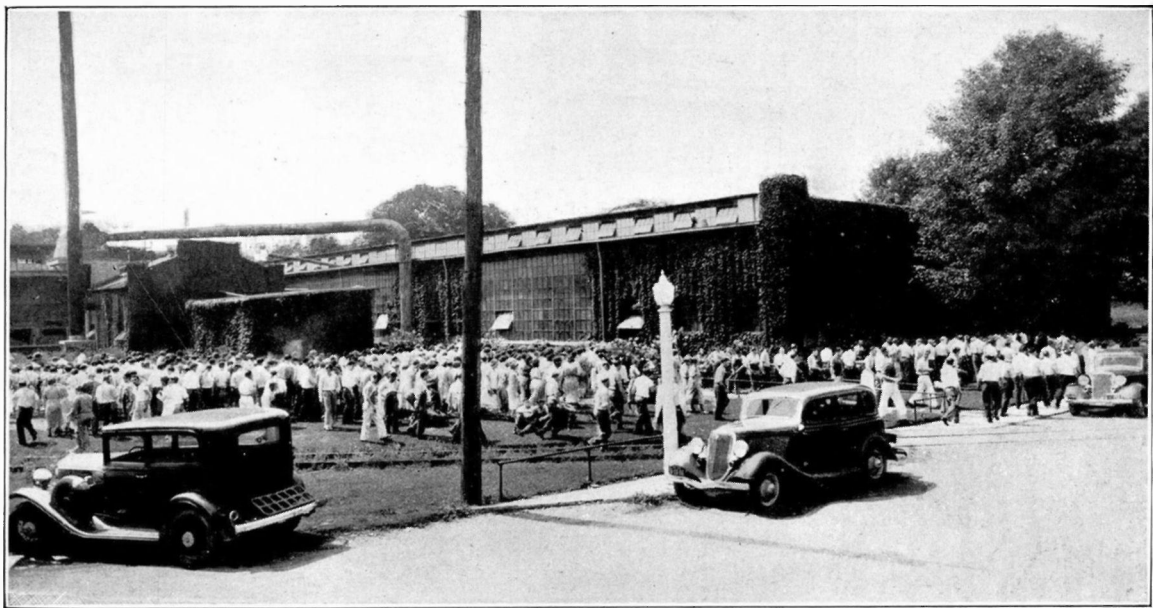


FINE WELT FACTORY, ENDICOTT, N. Y.



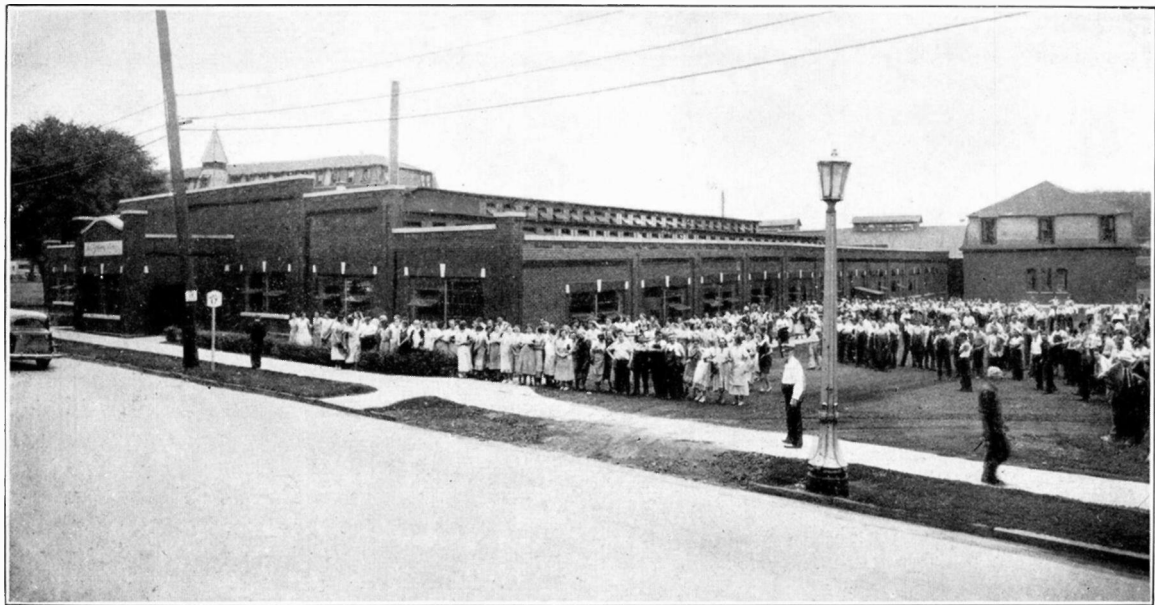
WEST ENDICOTT FACTORY, ENDICOTT, N. Y.

WHERE MEN'S AND WOMEN'S WELT SHOES ARE PRODUCED.



OWEGO FACTORY, OWEGO, N. Y.

A MODERN LITTLE PLANT MAKING WOMEN'S FINE SHOES.



GEO. F. JOHNSON FACTORY, BINGHAMTON, N. Y.

A "BILLY SUNDAY TABERNACLE" WAS TRANSFORMED INTO THIS FACTORY.



B. B. B. FACTORY BINGHAMTON, N. Y.
MAKING BOYS' AND GIRLS' WELT SHOES.

A HIGHER EFFICIENCY is maintained because of SQUARE DEALING with the workers, and because of satisfied and contented workers. We have created in the minds of the average man and woman, a real desire and firm determination to try to do their work better and to do more of it. This has been done because we want them to earn good wages, and they are anxious also to earn good wages. There isn't any combination to restrain production. There is no "Team work" which would seek to keep down the efforts of good, smart workers. There is no disposition to hold back and not do a fair day's work. And so the smart, intelligent worker earns more than the slower, duller one, as he naturally should. The result of this is the slow, dull worker is trying hard to produce quantity and quality to compare with his co-worker, who is able to do more and better work. The tendency is always UPWARD and not DOWNWARD. POOR MEN DO

NOT DRAG GOOD MEN DOWN IN THIS INDUSTRY. QUITE THE REVERSE, GOOD MEN LIFT UP THE POOR MEN. GOOD WORKERS ARE AN INCENTIVE TO THE POOR WORKERS. ALWAYS THERE IS THE UPLIFT.

The hours of labor are reasonable—forty hours a week, as established by the "BOOT AND SHOE MANUFACTURERS" code. Since its collapse we have continued to operate under the working conditions of this code, and it is our policy to do so as long as possible.

The average wage of our workers last year was approximately \$1350.00.

