with its resultant high degree of cooperation, is necessary if the high incidence of losses through poor employee health is to be brought under control.

The importance of developing the confidence of the worker in the company medical program cannot be overemphasized. Good deeds build such confidence. Results are the only thing the worker understands. Not until there is full acceptance of the company's medical program will the worker be ready to listen to suggestions for improving his health. No health education program will get very far without such acceptance. The employee's physician, working in cooperation with the company physician, can further this program.

My discussion has been limited to industrial medicine, but a word in passing about management's interest in other and allied programs affecting the health and safety of its employees is indicated.

Extensive safety education programs, clean working conditions, proper nutrition, recreation and athletic programs, group health and accident plans, many of which are extended to the members of the employees' families, pension plans for retiring older workers with an adequate income, and group life insurance to assist the employee's family on death are typical activities which demonstrate management's interest in all the factors affecting the health and welfare of its employees.

In closing, let me stress that American management's interest in the health of the worker is motivated by the very practical realization that the entire economy is supported by the productivity of its workers. Goods and services cannot be created for society without workers, and management's responsibility extends itself to securing and maintaining a healthy productive work force.

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