FILE NAME: Metropolitan Life (ML)

DATE: 0000

DOC#: ML303

DOCUMENT DESCRIPTION: Book Excerpt - Pg. 298, 508, 510, 511, 513, 514, 531, 533, 534, 536, 538 & 539

#1
p298

A MOTHER'S BEAUTY IN METROPLITAN BUSINESS

Address of Mr. Fiske, Vice-President of The Metropolitan Life Insurance Company, at the Planters Hotel, St. Louis, Mo., Saturady Evening, October 28th, 1916

[Stenographically Reported]

We are met here tonight to close another Triennial Convention. The gratifying thing about the kindness of my reception tonight was an intimation that you were not talked to death today. (Applause.) I was promptly reminded after I had got outside that I had talked two hours, and I think that was very unkind of the man who told me. If I had had my way I would be talking yet. And I am going to talk yet. (Applause.)

These Triennial Conventions, as you know, of which this is about the 40th held this year, are a series of Conventions which I have been holding for the last twenty years, every three years, by going about the country and meeting the men in convenient centers, by which I get face to face with every Superintendent, Deputy and Assistant, and with most of the Agents, probably meeting altogether 10,000. And sometimes the question is asked: *"Cui bono?"* That question has been asked at the Home Office. These conventions involve the traveling of 30,000 miles or so in a year. That means a good deal of absence from the Home Office. I suppose GROVER CLEVELAND gave the best answer to the question in that wonderful address which he delivered at our January Convention not long before his death, when he said that the field force were close to, and in a real way represented the people—the policy-holders—and that they had the right to hold up the Home Office to an account of its administration; that it was their right to have the officers tell them what their plans were, to explain to them why they did what they did, to map out for them what they expected to do. There are other reasons. I do not believe, for instance, that a man in executive charge of a field force of 15,000 men, working over a territory as far east as Sydney, nearly to England, as far west as San Francisco, and from San Diego on the Mexican border to a place up in Canada, near—oh, way North of Edmonton, I never can remember the name—somewhere up by the North Pole, among the snows, where nobody but a Metropolitan man ever goes (applause) representing the holders of 16,000,000 of policies, without seeing the men where they work, getting their environment, seeing their advantages, their obstacles, meeting them face to face. I do not believe that an executive officer can properly govern a company like that from a swivel chair and an executive desk. And then, I think that the men have a right to know that they are not governed by a typewriter or a stylographic pen, but by a piece of flesh and blood just like themselves. (Applause.) And there is a certain pathos in the reception which we get from far distant agents. I can remember very well last Fall, out on the Pacific Coast, where it was really very touching to see the gladness with which the men met the Home Officers. They never have seen No. 1 Madison Avenue and in all human probability they never will see it, and to know that the officers were willing to travel 8,000 miles just to meet them and confer with them and talk over business with them brought straight to their hearts the fact that the Metropolitan is a living organization of human beings; they are brothers engaged in a common cause. That does a lot of good. Oh, there is no end of good accomplished by these conventions—the meeting of you men together, all in the lower part of Illinois and down here in St. Louis—just to meet shoulder to shoulder, having your conferences and talking about your own interests. Well, there is another reason, and that is a knock-down argument for anybody that questions it at the Home Office, and that is, I hold the conventions because I want to. (Applause.)

The Picture of Your Mother

I don't know if it has ever happened to any of you to have been away over night in a strange town, where you didn't know anybody, alone, and in the gloom of the evening you sat in a dark corner of the hotel; you couldn't do any business until the morrow; your thoughts reverted to home and mother, either your mother or the mother of your children; and I suspect that if you have been so circumstanced you have furtively felt in your left breast pocket, pulled out and looked at a photograph. You didn't need one to bring to your mind the fair face of the mother, the curly head of the child, and yet the picture touched your soul. Now, I know that in the prosecution of your business sometimes you get very lonely. You get discouraged. Perhaps fault has been found with you, and perhaps you are conscious that the fault has been found with justice, and you are discouraged, and you wonder if you can go on, and you wonder if you had not better leave; you are down hearted. That may happen to you. It happens to me. I don't doubt you have felt it. Now, if such an occasion comes I shall want you to be able to feel in your left breast pocket and pull out and look at a little picture of Mother—Mother Metropolitan—(applause) and thereby gain a new inspiration, a new loyalty, a new enthusiasm, a new ambition. And, if I am to draw such a picture (and I shall draw it tonight) I must first draw the outline. She is a big mother—a majestic mother; the largest Company in the world, having insurance in force of three and a third billions of dollars, millions and millions more than its nearest competitor. It has the largest number of policy-holders of any company in America—sixteen millions and more of policies in force. It has the largest premium income of any company in the world. It has the largest total income of any company in the world. It has the largest increase yearly in income of any company in the world. It writes more insurance and has for years, than any company in the world. And if, perchance, somebody says: "Ah, yes, you are an Industrial Company," throw the Industrial Department aside and look just at the Ordinary, and for years we have written more Ordinary insurance than any company in the world. (Applause.) And we gain more insurance than any company in the world. We gain more Industrial insurance and we gain more Ordinary insurance than any company in the world. Assets? Well, assets depend on age and we are by no means the oldest company. But at the end of last year we stood No. 4; in March of this year we passed the Equitable and now we are No. 3; in July of next year we shall pass the Mutual Life and then we shall be No. 2; and in about four years from now we shall pass the New York Life, and then we shall be No. 1. (Applause.) When we get No. 1 we will stay No. 1. (Applause.) We have now $600,000,000 of assets. In five or six years we shall have a billion dollars. In less than fifteen years we shall have two billions of dollars—an unthinkable sum. Oh, she is a big mother.

The Two Sides of Her Face

But then I suppose that you and I would be engaged in rather a poor business to-night if we sat here boasting of bigness. I want to show you that she is a beautiful mother, and so I shall try to fill in the lineaments of her face. And in doing this I shall call the two sides of the face, one Ordinary and the other Industrial.

And, Ladies and Gentlemen on this side of the table, I shall use quite often these terms, "Ordinary" and "Industrial" through the evening, and I shall want you to understand what I mean by them. Ordinary insurance is that kind of insurance which is written by a considerable number of small and rather insignificant, but very admirable and well-managed companies like the Mutual Life, and the New York Life, and the Equitable Life (laughter and applause) and other companies like that whose names you see in the newspapers, but about which you do not know or care very much. The system is to fix a unit of insurance—a thousand dollars—and then, according to age and plan, to fix a premium, and this premium is paid annually, semi-annually or quarterly at the head, or the district office. That is Ordinary. Now Industrial insurance is just as scientific a plan as the other, but in its scheme it starts from the other end. It first fixes a unit of premium, say ten cents a week, and then, according to age and plan, fixes the amount of insurance that can be given for that unit of premium; and these premiums are collected weekly at the homes of the insured by the agents of the company. That is Industrial insurance—family insurance.

Character of Metropolitan "Ordinary"

Now let us take the Ordinary; and I am to prove and show and delineate a beautiful mother. Now, what is beauty? I suppose that, fundamentally, beauty is an expression of character; I suppose that to be the most beautiful thing or person in the world which exhibits on its face the expression of the most beautiful character. But then, what is character in insurance? I suppose character in Life Insurance is that quality which best adapts itself in its plans to the most classes of people and then pursues those plans with the greatest fidelity. My theme, then, to-night, is to take up this Company of yours and mine in these two departments separately and prove character along the lines that I have spoken of, and thereby show beauty. Now, the Ordinary Department. We re-began that business in the year 1892.

We had for 20 years or more done an Ordinary business, but, having begun the Industrial business in the year 1879 we let the Ordinary Insurance Department run down until, at the end of 1891 I think we only had about three millions of insurance in force. Well, as we write five or six millions every week now, I think three millions in force may be said to be negligible, and we re-began, therefore, in 1892. And we began that business on a platform of principles. Some of the older men may remember that first rate-book, which read something like this: "The Metropolitan believes the time has come when the plain business man desires a plain business contract which tells its whole story upon its face, leaves nothing to the imagination, borrows nothing from hope, puts in plain dollars and cents what the policy-holder is to pay and in plain words and figures what he is to receive and when he is to receive it." That sounds a little like a modification of the Ten Commandments; it seems so simple, so businesslike and so honest. And yet it was something new. It was the description of a non-participating policy exclusively. It meant that nothing could be expected by the policy-holder beyond the plain terms of a written contract, and, in order to understand its significance, you must know what the conditions then were in the insurance world. And we find there was a kind of riot—that practically all the insurance written was participating insurance.

Participating and Non-Participating Insurance

Now, the difference fundamentally between participating and non-participating insurance is this: they both start with the same net premium; that is defined by statute; participating insurance adds a heavy loading—they say for safety in case of epidemics which never occur. Non-participating insurance puts on a low loading just to pay expenses. Now that is the difference between those two, and the premium, therefore, is different, and the promises are different, because the participating companies putting on the high loading and knowing perfectly well in their hearts that these high premiums never will be needed for mortality and ought not to be needed for expenses, promise to the policy-holder that they will keep an account and pay on those policies dividends. That is why it is called participating insurance. Well, of course, "Dividends" is a misnomer. There can be no such thing as dividends in life insurance. What is returned is not dividends, but a portion of the overcharges. Now, you see, the plans then in vogue were the overcharging of policy-holders on the promise that some part of the overcharges would be returned. Non-participating insurance was charging just what was necessary and making no promise beyond the face of the policies. That was the difference. Let us see what the practical result was. These participating premiums were very heavy. They were not needed for mortality and they were not needed for expenses except where there was much extravagance, and in former years the companies were accustomed to make their calculations at the end of the year and return these overcharges of any so-called dividends annually. But many years before 1892 there had grown up a system of reserving these dividends—what was called Tontine. That is to say, they didn't pay their dividends annually, but they kept them back and put them in a fund and improved them at interest on a promise that at some deferred period—usually twenty years—they would be returned to the policy-holder, and there was a kind of gambling element because the promise was that these dividends at the end of twenty years would be paid only to those who persisted; those who died or lapsed their policies lost everything beyond the face of the policy; and men were led to take this insurance on the promise that if they would only persist they would get not only their own profits, but the profits of every one who fell out either by death or lapse. These were large. The amount never was stated by the companies. The estimates were furnished according to the more or less fertile imaginations of the agents. They never understated. There were large expectations on the part of the policy-holders. But meanwhile the funds grew and grew rapidly. The assets piled up. The so-called surplus piled up. I can remember one company that used to advertise "The Strongest Company in the World. Eighty Millions Surplus." It was not surplus at all. It was $80,000,000 which was promised some time or other to be paid to some one not yet determined in an amount not yet fixed, but to be paid some time or other to somebody. Then it was liability—not surplus at all. But then that is what they said. And this wealth, this accumulation of money naturally led to a desire to spend it; and one of the ways of spending it was to bid for great amounts of business; they paid very high commissions; they hired expensive offices, handsomely furnished, on prominent corners, high priced General Agents, paid high commissions to Special Agents, and then, in addition to these commissions, they used to offer bonuses and rewards for certain amounts of business to be written. The amounts of insurance written each year were very large. They would run up to $300,000,000 or $400,000,000 in one company. And there was a great scramble for this business for the earning of these bonuses and rewards; and naturally enough that led to what is known as

The Old Evil of Rebating

Now I suppose there is nothing very morally wrong about rebating, taken by itself. The courts have held that a merchant might divide his profits with his customers in the shape of green trading stamps, etc., but the evil of rebating in Life Insurance was this—that it was the paying over to a prospect, to an applicant, of a sum of money which could only come from the surplus earned by the old policy-holders, and when an agent gave an applicant a rebate he was paying over to him money which belonged to the old policy-holder and was in this so-called surplus. That was the evil of rebating. That led to stringent legislation attempting to prevent it. It went on to a wild extent about the time I am telling about. It is said that some men, in December, got insurance for $100,000 and got 100 per cent. rebate and didn't pay anything. They held that only for a year; the next year they would do the same thing with another company and get another year's insurance, and then the third year they would go to the third company and get another 100 per cent. rebate, and pay nothing for the third year. Mr. AYRES says that the third company would do the same thing every year. Well, I don't know. That seems to be a long bow. Still, he knows best. And the possession of these large sums of money naturally led to investments which, it was said, were made for the personal benefit of those connected with the official body. We have nothing to do with that. We have only to do with this riot, this mad rush for business, this tremendous impetus given by the expenditure of large sums of money and the rivalry which existed between the large companies as to which should get ahead of the others. And, of course, the having in hand of these many millions of dollars was a valuable thing to the men who had the management, and in one company there was a quarrel between two sets of officers. There was one officer who thought he ought to control the company, and his idea of pushing the company along was to advertise it by giving expensive dinners at Sherry's where, after dinner, scantily dressed young ladies would be introduced on the table, and dance around among the glasses and the bottles, the stunt being not to kick over any of them. There was another set of officers in that company that thought that that was, well, a rather improper use of the company's funds, and that the company might be better managed on the staid old-fashioned principles; so they got to disagreements; they got to attacking each other, they sent for the yellow newspapers and each said bad things about the other, and the newspapers printed them both, and the public read them both, and the public believed them both. (Laughter.) And then that got up to Albany, and the Legislature said: "Well, it's time we went down to New York to look into this things", and they came down and they appointed Mr. CHARLES E. HUGHES, who is this year running for President on the Republican ticket, a man of very high character, who has already won his spurs by an investigation, a man of very great ability, extraordinary ability, and he undertook, as Counsel for the Committee, the investigation of Life Insurance. But meanwhile where was the Metropolitan?

The Metropolitan Set the Standard

When we began in 1892 people, so far as they knew anything about it, shrugged their shoulders and laughed. "Oh (they said), this is an Industrial company; this is a ten-cent company." For the Metropolitan early came to the conclusion that it would not hire expensive offices, that it would not employ expensive General Agents, but that it would put its entire future in the Ordinary Department right in the hands of the Industrial Agents. (Applause.) It was perfectly natural that these other companies should be quite indifferent to anything that that little company could do; and the immediate results seemed to agree with their prospects, as laid out by these other companies. The first year we wrote $2,000,000, the second year $6,000,000, the third year $11,000,000, the fourth year $16,000,000 and the fifth year $26,000,000. Oh, it was a little thing. It was not attracting any attention. Was it easy? Was it easy to remain down in the bottom of a valley, with the hills on either side crowded with processions, banners flying, bands playing and shouts resounding? Was it easy to withstand the demands of the agents that they should have higher commissions and higher premiums? Was it easy to withstand the ambition of junior officers, who said: "What are we doing down here? Look at the Prudential. Look at the Mutual Life, the New York Life, the Equitable. See them grow. See their assets grow. See their surplus grow. And we are poor. Why shouldn't we get into the scramble?" Was it easy to pursue that narrow path of duty against these temptations, and refuse to be swerved to right or left? Is it ever easy? Is it every easy to remain in obscurity, pursuing a lonesome path of duty and resisting daily temptations? It is not easy. The reward came when that investigation that I have described was made. Mr. HUGHES put his finger right on the rotten spot. He said: "It is Tontine Insurance," and he passed a law that made the doing of it a crime, and none has been written since. And then he undertook to regulate, and the restrictive statutes contained two, which is all we need to discuss, which were drastic, known as Section 97 and Section 96. By Section 97 he fixed a limitation of expense for the procuring of new business in any one year; and when it was published the other companies said: "Why, that is outrageous; we cannot live. What Mr. HUGHES is doing is to shut up New York to New York companies and open it to all outside companies. He will wind us up. We cannot continue." What was the reply? "Look at the Metropolitan. (Applause.) For thirteen years, without being required by law to do so, they have kept their expenses practically down to the restrictive limits of Section 97." And the answer to these other companies was: "If the Metropolitan can do it, you have got to do it." (Applause.) The reward was a long time coming, but it was a very precious thing to us to have been selected as a standard—this company they all laughed at—to be selected as a standard for the law.

The Limitation of New Business

The other restrictive section was known as 96. Not only did Mr. HUGHES and the Armstrong Committee undertake to limit the expenses which a company might go to in procuring first year's business, but they undertook to limit the business which a company could write in any one year, and in fixing these limitations they made the maximum $150,000,000. And they for the smaller companies based the amount that could be written on the amount of Ordinary insurance in force, and so it was graded down, according to the sizes of the respective companies, from $150,000,000, to some companies writing $5,000,000 or $10,000,000. Well, if that rule had been applied to the Metropolitan we could have written but $88,000,000. What did the Legislature do? It put into the law a proviso. That proviso was that in fixing the basis of the writing of Ordinary business those companies which did an Industrial business could include in that basis all the Industrial business in force, and forthwith that gave the Metropolitan the right to write $150,000,000 instead of $88,000,000. It put us up in the maximum class. Of course this created a great deal of feeling. The New York Life began a suit to declare the law unconstitutional on the ground that that was special legislation for the benefit of one company, and special legislation was forbidden by the State of New York; and they said the Metropolitan was the pet of Mr. HUGHES, the favorite of the Legislature. We have been called worse names than that. Well, the case came up before the judge, and I have always thought that it was more or less fortunate that I didn't happen to be the judge. I'll be hanged if I know how I would have decided if that case had come to me. (Laughter.) It did seem like picking out one company. Somebody else was judge and he decided that it was constitutional. He said it was a constitutional thing for the Legislature to grade companies in classes, and he put the Metropolitan into a class by itself. (Applause.) And so the law was sustained, and we went on. But there was that ugly question.

An Elastic Amendment

Mr. HUGHES had meanwhile become Governor of the State, and after a very few years our Ordinary business in force had grown up to an amount which as a basis gave us the right to write $150,000,000, and then he took out that old alleged unconstitutional part of the law with the result that we were not affected in the least. We could still write $150,000,000. Well, meanwhile we had grown. Of course the result of the investigation was to add to the reputation of the Metropolitan Life, and of course the people were quick to recognize the advantages of insuring with us, and our business went up by leaps and bounds. You will observe that the other companies were kept down. Those who used to write $300,000,000 now couldn't write any more than $150,000,000, whereas we could write just as much as they could. And then an amendment was passed when we began—I think the New York Life began to rather press against the barriers—they got an amendment through by which an additional amount could be written each year depending upon the economy and the renewal expense. That enabled us to write more than $150,000,000. Then we pressed against that barrier, and then the Legislature passed another Act which permitted the Superintendent of Insurance, and does permit him now, when he thinks it wise, to extend this limit 10 per cent., provided that 10 per cent. is charged against the following year, and so we went on, growing year by year, writing more and more, until last year we wrote, not $150,000,000, but $256,000,000 (applause) larger, by twenty or thirty millions than our nearest competitor, the New York Life. That is not the whole story. We wrote that long before the end of the year, and you will remember that in November I had to send you out a letter: "Don't write any more business deliverable this year; we are reaching the limit." And then in December I got frightened and I sent you out a telegram: "Don't collect on any more business you have written." We disobeyed the law one year and ran over a half a million dollars. That was winked at. I don't want to do that more than once. I am willing to be a martyr, but going to jail alone for delivering just a few policies—well, I think I would select the General Solicitor; he is a lawyer; I think he ought to go to jail. (Laughter.) Ours was the only company to write the limit—the only company to get the 10 per cent. and write that limit; and we ended the year with the whole side of a room piled up with policies—$20,000,000 or $30,000,000 of them—ready for delivery the first of January. This year it is the same; millions and millions ahead of any other company already, and to-morrow, as some of you know to your grief, is the last day to place any Ordinary insurance this year. (Applause.) You applaud because it is a great, great record. We have written the limit and we have got our 10 per cent. allowance and we have written that, and personally, some of us officers are scared to death now for fear that in the field policies have been placed beyond what has been reported that will carry us over the limit. And we had to send out telegrams—I suppose you received them—stopping the business after tomorrow. I am sincerely sorry for you. It is a hard thing that men who are ambitious to write Ordinary shall not be allowed to write it. It is a hard limitation for us. I know that it puts you agents under temptation. I know that it is hard work to explain to those who want the insurance. I do not think there is anything else to do than to say: "My dear Mr. So and So, I am just as sorry as you are. The only advice I can give you is to come in early next year and avoid the rush." (Applause.) But I do not want you to stop writing Ordinary business. I believe that such is the reputation of this Company, and such the desire of people to get in that you can continue right on writing Ordinary business this year deliverable on the first of January. I believe if you push that argument to prospects—that everybody wants insurance in the Metropolitan and that therefore it must be more valuable than that of any other company, that they will be so anxious to get in and so confident of their good health that they will sign the application and be willing to wait until the first of January to receive their policies. I do not want you to stop work. But isn't it a glorious record? Doesn't it show character? Isn't it faithful service to the public? Character. Beauty.

Character in Company Plans

But I said that character also consisted in adapting the plans to most classes of people. Clear back in the year 1895 we found a whole class of people uninsured and uninsurable. They were the working men and women of America. They could not go into the older companies because they couldn't afford to take $1,000 policies, and if they could have afforded to have taken them the companies couldn't have afforded to have issued the policies on account of the high mortality. It was then running, as far as we could determine, about 150 per cent. of the Actuaries' table. They were shut out, or rather, shut up to Industrial insurance, which is necessarily high priced on account of the collection of weekly premiums, or to Assessment or Fraternal insurance. And yet here was a great body of American people who ought to have insurance just as cheap as it could be furnished. We devised the Intermediate policy. It was an uncharted sea. We didn't know what to charge. We didn't know what the mortality was. We knew what the mortality was among the class generally, but we couldn't tell what the mortality would be among those of the industrial class who could afford to pay annually, semi-annually and quarterly. And so we issued the policies in units of $500, and we based the premiums on the Industrial Table of Mortality and added the Ordinary loading, and thereby got out a premium which was a good deal lower than Industrial insurance and somewhat higher than the Ordinary. We did not know whether we were charging too much or too little, so we put in the policy the provision that we would keep a strict account, and if it should turn out that our charges were excessive, we would return the excess at the end of five years and then annually thereafter. We issued millions of this insurance. I suppose we have seven or eight hundred thousand of these policies now. About one-quarter of our business is done on that plan. What is the result? Why, on some plans these dividends were so high that the net cost to the insured on the Intermediate policy was less than the net cost of the rich man's policy in the Ordinary Department. (Applause.) Character. Beauty.