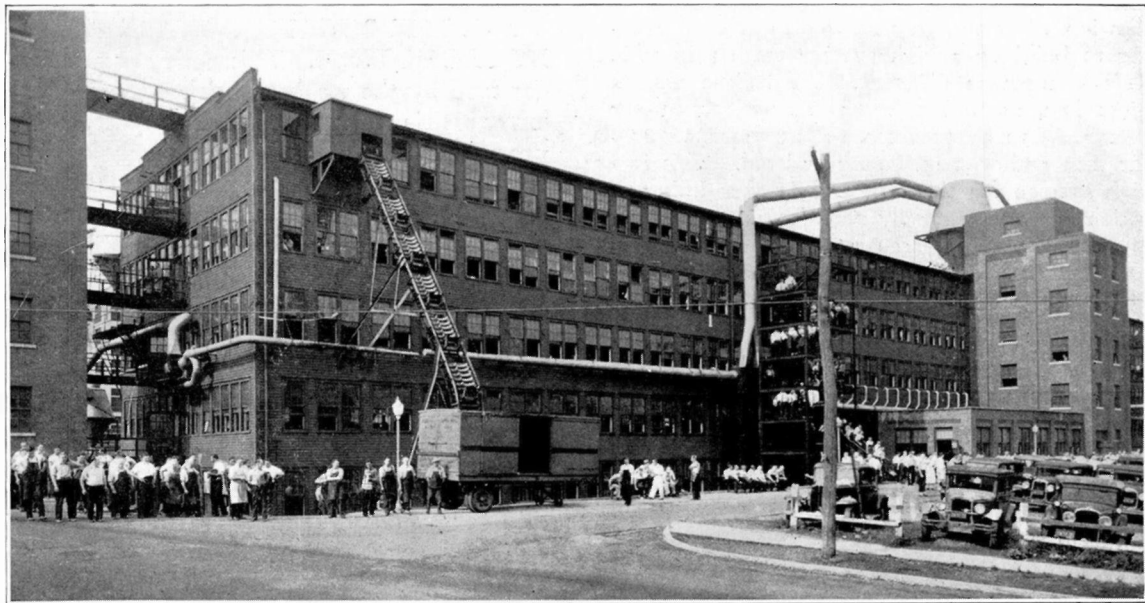
N. B. Our average wages are figured by INCLUDING MEN AND WOMEN AND YOUNG PEOPLE ABOVE THE LEGAL AGE OF SIXTEEN YEARS. We do not hire children below sixteen, adhering strictly to the legal limit. Many concerns employ young children, because they can work cheap. They compute average wages separately as between men and women, always

showing a low average paid women and endeavoring to build up a high average wage paid men. This concern is different. We believe women must live, as well as men: so we reckon our average wage all together, as last year \$1350.00 for men and women, young and old. This is a high average for the Shoe and Leather Industry, which has been generally regarded as very uncertain, and in which large numbers of women are employed, particularly in the shoemaking end of it.

WE DO NOT OPERATE ON THE "HIRE AND FIRE" PLAN. The number of employees in the business is, therefore, practically uniform and the labor turnover very small. When short of orders, we divide the work, giving everyone his full share. The workers greatly appreciate and heartily endorse this method.

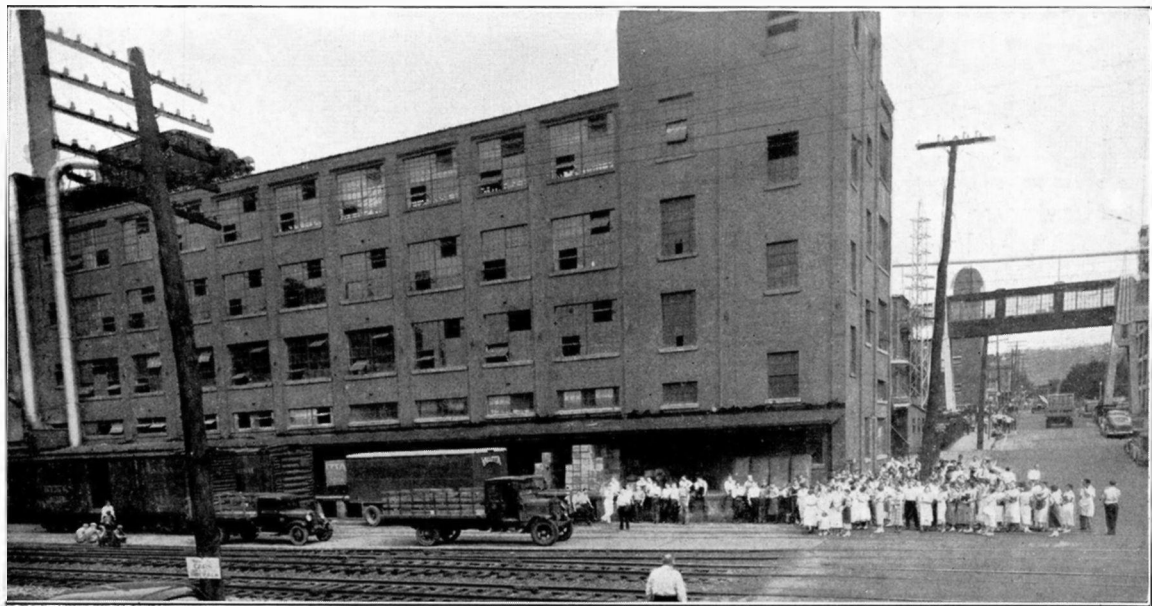
ALL THE BETTER JOBS ARE FILLED BY PROMOTION. This policy is well understood by the workers, so that those in the lower positions may confidently expect, in due process of time, to advance to better positions when available. Leaving the experienced man where he is and hiring a new man for the higher and better positions is the EASIEST way, but not the BEST, and should not be considered for a moment. The "GOOD-WILL" of the workers can only be secured and maintained through fair treatment and it is UNFAIR to a working member of a concern to have someone from outside put in above him. Merit, and MERIT ALONE, should be the consideration for promotion, and it is the policy followed in our organization.

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SCOUT FACTORY, JOHNSON CITY, N. Y.

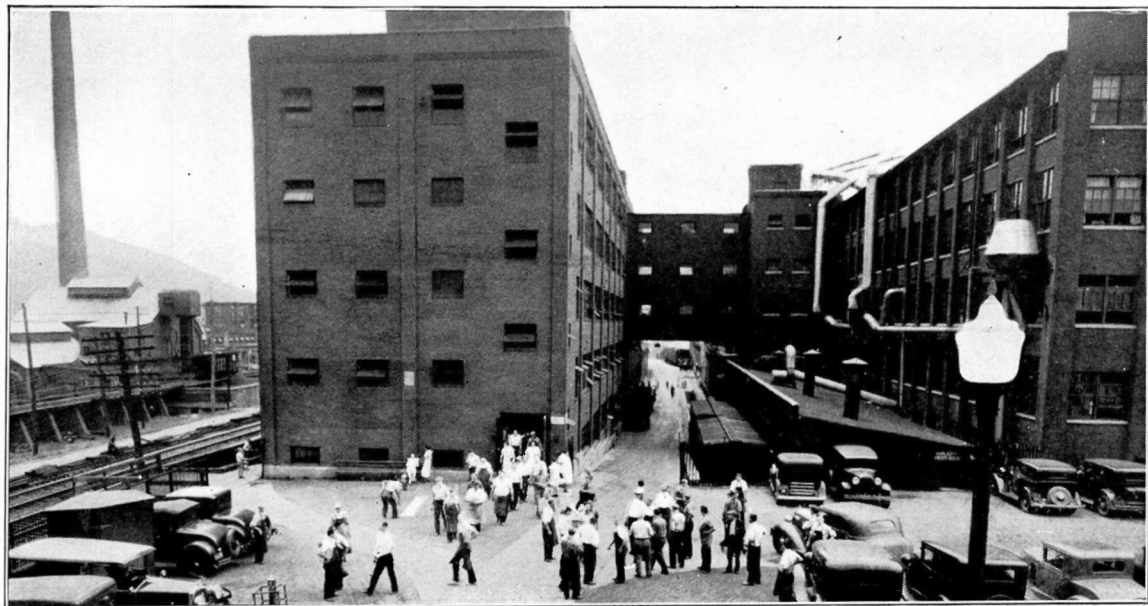
WHERE MEN'S WORK, NAILED AND SCOUT SHOES ARE MADE. ALSO SKATING AND BASEBALL SHOES.



