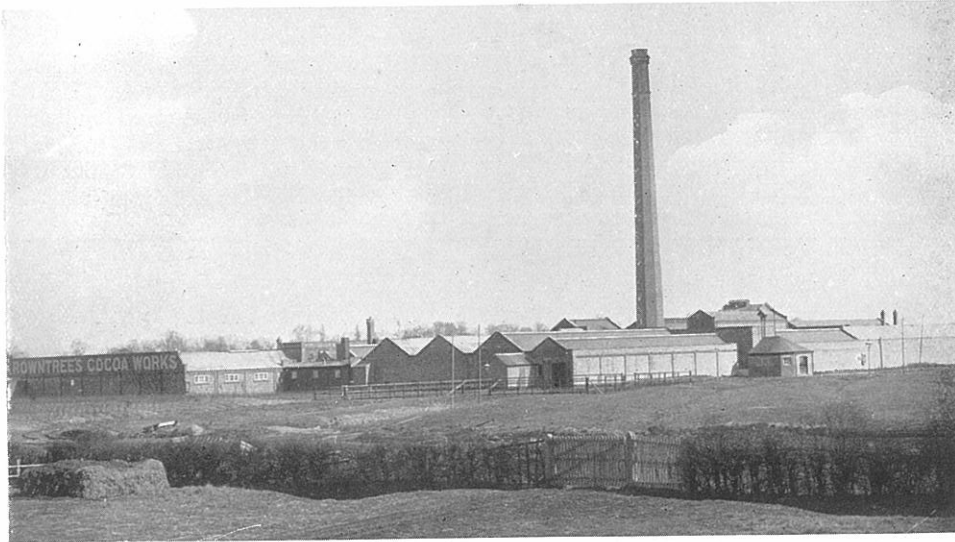
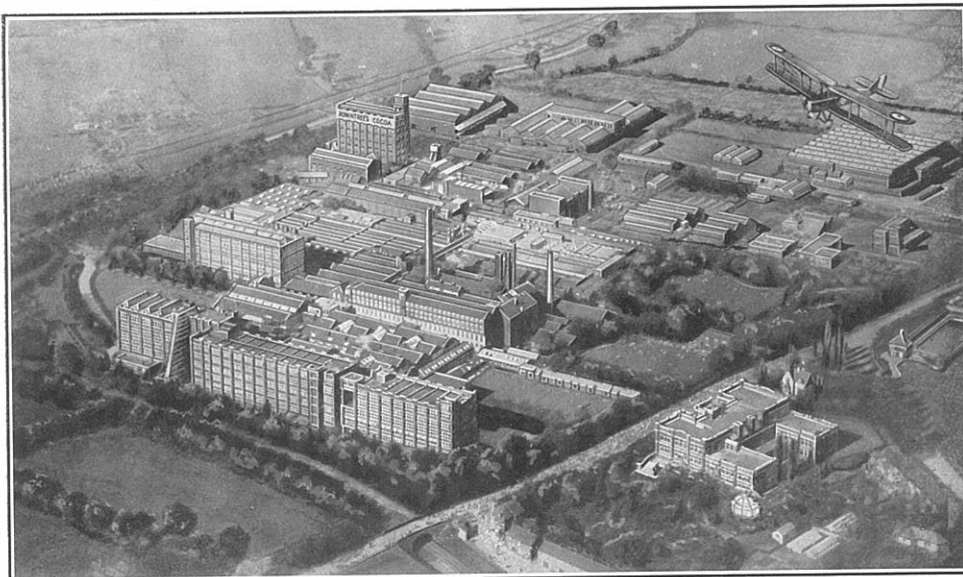


explore the subject. After a careful and patient investigation covering over two years, the Board instituted a Pension Fund in 1906. Special concessions had to be granted to elderly men and women in order that they might get reasonable

men who died in the service during the war led to a scheme for making up a worker's accumulations in the fund first to £50 and then to £100 (or one year's pension, whichever was the larger amount). J. R. said: "I am so much



*Haxby Road Factory in 1895, and—*



*—at the present time*

pensions, and a considerable lump sum had to be found to start the fund on a solvent basis. Out of his own private means J. R. made a personal contribution of £10,000. Most employers would feel that their moral responsibility need not extend to the family of the employee. But the distressing position of widows of

impressed with the need and value to our people of the proposed arrangement that I ask the Board to accept the principle before discussing the cost." Knowing the careful and shrewd way in which he considered costs, such a statement reveals how deeply at heart he had the real welfare of his co-workers.