Providing for Sub-Standard Risks

There was another class of people who couldn't get insured. They were the under-average people, people with bad family histories, bad personal histories, a sub-standard condition of personal health. To them the doors of the insurance companies were naturally shut. They needed insurance. They had wives and families like other people. Could we do anything for them? And so, about the year 1900 we devised what is known as Special Class insurance. There again was an uncharted sea. Nobody on earth could tell what to charge, and so we finally decided to issue policies for the same amount and for the same premiums as in the Ordinary Department, but to put on the back of these policies a lien, the amount of that lien to be determined between the net premium made up on the Actuaries' table and one made up on double the Actuaries' table of mortality. Then we said: "If we charge too much we will keep a separate account, and at the end of five years we will declare a dividend if we make any, and at the end of the second five years we will do the same, and annually thereafter; and, if these liens ever get wiped out we will pay the dividends in cash. What was the result? We issued millions and millions of this insurance. We did keep our separate accounts, and we so managed that plan that it is a fact that on some plans of Special Class insurance the dividends were so large that the liens were wiped out and cash dividends paid, and the net cost to the holders of sub-standard, Special Class insurance actually became less than was paid by the healthy people in the Ordinary Department. (Applause.) The thing had never been known in the history of insurance the whole world over. I am pointing out unique things; but am I not pointing out that we did adapt our policies to the needs of all classes of the people, and then carried them out with fidelity? Character. Beauty.

The $5,000 Whole Life Policy

And then it occurred, about seven years ago, to Mr. WOODWARD, the Third Vice-President, that we had been working pretty hard all of our lives for the poor, and, after all, the well-to-do people had some rights in the world. Could we do anything for them? Now, what is the advantage of being well-to-do? Well, of course, it is to have a hygienic house; it is to have good food and plenty of it. It is to be able, if you are sick, to have a doctor; if you need one, to have a trained nurse; if you get tired, to go away and rest. Now, people so circumstanced ought to live longer than other people. If they ought to live longer then their insurance ought to cost less. Can we do anything for that class of people? You see, the difficulty was to know the mortality. Before that we could increase the net premium above the American Experience Table because the law fixed that and let you go as much higher as you liked, but it never allows you to go any lower than the American Experience Table. The only thing we could do was to reduce the loading, and we put that loading down to 1 per cent., just to be respectable. The loading on our policies was eleven or twelve per cent., but if we wanted to make a cheaper policy we had to cut down the loading. What was the result? We issued about two millions of that a month regularly, and have been doing it ever since. Its persistence is higher than anything ever known in insurance. The mortality has been low. We are running about 48 per cent. of the American Experience Table. We have saved two and a half millions on the first seven years' operation. We laid aside a million dollars for special mortality reserve on the theory that even if a man is insured in the Metropolitan he has got to die some time, though, of course, if he is insured there he will live longer than if he was insured anywhere else. Still, being a mortal, he must die. (Laughter and applause.) Well, after that we took the money and declared dividends. You are paying them this year. You are paying them when they were not promised, and the result is that the people are now receiving their insurance at a less cost than the net premium. It was difficult to pick out these people, and we hit on the expedient of saying that a man who could afford to take a $5,000 policy and pay an annual premium in advance probably belonged to this well-to-do class. That is the way we picked them out, and that has been the result. Adaptation to class. Character. Beauty.

Dividends Paid With Non-Participating Rates

And then, a year and a half ago came the most astonishing event ever known in the history of insurance. It was the turning over of this company from a stock company to a mutual company, and then continuing the Ordinary insurance at non-participating rates and yet promising dividends. (Applause.) There was great rejoicing among the other companies when we became a participating company. They said: "Now, we will see what the Metropolitan will do; it has got to raise its premiums." We didn't. We continued the participating premiums at non-participating rates, and to-day you are paying dividends on millions and millions of Ordinary insurance which was issued at non-participating rates, and where it was distinctly stated that the holders would not be entitled to any part of the surplus, and this was printed in prominent ink so that nobody could be deceived, and yet to-day you are paying thousands and thousands of dollars on many thousands of these policies, and thereby you are getting the net cost of insurance to the Ordinary policy-holder cheaper than ever has been known in the history of insurance. (Applause.) Character. Beauty.

Industrial Premiums Given Back to Policyholders

Now, let us turn to the other side of the face. Take the Industrial. We began this business in the year 1879. We didn't know what to charge. We hadn't any experience. Nobody had on this side of the water. We fixed the benefits for the given premium by rule of thumb, having regard to absolute safety, and we soon found these benefits were too high. We reduced them. We still lost money. The Company had $100,000 invested, and it disappeared. The stockholders put in more capital and that disappeared, and they put in more capital until they got it up to half a million dollars, and that was impaired; but just at this point, the year 1885 or 1886, we began to make money, and when we began we made it rapidly. What did we do with it? When we began the Industrial business we got the charter amended to permit us to do it, and a provision of the charter was that if we should make any money we should first apply it to increasing the capital until the $500,000 got to be two millions, and thereafter we should not pay any more than 7 per cent., and two millions should be the extent of the capital, and the dividends should be limited to 7 per cent. Well, 7 per cent. on two millions was $140,000 a year, and we were making five or six millions. What did we do with it? In twenty-three years we paid out to the holders of Industrial policies, over and above all the obligations of their contracts, fifty-four millions of dollars in cash. (Applause.) Such a thing as that had never been known in the history of insurance. Fidelity to the people. Character. Beauty.

Sub-Standard Industrial

Then we found that there was a class of Industrial risks that were under average. It seemed to be unjust to punish the Ordinary Industrial policy-holder with this class that were shorter lived, and, having our experience, we got up a new table of net premiums and issued a sub-standard Industrial policy. We had it adopted by the State as a standard. And it is to be noted that the State has adopted as a standard table, our Intermediate table, our Special Class table, our Industrial table and our sub-standard Industrial table. The other night I was in Baltimore holding one of these conventions, and, having addressed the Insurance Class of the Johns Hopkins University in the afternoon, the Professor of Insurance was good enough to come down and return the compliment, and address our banquet in the evening, and when he made his speech he said: "You know, all my life I have been bothered by this table of mortality. What I don't understand is, you talk about a table of mortality and then you go around and boast that you are only running 50, 60 or 70 per cent. of it. What good is the table of mortality? To-night I have got some enlightenment." For here was a company that had six tables of mortality—Ordinary, Intermediate, Special Class, the special $5,000 policy—well, it is not exactly a table of mortality, but it is the nearest thing to it—the Industrial and the sub-standard Industrial—six. No other company has ever done it or is doing it today. The only company which adapts its plans to six different classes of people. Character. Beauty.

Why the Company Was Mutualized

And then came that crowning act of mutuality—and we want to examine this a moment.

This is the first opportunity I have had to explain to you why we became a mutual company, and I suppose you have often wondered. Well, we were a stock company, only paying the stockholders 7 per cent. and having a free hand with all the surplus we made, and paying it back to the Industrial policyholders, so that we were really a participating company, and yet we had a perfectly free hand to do what we liked. Then, why change? It is a proper question. You ought to have an explanation. The company had two millions capital and forty millions surplus; and people began to say: "Why, what a money-making concern that is, that, on the face of it, the stock seems to be worth 2,000; and such small amounts of stock as has come out in the market is selling for 150 or 175. Why, wouldn't it be a good thing to get control of $40,000,000 of surplus, and even pay a good price to do it?" They got eager. They came down from Canada, they came over from England, they came up from Wall Street. It had been selling for 150. They offered 500. I well remember one afternoon when the English representative came in. He said: "Mr. FISKE, I am over here representing an English syndicate to buy your stock." "Well, what are you paying?" "Well, we will pay as little as we can." "500?" "Possibly." "Well, what are you paying 500 for, for a stock that pays 7 per cent. on $100? That will only net you about one and two-thirds per cent. What are you doing it for? Do you think it is worth it? Do you suppose that you are going to buy that stock and come in and handle these assets? Go ahead and buy it; and then take a seat on a bench in Madison Square; you'll never get in the front door." Because, meanwhile, foreseeing such a possible event we had got our charter amended, so that the Industrial policy-holders could vote for the directors, and the eighty thousand shares of stock having one vote each didn't cut much ice if you compare it with ten millions of Industrial policy-holders. Well, he looked at me a minute or two, and said: "Well, you know, really I came in to talk this over with you and see how you felt; and now I've found out; I think I'll go home." The Canadians were a little more open. They said: "We've come to buy your stock and we've got an offer—an offer for 500—and it is to be turned over to us, and we have come in to see you because we like the way this insurance company is run, and we want the insurance business run just as it always has been, only, you know, when we buy the stock, why of course we control the finances." Well, what I said to him wouldn't bear repetition in polite society. (Laughter.) He went home. And then, shortly after, in came a *Herald* reporter. He said: "How do you do? Looking comfortable, aren't you?" "Why not?" "While you are sitting at your desk your company is being sold out." "That's interesting; who is buying it?" "I'm not allowed to tell." "What is he paying?" "Can't tell you." "What do you know about it?" "Why, down in Wall Street, in a lawyer's office I know of they are signing the papers now to sell you out." I knew he was misinformed. The stock was in the safe deposit vault. Nobody had ever seen it. These stockholders had resisted every offer. They said: "We are trustees for the working people of America. We're not going to sell that stock and put this Company in the hands of a gang of Wall Street exploiters to monkey with and to cheat with. We don't sell." (Applause.) At the same time it was very unpleasant to have these rumors going around. Why, they are going around. A year after the Company was mutualized and the stock called in we had definite reports that the stock had been sold. Somebody was going to get control of it. Our minds were brought to this situation. The stock was mostly held by three people—the President of the Company and two children of a deceased President. All right as long as they lived. Suppose they died. Suppose children and grand-children came along; and suppose the children were represented by a guardian and somebody came along and said to this guardian: "I will buy your infant's stock at $1,000 a share." What would the guardian have said? Could he have said: "Oh, no. Oh, no. My infant is trustee for the working people of America, and she won't sell?" What would the court have said? It would have said to the guardian: "Rot. You are the guardian of an infant, and if you can get $1,000 for what is worth $150, you take it." We seemed to be shut up to the one thing —mutualization; and then the question was, what could we get it for? And then we began negotiations. Now look at the time when these negotiations went on. There was another company in Newark with a $2,000,000 capital and less surplus than ours that wanted to become a mutual company, and the Court of New Jersey appointed a committee to appraise the stock, and it was understood at that time that that stock would be appraised at 800. The Commission did subsequently report 910 as the value. And then we always had before our view the Prudential of London, which pays every year to stockholders dividends of 5500 per cent. on the capital originally invested—pays out every year 55 times the entire contribution of cash capital stock in dividends. And we finally got these stockholders to take 300 as the price, having regard to what the money could be invested for to produce the same income that they had had. And so the stock which they could have sold for 500 or more they turned over to this company for 300. I notice you don't applaud. And I am quite aware of the fact that these stockholders have never had any thanks for it, except by the Commissioner of Massachusetts, who in his last report does congratulate and thank them and praise them; but outside of that, I do not know that they have ever got any praise from anybody. On the contrary, they had a good deal of fun made of them. I think it was rather annoying for awhile. These stockholders had people jibe them. I was not much of a stockholder, but I remember very well walking down Wall Street one day, and a fellow came up and said: "What's the matter with you?" I said: "I don't know that there is anything the matter with me; what's the matter with you?" "What's the matter with that crowd you've got up there in Madison Square? What are you selling that stock at 300 for? What are you thinking of and what kind of fools are you?" I didn't reply. He was a Wall Street man. I came from the rarified atmosphere of Madison Square. (Laughter and applause.) We didn't speak the same language. We didn't understand the same tongue. There was no use, and I passed on without a word. And yet this reward those stockholders have. They can go down to their graves with a conscience void of offense. They can die with the knowledge that temptation was offered to them to sell out the working people of America, to allow them to be exploited, and they refused. They held to a moderate price, one which everybody says is moderate, and turned over these five or six hundred millions of assets to the working men and women of America. (Applause.)

The Metropolitan—the Very Foundation of American Life

And now, what is this Company? It is worth while to stop for a moment now and see just what this Company is. We are completing the picture. What is the Metropolitan Life? It is a faithful company of the holders of sixteen millions of policies, probably insuring twelve millions of people, so that every tenth man, woman and child in the United States of America and Canada are insured in the Metropolitan. (Applause.) It is the brawn and sinew, the muscle, of American and Canadian Life. It is the foundation of political government. It is the foundation of wealth because it is labor which produces wealth. It enters deep, deep, deep into the very heart of American communities. Do you realize that in this city of 750,000 people we have in force 501,000 policies? (Applause.) Do you realize that, as you walk the streets of St. Louis every other man, woman and child you meet is a Metropolitan policy-holder? (Applause.) Do you realize that in the 188 towns of this State in which we do business, we have 700,000 policies, and that of the 1,800,000 people, therefore, we have got every third man, woman and child in the whole State in these 188 towns? You know we cannot do business in the agricultural communities, but in the 188 towns every third man, woman and child you meet is insured in the Metropolitan. Do you know that down in Memphis every third man, woman and child is insured in the Metropolitan? That up in Montreal every third man woman and child is insured in the Metropolitan, and that over in Quebec the same thing is true? That opposite Quebec, in Levis, we have got more policies in force than the total number of the population? Do you know that in the great city of Philadelphia, the second or third largest city, there are more Industrial policies in force in three Industrial companies than the entire population? Can you realize any system that is closer to the hearts of the American people than Industrial insurance? Can you imagine any company which gets closer to the pulse of American life than the Metropolitan Life Insurance Company? And that is what the Metropolitan is. It is a band of twelve millions of workingmen associated together for mutual protection, resolved that they will pay their money into a common fund for the protection of each of them. Is there anything sweeter in life than that? Does any man ever get thanked for insuring his life? Doesn't his wife always say he is wasting his money? Is it not true that it is upon the marble face in the coffin that the tears of gratitude fall? Does a man really expect to die when he takes insurance? Isn't he conscious or sub-conscious that when he is insuring his life he is paying his premiums for the sake of somebody else? Is there a nobler spectacle in the whole world to-day than the banding together of these men and women for mutual protection? That is Mother; and isn't she beautiful?

The Smile of the Mother

And then Mother has a smile. Let us try and depict the smile. The administration some years ago came to the conclusion that some duty was devolving upon them in the management of this great trust beyond the mere paying of insurance policies; and it occurred some years ago to Dr. FRANKEL, our Sixth Vice-President, who had for practically all his life made a study of social welfare (applause) that we could introduce free nursing among our Industrial policy-holders; and then we established what is known as the Nursing System. What is that system? It is one by which every sick Industrial policy-holder in the Company has the right to the free services of a trained nurse, and the presence of these dear girls here at the other end of the room (applause and cheers, given standing), brings that system directly to our minds. The policy-holders are given cards, as you know, and when sickness comes they are to fill out a card and give it to the agent or send it to the District Office; and then a trained nurse comes and puts herself right under the charge of the physician, and she obeys his directions, and she calls as often and stays as long as he says. I remember a case in Ottawa where the premium was five cents a week, and the last I heard was that the nurse had paid some 86 visits, and knowing what the cost of these visits is, I calculated that we had been spending on that policy-holder the gross premiums for about twelve years. It made no difference. It was a policy-holder of the Metropolitan. She had to be nursed. She is nursed. Now that is the system; but then, what is trained nursing? And now I wish that I could sit down and have one of these young ladies come up and tell you what trained nursing is in a workingman's home. The old man doesn't get up in the morning; feverish; moaning; tossing his arms around his head. The wage-earner stands by the bedside. "I cannot leave him; he is sick. Ah, but I cannot stay; I must earn my daily wage." And then he bethinks himself of the card on the mantel; and in comes the trained nurse, and her deft fingers smooth the clothing; her cool hand passes over the fevered brow; she gives the soothing draught; she says the comforting word; she sees if a physician is necessary; she leaves comfort where there was misery, content where there was distress. Baby cries in the morning; and the little mother holds her first born close to her breast, and says: "Ah, what is the matter with Mary? She has never acted this way before; what can I do?" She avails herself of the card, and the nurse comes, and her keen eye sees the coming of a disease that will carry the child off in 48 hours unless it has attention, and she gets in the doctor. The child's life is saved, and the mother's heart is not broken. The workingman comes home in the afternoon limping. "What's the matter?" "Oh, the chances of my trade; my leg is hurt; 'twill be all right tomorrow." It isn't all right. Fever comes on. He gets delirious, and they send for the nurse. She uncovers the wound; she finds it infected; she sends for the surgeon in haste. He says: "Too late; we must amputate." "Oh, doctor, don't amputate; he is a working man; save him; get him to the hospital; save him." She insists, and he goes to the hospital and he gets attention. His leg is saved, and he goes about his labor and supports his family. I am not speaking of an imaginary case, but an actual case taken from the Metropolitan. I could bring tears to your eyes by letting you see the broken-hearted, ill-spelled, scratchy letters from grateful fathers, happy mothers, contented husbands, for lives saved. And then these nurses are more than that. They are instructors. They attend the mother before the baby comes. They bring the baby into the world. They bring the baby up for weeks until it is safe. They tell the mother how to dress it and how to feed it. They look around the house and find dirt; they see careless clothing and they see dangers of disease. They advise, they warn, they correct and they instruct. A million visits paid last year by the Metropolitan Life to sick workingmen and women. (Applause.) Over two thousand cities covered, and the number increasing from week to week. Who can tell, as time goes on, what shall mean these accumulated visits, a million and more every year, on and on and on? Who can tell what it is to mean in instruction in hygiene, in bringing home to the workingmen their duties to their families, and how to live longer and how to live better? Who can tell what that should mean in improvement in health and the prolongation of life to the American people? It is Mother's smile. (Applause.)

Overcoming the White Plague

We have been sitting here pretty nearly three hours. It gives you some idea of the size of this Company when you realize that while you have been singing your songs and enjoying yourselves and laughing and talking, death has entered thirty of our homes. Thirty of our policyholders have died since you sat down here. And, of those, five have died of consumption. That's an outrage. Every 32 minutes, from the first of January to the 31st of December, day and night, a policyholder in our Company dies from tuberculosis. Well may it be called the White Plague. What can be done? Refer it to the doctors? They are helpless. They can only attend the cases they have. What can be done? Well, what is tuberculosis? It used to be said when I was a boy that it was the act of GOD; the father had it, the mother had it and the child had to have it, and they all had to die—an act of GOD. Father, have you noticed when anything wrong goes on in the world it is always the act of GOD, and the only thing to do is to bow and commend yourself, but whenever anything good happens in the world it is luck? It is not GOD then. Ah, it is not GOD that produces tuberculosis. It is a little, invisible germ—bacillus. We know what it is. We know it is in the air. We know that every sick person with tuberculosis is a source of infection, and we know that every time he blows his nose or sneezes or coughs, and much more if he expectorates, he is spreading these germs. We know that the streets of St. Louis are full of them. We know you are breathing them now. We know they are in the air of this room. The Germans have shown by autopsies that 95 per cent. of all the corpses examined have shown the ravages of tuberculous germs. They have not died of tuberculosis. You are not going to die of tuberculosis. Why? You have the power of resistance. Well, that points out the cure. How are you to build it up? It has been found out. We have found it out. Other people have found it out. Fresh air night and day, reasonable diet, proper rest, will cure in the earlier stages. Then, what to do? Why, teach people so; let everybody know it. And so, we have published six millions of pamphlets, illustrated and beautifully printed and written in plain and simple language, telling the people what consumption is, how it can be prevented and how cured; telling them how, if they live in the country, a shack can be built at a cost of a dollar or two, and if they live in a tenement house, a bed can be devised near the window so that their heads will be kept out in the fresh air all the time, their bodies being inside covered up. Who can tell what the result will be? The American people are to be instructed by you what tuberculosis is, how to prevent it and how to cure it. Can anything else be done? Well, we thought not until a short time ago, and then we heard of a place in Australia where tuberculosis is unknown. It is a place where they went into the town and examined everybody in it, and when they found anybody who had tuberculosis germs, they isolated him and kept everybody from catching it, and wiped it out. Well, can it be done? We would like to try. And so our Board of Directors a few weeks ago appropriated $100,000 to be spent in the next three years in connection with the National Congress for Tuberculosis, and if we can get a town given to us of 5,000 or 6,000 inhabitants, where we can go in and examine everybody in it we can set aside those that are affected, isolate them with the idea of curing them and driving it out. And if we succeed, what then? Well, Dr. FRANKEL is very fond of saying that if a government spends millions of dollars every year to cure cholera in hogs, he wonders if they cannot spend millions to save human lives. (Applause.) And, if that experiment be a success and if this tuberculosis plague shall be wiped out, then it must be that somewhere in that future temple of time there will be a tablet, and on that will be emblazoned as a pioneer, our Mother's face. (Applause.)

The Care of the Child

Another great source of mortality is the child. We know how great is the mortality in children, and we know why. It is because people do not know how to take care of the children and bring them up. Oh, don't tell me they don't love them. The poorer the mother the closer she holds the child to her breast. It is not in the houses of the poor that we find the children on the fifth story in charge of a governess; oh, no. They don't know. They can be taught. And so we published three millions of a little book called "The Child"—a very beautiful pamphlet. It is being distributed by you. It tells the mother what to do with herself in pregnancy and what to do for the child in bringing it up in regard to its health. Then, we have printed six millions of leaflets about the size of my hand—simple rules for the care of baby—which can be pinned on the wall, so that the mother, as she goes about her household work, can read it. We published five millions of pamphlets on milk, which is a great source of disease in children; five million pamphlets on flies, which carry disease, especially with children—trying to educate the poor mothers in the country how to bring up their children in health. Why, we have some health officers who, when a child's birth is registered, send out a copy of "The Child" to the mother. We made an arrangement with the Board of Health in Minnesota by which (there are 50,000 babies born in Minnesota every year) we are to send out copies of "The Child" to every mother, to try and educate the whole State of Minnesota; and that was a suggestion, not of ours, but of the State Board of Health of Minnesota. You could not do better than to watch the Registers of Birth and see that the parents get a copy of "The Child" as soon as possible. You do not know how valuable it is. Where was it—the other night we met somebody, some gentleman with whom we were lunching or dining, and he said: "My two children have been brought up on 'The Child.'" In South Carolina the other day we had a prominent lawyer speak to us. He had been married a couple of years and he had his first baby. Well, he felt very much as I did the other day when my first grandchild was named HALEY, and he was just so about that child. He got up before the Company and he said: "I got a copy of 'The Child', and I am bringing my baby up on it, and it is the healthiest baby I ever saw, and wherever I find a child has been born, I say 'See here; get a copy of The Child'." Now, gentlemen, these are just little instances to show how it affects educated people. Now if we can get that down to the mothers—to the industrial classes—aren't you helping the whole community, educating them in the bringing up of children, the saving and prolonging of their lives? The smile of Mother!