JIGGER FACTORY, JOHNSON CITY, N. Y.
WATERPROOF RUBBER FOOTWEAR AND ATHLETIC SHOES ARE MADE HERE.



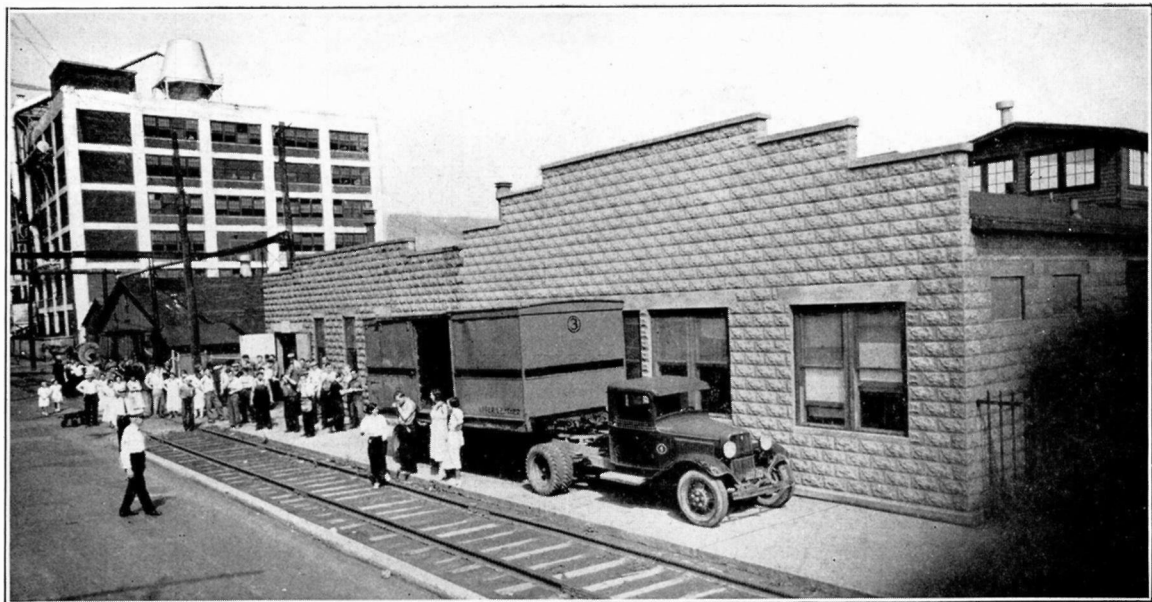
EVERY DAY FACTORY
MEN'S DRESS SHOES



C. F. J. ANNEX, JOHNSON CITY, N. Y.
THIS BUILDING CONTAINS THE HEELING, LINING AND TRIMMING DEPARTMENTS.



CHROME SOLE TANNERY, ENDICOTT, N. Y.



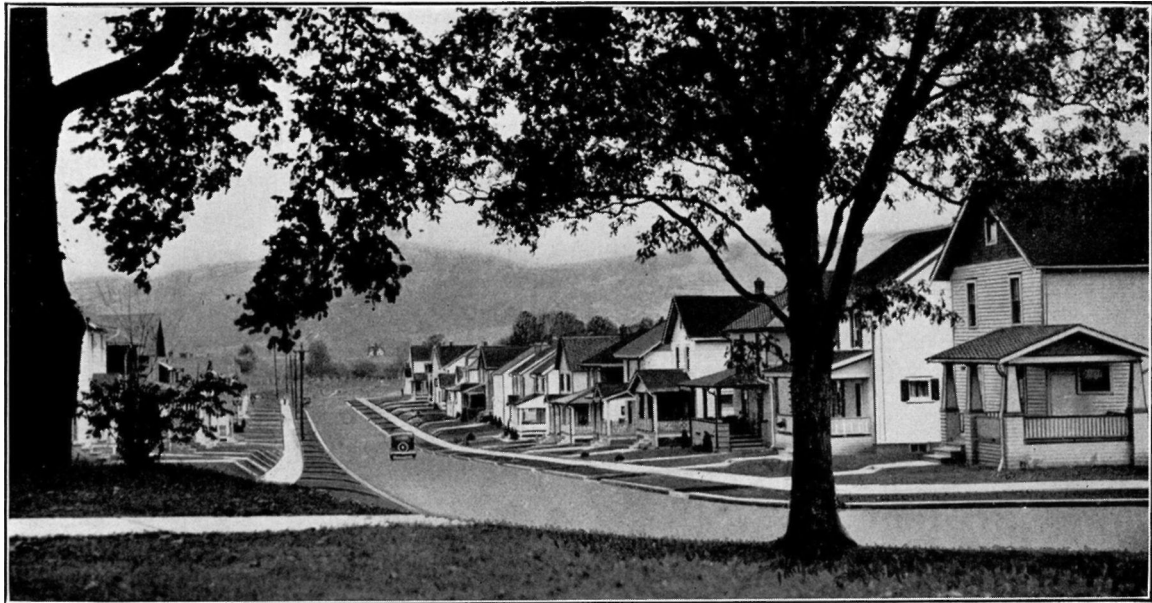
SHEEPSKIN TANNERY, ENDICOTT, N. Y.

MODERN HOMES

In this, as in most of the things we do, the Endicott Johnson method is unique. In the past fifteen years approximately three thousand homes have been built. These are modern in construction and built on lots 50' x 150' which is enough land for a garage and a garden. In size they are mostly 22' x 24'; have hardwood floors; are plumbed and wired throughout; and have four to eight rooms, depending on the type. Outside there is a lawn, sidewalks, curbs, improved streets, etc., so that the property, when turned over to

a worker, is complete in every detail. On today's market these houses range in price from \$2200.00 to \$3500.00. They are sold on terms the average worker can meet and hope to own his home in a reasonable length of time. At this writing, three percent is charged on unpaid balances, giving workers the advantage of present low interest rates. We plan to continue building homes for the workers as fast as possible and selling them on the above mentioned basis. We are creating low living costs in many ways.

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ON PAGE 36



CHURCH STREET IN ENDICOTT, N. Y.

SHOWING A GROUP OF E. J. WORKERS' HOMES.