Fighting All Infectious Diseases

There is hardly any infectious disease in which we do not give instruction. We have issued three millions of pamphlets on Teeth, Tonsils and Adenoids, because we have found that bad tonsils, or the presence of adenoids are simply beds for the cultivation of bacilli; they cause all sorts of diseases, tuberculosis and others. We have taught the mothers in this book how to find out if the child has symptoms of adenoids or diseased tonsils, and then what to do. Three millions of pamphlets on "The Health of the Worker" telling of the occupational diseases and the rights he has got against his employer to see that he gets hygienic treatment in the factory. And then as to the diseases—pamphlets on scarlet fever, measles, whooping cough, which is said to carry off more people than measles and scarlet fever put together; smallpox; malaria—oh, name any infectious disease, and you will find we have got a pamphlet or a leaflet on it. One hundred and twenty-seven million leaflets and pamphlets distributed by you and your brothers to the working people of America. (Applause.) And who can tell what this constant pounding away is going to mean to the American people? These millions and millions yearly going out into the homes of the workingmen, telling them what to beware of, how to live. Oh, the broad, expansive smile of Mother! And then, we are becoming a kind of branch of the State. We made a contract the other day with the State of North Carolina, by the terms of which everybody who is sick in the State is to be nursed. A few days afterwards the State of Virginia heard of it and they made a contract with us. President WILSON a few years ago got worried about unemployment. What did he do? Sent down the Commissioner of Labor, and he went out with Dr. FRANKEL and visited 66 cities, surveying 6,000 families, three millions of people, took down on cards the result—nature of the employment, sex of the employee, how long unemployed, cause of unemployment, whether sickness or stoppage of work, part time or whole time; took these cards to the census bureau, classified them, analyzed them and published them in the Census Bulletin in accordance with the intent on the part of President WILSON to carry out his scheme for the benefit of workingmen by which he will mobilize labor and have great employment bureaus all over the country, where labor can be sent from where it is overplus to where it is needed. Four hundred schools circulate our literature. Our men co-operated with the municipal authorities in 250 cities in clean-up campaigns in the Spring, by which our agents notify the people of what the Mayor requires, that they bring out the refuse from the house and back yard and put in front where it can be taken away and burned. One hundred and two traveling exhibits—a booth with a trained nurse in attendance, and the walls placarded with leaflets, and a supply on the table to be taken away. The trained nurse is there in case of emergency. And they say our literature is the only literature that is not thrown on the ground. Co-operation with States, with towns, with cities in spreading health campaigns and health literature, and taking votes; they carried an election in Cleveland and another one in Chicago by distributing ballots on a referendum for the erection of a tuberculosis sanitorium; we are now working in three counties in the State of New York on a similar one; got the thanks of the city of Cleveland and the city of Chicago for our men carrying the election. Why, we are a part of the government. And all that work for the health, for the well-being, for the good of our people, for the good of Mother's children.

Metropolitan Care of Her Employees

And then she has her own family, twenty thousand of them; fifteen thousand in the field and five thousand at the Home Office. What does she do for them? How does your mother treat you? You are examined every year. Why? To kick you out if you are sick? You know better. It is to keep you in and make you well and let you work. (Applause.) Disability insurance, where we pay half the premium so that if you are taken ill your pay goes on in diminished sums, beginning for the first 26 weeks and then running down like all health insurance. It furnishes support when you are sick; the last age is 65, or until you are disabled. The Staff Savings Fund where we put in 50 cents for every dollar you contribute; over three million dollars there, earning from 5 per cent. to 9 per cent. Then, you may be taken with tuberculosis. What then? Mother takes you home. (Applause.) The Sanitorium on Mt. McGregor—you will see it presently on the screen—1,200 feet above the sea. Pure air; fireproof buildings; no corners, rounded walls and surbases and ceilings; dieticians in charge of the food; trained nurses in attendance; skillful physicians attending; sleeping out of doors at night; careful attention paid to diet and clothing and sleep and exercise. I was up there one day some time ago at some celebration or other, when we had a lot of guests there, and while we were walking around in the sunlight, bowing and smiling to everybody as we went by, one of the guests said: "I have been bothering my head to know which were the guests and which were the patients, and now I have found out." "How do you do it?" "Why, every healthy looking person I meet is a patient, and every sick looking person is a guest." (Laughter.) You will believe that presently when you see them on the screen. Oh, a happy home, happy children at home with Mother! I never can forget a visit I paid there a few months ago. When I go up there I always go to the Infirmary and sit by the bedsides of the patients too ill to get up, and say what comforting words I can to them, and this time I entered the room, and there lay a little girl, white, bright eyes, emaciated. "Oh, Mr. FISKE, I have been sick so long; you know, I was at Stonywold (Stonywold was the place where we used to send them before we built the Sanatorium), but now I am home." (Applause.) Home! Under Mother's roof. Home, with Mother's flag at the staff. Home, until she should be taken by her Maker from Mother's arms to her Father's. Ah, that is home; but it is a home of cure more than death. We have had 400 of them in less than three years since we opened the Sanitorium, and we have got 135 of our patients out now at work, doing their business and making their way amongst you. (Applause.) Come to the Home Office, and let Dr. KNIGHT show you those healthy looking, red-cheeked girls at the Home Office, graduates from the Sanatorium. Very seldom we hold a convention where there is not one or more of them. Over in Newark the other day, the biggest man in the place, sitting up in the gallery, got up and said: "I am one of them." Thursday night, in this room, three men got up. Are there any here—graduates from the Sanitorium? (Two or three men stood up.) (Applause.) They are cured and at work. Cured? Oh, some doctor complains: "You cannot say 'cured.'." They never like to say "cured" unless they did it. What I mean by "cured" is what they mean by "arrested." What difference does it make? The disease is stopped; the man is at work; doctors can say what they like; the pay comes regularly. And then, the latest thing there is the Rest House. There are fifty beds in it for those not having tuberculosis, but who are convalescing, who are run down or are nervously upset or are unable to work, or played out. Home to Mother to recuperate. And then Mother has her little children right at her feet. Five or six thousand of them are at the Home Office. If you want a health resort, go to No. 1 Madison avenue. (Applause.) Experts employed to analyze the air and keep it pure. Free lunch every day but Saturday for all the employees—5,800 of them—a four-course lunch prepared by dieticians, or under the direction of dieticians; healthful, nourishing food; free. Medical clinic; a lot of doctors in attendance; 91 visits a day; 25,000 a year; these boys and girls go there when they are sick and get free treatment, and if they are sick enough they are sent home and a trained nurse goes after them. A Dental clinic, in which twice a year their teeth are thoroughly cleansed and examined and a chart given to tell the patient what should be done. A big hall for the girls to dance in after lunch and have a little recreation. Classes in stenography, typewriting and languages. A big library; free circulation. A co-operative store where they buy things at cost. Class in dressmaking to teach them how to get their dresses made and get them cheap. Class in millinery to teach them how to make their hats and trim them. Why, if there comes up a storm we give them umbrellas to go home with. (Laughter.) You will see them presently. You will see the operations of the Home Office. Glee Club; one of the best in New York. Brass Band—110 pieces, biggest in New York; uniforms blue, white and gold, the Company's colors; in the Preparedness Parade the other day they started at the Equitable; they headed the insurance part of the procession; everybody applauded; people said they are applauding the Equitable, but when the procession moved on and the applause continued, they realized that it was the Metropolitan Band. And these children at home have, of course, the benefit of the Sanatorium, of the Staff Savings Fund, of the Disability Insurance. Mother loves her own and gathers them close. A beautiful Mother!

The Agents the Big Brothers

Who are you? Who are you? The children of your Mother? Oh, yes. But are you children like your Mother? Are you the big brothers of your policy-holders? Are you Mother's children to them? That is her big family. What wonderful opportunities! You are the only people who have the contract right every Monday morning to knock at the door of a workingman's house and walk in. Intimate with the family. Here is our dear old friend HALL here tonight; for 33 years on one route. (Great applause.) He insured children 33 years ago and now he is insuring their children, and presently will be insuring their grand-children. (Applause.) He has visited the same homes for 33 years. How many of you have been for many, many years right in the same homes? How close you get to the family life of the American working people. How close you get to their life. Husband and wife had a row in the morning? You hear both sides and try and determine the dispute. Girl going to get married? You get a piece of the cake. Wages raised? You see the family smiles. Out of work? You see the downcast countenances. Sickness? You send for the trained nurse. Boy gone wrong? You see the mother's tears. Death in the house? You stand by the coffin. What opportunities! And then, if opportunities, what responsibilities. How do you bear them? You wouldn't lie to them, would you? You couldn't. You wouldn't cheat them, would you? You couldn't. They feed and clothe you, these people. They bring up your families, these people. They put a roof over your head, these people. They are giving you this dinner tonight. Ah, no; you couldn't cheat them; you couldn't lie to them. But are you the big brothers? What chances you have. Are you courteous, are you kindly, are you sympathetic? Are they glad to see you when you come? Do you give them the kind word, the friendly shake of the hand, the friendly smile? Are you looking into your consciences? Are you, and if you have not been will you be, always and everywhere, Mother's sons, bearing aloft in your work among these people that Light that Never Fails? (Great applause and cheers, standing.)

MOTHER METROPOLITAN

Address of Haley Fiske, President of the Metropolitan Life Insurance Company, at the Triennial Convention, Taft Hotel, New Haven, Conn., Sept. 4, 1920

[Stenographically Reported]

We are met here to-night to close another of what has come to be known as the President's Conventions. For the last twenty-five years, I have been going about the country every three years. They used to be called Triennial Conventions, but the influenza, and the railroad difficulty, and the war, prevented my holding them two years ago, as I should have done, and prevented my going to the Pacific Coast, as I should have done, the year before. So that this year, I have had the entire country to cover, both east and west of the Rockies.

What the Conventions Are and Why Held

These conventions are held at convenient points where I meet nearly the entire Field Force. I meet them all west of the Rockies. In the East, all of the Superintendents and Deputies and most of the Agents. This involves a great many thousands of miles of travel, and a great many thousand dollars of expense; and the question sometimes is asked, Why do we hold them? No other company does; no other President goes around and meets all the men every three years; why do we? Well, I have several answers to that question. I think I like the first best—because I want to—and I do not see what on earth is the use of being President if you cannot do what you want to do. (Laughter and applause.) But I suppose that ex-President CLEVELAND, in a speech before one of our conventions not so long before he died, gave the best reason for these conventions. He said that the Field Force had a right to be called together periodically to have the officers give an account of their stewardship. He made a very wise speech, and it struck me that that was one of the best things that he said. I believe in it. Well, there are other reasons. The conventions are held—have been held these twenty-five years—largely for my own sake. I do not cast any reflection upon other companies, or their officers, but for me, I have felt that I had no right to try to govern a company with fifteen thousand men in the field, covering the country from Sydney, on the east of Canada, nearly over to England, to San Francisco on the West, from New Orleans on the South, to a point far beyond Edmonton, in Canada, on the North, representing the holders of twenty-four millions of policies, these holders of different nationalities—I think our policy-holders speak twelve or thirteen different languages; the different parts of the country differing from each other, the North from the South, the East from the West, the

Middle West from the Far West, both of them from the Pacific Coast, and all of them differing from Canada; I say I never thought it right for me to try to govern a company like that, with these different nationalities, different traditions, in different parts of the country, different local feelings, from a swivel chair at No. 1 Madison Avenue. It has always seemed to me to be my duty to get out in the field and see the men where they worked, see what their circumstances are, what their environments, what their advantages and disadvantages, and to know the men. And then, too, I think another reason is that the men have a right to know me. They have got a right to have me and the other officers appear before them and size them up. Because, men in all great corporations will form mental pictures of the heads of a corporation, and, for my part, I object to being considered a rubber stamp, or a facsimile signature, or a tall tower, or a bundle of statistics, or even a picture on a wall. I think it was very well expressed at one of these conventions by one of the young agents. At the end of the dinner I stand at the door, usually, and take each man by the hand as he goes out, and one young, fresh-faced fellow, who had not been with us very long, as he went out said, "I am so glad to have met you, Mr. FISKE; I am so glad to know that you are a man of flesh and blood." That was it. He wanted to know if it was a real man—not a circular, not a signature. Sometimes they form queer mental pictures in their minds if they do not know the officers. I remember, down in New Orleans, as I was entering the hotel, a young agent stepped up to me and said, "Is this Mr. FISKE?" I said, "Yes." "Oh, I have so longed to meet you—and I am so disappointed!" (Laughter.) I asked him what the deuce he expected. "Well," he said, "I thought you would be four or five inches taller, and weigh two hundred pounds." I told him that I could give him the two hundred pounds, but I could not stretch myself up any higher. But don't you see what was in his mind? The President of the largest life insurance company in the world ought to be the biggest man he ever saw. (Laughter.) He ought to be a giant. He was disappointed. But a few weeks afterward, I was in Detroit, and one agent, as he passed out, said, "I am very glad to have seen you, Mr. FISKE; do you know, I always thought you were a little wizened, dried up old man." Then I felt better. (Laughter.)

Twenty-five Years' Progress

Now, at all these conventions, we have business meetings through the day, and we wind up with a dinner at night, and the day is devoted to discussing business. The officers appear before the men, and they take up one department after another, and they read the records, and they comment upon them, and they give advice for the future, and they lay before the men the general picture of the Company as it is, and the records of the districts attending the convention as they are. But, I have reserved for myself always at the dinner at night, some one topic. The earlier topics, when we looked back upon them, were very interesting. I may say they were revolutionary. The earliest one, I think, was on the relations of the agents to the company, and on the relations of the agents to the policy-holders. A new doctrine was laid down. As to the policy-holders: the doctrine was laid down of trusteeship—brand-new then. It is familiar enough now. Another topic was the relations of the agents, especially Industrial agents, to the company. Formerly, their relations were practically with their local superintendent; but then the doctrine was laid down that they had a direct relationship, no matter how young, no matter how recently brought into the service, they had a direct relationship with the Home Office, and with myself, then Vice-President, and executive officer. Another: for fifteen years we had been fighting a form of Ordinary insurance, which, in the year 1905, was made a crime—namely, tontine insurance; as long ago as 1892, we said that business men were looking for a plain business contract which told the whole story upon its face, left nothing to the imagination, borrowed nothing from hope, stated in plain terms what the policy-holder was to pay, and what contract the company made with him. That was a distinct fight against that form of gambling insurance known as tontine. I say that because the Supreme Court of Connecticut, in a discussion of insurance, denounced it as gambling. And when we look back over these twenty-five years, it is worth your while to look at the figures then and now. Then, this Company was one of the smallest. It is to-day far and away the largest in the world. Then, our assets were twenty-two millions of dollars. We ended last year with nine hundred and eighty-one millions. Then, our yearly income was eighteen millions of dollars. We ended last year with two-hundred sixty-three and a half millions of income. Then, our insurance in force was $441,000,000. We ended last year with $6,380,000,000, a gain of six billions in twenty-five years.*

I ought to explain to the guests that the business of this Company is divided into two Departments; one is called Ordinary, and the other is called Industrial. Well, the Ordinary business, perhaps I can best bring to the minds of the guests by saying that it is the kind of business done by companies which you read about in standard running advertisements; doubtless for many years you have been reading advertisements of life insurance companies, with their assets and business in force, and business gained—very respectable, solvent, very good companies, but small and negligible companies, good enough in their way. (Laughter.) What Ordinary Insurance means is that it is insurance in units of a thousand dollars, where the premiums are paid quarterly, semi-annually or annually, and are paid at the District Offices, or at the Home Office, the rates differing according to the ages and plans of insurance. That is Ordinary Insurance. And I have been wondering ever since I started this year's trip, or series of trips, what gave it that name; and I am inclined to think we gave it that name, and the only reason that I can think of why we should call it Ordinary Insurance, is that it was in contradistinction to Extraordinary insurance that is, Industrial Insurance. Now Industrial Insurance is just as scientific, but, in its system, starts out at the other end. It first fixes the premium, say 10 cents a week, and then puts forth tables showing how much insurance can be given for that given premium according to the ages and plans of insurance, and

* See footnote on next page.

these premiums are collected weekly by agents such as the guests see before them, at the homes of the insured. Twenty-five years ago that weekly income from Industrial Insurance was $365,000.00. It is now two and an eighth millions of dollars, every week. Two and one-eighth millions are poured into our treasury every week in 10-cent pieces. It gives you some notion of the magnitude of this Company. Then, take the Ordinary Department. This is the only Company that has done both Industrial and Ordinary business through the same men. We do not have any General Agents. We do not have any expensive offices. We do not have a General Agency system with its big General Agents and a corps of solicitors under them. When we started this business in the Fall of '91 or the Spring of '92, we put our whole faith and confidence right in the Industrial men, to stand or fall by them, in the writing of Ordinary Insurance. Our foundations were sound. We had very little Ordinary business in force. Twenty-five years ago the total amount of Ordinary Insurance was seventeen million. We ended last year with $3,500,000,000. Twenty-five years ago, we wrote $14,000,000 of Ordinary Insurance, and thought we had done pretty well. Last year, we wrote $1,060,000,000 in one year, and that record of last year was one that the world has never seen the like of. Twenty-five years ago our writings for the year were $308,000,000, and we thought any company that could write three or four hundred millions of insurance was a big company. Well, last year these men of ours, these fifteen thousand men, wrote $1,652,000,000 of insurance in one year, of which over a billion, as I said, was Ordinary, and $590,000,000, was Industrial.* The most amazing figure last year, I think, was a fact quite unprecedented—that we actually gained more insurance in force last year, *added* more last year than any other company *wrote*. Such a thing had never been heard of, that one company should gain more than any other company could write.

Do I claim that this enormous growth, these amazing results, were due to the holding of these conventions? Not wholly. Other companies have grown, and rapidly, and grown to be large companies; but *something* has put this Company a billion dollars ahead of any other company in the world. *Something* has given this Company the most progressive, the most efficient, the most energetic, the most faithful, I had almost said the most affectionate body of men of any company in the world. (Great applause.) And I like to think that this has resulted from what we might call the personal equation; the fact that for a quarter of a century our men in the field have been meeting with me and I with them; that I have gone to meet them triennially, and that every year our superintendents gather in New York for a conference. These yearly conferences, these Triennial Conventions, in my judgment, are what has produced what I believe to be the most effective organization that any corporation in the world has (applause), and it is the wonder of everybody. In the fifty-five conventions I think there has been no dinner but that some of our guests have not said this organization is the most amazing and effective thing that they had ever known of. There, I think, we may say, is one of the

* The figures used in the addresses were, of course, those for Dec. 31, 1919; those here printed are for 1920, the year in which the speeches were delivered.

results of these numerous meetings between officers and men. Well, now, as I said, I have always selected one topic for the evening meeting. And to-night, it is the simplest one in the world—the Metropolitan Life Insurance Company; what is it?

What the Company Is

Is it five and a half billions of insurance? It is not. Is it a billion dollars of assets? It is not. Is it two hundred and sixty-three and a half millions of yearly income? It is not. What I want to do to-night is to show you the *soul* of the Metropolitan Life. You are accustomed to call her Mother, and I want, if I can to-night, to show you your Mother in all her majesty, her beauty, her beneficence—her soul. Well, then, superficially, what is the Metropolitan Life? Well, it is a great society, or association, or club, of seventeen millions of people holding twenty-four millions of policies, banded together for mutual protection. The most beautiful thing in the world. I say it is the most beautiful thing in the world, because it is the giving up by these people of something they want, sometimes something they need, for the benefit of those who survive them, and from whom they get no gratitude. Did you ever know a wife to be grateful to her husband for getting insured? She will laugh at him and say, "You big fool, you are wasting your money; you are not going to die." (Laughter.) Or else, she begins to whimper, and cry, and say, "Oh, don't get your life insured; you are going to die." It is the same feeling that many wives have about making wills: a sign of death coming. The man doesn't get any credit. Only yesterday I was speaking to a man who had a very nice little wife. He drove round with me and was showing me the place. I said, "Why don't you get insured?" "My wife doesn't believe in it." That is the case. I asked him what difference that made, and that puzzled him, and I rather think he will get insured. But that is the point. The wife doesn't care for insurance. As I have often said, it is upon the marble face in the coffin that the tears of gratitude flow. Ah then, the widow and the children are gathered around the casket, and they are looking down on that still, white face, and they are saying, "He gave up what he wanted; sometimes he gave up what he needed, in order that we, after his death, should not be penniless, but provided for." Then the tears flow. And he doesn't know anything about it. The most beautiful thing in the world! Now, what are these people doing? Why, they are pouring money—two millions a week, as I have told you, in the Industrial Department, and almost two millions a week in the Ordinary Department—into a common fund. And let us follow along to see what that means. Of course, it is for protection. A good many years ago, before I was Vice-President, I used to go up to the old Astor House, in the lower part of New York City, and take lunch with the officers. They used to lunch every day in a corner of the room at a table twice as big as that round table there, and they had guests there, and one of the most frequent of the guests was a dear old judge, a very able and a very learned judge, but he never could quite get into his head the system of insurance. I do not remember what the figures were then, but the conversation, translated in the terms of to-day, would be something like this: "I say, Mr. KNAPP (he was then

President), you say you have got six and one-half billions of insurance in force?" "Yes." "And you say you have got nine hundred and eighty-one millions of assets?" "Yes." "Well, will you kindly tell me how you are going to pay six and a half billions with nine hundred and eighty-one millions?" Well, we explained to him the system of insurance, how, if we take nine hundred and eighty-one millions, or that part of it which represents the reserve, which as I estimate it last year, was about nine hundred and sixteen millions, and improve it by compound interest, and increase it by future premiums, it will produce exactly six and a half billions when and as the six and a half billions become due. That is the science of life insurance.