MR. GEO. F. JOHNSON WITH SONS AND DAUGHTERS

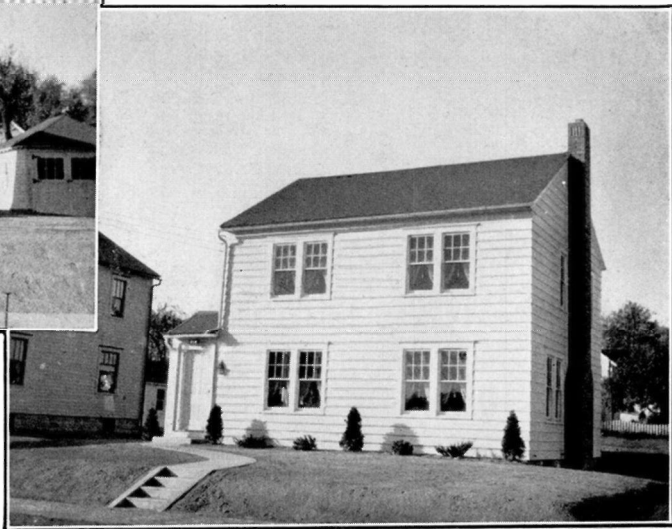


CHILDREN OF E. J. WORKERS BORN IN E. J. HOSPITALS



THEY ARE MODERN IN CONSTRUCTION AND BUILT ON "ROOMY" LOTS, WITH PLENTY OF SPACE FOR A GARDEN AND A GARAGE. THEY HAVE HARDWOOD FLOORS, AND ARE PLUMBED AND WIRED THROUGHOUT.

TYPICAL E. J.
WORKERS' HOMES





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.

LAWNS ARE GRADED AND SEEDDED; CURBS BUILT AND STREETS IMPROVED. PRICES ARE REASONABLE AND INTEREST RATES LOW. THEY ARE NOT "COMPANY HOUSES", CRUDELY DESIGNED, MONOTONOUSLY ALIKE AND CHEAPLY CONSTRUCTED.



MEDICAL

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Our medical service insures workers and all dependent members of their families of the best and most scientific care and attention. In no other phase of our activities is the humane side of the Endicott Johnson Workers' organization more vividly portrayed. There are three hospitals completely equipped with modern operating rooms, dispensaries and maternity wards, and fully manned with competent physicians, surgeons and nurses. The Medical Staff consists of forty-seven doctors, as follows: 1 Chief surgeon, 5 Assistant surgeons, 3 Specialists in internal medicine, 1 Specialist in diseases of the urinary tract, 3

Obstetricians, 2 Ear, Nose and Throat Specialists, 2 X-Ray doctors, 2 Physicians for giving anesthetics, 2 Specialists in diseases of infants and children, 1 Pathologist and 25 General Practitioners; also 110 graduate nurses, 72 student nurses, 5 dentists, 5 dental assistants, 6 pharmacists, 5 laboratory technicians and 1 masseur.

There are three E. J. Workers' Clinic buildings conveniently located in the community; a home in the country for convalescents; and a cottage at Saranac Lake for the treatment of tubercular patients.

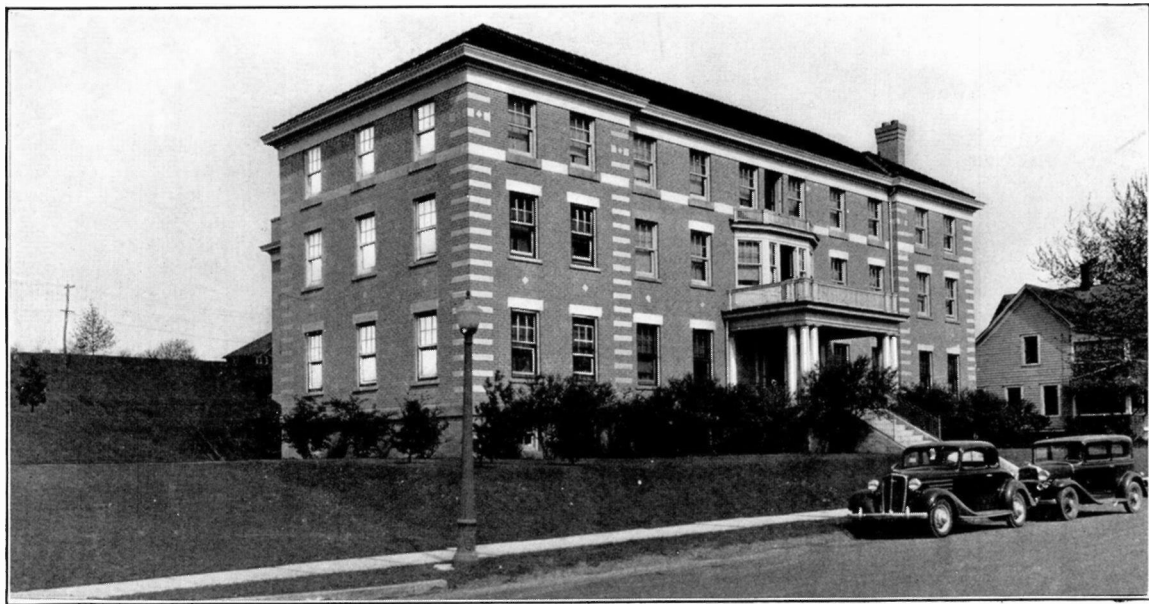
We strive to provide the best there is in this field for our workers and their families.

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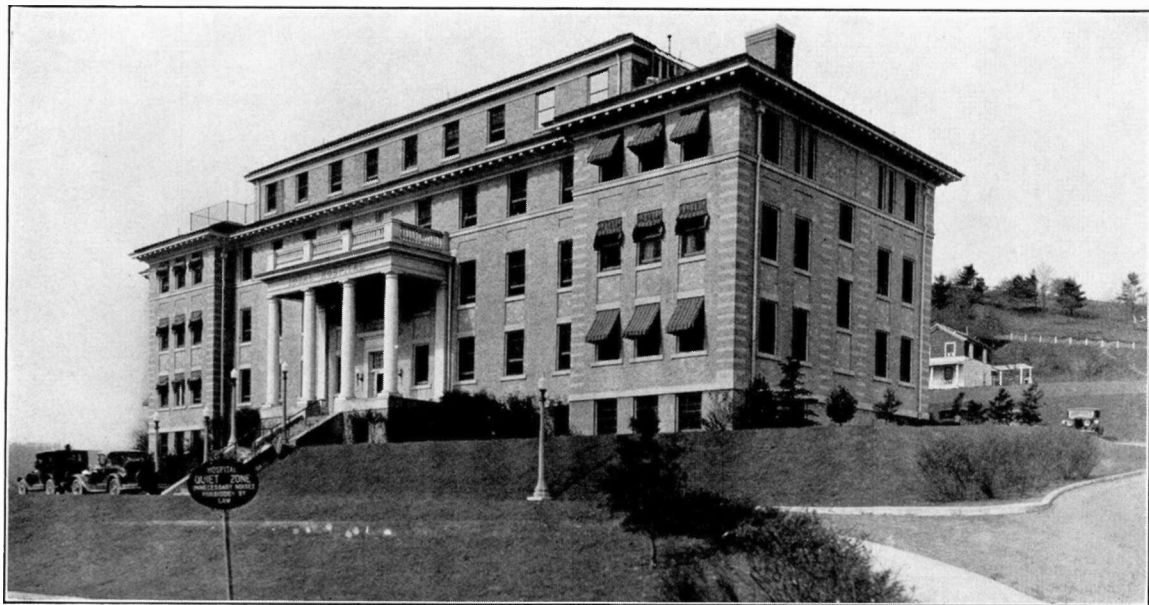
WILSON MEMORIAL HOSPITAL, JOHNSON CITY, N. Y.

CAPACITY 350 BEDS. A BEAUTIFUL, MODERN AND WELL EQUIPPED HOSPITAL, WHERE WORKERS RECEIVE THE BEST OF MEDICAL CARE AND ATTENTION.



IDEAL NURSES' HOME, ENDICOTT, N. Y.

FORTY GRADUATE NURSES, EMPLOYED AT IDEAL HOSPITAL, MAKE THEIR HOME HERE.



IDEAL HOSPITAL, ENDICOTT, N. Y.

CAPACITY 146 BEDS. ANOTHER MODERN HOSPITAL FOR THE CARE OF E. J. WORKERS AND THEIR FAMILIES.



E. J. COTTAGE, SARANAC LAKE, N. Y.

FOR TUBERCULAR PATIENTS. THIS BUILDING ACCOMMODATES TWENTY-FOUR PEOPLE. SPECIAL CASES ARE CARED FOR AT TRUDEAU SANATORIUM, NEARBY.



WAGNER FARM

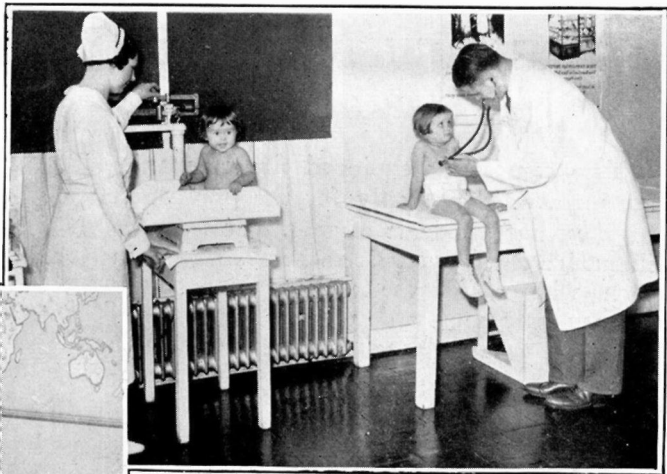
A HOME FOR CONVALESCING WOMEN, OR A SPLENDID PLACE WHERE THEY MAY GO FOR A REST.



AN E. J. CLINIC

THERE ARE FIVE DOCTORS IN ATTENDANCE HERE, ONE INTERNIST, ONE OPTICIAN, TWO DENTISTS AND THEIR ASSISTANTS, AND SIX NURSES.

SCENE FROM ONE OF OUR MEDICAL
CENTER CLINICS



DOCTORS AND NURSE EXAMINING AND
WEIGHING BABIES.

FIRE PREVENTION AND SAFETY DEPARTMENTS

Two completely equipped fire companies are maintained not only for the prevention of fires, but accidents as well. This service includes a chief, two assistants and sixty-seven men who patrol the company's property twenty-four hours a day, three hundred and sixty-five days in the year. There is available at all times for their use the following equipment:

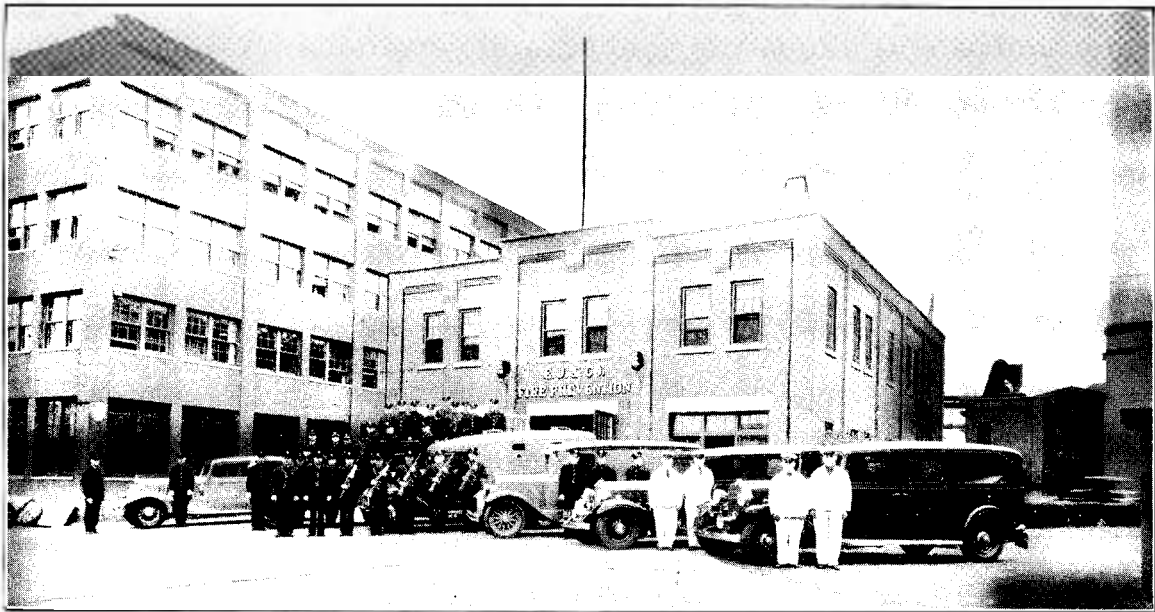
- 5 Ambulances
- 2 Combination hose and squad trucks
- 2 Armored cars for transportation of company cash

- 1 Motorcycle
- 2 Utility cars
- 1 Chief's automobile
- 1 Assistant Chief's automobile

MARKETS

Two up-to-date, conveniently located public markets supply thousands of our workers and friends with their meats, fresh vegetables and fruits at low prices. Last year the total sales were more than a million dollars.

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FIRE PREVENTION BUILDING

HOUSING THE COMPANY'S FIRE FIGHTING APPARATUS AND MEN WHO ARE ON 24 HOUR PREVENTION DUTY.



WEST ENDICOTT FIRE STATION AND COMMUNITY HOUSE



ONE OF THE PUBLIC MARKETS

MODERN IN CONSTRUCTION AND CONVENIENTLY LOCATED. HERE THOUSANDS OF E. J. WORKERS AND FRIENDS PURCHASE THEIR MEATS, FRESH VEGETABLES AND FRUIT. THREE HUNDRED FIFTY PRODUCERS SELL APPROXIMATELY ONE AND A QUARTER MILLION DOLLARS WORTH OF FOOD PRODUCTS YEARLY.



THIS DINER, LOCATED IN JOHNSON CITY, IS CONNECTED TO ONE OF THE LARGE FACTORY UNITS BY A COVERED CORRIDOR. BREAKFAST, DINNER AND SUPPER ARE SERVED DAILY. THE SEATING CAPACITY IS ONE THOUSAND. REGULAR DINNER OR CAFETERIA SERVICE IS FURNISHED. "GOOD THINGS TO EAT AT EXCEPTIONALLY LOW PRICES" IS THE AIM OF ALL OF OUR RESTAURANTS.