We Are Trustees

Well, now, when you think of that, what follows? There is a double duty: first to take care of the funds, and next, to increase them. It follows therefore, doesn't it, that those who have charge of this operation are trustees? And now, at once you can see your relation with me and mine with you. What are we? Why, you and I are trustees. I want to get that into your heads, because it is a very solemn thought. It is only the darkies down South that call me the "Big Boss." It is only the negroes and the porters in the parlor cars that say, "Colonel," or "Judge." I am a co-trustee with you. You and I are on the same plane: co-trustees for this fund. And now, how have we administered it? Well, so far as the improvement by compound interest goes, the Home Office has done well. The laws, according to the plans of insurance upon which the premiums are based, call for an interest rate of three and a half or four per cent., according to the time the laws were passed, and we earned over five. That is our trusteeship. But you? You are to collect the future premiums. And I am bound to say that the Field men have performed their duties extremely well. You know it used to be said about Industrial Insurance, that it was a wasteful and extravagant, and some people said, extortionate insurance, because it was a lapsable business. The people came in and went out. And, so late as the Armstrong investigation, the counsel for that committee had a long debate with me when I was on the stand as to whether it was gambling or not, as to whether Industrial Insurance, in its benefits, depended upon whether a man just happened to be in; it was claimed that he came in and went out, and it was a kind of a gamble whether a man was in when he happened to die. I have been at pains to make an examination for several years, and the last figures that I have are for 1918. I have got our own figures for 1919, but not those of the other companies. Let us see. I have been making a comparison between Industrial Insurance as carried on by the Metropolitan—and by you—and Ordinary Insurance as carried on by the large companies that do Ordinary business alone, and what do I find? For the year 1918, the number of lapses, less revivals, of course, in the Industrial Department of this Company, in ratio to the mean number of policies in force throughout the year, was 5.34. Last year, you reduced it to 5.02. But now, take 5.34 and compare it with the records of the Ordinary companies; the lowest of them had 5.95 and the next was 6.25, and the next 6.49, and the next 6.50. We beat them all.

You have done your duty, performed your trusteeship so well that actually the lapse rate was less in our Industrial Department than it was in these Ordinary companies with their Ordinary insurance, although there is an average of twenty-six weeks throughout the year, when our policies can be lapsed, and in the Ordinary companies, only twice a year. That is very strikingly illustrated by the business of last year, where, of all the policies we wrote through the year, with this average of twenty-six opportunities to lapse in the Industrial Department, there was in force at the end of the year, of the business written in that year, 88½ per cent.; so that you performed your trusteeship very well.

The Extent of Our Business

Ah, but who are these people? Take these seventeen millions of people, and there must be upwards of fifteen millions of them that are what are known as the working, the wage earning class.

And when you think of that figure, perhaps something comes to your mind; that is one-eighth of the entire population of the United States and Canada. And it is true north and south of the line, both. In Canada, the population is eight million eight hundred thousand and the number of insured lives in the Metropolitan is one million one hundred thousand. Why, in Canada, we have over one million four hundred thousand policies in force, and all the other companies put together have only a little over one million six hundred thousand, so that we have nearly one-half the number of policies that are in force in all Canada. And, in those countries, every eighth man, woman and child is insured in the Metropolitan. When you come to centers of population where we have been in business longer, the figures are still more striking. On this tour, I went to Syracuse, a large city, and every other man, woman and child is insured in the Metropolitan. I went clear down to the Southwest, in Memphis, and every other man, woman and child is insured in the Metropolitan. I came up to Cincinnati, and every other man, woman and child is insured in the Metropolitan. I went down to St. Louis, where more than every other man, woman and child, is insured in the Metropolitan. I went north to Montreal, and every third man, woman and child is insured in the Metropolitan. I went east to Quebec, 110,000 population, and 80,000 policies, so that more than every other man, woman and child is insured in the Metropolitan; and the same thing is true of the little city of Levis, across the river, where there are 32,000 population and 18,000 policies. Why in the old days, there used to be a little city—it is there yet, only it is very much larger—between Quebec and Montreal, known as Three Rivers, and there was a time when we had more policies in force than the entire population. (Laughter and applause.) You have all seen the name of MEDERIC MONAST, who is Superintendent in Quebec. He used to be in Three Rivers, and I met him one day, and said, "How do you do, MONAST, you've done well. Is there anything I can do for you?" "Sure," he said, "send me more population." (Laughter.)

was laid down. As to the policy-holders: the doctrine was laid down of trusteeship—brand-new then. It is familiar enough now. Another topic was the relations of the agents, especially Industrial agents, to the company. Formerly, their relations were practically with their local superintendent; but then the doctrine was laid down that they had a direct relationship, no matter how young, no matter how recently brought into the service, they had a direct relationship with the Home Office, and with myself, then Vice-President, and executive officer. Another: for fifteen years we had been fighting a form of Ordinary insurance, which, in the year 1905, was made a crime—namely, tontine insurance; as long ago as 1892, we said that business men were looking for a plain business contract which told the whole story upon its face, left nothing to the imagination, borrowed nothing from hope, stated in plain terms what the policy-holder was to pay, and what contract the company made with him. That was a distinct fight against that form of gambling insurance known as tontine. I say that because the Supreme Court of Connecticut, in a discussion of insurance, denounced it as gambling. And when we look back over these twenty-five years, it is worth your while to look at the figures then and now. Then, this Company was one of the smallest. It is to-day far and away the largest in the world. Then, our assets were twenty-two millions of dollars. We ended last year with nine hundred and eighty-one millions. Then, our yearly income was eighteen millions of dollars. We ended last year with two-hundred sixty-three and a half millions of income. Then, our insurance in force was $441,000,000. We ended last year with $6,380,000,000, a gain of six billions in twenty-five years.*

I ought to explain to the guests that the business of this Company is divided into two Departments; one is called Ordinary, and the other is called Industrial. Well, the Ordinary business, perhaps I can best bring to the minds of the guests by saying that it is the kind of business done by companies which you read about in standard running advertisements; doubtless for many years you have been reading advertisements of life insurance companies, with their assets and business in force, and business gained—very respectable, solvent, very good companies, but small and negligible companies, good enough in their way. (Laughter.) What Ordinary Insurance means is that it is insurance in units of a thousand dollars, where the premiums are paid quarterly, semi-annually or annually, and are paid at the District Offices, or at the Home Office, the rates differing according to the ages and plans of insurance. That is Ordinary Insurance. And I have been wondering ever since I started this year's trip, or series of trips, what gave it that name; and I am inclined to think we gave it that name, and the only reason that I can think of why we should call it Ordinary Insurance, is that it was in contra-distinction to Extraordinary insurance that is, Industrial Insurance. Now Industrial Insurance is just as scientific, but, in its system, starts out at the other end. It first fixes the premium, say 10 cents a week, and then puts forth tables showing how much insurance can be given for that given premium according to the ages and plans of insurance, and

* See footnote on next page.

these premiums are collected weekly by agents such as the guests see before them, at the homes of the insured. Twenty-five years ago that weekly income from Industrial Insurance was $365,000.00. It is now two and an eighth millions of dollars, every week. Two and one-eighth millions are poured into our treasury every week in 10-cent pieces. It gives you some notion of the magnitude of this Company. Then, take the Ordinary Department. This is the only Company that has done both Industrial and Ordinary business through the same men. We do not have any General Agents. We do not have any expensive offices. We do not have a General Agency system with its big General Agents and a corps of solicitors under them. When we started this business in the Fall of '91 or the Spring of '92, we put our whole faith and confidence right in the Industrial men, to stand or fall by them, in the writing of Ordinary Insurance. Our foundations were sound. We had very little Ordinary business in force. Twenty-five years ago the total amount of Ordinary Insurance was seventeen million. We ended last year with $3,500,000,000. Twenty-five years ago, we wrote $14,000,000 of Ordinary Insurance, and thought we had done pretty well. Last year, we wrote $1,060,000,000 in one year, and that record of last year was one that the world has never seen the like of. Twenty-five years ago our writings for the year were $308,000,000, and we thought any company that could write three or four hundred millions of insurance was a big company. Well, last year these men of ours, these fifteen thousand men, wrote $1,652,000,000 of insurance in one year, of which over a billion, as I said, was Ordinary, and $590,000,000, was Industrial.* The most amazing figure last year, I think, was a fact quite unprecedented—that we actually gained more insurance in force last year, *added* more last year than any other company *wrote*. Such a thing had never been heard of, that one company should gain more than any other company could write.

Do I claim that this enormous growth, these amazing results, were due to the holding of these conventions? Not wholly. Other companies have grown, and rapidly, and grown to be large companies; but *something* has put this Company a billion dollars ahead of any other company in the world. *Something* has given this Company the most progressive, the most efficient, the most energetic, the most faithful, I had almost said the most affectionate body of men of any company in the world. (Great applause.) And I like to think that this has resulted from what we might call the personal equation; the fact that for a quarter of a century our men in the field have been meeting with me and I with them; that I have gone to meet them triennially, and that every year our superintendents gather in New York for a conference. These yearly conferences, these Triennial Conventions, in my judgment, are what has produced what I believe to be the most effective organization that any corporation in the world has (applause), and it is the wonder of everybody. In the fifty-five conventions I think there has been no dinner but that some of our guests have not said this organization is the most amazing and effective thing that they had ever known of. There, I think, we may say, is one of the

* The figures used in the addresses were, of course, those for Dec. 31, 1919; those here printed are for 1920, the year in which the speeches were delivered.

results of these numerous meetings between officers and men. Well, now, as I said, I have always selected one topic for the evening meeting. And to-night, it is the simplest one in the world—the Metropolitan Life Insurance Company; what is it?

What the Company Is

Is it five and a half billions of insurance? It is not. Is it a billion dollars of assets? It is not. Is it two hundred and sixty-three and a half millions of yearly income? It is not. What I want to do to-night is to show you the *soul* of the Metropolitan Life. You are accustomed to call her Mother, and I want, if I can to-night, to show you your Mother in all her majesty, her beauty, her beneficence—her soul. Well, then, superficially, what is the Metropolitan Life? Well, it is a great society, or association, or club, of seventeen millions of people holding twenty-four millions of policies, banded together for mutual protection. The most beautiful thing in the world. I say it is the most beautiful thing in the world, because it is the giving up by these people of something they want, sometimes something they need, for the benefit of those who survive them, and from whom they get no gratitude. Did you ever know a wife to be grateful to her husband for getting insured? She will laugh at him and say, "You big fool, you are wasting your money; you are not going to die." (Laughter.) Or else, she begins to whimper, and cry, and say, "Oh, don't get your life insured; you are going to die." It is the same feeling that many wives have about making wills: a sign of death coming. The man doesn't get any credit. Only yesterday I was speaking to a man who had a very nice little wife. He drove round with me and was showing me the place. I said, "Why don't you get insured?" "My wife doesn't believe in it." That is the case. I asked him what difference that made, and that puzzled him, and I rather think he will get insured. But that is the point. The wife doesn't care for insurance. As I have often said, it is upon the marble face in the coffin that the tears of gratitude flow. Ah then, the widow and the children are gathered around the casket, and they are looking down on that still, white face, and they are saying, "He gave up what he wanted; sometimes he gave up what he needed, in order that we, after his death, should not be penniless, but provided for." Then the tears flow. And he doesn't know anything about it. The most beautiful thing in the world! Now, what are these people doing? Why, they are pouring money—two millions a week, as I have told you, in the Industrial Department, and almost two millions a week in the Ordinary Department—into a common fund. And let us follow along to see what that means. Of course, it is for protection. A good many years ago, before I was Vice-President, I used to go up to the old Astor House, in the lower part of New York City, and take lunch with the officers. They used to lunch every day in a corner of the room at a table twice as big as that round table there, and they had guests there, and one of the most frequent of the guests was a dear old judge, a very able and a very learned judge, but he never could quite get into his head the system of insurance. I do not remember what the figures were then, but the conversation, translated in the terms of to-day, would be something like this: "I say, Mr. KNAPP (he was then

President), you say you have got six and one-half billions of insurance in force?" "Yes." "And you say you have got nine hundred and eighty-one millions of assets?" "Yes." "Well, will you kindly tell me how you are going to pay six and a half billions with nine hundred and eighty-one millions?" Well, we explained to him the system of insurance, how, if we take nine hundred and eighty-one millions, or that part of it which represents the reserve, which as I estimate it last year, was about nine hundred and sixteen millions, and improve it by compound interest, and increase it by future premiums, it will produce exactly six and a half billions when and as the six and a half billions become due. That is the science of life insurance.

We Are Trustees

Well, now, when you think of that, what follows? There is a double duty: first to take care of the funds, and next, to increase them. It follows therefore, doesn't it, that those who have charge of this operation are trustees? And now, at once you can see your relation with me and mine with you. What are we? Why, you and I are trustees. I want to get that into your heads, because it is a very solemn thought. It is only the darkies down South that call me the "Big Boss." It is only the negroes and the porters in the parlor cars that say, "Colonel," or "Judge." I am a co-trustee with you. You and I are on the same plane: co-trustees for this fund. And now, how have we administered it? Well, so far as the improvement by compound interest goes, the Home Office has done well. The laws, according to the plans of insurance upon which the premiums are based, call for an interest rate of three and a half or four per cent., according to the time the laws were passed, and we earned over five. That is our trusteeship. But you? You are to collect the future premiums. And I am bound to say that the Field men have performed their duties extremely well. You know it used to be said about Industrial Insurance, that it was a wasteful and extravagant, and some people said, extortionate insurance, because it was a lapsable business. The people came in and went out. And, so late as the Armstrong investigation, the counsel for that committee had a long debate with me when I was on the stand as to whether it was gambling or not, as to whether Industrial Insurance, in its benefits, depended upon whether a man just happened to be in; it was claimed that he came in and went out, and it was a kind of a gamble whether a man was in when he happened to die. I have been at pains to make an examination for several years, and the last figures that I have are for 1918. I have got our own figures for 1919, but not those of the other companies. Let us see. I have been making a comparison between Industrial Insurance as carried on by the Metropolitan—and by you—and Ordinary Insurance as carried on by the large companies that do Ordinary business alone, and what do I find? For the year 1918, the number of lapses, less revivals, of course, in the Industrial Department of this Company, in ratio to the mean number of policies in force throughout the year, was 5.34. Last year, you reduced it to 5.02. But now, take 5.34 and compare it with the records of the Ordinary companies; the lowest of them had 5.95 and the next was 6.25, and the next 6.49, and the next 6.50. We beat them all.

You have done your duty, performed your trusteeship so well that actually the lapse rate was less in our Industrial Department than it was in these Ordinary companies with their Ordinary insurance, although there is an average of twenty-six weeks throughout the year, when our policies can be lapsed, and in the Ordinary companies, only twice a year. That is very strikingly illustrated by the business of last year, where, of all the policies we wrote through the year, with this average of twenty-six opportunities to lapse in the Industrial Department, there was in force at the end of the year, of the business written in that year, 88½ per cent.; so that you performed your trusteeship very well.

The Extent of Our Business

Ah, but who are these people? Take these seventeen millions of people, and there must be upwards of fifteen millions of them that are what are known as the working, the wage earning class.

And when you think of that figure, perhaps something comes to your mind; that is one-eighth of the entire population of the United States and Canada. And it is true north and south of the line, both. In Canada, the population is eight million eight hundred thousand and the number of insured lives in the Metropolitan is one million one hundred thousand. Why, in Canada, we have over one million four hundred thousand policies in force, and all the other companies put together have only a little over one million six hundred thousand, so that we have nearly one-half the number of policies that are in force in all Canada. And, in those countries, every eighth man, woman and child is insured in the Metropolitan. When you come to centers of population where we have been in business longer, the figures are still more striking. On this tour, I went to Syracuse, a large city, and every other man, woman and child is insured in the Metropolitan. I went clear down to the Southwest, in Memphis, and every other man, woman and child is insured in the Metropolitan. I came up to Cincinnati, and every other man, woman and child is insured in the Metropolitan. I went down to St. Louis, where more than every other man, woman and child, is insured in the Metropolitan. I went north to Montreal, and every third man, woman and child is insured in the Metropolitan. I went east to Quebec, 110,000 population, and 80,000 policies, so that more than every other man, woman and child is insured in the Metropolitan; and the same thing is true of the little city of Levis, across the river, where there are 32,000 population and 18,000 policies. Why in the old days, there used to be a little city—it is there yet, only it is very much larger—between Quebec and Montreal, known as Three Rivers, and there was a time when we had more policies in force than the entire population. (Laughter and applause.) You have all seen the name of MEDERIC MONAST, who is Superintendent in Quebec. He used to be in Three Rivers, and I met him one day, and said, "How do you do, MONAST, you've done well. Is there anything I can do for you?" "Sure," he said, "send me more population." (Laughter.)

The Power of the Company

When you think of these things, and you see these centers of population with these enormous proportions insured with the Metropolitan, two or three things will occur to you. The first is the power of it. The power of having in the membership of this Company so large a proportion of the entire population. Let us look at that from two or three points of view. Did it ever occur to you that the same people will elect the President of the United States next November that elected me President of the Metropolitan? They will elect the President of the United States through the college of electors, and they elect me through the Board of Directors. And, if that occurred to you, then let us look at this from another point of view. They are the foundation of government. Labor casts the vote. Labor elects Governors, Senators, Mayors, Legislators, Congress and passes the laws. Because, as I said, these wage earners, commonly called Labor, are the governing power of this country, and of every democracy. Well, let us look at that from another point of view. They are the foundation of wealth. I have just come from the Rocky Mountains, passing through from Vancouver; gold, silver, copper, iron, coal, millions of acres of forests, thousands and thousands of acres of soil, with waving grain; marvellous crops, forty and fifty bushels to the acre, they are going to bring in this Fall. Go back sixty years. The gold was there; the silver was there; the coal was there; the forests were there; the soil was there; what good was it? It was not worth a cent. What has sent billions of dollars meanwhile to the East? What is sending millions and millions of dollars this year to the East? Labor. Labor that works the mines and cuts the forests and cultivates the soil. Very important people, therefore, are members of this corporation, as represented by you.

What Mother Does for Her Children

And the thought is bound to occur to you, do we owe them anything beyond carrying on contracts of insurance? Is it enough to collect premiums and pay death claims? And the way to think that out is to remember that this means the weekly collection of premiums, your personal contact with these people. Surely that is Opportunity, and the question that will occur to a thoughtful man is, does it bring Responsibility? And, if so, what responsibilities arise out of this opportunity, this close connection with the power of the American and the Canadian Government? To determine that, let us look at them from one or two other points of view. By and large, they are not a forehanded people. If you take their career through, you will find that their outgo about equals their income. That is to say, their outgo for houses, food, clothes, just about equals the income. I was talking to a railroad president some time ago. He said, "I have been in the railroad business all my life." (It is a large railroad.) "I have known labor always. There are three spectres always before the eyes of a working man. The first, is death. (We take care of that by insurance.) The second is sickness. (Well, we take care of that by insurance in part, but in other ways that I will speak of presently.) The third, is unemployment. And I would like to take care of that, but our charter does not permit it, and I proposed to go to the Legislature and get the charter amended, but to do that, I had first to go to an official. I went to him. "No—Socialism" (an awful bugbear nowadays). "Socialism!—why, my dear fellow, Socialism is the taking over by government of the functions of private corporations and individuals. This is a private corporation. Whatever else it is, it is not Socialism." "Oh, it is the entering wedge." Just how he did not explain. "Well," I said, "can we have a hearing?" "Oh, yes, you can have a hearing." And so I took the railroad president and went before him, and he called another into consultation. "No," they said; and every argument they used, if used one hundred years ago, would have prevented the life insurance business from ever being established. They were, in brief, "Insufficient data." How are you going to get data, unless you insure people? "Malingering"; that is to say, false representation about unemployment. Why, life insurance is full of fraud, and we manage to live. "Improvidence: why didn't they save enough when they had work?" Well, that was downright cruelty; that is the only way to characterize that; that says that anybody who has not been a forehanded man and a provident man, and nobody who has not been a true Yankee, ought to live on earth—perhaps I am saying this in the wrong locality; but some of us who do not live in New England think that there are other people who have a right to live. But, there was no use. My dear boys, I am an old man, and I may not live to see it, but you young fellows, you will live to see the day when you will be selling unemployment insurance. (Applause.) And then your Mother will have banished forever these three spectres that haunt the working man day and night. Now, let us look at this from another point of view. They are an ignorant people. It is not their fault. They have never been taught. They do not know how to take care of themselves. They do not know how to prevent disease. They do not know how to take care of themselves when they are sick. I came home the other night, after one of these Convention trips, and went out on the farm. My wife met me, and she said: "You know ALMA's baby has been very sick." ALMA is the cook, and she married the gardener, and they had babies, as they ought to have. ALMA is a very intelligent woman, and a very good cook. I asked my wife, "Well, what did you do?" You nurses here know what my wife did. Just what you would have done. Wrapped up the baby and took it out on the front porch in the sun and the fresh air (it was Spring and it was pretty cool) and left it there; looked after its diet. ALMA was giving the baby, who was about two or three years of age, five cups of coffee a day. "Oh," she says, "we always did that in Sweden." And my wife changed the diet and had the baby in the open air, and in a few days it was kicking up its heels and had red cheeks. They do not know.. What then, could we do for them? Ought we not do something for them? If they are the foundation of our wealth, if they are our members, if they compose us, for these people in a mutual company *are* the Metropolitan Life, and, if we have the opportunities as they have set forth, ought we not to do something for them? You and I think we ought to. Mother thinks she ought to; and the presence of these dear ladies on my left whom I am always anxious at these dinners to have near me, bring to mind one of the things that we thought we could do.

The Nursing Service

Some years ago, a happy thought occurred to Third Vice-President FRANKEL that, as to these people, we might nurse them. And so, we instituted the system of nursing every sick Industrial policy-holder who was sick enough to have a doctor, where the doctor thought a nurse would be advisable. Here they are, the sweet things: Nurses. Angels, I call them. Angels. I have never seen their wings. (Laughter.) But you know I made that remark at one of these conventions at Newark, New Jersey, where we had an ex-Governor as a guest. He made a speech, and he said, "If Mr. FISKE were fifty years younger, he would see their wings." (Laughter.) Well, I can hear them flap! What is trained nursing as practiced by us? Not the trained nursing that our guests know. Not the trained nurses that affluent people call on when there is sickness. When they come in, you go out to the Club. And your wife plays second fiddle at the house. They run the house. I have had them all my life. Not so with these nurses. They are Angels. The wage-earner doesn't get up in the morning. Or, rather, he gets up and has to go back to bed again. He groans; he tosses his arms about; kicks around the bed clothes; musses up the pillows. At the bedside stands the wife, anxious. It is a serious thing for a man to lose a day's wage, a serious thing for her to look at him and say, "Is he going to be sick long and lose his job?" Worried. Perhaps at that time one of you walks in, or, perhaps that is not your day, and you will see on the screen presently a little mailing card that they can fill out and send to the Nursing Headquarters, or to your headquarters, and then, in comes the trained nurse. Straight to the bedside; leans over; looks down, and just the faint flicker of a smile, perhaps; asks him a question or two; her cool hand passes over that hot brow; she arranges the bed clothing; she smooths the pillows, perhaps giving him a cooling drink; a kindly word; a question; but all the time peering, peering. What is it? What is this sickness that is coming? Does he need a doctor? She makes up her mind that he does, and says to the wife, "Call the doctor," and thereafter the nurse puts herself under the charge of the physician, and comes as often and stays as long as you tell her to. I remember some years ago, there was a 5 cent premium on a policy in Canada, and the trained nurse had made, the last I heard, eighty-six visits, and we were paying at that time, 50 cents a visit, and perhaps we have some banker or some actuary, or a mathematician here to-night, who will calculate how long, at 5 cents a week, we will be making up the $43.00 we paid the nurse, and then we will have to pay the death claim at the end. (Laughter.) The crack of doom will come before we get our money back. But what difference does that make? A life is saved. We save lives. We get grateful letters from policy-holders. Perhaps Mr. FRANKEL has said something about that today. Perhaps he has read some of the letters. Illegible they are sometimes, almost. Badly written, badly spelled, but they are letters that come from the heart. Gratitude. Gratitude. Gratitude to Mother—their Mother. Lives saved; misery assuaged; comfort given. Sometimes I think that is a by-product, for it is the first duty of the nurse when she enters the house, to look around her. Is it dirty or clean? Is the mother neat or slatternly? Are the children decently clothed? Is there a bad smell in the house? Is there open garbage? Are the windows tight shut? Are the doors barred? Is there any fresh air? Are the kitchen utensils cleansed, or are they greasy and sour? And it is her duty to speak to the house-mother; to teach her; to teach her cleanliness; to teach her the proper clothing; to teach her to be tidy. One million six hundred thousand of these visits were paid last year, and it brings the total visits up to eleven million. Is there anything else we could do? And we thought we might teach them by literature. And we have pamphlets or leaflets on practically every known disease. I think there are about a hundred of them. You cannot name any disease that we have not covered by a pamphlet. Tuberculosis? "War on Consumption." The children's diseases? A little book—the best thing ever written—called "The Child." And then, specific child diseases? Whooping Cough, Measles, Scarlet Fever, Croup, Diphtheria—each has its pamphlet. Typhoid Fever? A pamphlet on that. Malaria; with a discussion of the Mosquito that causes it. Yellow Fever, Smallpox, that of course. Down South, Pellagra, and Hookworm. We distributed eighteen million last year; and it brings the total distribution up to over two hundred million.

A Look Ahead

Have you got a vision? Can you project your mind forward five years, ten years, twenty years? What shall it mean? What shall it mean, this wider and wider extension of territory covered? Last year issuing one million and a half Industrial policies. What shall it mean—this wider and wider membership in this society? More and more nursing visits paid on more and more people. More and more millions of literature distributed. Roll them up; roll them up, year in and year out. What shall it mean a generation hence? It can mean but one thing—a revolution in the health of the United States and Canada. (Great applause.) I can see it coming. We have taken statistics of the decline in mortality in the Industrial Department between 1911 and 1919 and have compared these facts with corresponding figures for the United States Registration Area for the same period. The Registration Area for deaths, as I suppose you know, is that group of states, counties and cities, which, under penalty, require physicians to register deaths and the causes of death. We are thus able to make a comparison of the decline in mortality in both groups. Now, what do we find? Between 1911 and 1919, the death rate of the Industrial Department, ages one to seventy-four, has declined 12 per cent. greater than the rate in the Registration Area of the United States. The typhoid fever death rate has declined 68 per cent.; in the United States Registration Area, the decline was only 56 per cent., a difference in favor of Industrial policyholders of 12 per cent. Take tuberculosis: our death rate declined 30 per cent., whereas in the Registration Area, the reduction was only 21 per cent. For heart disease, our reduction was 20 per cent., and in the Registration Area, only 7 per cent. For Bright's disease, the death rate of the Industrial Department declined 23 per cent., and in the Registration Area, only

7 per cent. There has been a greater decline, also, in the death rate of puerperal sepsis among insured wage-earners than in the general population of the United States Registration Area. For accidents, the Industrial Department showed a decline of 18 per cent., whereas in the Registration Area, there was a reduction of only 15 per cent. A revolution? It has started! And yet, we feel that we are at the very beginning of it.

The Fight Against Tuberculosis

And, we are teaching other corporations, and teaching governments. Take this matter of tuberculosis. When I was a boy they called it consumption. It was hereditary and fatal; the father had it, or the mother had it, the child had to have it and die. Not a word of truth in it. It is not hereditary, and it is not fatal. Oh, it used to be called an act of GOD, and I suppose the Doctors of Divinity here are quite familiar with the thought that when anything goes wrong, it is GOD that does it and we have to suffer; when anything goes right, they never say that GOD did that. It is so, isn't it? "GOD did it!" GOD didn't do it! We know what did it. We know that it is a little bacillus, and we know it is not hereditary, and we know it is not fatal. We know it can be cured if taken in time. And our pamphlet tells people how to cure it and how not to cure it. How not to cure it. Well, we used to tell them not to drink whiskey. We don't have to tell them that now. (Laughter.) But we do tell them not to take patent medicines, the basis of which is alcohol and the rest no good. And we tell them what is the cure—simply rest, fresh air day and night, and diet. And, we teach them, as Mr. FRANKEL was explaining to you when I went in this afternoon, that night air is all right. This notion that night air is bad is dead wrong. Air is good, day and night, perhaps a little better in the day on account of the sun, but night air is good and it never hurt anybody. Fresh air day and night, reasonable diet, reasonable rest. Well, I am laying down, you will say, a very extraordinary proposition, perhaps the guests think. Prove it ? We have proved it. Some years ago we built a sanatorium on Mount McGregor (you will see pictures presently) for the care of our tubercular agents and clerks. We have treated a thousand cases, and 850 of them are discharged cured and are at work. You will see pictures of some of the girls—I think there are about two hundred and forty-six of them—at the Home Office. Cured and at work. There is very seldom a convention that I go to that somebody does not pop up and say "I am one." They get up voluntarily; I do not call on them to do it. Cured. Oh, if we could get them in time—and our whole effort is to get them in time, and I warn now these Superintendents that it is one of their proud duties to watch their agents, and if they see any sign of tuberculosis at all, to let us know. It may be the difference between life and death, and any Superintendent that neglects that may be guilty of what is pretty nearly murder. I know sometimes it is pretty hard to part with a good agent, but it is a duty, and a solemn duty laid upon the leaders of men to watch their staffs, and report sickness.

A Lesson to Government and Other Corporations

We had a fight to get that Sanatorium. I said it was a lesson to corporations. It was. We had to apply under the law to the Superintendent of Insurance for permission to buy real estate. He said, "Not for a sanatorium—*Ultra vires.*" Nice plea, that. That is the plea that lawyers make when their clients do not want to do something. *"Ultra vires."* You cannot do it. Beyond your power. Well, we went to court about it, and we got the Supreme Court of New York to hold that it is not only the right but the duty of a corporation to take reasonable care of its employees, and that if the Board of Directors of a corporation believes that reasonable care involves the building of a Sanatorium, it had the right to do it. And that is a lesson to corporations. It is a lesson to Directors of Corporations. That law lays down the proposition that directors can do this without consulting their stockholders. It is their duty to do it. It is a lesson to corporations, and it is being taken. I was down South this last winter, and the head of a great corporation there was very proud to ask me to go out to see a million dollar hospital, and with a great deal of pride he said, "I have asked my corporation for over $700,000, this year, for health and welfare work." And, we had at Chicago, at our convention, one who is perhaps the leading sociologist in the country, Professor GRAHAM TAYLOR. And his address was directed to a review of the relations, in the matter of health and welfare, and the management of corporations, with their employees, and it was first the Metropolitan Life, and then it was somebody else, and before he got through, his narrative was a stairway, of which the risers were the Metropolitan Life. And he traced up from the time they began when nothing was done, to the present time, when much is done by many corporations, and he said that this Company was the pioneer and the teacher of corporations in matters of health and welfare. We try to teach governments. We took over a town three years ago, the town of Framingham, fifteen miles from Boston. By its consent, we took charge of its health and put in a committee headed by Doctor ARMSTRONG, who is there yet. It involved the physical examination of the inhabitants, and I suppose we examined two-thirds or three-quarters of them. Isolation of the tubercular. Looking after the milk. Examination of sewerage and water supply. The working conditions in factories. What has been the result in three years? A reduction in the general mortality, and a reduction in the mortality from tuberculosis of over sixty per hundred thousand. It is a factory town. Now, every factory has a trained nurse. Every factory has a medical clinic. The town has a trained nurse. And a report has been made. A little monograph issued from time to time, and a final report made to the Surgeon General of the United States, and other physicians on the committee with him. What do they think of it? "A most interesting experiment, but keep it up for two years more. Five years ought to determine whether a town can be made a spotless town." And, we are going to do it. "Oh," you say, "maybe other towns have improved too." Well, we took ten other towns in Massachusetts, of the same size and general character, and in every one of them, there has been an increase in the last three years, in death from tuberculosis, and only in Framingham a decrease.

We have been sitting here—I just want to show you one thing that will bring to the minds of the guests the immensity of the corporation I am talking about. We have been sitting here, say two hours and a half; and in that time fifty—fifty of our policy-holders have died. Fifty children of Mother have passed away; and of those, eight have died from tuberculosis. It is a matter that brings home to everybody the dreadful prevalence of this awful disease. What ought to be done? What we are trying to do is to teach government. It needs it. There was a speech made at one of our dinners in Indiana—I have forgotten which one—the Health Officer made it, a pathetic speech. It was reported that a woman has tuberculosis. "Well, there is the general hospital." And about the children? "Sorry; can't help it." This general care of tuberculous people is a cruel thing. (We had a United States Senator at one of these conventions who described the condition of the poor people sent to hospitals in Washington with tuberculosis. It would make you shudder—patients exposed to sun and flies, and neglected.) Well, this Health Commissioner went on. Oh, he said, the other day a farmer found that one of his hogs had cholera. What happened? He telegraphed to Washington. Down came a corps of inspectors, and they made an inspection of the whole district, to find out where the cholera in hogs was raging. Dollars and dollars were spent in investigation and the cure. And, it is said that one of our Congresses voted fifty million dollars for hog cholera, and Mr. FRANKEL, when he heard that, made a very striking remark. "It would be better," he said, "for the Government that spent fifty million dollars on hogs, to spend a few million dollars to save human life." (Great applause.)

Assisting Government

We are taking over the functions of government. A few years ago President WILSON was worrying about unemployment. What happened? The Commissioner of Labor Statistics came to 1 Madison Avenue. Boston is not the hub of the universe. It is 1 Madison Avenue. (Laughter.) Then, with Third Vice-President FRANKEL, he went all over the country, visiting fifty or sixty cities, and took a survey of unemployment; how many unemployed; how long unemployed; why unemployed; is it sickness? What is the nature of the occupation? They took a card index of this information and published it in Washington, and that is the basis of these Unemployment Bureaus. You will find them all over the Union. We are in partnership with five States to get the people nursed. North and South Carolina, Georgia, Virginia and Kentucky. There is an agreement between us that under their State supervision and our nurses together, they are to try to get everybody nursed. The Health Officer of Vermont, at one of the Boston conventions the other night, said the whole health work of the State of Vermont was originated by and is dependent upon the Metropolitan Life. The authorities in North Carolina at our convention there said that if it had not been for the Metropolitan Life, they would not have had any Health Department or any health work in that State. The Governor of Kentucky

—well, he almost went so far as to say that everybody ought to be insured in the Metropolitan (laughter); so impressed was he by his knowledge of what this Company is doing in the State of Kentucky where we have this contractual relationship that I have mentioned to you. This distribution of literature goes to governments, State and County and Municipal. It goes to public schools for distribution. They are starting, I think, in Massachusetts a system of what is known as Community Centers for health advice. It is a fact to-day in Framingham that every physician in the town goes to Doctor ARMSTRONG for his assistance, for advice in some cases that come to him. It is spreading and it is everywhere known just what this Company is doing. It is taking over the functions of government. I thought the limit had been reached last winter. I think it was about November I got a telegram from the authorities at Augusta, Georgia: "We would like your Company to come down and take the census." Well, I thought that was the limit. (Laughter.) But Mr. STEWART, the Superintendent of Agencies for that territory, was traveling somewhere and I wired to him to go over to Augusta and see what they wanted. It seems they had had a fight with Macon over the census, and each accused the other of fraud, and they thought, this time we will have it taken right; have the Metropolitan do it. We did it; we actually took the census of that large city. There is no telling where this thing is going to end. A United States Senator out West said, "Come down to Washington, and take charge of the Government, and if you cannot do that," he said, "come down and start a school for Congress." (Laughter and applause.) Why, during these conventions, I have been elected President of the United States six times, and the climax came the other night when I was made the Premier of Ontario. (Laughter.) It was not *me*. They didn't know me from a hole in the ground. Never had seen me before, and never wanted to again. What was it? It was the power of this organization. The knowledge of the people of what this Company can accomplish and is accomplishing, and the way we are teaching government. Away out in Canada we held a convention and we heard a pathetic speech from a Red Cross lady. She had been traveling hundreds of miles and distressed us by her picture of the lives of the isolated country people. No doctors; no hospitals; no clinics; no schools; very few means of communication; the people leaving the country, although they need them there for farming. It was because they could not stand the isolation. And an appeal was made to us, although we do not do business up there in the country. We are offering to make a survey if we can get the co-operation of the local authorities and find out just what is the trouble with these country districts and what remedies can be applied. In several cities we have made surveys. It is quite a big job, a survey of the machinery to find out what is the matter with a town, what its health conditions are, pointing out the plague spots, the faults in its government system, and telling them what to do. You have heard of Kingsport, Tennessee, I suppose. Kingsport is a city in Tennessee that has ten thousand people, and is rapidly growing. Well, they started right, there. One of the requisites is that every laboring man, every working man, or mechanic in the town shall be insured in the

Metropolitan Life—a mighty good rule. (Applause and laughter.) Third Vice-President FRANKEL went down there to Kingsport, and saw sixty-five houses that could not be repaired. Burn them up. And they are to burn them up. It was our Comptroller that went down there and showed them how to build their houses, our trained nurse that went down there and established the trained nursing system; our experts that told them how to lay out their streets and parks; and that town is a Metropolitan town. The people in the town are circulating pamphlets and literature about it, which they themselves write, all through Tennessee.

Teaching Employers

Then, we are trying to teach employers in another manner. It took me two or three years to be persuaded to do Group Insurance. Group Insurance, ladies and gentlemen guests, is insurance by employers in one policy of all the employees, without medical examination. To each policy is attached a register containing the names of the employees, corrected monthly. My junior officers wanted me very much to go into it, and I said, Oh, no. The premiums are low; awful lot of trouble; big overhead expense. We are writing all the insurance we ought to write. Finally I was persuaded. Why? Because, the working people are the children of Mother; and we issued the other day, one policy, the largest ever known in the history of insurance in the world, one policy, one stroke of the pen, for forty-five millions of dollars. But what did it mean? Forty-five thousand working men and women to be nursed. Forty-five thousand men to whom to give literature. Forty-five thousand children of Mother. But, it is more than that. Our Group Division has a bureau in it of twenty-five men and women, university graduates, whose duty it is to study this method of welfare of working people. One of them is a safety engineer. We make surveys of plants free of charge. The safety engineer goes down there. He says, this, and this, and this you should do to save lives. Or, another one will go down and say, "Why don't you start a medical clinic? The Metropolitan does." Another one will say, "Why don't you start a dental clinic? It is trouble with the teeth that is the cause of most diseases. The Metropolitan does." Another one will say, "Why don't you start a Co-operative Store to keep these people from being swindled? The Metropolitan does." More than that, there comes out a periodical monthly, or semi-monthly which is really an index, and which says, for instance, "On such a page of such a book recently published, or on such a page of a certain magazine, or in such a column of such a newspaper of such a date, you will find an article right on your own particular business. It will pay you to read it." It tells employers the things that will help them in the prosecution of their work, and will, incidentally, help their working people.

Social Insurance

There is a great deal of talk nowadays, about social insurance, which means insurance against sickness, usually with a small death benefit. It is a system whereby it is provided that the State shall pay a part of the premium, the employer a part, and the employee a part. The policy provides for the payment of a sum less than the wages during sickness. The scheme follows, in certain particulars, along the lines of the English social insurance. Originally, it was made in Germany. It has been in force for some years in England. We are not opposing it, but the question is whether it is better to pay a man when he is taken sick, or to endeavor to prevent his ever being sick. Sir ARTHUR NEWSHOLME, connected at one time with the Local Government Board in England, has been over to America, lecturing, and in his conservative way, he said it has not been proved that the scheme is a success, or that if the same amount of money was spent for the prevention of sickness it would not have brought better results. The National Civic Federation sent over a Commission to England to investigate. The National Civic Federation is a society in which capitalists and laboring people are joined. Perhaps its character can be best indicated by saying that ALTON B. PARKER, who was once a nominee for the Presidency, is the President of the Federation, and SAMUEL GOMPERS the Vice-President. The Commission has made a report in which they say that the American workingman does not want social insurance. He does not believe in paternal government. He believes in self-dependence. Some things the Commission reports the Government might do. It recommended that the Legislature should consider the appointment of a special Commission to make a careful and exhaustive investigation, and study the expense, the treatment, and the prevention of sickness, and specifically to study and to report upon the methods and means for the eradication of disease; for the education of the people in the fundamental principles of health; the methods and means of bringing adequate medical care within the reach of the people; the establishment of diagnostic clinics; the establishment of clinics throughout the State for the periodic medical examination of persons applying therefor; the development of Public Health Nursing; the methods of the adequate care of maternity; the co-ordination of private and public health agencies. You will notice that several of these recommendations are what the Metropolitan is already doing. How much better it would seem to me, to promote the general health and prevent sickness, than to try to palliate the conditions of people when they are taken sick.

The Labor Problem

We are living in times when there is a great deal said, and no doubt very truly, about the difficulties between capital and labor, by which is meant the dissensions between employers and employees. At one of these conventions some months ago, we had an ex-President of a local Federation of Labor speak. He was an eloquent speaker—not a ranter. He spoke in a plain, conversational tone, but in good English, well delivered, and he took for his subject, "Trade Unionism." He painted a beautiful picture as to the ideals of trade unionism, and I want to tell you one or two or three of the things he said: "My father was a workingman, and in his early days, at the end of the week, the employer came out and handed him his pay envelope. 'How do you do, John, how are you? How is your wife?' My father lived to see the day when his pay envelope was thrust at him through a cage by a hireling like himself, and he never saw his employer." And then he said two remarkable things: "If," he said, "all employers of labor had treated their employees as the Metropolitan treats its employees, trade unionism never would have been born." And then he said this: "If the time ever comes when our employers of labor shall treat their employees as the Metropolitan treats its employees, that day trade unionism will die." It gives us food for thought. What is the foundation of these troubles? Is it, perhaps, that the workingman has got it into his head that his employer regards him as a mere machine to be used and scrapped, that the employer cares nothing for him, that he has no thought of his welfare, of his housing, of his conditions of living, of the conditions of his employment—just machines, not even human beings? May it not be that through Group Insurance as offered by this Company, the time may come when employees will think, "My employer does care for me". Of course, in large plants, the employer cannot do as "John's" father did, see the employee every week, and yet, they can see them. The other day, we issued a large Group policy in Western Massachusetts. And how was it done? The employer hired three halls, because one was not large enough, and went from one to the other and saw *all* his employees, and he told them how faithful they had been and how much he thought of them, and what he hoped he might be able to do for them. And also he told them what he was going to do then, and he told them of this Group Insurance, and that their lives were insured for so much, and he told them that he did care for them. After that, they knew him. May it not be that through this Group Insurance, we may do something to solve these difficulties between capital and labor, employer and employee? GOD grant it; GOD grant that Mother may do that.

Agents Are Mother's Elder Sons.