DINERS

There are six Endicott Johnson diners, where approximately 11,000 workers are served daily. Good food is prepared in clean

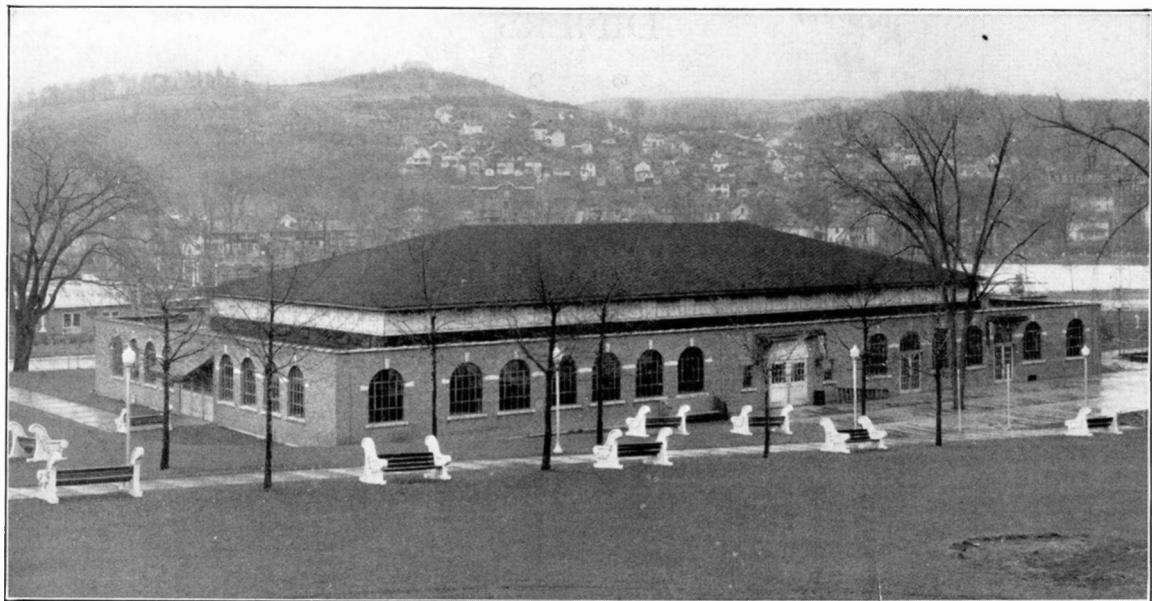
kitchens, from fresh and wholesome materials, and served in appetizing form, at an extremely reasonable price.

RECREATION

Our athletic fields, race tracks, baseball diamonds, football gridirons and tennis courts are among the finest in the land. An Athletic Association, with membership of approximately eighty-five percent of the workers, sponsor practically every kind of wholesome sport in season. We have Sunday night band concerts, roller and ice skating rinks, an eighteen hole golf course, a beautiful dance pavilion which has on numerous occasions accommo-

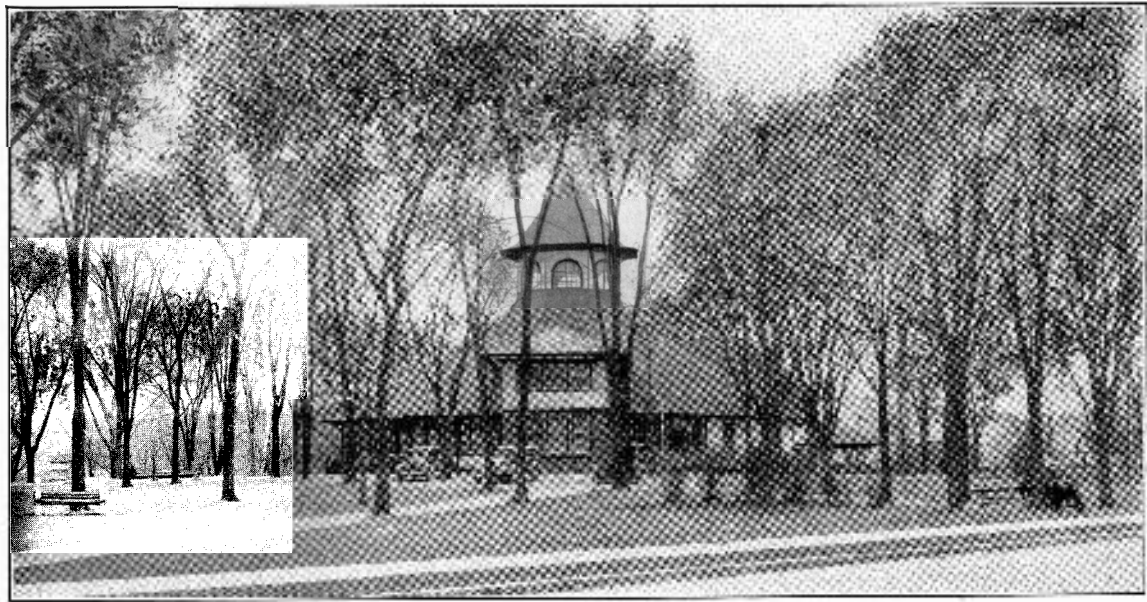
dated more than 2500 persons and where many of the country's leading orchestras have played. There are five playgrounds, centrally located in the communities and fully equipped with all modern apparatus that both amuses and tends to build up young people physically. There are five swimming pools, and in each park a modern merry-go-round. There is no charge to enter and use all this equipment. We endeavor to make life for our workers worth living.

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C. F. J. DANCE PAVILION

ONE OF THE FINEST IN THE STATE, WHERE MANY FAMOUS ORCHESTRAS HAVE PLAYED WHILE E. J. WORKERS DANCED. NORMAL CAPACITY TWENTY-FIVE HUNDRED.