And now, my dear, boys, as I have been talking along these lines, has it occurred to you to ask who you are? Who are you? If Mother is this great Company, and if these millions of people are her children, then you are the elder brothers. Did it occur to you ever that the Industrial Agent is the only man in the world who has a contract right to knock at a door every Monday morning and walk in and go right into the inner family circle? Has it ever occurred to you as pointing out opportunities and responsibilities? How do you use them? Honestly—I need not say that. You could not deceive them; you could not lie to them; you could not cheat them. Why, they paid for this dinner; they paid for the clothes on your back. You send your children to school, and their breakfast was paid for by these people; the clothing of your children are paid for by them; you would not be able to send them to school, were it not for these people; ah, no, you could not cheat them. But, courtesy. Ah, you say they are irritating, aggravating people; well, so are you. If you don't believe that, ask your wife. (Laughter.) I am, and you are no better than I am. If you think that you are better than they, prove it. *"Noblesse oblige."* Serve them. Courtesy; kindliness; the handshake; the smile; the question about their health; the searching for the need of nurses; the offers to help in times of trouble. One of the nice things about these conventions is what I hear about our agents. A policy-holder out of work? And then I think of our California agent who has not had a lapse for months and months. Why? Because he feels it his first duty when a policy-holder gets out of work, to find out what his occupation is, and scour the town, and get him another job. Boy gone wrong? You see the mother's tears. And it brings up the Boston agent to my mind, one of whose boys on his debit had gone wrong. He followed him down to the Court: "Judge, he is very young. It is his first offense. Don't send him to a reformatory to learn crime. Give him to me for his mother." And the judge did. Is there poverty in the house? And then comes that beautiful story told by a minister at one of these dinners, about which he knew, and we did not. The mother sick; the father out of work; no food; what did the agent do? Ask them for premiums, and threaten them with lapse? Oh, no. He went back to the office, passed the hat, bought food for them; went back to the family and gave it to them; got a trained nurse for the mother, and inquired why the father was out of work. It seems the man had staid home to take care of his sick wife, and then the trained nurse, a woman of influence, went to the employer and shamed him into taking the man back. Husband and wife quarreling? Well, each one tells his story, and you hear them both. And up comes the figure of the Chicago agent who called where the husband and wife had quarreled and had agreed to get a divorce. What did he do? The elder brother—the elder son—he sat down with them. "Whom God hath joined together, let no man put asunder." He reasoned with them; found out the cause of their difference; pleaded with them; got them to abandon their purpose, and live together amicably. Tuberculosis? Then, I think of MURPHY. Last year, in January, when the Superintendents were passing the Directors' table, greeting the officers, somebody said, "Here comes MURPHY." Well, I never had seen MURPHY, but I knew MURPHY. MURPHY was an agent in Canada, got tuberculosis, went to the sanatorium, got cured, went back on his debit. In his canvassing, he entered a house, and found the wage-earner very sick with tuberculosis, and he thought he was going to die. They were taking such very good care of him! They had him wrapped up so well; he must not catch cold; had all the windows tight shut; there must not be any draught on him; they had the doors barred; such good care; poor thing! What did MURPHY do? He threw open the windows, burst open the door, dragged the bed out of doors on the porch. "Sleep there!" And he did, and he got well, and is to-day a cured man, supporting his family. Trained nurses? And then I think of that lovely story—well, there are two stories that I have heard on this trip. One was down South. One of our trained nurses was walking along the street and met a little girl with a flushed face, and crying. "My dear, what is the matter?" "Mother makes me go to school, and I feel so sick." "You come with me, my girl." She took her back to her mother. "Madam, this child is too sick to go to school." "Nonsense. It's my child, not yours; she is trying to get out of going to school. I will send her back." "Ah, my dear madam, just let me examine her." She took her temperature—104 or 105. She foresaw what was coming and got her to bed. It was scarlet fever. She not only saved the baby's life, but saved an epidemic throughout that school, which would certainly have happened. But here is the other story. This story was told by the Governor of Kentucky; Governor MORROW. He was out campaigning, and night overtook him at the foot of a mountain, and he found that he would have to travel all night on his horse, and all night long he was ascending the hills; and in the dim light of the dawn, he had a vision—a woman astride of a horse coming down the mountain, with a little black bag in front of her saddle. It was a Metropolitan nurse, wandering among the cabins of Kentucky, nursing the sick, and teaching them.

An Ideal for Agents

My dear boys, we live in a sordid world, a commercialized, selfish, greedy, grasping, over-reaching period of the world's history; and you can be a part of it, and nobody will criticize you. Canvass and collect, collect and canvass; go home at night and count up your earnings; keep your little memorandum book, and note how much you have made; buy a bond; buy something for your house, or pay something on it; give your wife a piano; indulge yourself in some little luxury; save money; get a bank account. When you come to die, you cannot take those things with you. But, the next morning's paper will have a little paragraph; good husband; kind father; a thrifty, able business man; left his family well provided for. But you are not there. You are where those things won't help you. There is another way: Above the din and clamour of this life, if you will keep your ears alert, you will hear a clarion call to service. Underneath there is convulsion. The under-world is seething; once in a while it comes to the surface, and you hear the cry, but whether you hear it or not, it is there, and from all over this world comes up this yearning great cry for service. Sometimes, during the past year, perhaps, irrespective of politics, irrespective of your opinions on political problems, perhaps during the past year your mind, with mine, has gone down to Washington, where there is a lonely man, very sick. He had a vision: nations should be brothers, not enemies; large nations should not encroach and impose upon smaller ones; there ought to be no quarrels, and if there be, they ought to be arbitrated; there ought to be disarmament; there ought to be a world court; there ought to be peace—universal peace. What was his reward? "Schoolmaster! Professor! Unpractical! Idealist!" And yet, I am asking you to be idealists. I am asking you to have a vision. Canvass and collect; collect and canvass, ah yes, but always eager to find people to help, and in these unrivalled opportunities that you have among these thousands of families, these hundreds of families that everyone of you cover, find out opportunities to serve. Inquire; look; try; perhaps you may not make as much, perhaps you will. But, in any event, when you come to die, you will have something to take with you. Oh, my dear boys, start out to-morrow morning. Tread these weary pavements, not with your eyes on the ground, but up in the sky where GOD is, your hearts aflame with that LIGHT THAT NEVER FAILS. (Great applause and cheers.)

METROPOLITAN ACCOMPLISHMENT AND PROGRESS

Managers' Annual Banquet, Hotel Astor, New York City, January 31, 1925

HALEY FISKE, *President*

My dear boys, I am under the necessity tonight of speaking through the radio. There are, I am told, millions of people listening in, in all parts of the United States and Canada, so that I am addressing tonight a very much larger audience than is here. What I shall say about the Company won't be any news to you. You have heard it over and over again this week. We have been together now three or four days. I talked to you at length on Thursday. Many Officers talked to you on Friday. Your sub-officers have been talking to you today. You have been furnished with literature. You have gotten the annual statement. You know all about it. But the millions who are listening in don't, and one sad result of that state of fact is that I must read what I have to say, at least to a certain extent, so that it will be perfectly clear over the radio what the record of this Company is.

Ladies and gentlemen, my dear boys scattered throughout the country by the thousands listening in, our policyholders by the millions listening in: We are presenting to you tonight a body of men here assembled, under whose management last year we wrote, had placed and paid-for, $2,515,000,000 of insurance, of which about $955,000,000 was Industrial insurance, issued out of the Industrial Department, and one billion and a half out of the Ordinary Department.

The Industrial Department issues those policies on which the premiums are payable weekly and are collected at the homes of the insured. The Ordinary policies are those which are paid for quarterly or semi-annually or annually—and in some small part of the business, monthly; not collected at the homes, but sent to the office.

The first striking fact is that this placing of two billion and a half and over of insurance was 18.6 per cent. of all the business placed by all the life insurance companies—three hundred in number. (Applause.) So that of the total amount of insurance placed, this Company alone placed one-fifth—very nearly one-fifth. It brings our total insurance in force up to $10,522,000,000 and over, and this is 16.4 per cent. of all the life insurance in force by all these companies throughout these two countries, the United States and Canada. (Applause.)

So of all the life insurance existing in these two countries, this Company alone has nearly one-sixth of the entire amount in force. It is the greatest record ever made by any life insurance company in the world. (Applause.) It is even greater than any we ourselves have heretofore made. It means that we wrote and placed $8,275,000 of insurance every day.

It means premiums received during the year of $370,750,000, or nearly a million and a quarter of dollars every working day. (Applause.)

It has brought our assets up to $1,628,174,000—a half billion more than any other company has. (Applause.)

Now to allay any possible anxiety on the part of anybody as to what it means to have this enormous amount of money in the control of one company, let us see what we do with it. Of this, $708,536,000 are invested in bonds and mortgages. This means that we have contributed that enormous sum to the housing of our people and the carrying on of their business. For housing alone $246,000,000 have been loaned by us, accommodating 72,000 families. In 1924 alone we loaned $80,000,000 for housing, accommodating 23,000 families.

Of the mortgage investments $162,000,000 are on farms—our contribution to agriculture.

Nearly $700,000,000 of our assets are invested in other bonds; a small amount in stocks—those stocks bought long ago, and on which there has been no opportunity as yet to realize their value. We sell them as fast as it pays us to sell them, so that shortly we shall be without any stock holdings at all.

One-half of this investment in bonds is on railway securities. That makes modern civilization possible; it unites North and South, East and West.

Over $200,000,000 is loaned to Governments, a large part for carrying on the war, and the rest for the benefit of the people in their organized capacity.

Nearly $100,000,000—over $94,000,000—has gone to public utilities, telegraph, telephone, traction, light and power, which make modern life possible.

About $115,000,000 is in loans to policyholders, to enable them to keep up their insurance and to tide them over temporary financial embarrassment. You see how we make the billion and a half work for public benefit, as we had less than $16,000,000 in cash and in banks ready for investment, and more than that sum we had already promised.

Over 32,000,000 Policies in Homes of People

We have now in force 32,447,000 policies, insuring 22,000,000 people, and you will note that this is nearly one-fifth of the entire population of the United States and Canada. (Applause.) Two years ago I think I said one-seventh. A year ago I think I said one-sixth, and now I am saying about one-fifth. We added 2,000,000 policies in force during this past year, insuring 1,500,000 individual lives. Over 28,000,000 of the whole number in force are Industrial policies, on which, as I have described, the premiums are collected weekly at the homes of the insured by our agents, and this means that our agents make 300,000,000 visits a year to the homes of wage earners.

In congested cities we have a much larger proportion of the population insured. In New York City, in Montreal, we have a third of the population. In some large cities, like St. Louis, Syracuse, Quebec, we have one-half of them. We have 80,000 policies in force in Quebec, out of 100,000 people. In Troy we have more policies in force than the entire population. (Applause.)

Thus, with our wealth, we have Power. With the extent of our business we have Opportunity. We have believed that this imposes Responsibility.

$129,000,000 Dividends Paid

There is placed before the guests at the head table tonight a book called *An Epoch in Life Insurance,* a Record of a Third of a Century of Achievement. Copies will be sent to all who are present here. Copies will be sent to all of our agents. If any of our listeners-in want a copy, they can have it if they will write to us and say so. It is a record of the work of the present administration. Its perusal will prove to you that we have tried to meet these responsibilities. We have revolutionized Industrial insurance. We have revolutionized Ordinary insurance. The book is a story of constantly progressive benefits to policyholders in their contracts, in concessions, in distribution of earnings outside the contracts. That sum alone paid in benefits outside the contracts amounts to $54,000,000, and, of course, the payment of dividends since we became mutualized follows as a matter of contract. And these dividends have amounted to $75,000,000. So that it makes the impressive total of payments to policyholders outside of the insurance of more than $129,000,000.

Last year we paid 1,405 claims a day—one every twenty-one seconds of every business day—amounting, in all, to $153,000,000. We have a death in our membership every four minutes. We have improved our methods, cut down our expenses 25 per cent., cut down our lapses, until now the ratio of Industrial lapses to the mean number in force is as low as, and even lower in many cases, than the lapses of Ordinary companies other than ourselves. (Applause.)

Health Improved and Sickness Reduced by Metropolitan Educating and Nursing

But do our responsibilities end there? We have thought not. These 300,000,000 visits a year to the homes of workers—what do they mean to us except opportunity for Service? For fifteen years we have been engaged in Welfare work. We have instituted a free service to the sick by trained nurses, and these nurses have made probably 30,000,000 visits to our sick Industrial policyholders. They made over 2,500,000 visits last year alone. We have distributed 346,000,000 pieces of health literature pamphlets, on every known disease. Last year alone we distributed over 40,000,000 pieces.

We have shown health films on the screen to 3,000,000 people. We have had thousands of health exhibits, conducted thousands of health campaigns locally, advertised to millions of readers our lectures on disease and health.

We have made campaigns through schools, and now we are preparing an intensive campaign directed to 21,000,000 school children through 875,000 teachers.

The result? We have compared our mortality for the years 1911 to 1924, inclusive, with that of the reduction of mortality in the Registration Area, which may be said to be an exhibit of the general mortality. Nineteen hundred twenty-three is the last year for which we had data, and we have compared our record from 1911 to 1924 with the general population record of 1911 to 1923 as follows:

Typhoid fever; our reduction, 77 per cent.; the general mortality, 69 per cent.

Tuberculosis; 50.8 per cent.; the general reduction, 40 per cent.

Children's diseases; 48.8 per cent.; the general record, 29 per cent.

Measles; 26 per cent., against an increase in the general mortality of 6 per cent.

Scarlet fever; 66 per cent., against the general record of 59 per cent.

Diphtheria; 43 per cent., against the general record of 34 per cent.

Whooping-cough; 32.7 per cent., against the general record of 13 per cent.

Pneumonia; 32 per cent., against the general record of 19 per cent.

Bright's Disease; 26.7 per cent., against 12.8 per cent.

Heart disease; 9.2 per cent., against an increase in the general mortality of over 7 per cent.

We have had a Sanatorium for eleven years for the treatment of tuberculosis among our own employes, and we have discharged 84 per cent. as able to return to work—and I call them cured. (Applause.) We have conducted a campaign in an industrial city and reduced deaths from tuberculosis from 121 per 100,000 to 38. In another city, a campaign against mortality of children under 1 year of age was conducted, and as a result reduced that mortality from 300 to 96 per 1,000.

We have blazed the way for governments and welfare foundations, which now are spending millions of dollars to do the work that we showed could be done in Framingham and Thetford Mines. (Applause.)

We have $862,000,000 of Group insurance in force, covering 600,000 lives—a system of insurance of employes in factories, on railways, in institutions, corporations which employ a large number of people. Our nursing, our distribution of literature, goes to them. We have sickness insurance for them, as well as life insurance, accidental death and dismemberment insurance, insured thrift and a pension system from which we expect great results.

Activities in the Interest of Business Men, Workmen and their Families

Our activities cover not only employes, but employers. We have a Policyholders Service Bureau to teach and advise with employers of labor. We have surveyed a great railway system, and two hundred pages are just off the press—the result of that survey—brought out by a prominent publishing house, the Simmons-Boardman Company, entitled *Personnel Management of Railroads.* It covers, in various chapters, employment, promotion and discipline, stability of employment, education, conditions of work, relations between employes and management, and savings and insurance. This Bureau issues reports on safety engineering, on business economics and research, budgeting and business management and, most important of all health and industrial hygiene. This last is under the charge of Dr. WADE WRIGHT, late professor in the Harvard Medical School, who had devoted years of study to the subject.

There are scores of subjects covered by his service—hazards of different occupations, phenol plants, sanitation of coal towns, hazards from the fur trade, railway hazards, lumber camp hazards and hygiene, radium hazards, the hazards of mattress making, gas heating, glass blowers, hygiene in public schools, hotels, cafeterias and the domestic life of the workers in their homes. Over 300,000 Bureau reports have been distributed, and over 3,000,000 pieces of health literature have been sent to these workers.

We care for the immigrants, help them through the ports and to their destination—2,900 of them last year—and we issued, in 1924, 1,154,177 citizenship papers, and have conducted campaigns for naturalization. (Applause.)

My dear boys, do you have a vision? Does it mean anything to you that we have got one-fifth of the population insured? Does it mean anything to you that every year we are increasing by millions these insured people? Have you in mind that they are the working people of this country? Have you a vision? Do you see the growth of this Company? Do you see it embracing more and more a higher percentage of the population? Can you see a time when most of the wage earners of this country will be insured in this Company? (Applause.)

Over 20 per cent. of our nursing cases have been maternity cases. The next generation of working people will be our children. (Applause.) What does it mean—this campaign we are going on with, for 21,000,000 children, instructing 875,000 teachers, offering prizes to them for the best work in teaching health, sending out, broadcast, millions of attractive books that children can read and study, and attractive pamphlets from which teachers may instruct? Have you a vision? Can you see these millions and millions of the new coming generation —our own people—under the care of our own Mother Metropolitan?

I told you the other day of a letter that I had received from Father BULL, known all over the world as a student, as a lecturer, as a preacher, as a mission worker, as an author of books, a "regular," by which I mean, of course, a priest under vows, and with a natural prejudice against accumulation of wealth, having a fear of its use. He came to visit us. He went through our Home Office. He examined our literature, and you will remember that this letter said: "I have come to believe that GOD has a use for owners of millions of money."

We have the millions of money. What shall we do with it? Must not we reach out to the wage earners? Must not we try to bring about, if we can, a better feeling between employers and employes? Must not we try to solve this class problem of capital and labor? Trade union leaders need have no fear of us. By this system of Industrial insurance, we have taught their men to be independent. We have made them capitalists. Every owner of an insurance policy is a capitalist; he has property. They need have no fear of us. We have nothing to do with any manifestations that labor may have in objections to the terms of employment. Ah, nothing but this: That if we can bring together these two classes of people, we may ameliorate, to some extent, their mutual prejudices. It must have effect, that the expenditure of money by the employer and the coordination in expenditure by employe will make them at least partners in insurance. May there be not some day coming when they may be partners in Industry? (Applause.)

It is not for us to take any sides. It is not for us to say whether it shall be brought about by committees of management, by profit-sharing or by any other modes of cooperation. That is for them. We don't interfere with the rights of employers, and we don't interfere with the rights of employes. The main thing to do is to get them together.

The war was settled, so far as its aftermath was concerned, the other day in Paris by getting together. The world is getting together. Can't we bring about the getting together of classes of people? Can't we let them see their mutual responsibilities to each other as well as to themselves? Can't we nurse the sick? Can't we teach them how to live? Can't we encourage them to save? Can't we push the pension system that shall be cooperative, for which the employer shall pay part and the employe part? Can't we multiply these inter-relations between the one side and the other until some day—have you a vision?—as our power increases and the extent of our business increases, we will bring these people together? (Applause.)

And we shall have industrial peace; we shall decrease disease; we shall lower mortality. We shall teach people how to prevent sickness, as well as teach them how to cure sickness.

It is a great, great work that you and I are engaged in. Great, great responsibility rests on the management. Great, great responsibility rests on you. You have 20,000 men under your supervision. It is for you to teach them, to guide them. Get them away, if you can, from the notion that this is an insurance company. Insurance is, with us, merely the means of carrying out GOD's work, of which Father BULL spoke. The more people you insure, the more opportunities we have; the more wealth we amass, the greater good we can do. We can do the good generally by our investment in making civilization easier, and better. We can improve methods of communication; we can make domestic life more comfortable. We can do that. But with this wealth we can do more, and it is your mission to do more and, my dear boys, this Convention will have been a failure unless you go hence with the feeling in your breast that you are GOD's servants, that it is yours to benefit humanity, that it is yours to bring people into this Company for the purpose of benefiting them, outside of insurance.

Insurance I do not decry. It is a great blessing. But I say we can use that, with the power we have, with the responsibilities that GOD has put upon us, for that sweetest word in the world—Service—by that sweetest word in the world—Mother Metropolitan. (Applause and cheers.)

HON. GEORGE S. SILZER
Governor of New Jersey

I didn't know what to talk about to-night. I wondered if there were not some subject of general interest, peculiarly timely. I looked over a morning paper and found there the inspiration for my speech. Carrying out that thought, I looked in yesterday's *World* and here are just a few of the headings that I read:

"Shot by a Taxi Man. D. J. KENNEY May Die."

"Soldier Confesses Killing Servant Girl. Says He Threw Her Into Moat at Fort Adams, but Officers Doubt Story."

"Thug Gets Forty Thousand Dollars in Gems. Bids Victim Be Quiet Under Penalty of Death."

This is all from just one column:

"Hold-up Man Gets Three Thousand Five Hundred Dollars in Cash When Cashier Is Attacked."

"Six Die as Stolen Car Collides With Another."

"Cop Who Killed Bandit Is Promoted and Praised by Court."

"Pleads Guilty of Murder in Slaying Detective."

A few years ago, gentlemen, we would go peacefully to our homes, reach up to the book-shelf, sink ourselves peacefully and quietly into a chair and read with great pleasure Robin Hood or Dick Turpin or some other book of the same kind. It was good entertainment. It had about it a touch of romance and adventure. We did this with the assurance that all this happened in another day and in another age; that we need not concern ourselves about affairs of that kind, because they told of the primitive days, of the days before civilization had advanced as it had in the days when we sat down with the book.

Those were the unenlightened days, the days when banditry had not surrendered to law.

In our time men and women could walk the streets and travel the highways without being molested. Payrolls could be delivered safely to factories, and we were not obliged to carry firearms, guns and clubs to protect ourselves because we had lighted streets, police protection, courts and all the other agencies established by a civilized people to prevent a repetition of what had gone before.

Before our own time, the pioneers and the plainsmen took justice into their own hands and produced a very speedy and effective justice. Our courts followed that practice and criminals soon learned that it was an unprofitable business to engage in. But suddenly we are again confronted with a condition that alarms and appals us. No one wishes

THE METROPOLITAN A PUBLIC INSTITUTION

Speech of Haley Fiske, President of the Metropolitan Life Insurance Co., at the 1922-1923 Triennial Conventions

(From the stenographic notes of the Atlanta address at the Capital City Club, March 5th, 1923)

This Convention is one of a series of Conventions. Of the present series this is the sixth. We began at Baltimore, and then Washington and Richmond, Spartanburg and Jacksonville and we are on the way West to go to Birmingham, New Orleans and Memphis and so up through the Middle West. For the last twenty-five or thirty years, I have been going about the country every three years holding these Conventions, at which I meet all of our Managers and Assistant Managers and members of the Agency Force who are gathered at convenient points.

Reasons for Triennial Conventions

The question is often asked why we hold them, because they are peculiar to the Metropolitan Life. Well, there are two or three reasons. In the first place, I want to know, as the Executive Officer, the men themselves and the places in which they work and the environment and the advantages and disadvantages and the peculiarities of the territory, for this great country of ours (and we include in this country as far as the Metropolitan goes the Dominion of Canada) is not, one may say, a homogeneous body of people. The South differs from the North, the East from the West, Canada from the United States, the Pacific Coast from both, and we have a variety of people in many of the localities, a large foreign population; and I thought it was important that the Executive Officer of this Company should know them. Then, I believe, too, in these modern days, in personality. I believe that that modern note is one which is characteristic of the times in which we live, and so, the second reason we hold these Conventions is that the men should know me. I take it that the employees of any large corporation always visualize the head of the institution. They form some mental picture of him. But, I think it is rather important they should form a correct picture, and so a great value which I attach to these Conventions is that the men should know me as the head of the institution. I know they form pictures and I know they are often mistaken if they do not know the man. I can remember a few years ago in New Orleans, that I was entering the Hotel and a young agent stepped up to me and said: "Is this Mr. Fiske?" I said: "Yes." "Oh," said he, "I have so longed to know you—and I am so disappointed." (Laughter.) Well, I asked him what he expected. He said: "Well, I do not know; I expected to see a great big man." Now, whether he meant mentally or physically I have never made up my mind. (Laughter.) But I think it was in his mind that the President of the greatest Life Insurance Company in the world should be the biggest man he ever saw.

(Laughter.) He probably wanted to see me seven feet high and weighing about three hundred pounds. Well, then, a little later, I think it was in Detroit, when the men were passing out of the door, —and I always try to stand at the door, and take them by the hand as they go out—another agent said: "Well, I am so glad to have seen you. Do you know, I always thought you were a little, old weazened, dried up man." (Laughter). Then I felt better. (Laughter).