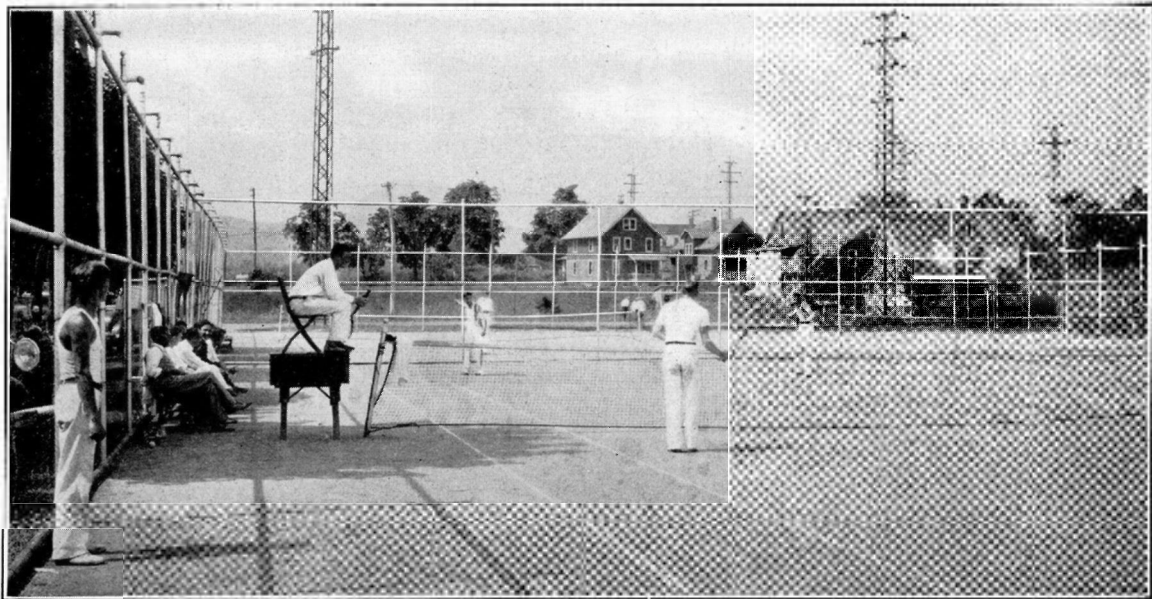


EN-JOIE CASINO AND COMMUNITY HOUSE

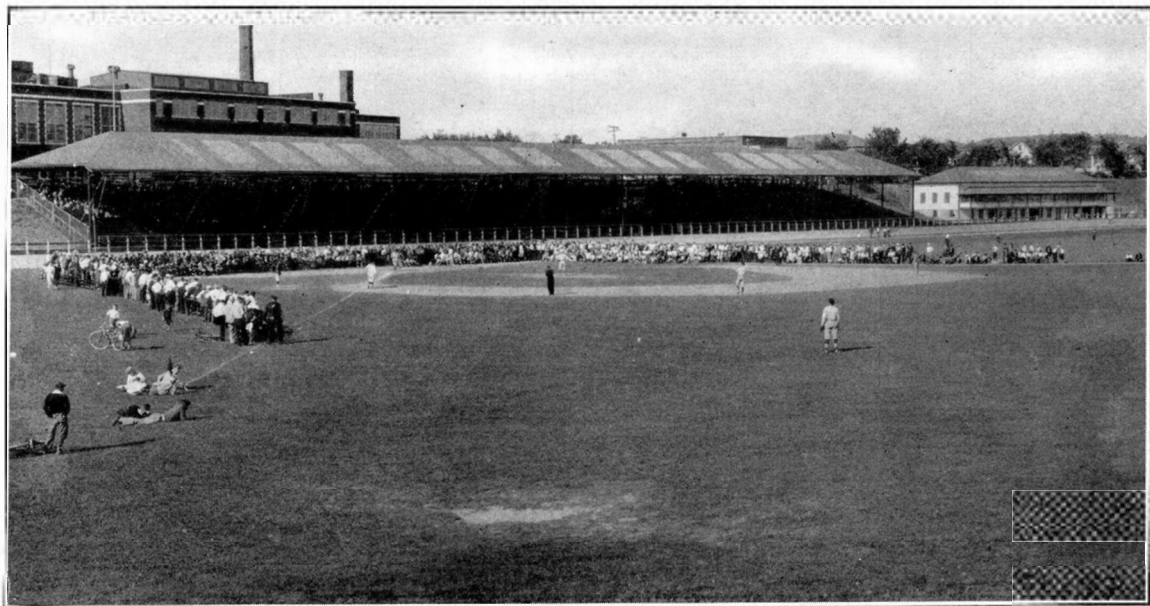
DANCING, ROLLER SKATING, BOXING AND BASKETBALL ARE AMONG THE AMUSEMENTS STAGED IN THIS BUILDING. PUBLIC EXPOSITIONS ARE ALSO HELD HERE.



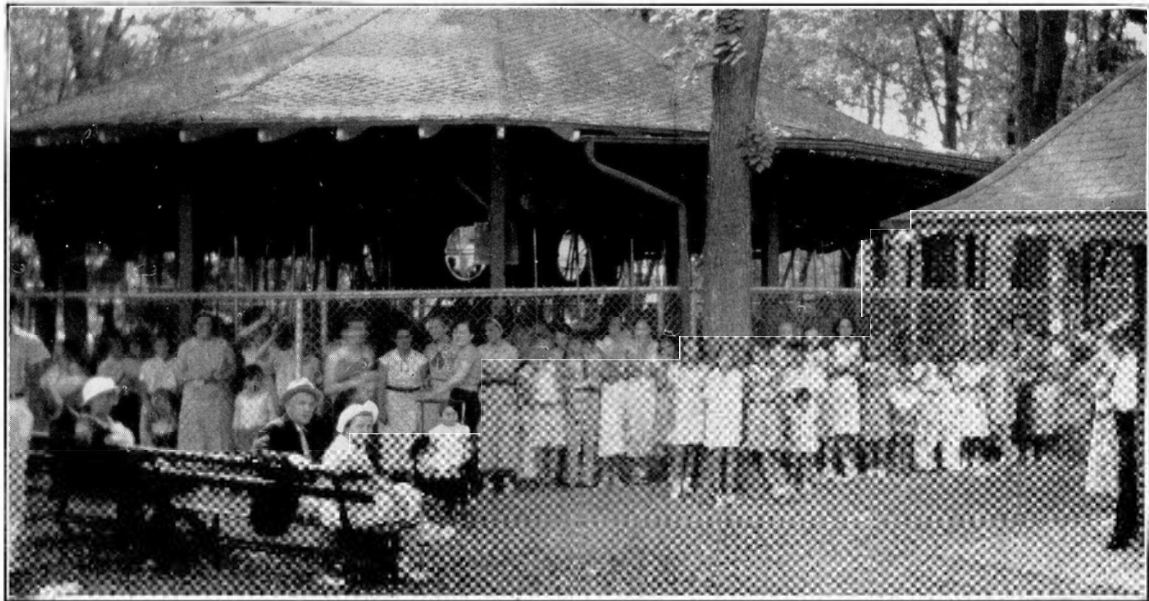
WINTER SPORTS—SKATING AT EN JOIE PARK, ENDICOTT, N. Y.



TENNIS COURT, ENDICOTT, N. Y.



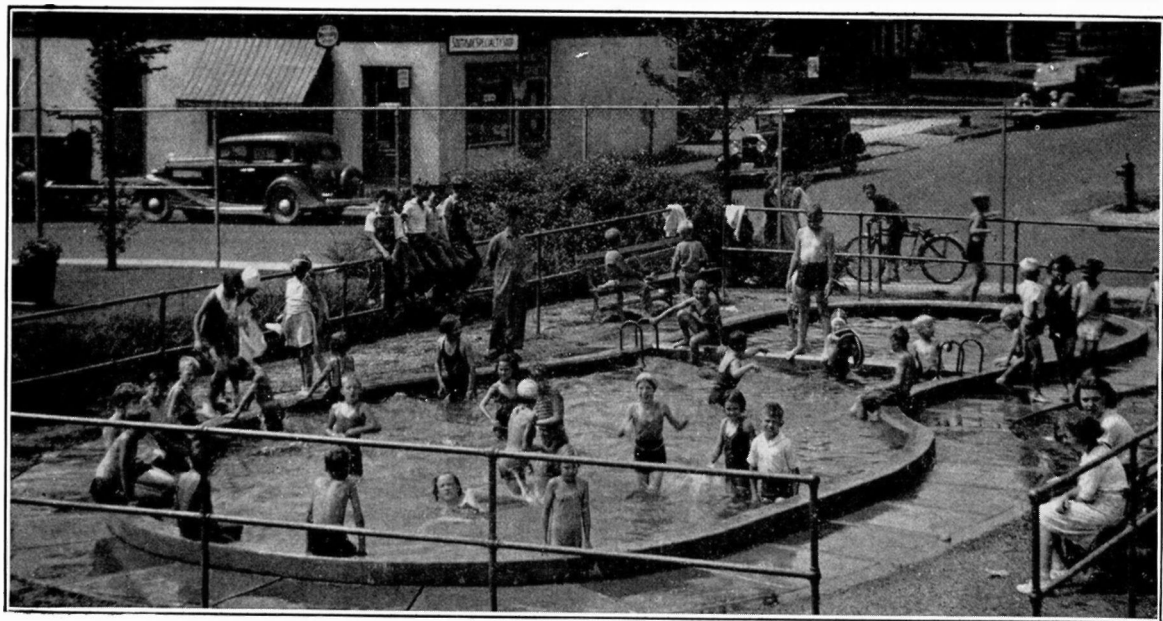
FACTORY LEAGUE BALL GAME



WAITING THEIR TURN ON THE MERRY-GO-ROUND AT EN JOIE
PARK, ENDICOTT, N. Y.