It is very important, I think, that the men should know the ideals of the Company and they ought to know them from headquarters. They ought to know the plans and the purposes of carrying on the business of Life Insurance by this great Company, and they can know it in no other way so well as to hear it spoken by the Chief.

The Personal Relationship Has Counted Greatly

At any rate, these early Conventions of twenty-five or thirty years ago were Conventions of a comparatively small Company, rather looked down upon by the older Companies; and today it is far and away the richest and the largest Life Insurance Company in the world. (Applause.) And, I cannot but think that a great deal of this success is due to the personal equation, the meeting of the men with the Home Officers. At any rate, something has given this Company the most efficient, the most loyal, the most ambitious, and I think the most affectionate body of men that any Company was ever blessed with. (Great applause.) And, I cannot but think that that is due in part to this personal relationship which has been built up through this generation. Now, at the business Conventions, various plans have been discussed and much advice given. They have been business talks, but I reserve for myself always at the meeting which closes the Convention, some one topic, and tonight my desire is to give a picture of the Metropolitan Life Insurance Company as a Great Public Institution.

What Is a Public Institution?

Now, what is a Great Public Institution? I take it to be a corporation of wealth, power, which pursues the channels of its Charter and does the work laid out for it, but in so doing, has points of contact economic, domestic and social with its patrons and with the communities in which it works; that it goes outside of the business of its Charter and reaches out for the benefit and uplift of the citizenship of the country in which it works. All great corporations are not public institutions. You can have in mind, if you will think a moment or two, many corporations of wealth and power that are admirably conducted, and yet, they simply pursue the purposes of their Charters, and nobody would ever think of calling them great public institutions. Now, what I want to do tonight, if I can, is to fit in a description of the Metropolitan Life as having the qualities of a great public institution.

The Metropolitan's Wealth and Enormous Membership

In order to be that, the first essential is wealth. You cannot be a great public institution unless you have the money with which to pursue the objects that you want to follow out. This is by far and away the richest Life Insurance Company in the world. We closed last year with $1,260,000,000 assets, and that is millions and millions ahead of any other Life Insurance corporation, and no other Life Insurance corporation has as yet reached a billion. And, then, it must have a widely extended influence territorially; and we do business from Sydney on the East to San Francisco on the West, from Edmonton, clear up in the very Northern part of Canada, in the North, to New Orleans in the South, covering nearly every State in the Union and nearly every Province in the Dominion of Canada. And then you must have not only the extent territorially, but you must have a sufficient number of patrons in order to carry out any work as a public institution; and, this Company has in force twenty-nine and a half millions of policies and, according to the best calculation we can make, they insure nineteen and one-half millions of individual lives. Well, now, just think for a moment what that means comparatively. It is one-sixth of the entire population of the United States and Canada, so that, taking these two great countries, every sixth man, woman and child is a member of the Metropolitan. (Applause.) I say member. I say member because the Metropolitan is a mutual company, and every policyholder therefore owns a share of these assets. If we come down to particular parts of the country and particular Cities where we have been in business a long while and where the population is congested, still more striking figures appear. If you take the great City of New York, with its six millions of people, every third man, woman and child is a member of the Metropolitan. Or, you may go South to St. Louis, and fifty-eight per cent of the population of that great City are members of the Metropolitan. Further south in Memphis, every third man, woman and child is a member of the Metropolitan. Or, you may go further North; take that great City of Syracuse in New York, and every other man, woman and child is insured in the Metropolitan. Go still further North to Montreal, and every third man, woman and child is a member of the Metropolitan. Go east, as far as Quebec,—100,000 population and eighty thousand policies. When you cross the river to that suburb of Quebec, Levis, there are 24,000 policies and 24,000 population. (Great applause.) Take this Convention. The territory covered by this Convention has a population of about 590,000 people. Well, there are 292,000 policies and taking therefore the Convention territorially, the number of policies is about 46 per cent of the population, and you may say generally that every third man, woman and child in the territory covered by this Convention is a member of the Metropolitan. Or, take this City of Atlanta, and you may say that the population covered in Atlanta by us is 290,000 people. Well, there are 113,000 policies, and we take it that they insure 81,000 individual lives. There you have, therefore, at least one-fourth of the entire population of this great City and its surrounding suburbs insured in the Metropolitan. I suppose that the star City is Troy, New York, which is a very large manufacturing City. There we actually have more policies in force than the total population. (Laughter and great applause.) Under the ordinary methods of calculating how many individual lives, the number of policies is so large that, taking the usual percentage, we have got more lives insured in Troy than the total population. (Laughter and great applause.) Well, I said this the other night at a dinner where Governor SMITH, the newly elected Governor of New York, was present, and when he spoke he said that he thought he could parallel that because in his political life he had known of places where more ballots were cast than the total number of voters. (Laughter.) It means, in our case of course, that the general average used in the country at large does not apply to one city pretty fully insured. But, take the extent of the business of the Company in comparison with all the life insurance. There are two hundred and fifty or two hundred and sixty Companies engaged in Life Insurance in these two countries, and the total insurance in force is about fifty-one billions. Well, this Company alone has in force nearly eight billions, and you see that is one-fifth, so that one-fifth of all the life insurance existing in these two great countries is covered by the Metropolitan Life. (Great applause.) Why, if you take the business of last year, the total amount of business written by all of these two hundred and fifty or two hundred and sixty Companies last year was nine and one-half billions, but this Company itself wrote and placed and had paid for, one billion, eight hundred million dollars ($1,800,000,000.) And, you see, that is one-fifth, so that one-fifth of all the life insurance placed last year by all of the Companies in the two countries was placed by this Company alone.

The Company's Income

Last year our income was three hundred and forty millions. Take the business days of the year and it turns out that we received every day $1,100,000. When you take the relations to policy-holders, every day we pay the policy-holders $380,000, and every day we set aside for their benefit and reservation about $400,000. You see, therefore, to begin with, how we touch the people economically; how large a measure of contact we have with the entire population in numbers, in extent and in money, coming from and going to, the people of this country.

Every Policy-Holder a Property-Holder

I think we had better follow that idea out a bit. Here we have nineteen and one-half millions of people owning $1,260,000,000 of property, and it therefore appears that every policy-holder of the Metropolitan is a property-holder. And, the great desire that I have in these Conventions is to have our agents teach the people that one important fact,—that every policy-holder in the Metropolitan Life is a property-holder. He has a stake in this great accumulation of money. I know that it is the general feeling that New York corporations especially are very wealthy and in some way or other, they have got their money in New York. Well now, we have not got the money in New York. Oh, usually in the West and South especially, they say we have got it in Wall Street. But it is not in Wall Street. There is not any property in Wall Street, anyway, to speak of. Wall Street is a place where they sell property. That is the function of Wall

Street,—to sell and distribute property—for, what is property in the last analysis? Nobody believes it is cash. Nobody believes we have $1,800,000,000 in cash. We have a lot of pieces of paper which represent property. And, now let us see how it is distributed. Of the $1,260,000,000, $510,000,000 are in Bonds and Mortgages. Only a lot of pieces of paper. The money is where the property is and the property is all over the country. So, far from being in Wall Street, the money is in the places where we receive it from. In the State of Georgia, over fifteen millions of this property are situated. On farm mortgages, we have five and one-half millions. On railroad property we have five millions, and we have bonds and mortgages on business buildings and mortgages on housing that make up a total of fifteen millions in Georgia. In other words, where we receive the money there we leave it. No, the policy-holders in Georgia have got money here and they are property-owners in Georgia. Two hundred million of our total assets are in Government securities. What does that mean? As to one hundred millions, it means that they are in the United States Treasury, or were. All we have are the Bonds of the Government. The money was spent to make the world safe for Democracy, and as to the other one hundred millions, it is scattered about in two countries, in State investments, Provincial investments, County investments, City investments. What does all that mean? It means, when you come down to the final analysis, school houses, it means water mains, it means the things that promote civilization. Two hundred and sixty-six millions of our money are invested in Railroad Bonds. What does that mean? Surely, it does not mean that the money is in New York or that the property is in New York. No, the property is in rails and locomotives, and cars, and the effect of this investment is to promote civilization. It connects the East and the West, the South and the North. It brings together people. It brings crops where products are needed, and it takes out to the people the things that they need. The great agricultural sections of the South and West send their corn and cotton and wheat and oats to New York, or abroad, and then there come from the eastern manufacturing communities and from Europe the clothing and other things that the people need to live. In other words, the investment of this money ties up the people of this country, and makes us a nation instead of a lot of heterogeneous, isolated communities. It makes a nation. Seventy millions of this money are in public utilities. What does that mean? It means the electric light; it means tram cars; it means gas. It means all those things which promote the comfort, ah, the necessities of living in Cities. It means life endurable, and it is policy-holders' money that is there.

Property Owners Interested in Good Laws

Something else follows, I think. If these people are property-owners, and I want you to tell them that they are, they have a very great interest in good laws, in the fair treatment of corporations. Now, take the railroads. It has been the fashion now for a number of years that legislation should be directed against railroads, that rates should be cut down and that the expenses of running should be put up, that they should be curtailed in operation by restrictions, until now the officers of railroads have very little to say about how they shall be run. There is a constant effort to cramp, subdue, make subjects or vassals of the State of these great railroads on the theory that they are owned in Wall Street—that the great capitalists have the railroads. But, they have not. They sold them. The people who own the railroads are the people of this country, and largely the small investors, and I have told you we have $266,000,000 that are owned by the people of the Metropolitan; and the Savings Banks also are very largely holders of the securities. And now, what I want you to teach our people is that they should, in some way, get it into the heads of legislators that when they are attacking railroad property, diminishing the value of the bonds, scaring people from investment for the promotion of railroads, for their extension, for their proper equipment, what they are doing is to take money out of the hands and out of the pockets of the working people of the United States. (Applause.) They are not hitting capitalists. They are not hitting plutocrats. They are hitting the common working people.

The Company of the Working People

Let us look at another aspect of this great company of ours. The moment that we say that we have nineteen and one-half millions of policy-holders, you know at once that they are working people. Naturally so. The business of this Company is divided into two Departments. One is called Ordinary and the other Industrial. And, I suppose the reputation of this Company, perhaps, growing out of its history is that it is a great, wonderful Industrial Insurance Company. Well, we are; and we are proud of it. And, yet, I think we ought to correct a misapprehension which I am sure is very common. Let me define those two terms, Ordinary and Industrial insurance.

Ordinary Insurance is insurance in units of $1,000, where the premiums are payable annually, semi-annually, or quarterly, usually by checks sent to the offices. Industrial Insurance is just as scientific but starts at the other end. The unit is not the amount of the policy; the unit is the premium, and the amount of insurance is calculated according to the premium and these premiums are not sent to the offices, but are collected by the agents such as we have before us tonight, who make weekly visits to the homes of policy-holders. Of the two Departments, it may be a surprise for many to know that the Ordinary Department is much the largest. Of the eight billions of insurance in force, something over four billions are in the Ordinary Department,—$4,300,000,000—and the Industrial is $3,400,000,000, so that you see the Ordinary business is larger than the Industrial. Take the issue of last year. I told you there was a billion and eight hundred millions written and placed, but over a billion was written in the Ordinary Department, and in the Industrial Department there was something like seven hundred and seventy-five millions. And, yet, one may say that in the Ordinary Department a great deal of the insurance is held not by the rich necessarily, because if you have got four and one-third billions of insurance in force it must be that there are many moderate sized policies held by people who have not much property but who are protecting their families by savings in life insurance.

Labor the Foundation of All Wealth

So that, when you hit property, when legislation is directed against property, it is directed against the pockets of the great mass of working people of this country, and it is the pride of the Metropolitan that they have it; for, think a moment! Who are the working people? Labor is the foundation of wealth. All wealth is built up upon labor. Then, look at these people from another point of view. They are the voters. They elect the President, the Governors, the Mayors. And, I am very fond of saying that the same people who elect the President of the United States elect the President of the Metropolitan Life. They elect the President of the United States through a college of electors. They elect the President of the Metropolitan through a Board of Directors. In other words, the great mass of the people of this country--a very great proportion of them indeed —belong to the Metropolitan Life.

A Bulwark Against Socialism

What I have been saying is a great lesson and a great bulwark, too, against communism or socialism. If you take Russia as the latest Communistic State, our people would not be eligible at all. They do not want people of property. They call them the Bourgeoisie, and they are outside the pale. Russia's Government, so far as it is a Government—of course it is a Despotism, but it is founded upon what is called the Proletariat. All their rules, and all their restrictions are against what is known as the Bourgeoisie. But the Bourgeoisie of America are the working people, and they are the holders of Metropolitan policies, and Communism has no use for them, and I am particularly anxious that our policy-holders should know this. I remember a few years ago I was addressing a body of agents on the East Side of New York, and anybody who knows the East Side of New York knows that it is a foreign country, and I do not suppose that among those agents was a single American born man. My recollection is that there were some fourteen different nationalities represented in that meeting, and the policy-holders were of the same nationalities, and they were people of very moderate means, living in rather congested quarters on the East Side, and those people were accustomed on Sundays to go up to Central Park; and I told our agents to inform these people that they were property-owners; that they owned the Company, and that when on the way from the East Side up to Central Park they passed that marble building on Madison Square and looked up at the Tower, it was theirs. And, I said: "When you go up to Central Park and look into the windows of the Plaza Hotel, where the shades are always up and where the diners are always visible—this was before the Volstead act, (Laughter)—"Now, when you look in there you will see people eating rich food and drinking expensive wines, tell your people not to be envious. Don't look in there and envy them. Let one stand outside and say 'You poor fools! You think you are enjoying yourselves by wasting your money. What you are doing is to pay money into the treasury of the Plaza Hotel to enable it to pay the interest on my eight million dollar mortgage'." (Great applause.) For it is the people of the East Side who own the Plaza Hotel.

The Metropolitan's Great Power

I have discussed now that point of contact which one may call economic. Let us go further and see what further points of contact we have with the population. Let us look at the working people from another point of view. In their modes of life, they are an ignorant people, and it is not their fault. They have never been educated and they do not know how to live and the question is—"Can we help them?" For, what I have been discussing is the great power we have, which is the first thought I want you to have, the great power which comes from the possession of one billion, two hundred and sixty millions; the great power that comes from having nineteen and one-half millions of members; the great power that comes from having a million dollars a day income; the great power that we have in investing this money where it will do the most good and putting it back into the hands of the people who give it to us. That is *Power.*

It Is Opportunity

But, does it not strike you it is more than that? Doesn't it strike you that it is *Opportunity?* I have said that these agents of ours collect their premiums weekly! Our agents pay two hundred millions of visits a year to the homes of the working people; and our agents, as Industrial agents, are the only people who have a contract right every day to knock at a door and walk in. Who else has that power? Unbidden to go into a house, and have the right to go, and a welcome when they come? Ah, but that is Opportunity; and those visits are made to these people that I have described as those who do not know the best modes of living to promote health and longevity. Can you blame them? One of the results of the ignorance of how to live is a great deal of sickness. Can you help? And the presence of these dear ladies over yonder brings to our mind one of the modes of help. These girls are trained nurses. Now, my guests on the right and left know perfectly well what trained nurses are. When they have a severe sickness in the house and the doctor looks grave and shakes his head and says: "I would like you to get a trained nurse." Why? It is because the doctor cannot stay with the patient. He wants somebody there to watch the patient. He wants somebody to carry out his directions, somebody to give them medicine of the kind and at the time that he directs. He wants somebody to make observation, to make a chart, to tell him when he comes back what has been the condition and what were the symptoms of the patient while he was away. You know by experience, no doubt, that the presence of these same nurses means often the difference between life and death. What chance has the poor man for trained nurses? I do not know what you pay down here. In my town we pay seven dollars a day. What can the working man do? It is obvious that he cannot do anything. Here, then, is the opportunity. Some years ago we established a system of free trained nursing to sick Industrial policy-holders, and it is carried on by these girls over there, and girls like that all through these two great countries. And, they are further trained than the trained nurses that you have. They have been through the training that the trained nurse has, and then they have to go on to a further education in public trained nursing, which has many difficulties and qualities connected with it that the ordinary trained nursing has not got at all. What is their trained nursing? Well, of course, it is obvious that it could not be perpetual bedside nursing; that no Company could ever give them. Nor do we believe it to be necessary. Our trained nurses go into the homes when they are summoned there by an agent who finds a sick person on his collection tour or by the reception at the district headquarters or the nursing headquarters of a little card which we furnish policy-holders and they can fill out and send in for a nurse.

An Angel in the Workingman's Home

Angels, I call them. Visualize now the home of a working man. In the morning he does not get up. He is passing his hand upon his head, feverish, moaning. At the bedside stands an anxious wife. She looks at the clock. It is a serious thing for the man to stay home—the loss of the daily wage. How long is he to be sick? When can he earn his wage? Presently she remembers the card on the mantel. She sends it out, and in comes the Angel. She floats in. She reaches the bedside. It is her deft fingers that arrange the clothing; it is her cool hand that passes over the fevered brow; it is she that gives the cooling draught; she that says the comforting word; she that gives the sympathy, and in a few minutes leaves hope where there was despair, comfort where there was misery—and all the time peering, peering, peering, watching that patient. What is the matter? Is it serious? Does he need a doctor? And, if he does, she tells the family to get one, and thereafter she places herself under the direction of a physician and comes as often and stays as long as he says. She is, of course, not allowed to treat the patient. She can only follow directions of a physician and report to him, and the difference of those visits is the difference often between life and death. We know it from the grateful messages and letters, ill-spelled, scratchy, badly spelled letters, many of them, that go to your heart, and give thanks to the Company for the saving of life. That is only a part of her duty. When she enters the house, she has to look about her. Is it dirty? She must give directions for cleaning up. Are the kitchen utensils foul? She gives directions for scouring them. Is the mother badly clothed? She gives directions for a more hygienic method of dressing. Is the baby badly fed? She gives directions for diet. In other words, she gives oral hygienic instructions to these families.

Last year we paid two million, six hundred thousand (odd) visits by these trained nurses to the homes of working people, and it brings the total number of visits that we paid up to some fifteen or sixteen millions. And, then, that work is followed up by printed instructions. The guests will find at their tables tonight a binder filled with little leaflets and booklets. They are samples of literature—literature on the whole scope, one may say, of healthful living—general treatises, "How to Live Long"; "The Health of the Worker," Specific pamphlets on disease, "War on Consumption." Then, there are the diseases of children. There is not a subject that is not treated by a pamphlet; typhoid fever; malaria; dengue fever, as you know it down here; measles, whooping cough, scarlet fever and diphtheria and the like. And then, there is a wonderful pamphlet on "The Child," which tells the mother how to take care of herself during pregnancy and how to take care of the baby and herself when the baby comes, the most wonderful book on the subject ever written. And, there are general booklets of instruction like the "Cook Book,"—one of the best, my wife says, and she ought to know, for she is a cook—that ever was published for the benefit of the people to whom it is distributed. There are pamphlets for the babies, the "Mother Goose" book which carries health instructions along with learning the letters—a health alphabet—hints for the household—plainly written, beautifully printed and handsomely illustrated, which attract attention and which are held on to by the people who receive them. Thirty-three millions of these pamphlets were distributed by these men last year and it brings the total distribution up to two hundred and seventy-two millions.

A Death Every Four and a Third Minutes

I do not suppose I can give you any better idea of the extent of this Company than to tell you that we have a death every four and one-third minutes, and since you have sat down at this table here, we have lost thirty-five of our members. You have been enjoying yourselves but the Angel of Death has entered thirty-five homes since we sat down and taken away our own children; every thirty-three and one-third minutes one of them dies from tuberculosis, so that we have lost seven from that dread disease since we sat down here. It is to them that is directed this pamphlet "War on Consumption." This disease now known as tuberculosis, was when I was a boy called "Consumption." There were supposed to be two things about it. First, it was hereditary; and second, it was fatal and incurable. If the father had it, the mother had it, the children have got to have it, and they have all got to die. They said it was "an act of GOD." An act of GOD is something that we cannot get rid of. Why is it that everything that happens to a man that is bad they say is an Act of GOD and everything good that happens to a man they say is Luck? In my day it was an Act of GOD,—as though GOD was visiting his children with a great dread disease incurable. It is nothing of the sort. It is not hereditary. It is not incurable. This pamphlet proves it. And, it sets forth the cure. If you can get it in time, you can cure it. There are three simple things. First, fresh air day and night, and teaching that night air is just as good as day air; reasonable rest and reasonable diet. That is all there is to it. Patent medicines? No! Alcohol—well, of course, they cannot get it now, or are supposed not to be able to get it—but alcohol? No! There is nothing worse for tuberculosis than alcohol, and few things worse than patent medicines. The simplest things—those are the GOD given things—fresh air is GOD's gift, and it is the cure, and reasonable rest and diet are within the means of most people who are sick and we teach these people how to get fresh air day and night. If they live in the country, they can put up a shack in the corner of the porch or in the yard. Or, if they are in a tenement house, we show them how to build a bed out of the window, the head of the patient being out of doors and the feet and body inside, and they can breathe the fresh air all night.

The Company's Sanatorium

I suppose somebody is saying to me "Prove your case," and we have proved it. Some years ago we erected on Mount McGregor, nine miles back of Saratoga, a Sanatorium. You will see pictures of it presently on the screen, and, since we have built it, we have received 1,464 patients for tuberculosis, and we have discharged 1,363, so that we have 101 there left, or did have when I last saw the report. And, of that 1,363, eighty-five per cent had been discharged cured. (Great applause.) I say cured. I am a layman. The doctors do not say "cured." They have technical names—"arrested," "quiescent," "improved." As near as I can make out, a doctor never declares a patient cured until he is dead. (Laughter and applause.) I am a layman, and I say "cured" when a man is back at work earning the money to support himself and his family. I hope if any of our guests ever come to New York, they will visit No. 1 Madison Avenue, which is a great social medium and medical laboratory. You will see pictures of it presently. We can show you three hundred or four hundred boys and girls there that are graduates of Mt. McGregor "cured." At least, they are at work, the same work they did before they went up, and they are in good health. There are few Conventions which I hold where at least somebody does not step out as they pass me and say: "I am a graduate of Mt. McGregor." There may be some tonight. If there be any, I wonder if they would be good enough to stand up. (Applause.) (Seven stood up.) There are seven of them and, as you looked at them, didn't they look like healthy specimens? I think it was down in Richmond that I had six stand up, and they told me they were the men with the leading records in the Convention, and one of them, who was the best agent of the lot was at Mt. McGregor four and one-half years, and when he went there the physicians said: "Sorry; we will do the best we can for you, but there is no hope." Even those hopeful physicians despaired of him, and yet, there he was the other night stalwart, broad-chested, healthy looking and with the best record of anybody in the Convention, and I say "cured." (Great applause.) It is a demonstration.