HAPPY CHILDREN IN EN JOIE PARK, ENDICOTT, N. Y.



KIDDIES' WADING POOL, JOHNSON CITY, N. Y.



SWIMMING POOL, JOHNSON CITY, N. Y.

THIS MODERN SWIMMING POOL HAS A GRADUATED DEPTH FROM $2\frac{1}{2}$ TO 12 FEET. IT IS EQUIPPED WITH DRESSING ROOMS AND SHOWERS IN THE BASEMENT, WHICH COMPLETELY CIRCLES THE POOL.



SWIMMING POOL, ENDICOTT, N. Y.

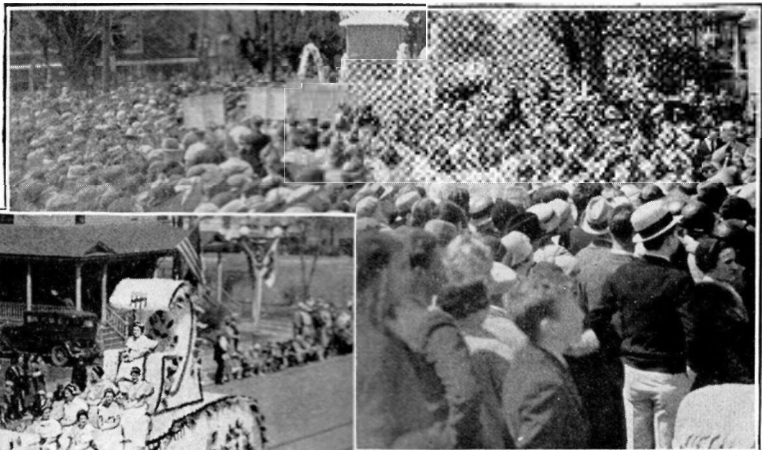
ANOTHER OUTDOOR SWIMMING POOL WITH GRADUATED DEPTH. AT ONE END IS A WADING POOL, WITH SHOWERS FOR THE KIDDIES.



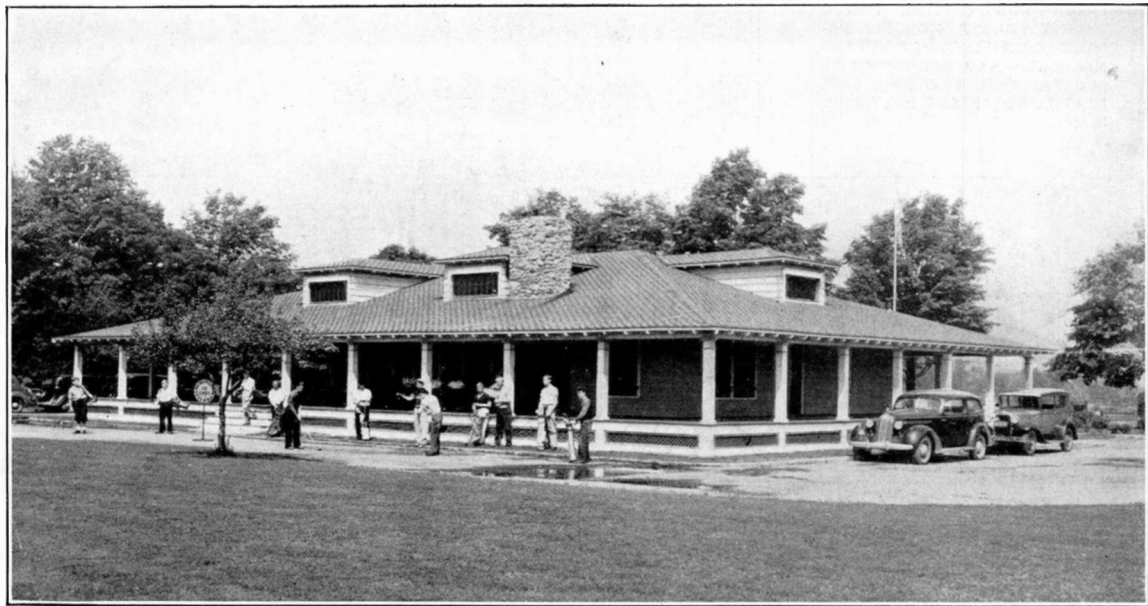
MAY DAY PARADE

"GOOD FELLOWSHIP" BETWEEN EMPLOYER AND EMPLOYEE, IS KEYNOTE OF ABOVE PICTURE SHOWING START OF PARADE ON MAY 1, 1934.

LABOR AND CAPITAL HONOR THEMSELVES A MONSTER PARADE CONSISTING OF 30,000 MARCHERS, AND MORE THAN 50 FLOATS, TAKING OVER THREE HOURS TO PASS REVIEWING STAND.



CIRCUS AND BARBECUE FOLLOWED PARADE, WITH EXHIBITION RIDING BY STATE TROOPERS, AND SPECTACULAR DISPLAY OF FIREWORKS IN THE EVENING. THIS WAS ALL FREE TO THE PUBLIC.



CLUB HOUSE

ADJOINING THE E. J. WORKERS EIGHTEEN HOLE GOLF COURSE, ENDICOTT, N. Y.



YOUR HOME LIBRARY, JOHNSON CITY, N. Y.
AVAILABLE TO E. J. WORKERS AND THEIR FRIENDS FOR PARTIES OF ALL KINDS.

INSURANCE AND PENSIONS

We have "Old Age Pensions," which is simply the weekly wages continued while there is need. We have "Death Insurance" which means we provide the needs occasioned by the loss of the heads of families, or supporting member of a family. There is no mechanical operation of insurance to deceased workers that gives one thousand dollars to a family that has lost its support whether the family needs it or not, or whether they need five times as much. The needs of every case are carefully considered and conscientiously met.

* * * * *

The "Personal Contact" and "Old-fash-

ioned" ideas largely prevail. Human nature is what we reckon with. We know what we like and what we dislike. Therefore, we know what the working people like and what they cordially detest. They do not want to be patronized. They do not want to be toadied to. They do not want to accept favors. They want only a "Square Deal." Given it, the "Labor Problem" is solved.

If there is any complaint they know exactly where to go to "talk things over." There are no "SHOP COMMITTEES," but committees can be made up of workers, and they can see the heads of the business, provided other sources have failed, and discuss their troubles