Power—Opportunity—Responsibility

What I am going to try to show tonight is that in these points of contact with the population we have taken advantage of the opportunity that I have told you about, and hold ourselves up to a certain responsibility. What I want our men to carry away with them tonight is the three qualities of the Metropolitan Life. Power; I have described that. Opportunity; nobody knows that better than the men themselves. Responsibility; and the first piece of responsibility is on the Managers. Since I have been here in Atlanta, I have received a letter from the Home Office covering one from Mt. McGregor which says: "We do not have patients enough here with tuberculosis." We know that in a Company that has twenty-five thousand employees, sixteen thousand in the field and eight thousand in the Home Office,—we know there are more cases of tuberculosis than are here at the Sanatorium, and now that comes right down to the responsibility of Managers, and it is a very serious one. I know often how reluctant a Manager is to part with a good man, and yet, he sees when he is pale; perhaps he notices the sweat; he may hear the cough; but, it may not have got that far. It is the Manager's responsibility to watch his staff and to look out for anybody who shows signs of being under par, and get him to a company doctor to have him examined to see if there is any suspicion of tuberculosis and if there be that suspicion to notify us and have that man sent to Mt. McGregor. It is those who are in the incipient stage who are almost certain to be cured, and if we could have had all of our patients in the incipient stage and not so large a proportion in the moderately advanced stage and far advanced stage, we should have shown probably ninety-five instead of eighty-five per cent cured. What we want is to stop this disease, and the way to stop it is to cure every man who has it, because every man who has it is a center for infection. Every time he coughs or expectorates, every time he is careless with his handkerchiefs, every time a cough passes from him to another, there is the liability to spread infection, and that is why tuberculosis is so wide-spread. This room tonight is filled with germs. The dust in your streets has these bacilli. You are constantly in danger; and the way to prevent taking it is to live healthy lives, with plenty of fresh air, and carefulness in diet, and not over-fatigue. You should be a teaching force on this subject. Every agent should teach as well as every nurse should teach and stop the progress of this disease, for we believe it can be stopped.

The Metropolitan An Example

We believe that our responsibility goes further than the care of our own, and we are fulfilling these responsibilities in various directions. One is to give lessons to corporations, and the other is to give the lesson to Government; and I shall briefly describe some of the things we are doing along these two lines. Take the lesson to corporations; that Sanatorium is one of them. If we could have large corporations employing great numbers of laborers erect Sanatoria throughout the country, if the hills of this country could be dotted with those white buildings, we should stamp out tuberculosis. There is a proof of what can be done, and we are blazing the way and teaching, and, I believe, teaching with effect. I remember a few years ago I was over in Birmingham and the head of the Republic Iron and Steel Company said to me: "Come down and see my million dollar hospital." The lesson that we gave to these corporations was that they had the power to erect them. That Mount McGregor institution was erected against opposition. It was said that we had not any right, as an insurance company, to erect Sanatoria. It was *"ultra-*

vires." Having paid my respects to the doctors, perhaps I had better say a kindly word to the lawyers. I used to be one myself. "*Ultra-vires?*" Well, I put it to the consciences of the members of the Bar present whether it is not often used by them to give advice to clients that they have not the right to do what they do not want to do. "*Ultra-vires*"—beyond the power. (Laughter.) We had to go to Court about it and we got the Supreme Court of the State of New York to hold that it was not only the right but the duty of corporations to take reasonable care of their employees, and it said that if the Directors of the Metropolitan Life believed that reasonable care includes the furnishing of a Sanatorium for their tuberculous employees, it had the right to build it. You will notice that the Court said it was the directors that had the power; it was not a matter that they had to go down to their stockholders about because "it is not only the right but the duty." Professor GRAHAM TAYLOR, an eminent sociologist—I suppose he is well known here, he is known all over the world—made a speech for us one night in Chicago in which he traced the history of this care of employees. The first step was the Metropolitan; then there was a riser of some other corporation; then the next step was the Metropolitan; and then a riser of some other corporation, and the next step, the Metropolitan. He made a stairway of it, and always the Metropolitan as the stepping-stones, the Metropolitan as being the pioneer leader in this care of employees. (Applause.) The erection of that Sanatorium and getting that decision from the Supreme Court was a great lesson to corporations. We have given them another lesson. Over here in Tennessee is a place called Kingsport. You will see it portrayed on the screen presently. Kingsport was a small place of a few hundreds which rapidly grew into thousands, and it is a manufacturing center. They wanted to make it a model town. The real hub of the universe is No. 1 Madison Avenue. (Laughter.) If anybody wants anything done it is to No. 1 Madison Avenue they have to come. The first rule they made over in Kingsport was that every employee in the factories should be insured in the Metropolitan Life—a mighty good rule. (Laughter and great applause.) I commend that to the Mayor of Atlanta. (Laughter and applause.) We sent down Dr. FRANKEL, who ordered sixty or seventy houses burned up because they were uninhabitable and we sent down Mr. STABLER, the Comptroller, who told them how to build new houses and where to build them; of course, we sent down a trained nurse and established trained nursing, and of course, gave directions as to the milk supply; and we sent down somebody to teach them how to lay out parks. It is a model City, celebrated all over Tennessee. That work was done largely by the owners of the corporations who really made the City and who run the City. You who have heard of Mr. FRED JOHNSON, who was the head of that town and its factories, and may know something of his activities, for he is going all around the country telling people about it. A few weeks ago, as I was starting out on one of these trips, we had somebody come up from Wall Street; he said that some Western people had bought a lot of timber land out in Oregon, and they were going to build a lumber town, and they had heard of Kingsport and they had heard that we had planned it, and they came up to No. 1 Madison Avenue for instructions as to how to lay it out, and what to do about it. A great lesson,—Kingsport—a great lesson to corporations who have the planning of towns.

Lessons to Corporations

Then, we give lessons to corporations as to the relations that the employers have with their employees. We are doing that through the system known as Group Insurance. Group Insurance is the insurance by the employer—or by the employer and employees contributing together—by which in one policy all the employees are taken in and protected. I suppose we have issued the largest policy that has ever been known. And yet, I was very reluctant to take up group insurance. It is very low priced. The overhead charges are high. It is a great deal of trouble, and it was taken up by various other Companies, and—oh, well, I had some sort of pity for them. We seemed to be doing all the insurance and I said: "Well, let them have that." (Laughter.) But it came to me that here was a new opportunity which perhaps gave us a new responsibility inasmuch as it was a system of insurance that took care of working people. And then another idea entered our heads, and that is that in some way or other, we might through Group Insurance, ameliorate that class antagonism which for so many years has existed between these so-called capitalists and labor. In the last few years we have seen so much of this antagonism. Strikes; lockouts; incendiarism; bombs; murder; and we have been shocked. Ah, perhaps we would not have been so shocked if we had read the history of capitalism for the last hundred years. Labor exploited and under-paid; poorly housed; children uncared for; put out to work too early; women living like animals; all ground down for the profits that were to be made in keeping down labor. The older men will remember perhaps that some years ago in one of these addresses, I called attention to the smooth, apparently smooth surface of affairs, but underneath I told you there was a boiling discontent, that there was beneath a feeling on the part of the underworld, so to speak, the down trodden, that they were not being fairly treated, and you will remember the subject of that address was largely that clarion call to service, which I asked you to hear and to heed; and since then, it has come true, and what we have witnessed is the surging up from beneath of an outraged humanity, who said that these last hundred years have shown that human beings were treated not as human beings but as machines, to be scrapped like old iron; and the cry comes up,—"We are human as well as our employers." "We are entitled to be treated as human beings, with a fair wage and with a right to the comforts of life."

A Contented Family

That is the meaning of this class antagonism. You and I regret the outrages to which it has given rise, but you and I have some sympathy after all, with these poor people who are uniting in a protest against wrong methods of living and carrying on business. We thought we could see through Group Insurance some opportunity of carrying home to employers some sense of responsibility. And, if you will look at the screen in a few minutes, you will find the lesson to corporations there in the treatment of our employees. Whoever heard of a strike in the Metropolitan? Here are a contented body of men who see the Company grow, and with it their own compensation grow, and they see the extraordinary spectacle of a reduction in expense and increase of the wages or commissions. How is it that this fine relation exists between our twenty-five thousand people and ourselves? Is it not that constantly I have been going among them and constantly my fellow Officers have been carrying on the plan which will be exhibited on this screen? Is it not the fair and generous and charitable treatment of men as human beings and not as vassals? (Applause.) Some years ago, at one of these dinners, we had a speech from an ex-President of the Federation of Labor —a working man. He knew what we had been doing. He made an excellent speech—beautifully expressed. I wish I had time to give more of what he said, but I will give you two sentences. "If," he said, "employers of labor had always treated their employees as the Metropolitan treats its employees, Trade Unionism never would have been born; and if (he said) the time ever comes when our employers of labor shall treat their employees as the Metropolitan treats its employees, that day Trade Unionism will die." (Applause.) And that from an ex-President of the Federation of Labor, the greatest trade union we have!

What One Group Policy Did

The way it works out was well illustrated some months ago by a group insurance policy which we issued in Worcester, Massachusetts. We advised the employer to meet his men. Perhaps they had never seen him. And, on Sunday he hired three halls because one hall would not hold them and he invited them all to be present with their wives, and he made a little speech to them, and he told them that he cared for them and described what he had done for them, and as they left the hall each one of them took along a little certificate of insurance. Those men and women went out from that meeting with a knowledge that the employer did care for them.

This Group Insurance of ours is done on a very large scale. We have three hundred and seventy-seven millions of insurance in force, and last year we actually saved more group insurance than any other company wrote! (Applause.) Why? It is, not only because of the system of Group Insurance, but it is what we do in connection with it which no other Company does. I spoke of the largest policy that ever was issued. It was for forty-five millions of dollars, one sheet of paper with one signature, and attached to it a register with the names of forty-five thousand working people, corrected monthly. Ah, it was not the insurance; it was the opportunity. Forty-five thousand employees who are entitled to be nursed. Forty-five thousand employees to whom we are distributing these pieces of literature. Forty-five thousand new children of "Mother Metropolitan."

The Policyholders Service Bureau

That is for the employee, but we have got connected with the Group Division a Bureau called "The Policyholders Service Bureau"; that is a Bureau for the instruction and assistance of employers, and it consists of some twelve or fifteen University graduates, and they are offering their services constantly to the employers of labor, and they are issuing publications to them. They are teaching them safety; they are teaching them improved methods of engineering; they are teaching them improved methods of bookkeeping, profit making, classifications, methods for factories, banks; telling them how they can do their business in a more effective way and in a way to better the conditions of their employees. Every day we get letters asking for instruction and are sending out particular letters and general bulletins to employers of labor to try to bring them into better sympathy with their employees; to create between them that human feeling. No other Company does it. It is this great Company of Power which has the Opportunity, which fills the Responsibility. I remember an instance down in the Southwest where we issued a Group Policy, and then went down to survey it, and we found that the children of the employees had not any milk. They had to use condensed milk; and it was through our efforts that they got a dairy and fresh milk through the introduction of the employer. It is in those ways we have been teaching the actual working out of corporations for the benefit of those who work for them. Lessons to corporations!

Lessons to Government

Then, there are lessons to Government; and we are allied with Government in very many ways. We believe that Government does not do its duty in matters of health to its citizens. We undertook to prove it. Some years ago—some six years ago—we asked for some town that would give itself over to us in matters of health, and Framingham, Massachusetts a town of fifteen thousand or seventeen thousand people offered itself to us and we sent a Commission of experts, and they have been there ever since and are now closing their labors. The first thing they did was to physically examine the population, and I suppose three-quarters of the people submitted to examinations; the next thing was to isolate the tuberculous and then to treat them. Of course, we put in a trained nurse, and of course we looked after the milk supply. Now I am told that every employer of labor has a medical clinic, such as you will see that we have at No. 1 Madison Avenue, that every employer of labor has a trained nurse. The town has a trained nurse. And, what has been the result? Mortality from tuberculosis has been cut down fifty per cent in the six years. The general mortality has been improved 20 per cent. Last year there were only half as many cases as the year before, and, if I am correctly informed, most of those new cases came from other towns. It is a lesson to every City as to what it can do if it will do what we did. And, lest you say that other towns did as well, we made a survey of ten other Cities in Massachusetts of about the same size and character, and we found the improvement was only 18 per cent instead of our 50 per cent.

"THE THING I WANT YOU TO TAKE HOME AND THINK ABOUT"

Business Session of the Managers' Annual Convention, January 29, 1925

HALEY FISKE, *President*

My dear friends, I have left for myself but a very few minutes to say something to you at the conclusion of this exhibit of the year's business. I don't like merely to read this record and dismiss you. I won't see you again to be able to talk to you for another year, except as I hope to be able to meet many of you in the Field during the current year. (Applause.) I don't count Saturday night, because in making way for other speeches, I cut my own down to the shortest possible limit, and what I shall have to say there will not be directed entirely to you, but also to the listeners-in, who, this year, will be millions and millions of people. I understand that we have engaged all the systems for a certain length of time, and that everybody who has any kind of a radio at all, will be under the necessity of hearing me speak and have the delight of hearing the other speakers.

I like to confine my remarks sometimes to a text. I don't know but that before I get through today I may preach a sermon. I am very much stirred up. The Reverend Father BULL is one of the most distinguished men in England. He is a member of the Community of the Resurrection. That Community consists of learned men whose occupation is writing books and preaching sermons and also doing mission work. Father BULL is known all over the world. One of the vows of the Community, as in other religious orders, is poverty. When a man enters a religious order, he has a vow not only of chastity, of obedience, but of poverty. All that he has is surrendered, and thereafter he lives the Community life.

Father Bull's Visit to Home Office

Father BULL was in this country delivering a course of lectures at the General Theological Seminary. He became much beloved. I was privileged to meet him. He came to the Home Office. Later, he had a conversation with my daughter which was rather illuminating. With that notion of poverty and that idea that this material life of ours is temporary and that eternal life is the only thing worth considering, he said he never liked to meet or know rich men or the officers of rich corporations. You can see his idea. He was good enough to add to my daughter that he made an exception in my case.

And why? It was no merit of mine. He came here to the Home Office. He lunched. Then we showed him around. I thought he would never get through. He said he thought he had walked ten miles. Then he wrote me a note saying: "I thoroughly enjoyed my visit to you and what I saw of your wonderful work. The vast astronomical millions made me giddy. I really believe GOD is training some of you men of big business for use in His Kingdom, as a union of the human race in a cooperative commonwealth of nations beneath the Fatherhood of GOD which is clearly His will, and He needs men who habitually think in millions."

Cooperation Our Mission

Cooperation, making ourselves instruments of good, carrying out the will of GOD for the betterment of humanity—is that or is it not our mission? That is the thing I want to say a word or two about, and that is the thing I want you to take home and think about.

The thing is put upon us, not merely as a life insurance company, but as a life insurance company which has one-fifth of the population of the country insured, whose system involves weekly visits of agents, who make 300,000,000 or more calls a year in the homes of people who need help. That is the situation. It develops at once Opportunity, and I say that as men belonging to a great corporation and engaged in a great public work, it puts upon us Responsibility, and I say that human beings, such as you and your agents are, can't afford to get into this daily relationship with other human beings and neglect those opportunities. (Applause.)

I am taking it for granted that I am addressing a body of men (and through them the agents of this Company whom I love) who are not mere agents of an insurance company, but human beings. They have GOD'S life-blood in them. They have, as human beings, human relationships, and this Company creates for them an abounding human relationship. It puts them into weekly contact with millions and millions of people, and I say that no man who has the fear of GOD and the love of humanity in his veins can possibly meet those opportunities in the mere relationship of premium collections and death claims. It isn't possible, it seems to me, for a human being with a human heart to go around and make these visits and not do all the good he can, not contenting himself with simply keeping the contracts which the Company has made for him.

The Home Office Furnishes the Means

Now, if that be so, what can we do? What we have been doing at the Home Office is to furnish you the plan and the material by which you can meet those GOD-given opportunities. First, of course, is nursing, and I have talked to you about that so often that I am not going to talk about it today, except to say that I can not understand at all the act of an agent in neglecting any sick Industrial policyholder who needs a nurse.

Then, I am talking about literature year after year, and I don't want to say much about that. But, gentlemen, if you yourselves read the literature that we issue, you must be impressed with the fact that it is very, very instructive and helpful. I am persuaded that it has been largely circulated where it would do the most good. I do hope that you will continue to see that it is distributed where it will do the most good and in the *manner* in which it will do the most good. And the manner in which it will do the most good is by consultation over the pieces of literature between the agent and the family.

For thirty years I have been preaching that this Company of ours is a family. I am rejoiced now to think, at the end of a generation, that everybody feels it to be a family. After all, we are members of a great human family, and it is that feeling of a human relationship which I want men to cultivate. It is curious how the heart-touch of human sympathy will enter into men's breasts on the slightest occasion.

I was reading the other day, a letter from one of our districts. It was a story to me extraordinary which illustrates the feeling of how yearning people are, how aching people are to have human friendship and sympathy. One of our men called with an assistant or another agent at a house which he understood was uninsured. He knocked at the door. The door was slightly opened and then a bar thrust across, and the man said: "What do you want?"

"I want to present to you the subject of insurance."

"I don't want to hear you. I have considered it, and I won't take any, and I don't believe in it, and you can go away."

He said: "Well, I think I might say something to you that would be interesting at least to your family and yourself, if you wouldn't mind letting me in for a few minutes."

The man's face softened, and he said, "Well, come in." The agent opened the subject of insuring the father and the mother and the children, and he made no headway. The man got up in a kind of disgust, left the room and went out into the kitchen to shave. Of course, the agent kept on talking to the wife.

The Christmas Message

She hadn't any power to sign an application, but on a chance the agent said: "I wonder if you would like to listen to a Christmas address made by the President of my Company to the men and policyholders; because if you would, it happens that I have a disc in my car outside and a little phonograph, and I can put it on and let you hear it."

Well of course curiosity got the better of the woman, and she said: "Bring it in."

He put on the disc and repeated that Christmas message of a year or two ago, which went all over the country to agents and to policyholders. There was a listener-in from the kitchen. He finally burst into the room and said: "I missed part of that. Do it over again." It was done over again, and the agent left with the application of father and mother and every one of the children. (Applause.)

Of course, you know that story isn't told for the purpose of any exaltation of myself. It is done for the illustration of what I am insisting is true: that the hearts of working people are yearning for sympathy and human relationship; and as soon as that man found that the agent belonged to a corporation whose head thought it worth while to deliver to him a Christmas message, he said: "I want to be a member of the corporation whose President thinks at Christmas of the welfare of all his policyholders of whom I am going to be one." Do you see? Can you get that argument, that feeling, that impulse that was in the man's mind? That feeling is in the minds of all working people, whether they admit it or not.

The Meaning Reaches and Touches Men Who Work

Now, Group Insurance, even more than Industrial Insurance, is reaching out to those men in this matter of human relationships, because it involves a cooperation between the employer and employe.

The system of Group Insurance is one which, in effect, ties up in mutual contributions, ties up in a business sense, the employer and the employe, and ties them up in a family sense. They are in partnership in business, and they are in partnership in that sense of joint ownership, that mutuality which is the glory of the Metropolitan, that binding together of millions of people for mutual support, the most beautiful thing in the world. It is the consciousness on the part of the employe that he and his boss are as one in this Metropolitan family —that is the great benefit that is produced by Group Insurance. It does ameliorate and is sure to ameliorate the relationships between Capital and Labor, the employer and employe. Therefore, I am bringing it to your attention because I feel that this Group Insurance business which we are doing, doing to such a large extent, but to such a small extent as compared with the possibilities, is one of the most valuable things from a public point of view which any corporation can be engaged in that is interested at all in life insurance.

Influence of the Metropolitan in Linking Employers and Employes in Bonds of Mutual Interest

I said to the Veterans last night, and I think I said to you last year, something about the great power of this corporation, its great mass of wealth, the great responsibilities that come and the great dangers that come. But, gentlemen, who can withstand the attitude of a Company which has not only the working men insured, but employer and employe tied together in Group Insurance? Fancy the industries of this country all members of the Metropolitan. Fancy the power that would come to any company, the defense against assault that would come to any company that has on its books great masses of the population of this country, masses of people engaged in industry in cooperation with their employers. When you talk of Group Insurance in the Metropolitan, you are not talking of Group Insurance at all, as it is commonly known. Group Insurance, as it is commonly known, is a system of what you may call wholesale life insurance, the payment of premiums and the payment of death claims and the payment, perhaps, of accident and dismemberment and sickness claims and all that. That isn't Metropolitan Group. Metropolitan Group Insurance is nursing. Metropolitan Group Insurance is distribution of literature. Metropolitan

Group Insurance is the study of hygiene of the worker. Did you hear me read that list of forty different things that Dr. WADE WRIGHT is doing in his division? Can you see that he is reaching down into all the hazards of employment; that his purpose is to bring home to the employer his responsibility for the health, the welfare, the lives of his employes? Can you fancy this Metropolitan entering into all the employments of this country and going down to the working man through the employer, or independent of the employer, and looking after his health, his domestic conditions, his methods of carrying on his employment, the things provided for him in the place of employment. And this hygienic investigation and survey of Dr. WRIGHT is to go down into the homes of the working people and see what they are at home, what can be done there in the domestic way to advance their welfare and health.

Do you see now this human relationship extended to the *n*th degree, this Metropolitan center stretching out its tentacles in every possible direction to reach the domestic and the working conditions of working people? And then do you see that it is the sweetest of all things, the tender human relationships, the heart touch of crowds who will say, as you go on in this work, that you are marked men in the communities in which you live? The working people will look up to you as their friend and their advisor. Employers will be seeking you to know what more they can do. Capital and labor will lose their strife, and, as GOD'S people under the one roof, whether they be capitalists or laboring men, they may be brothers, and you and your agents, as you walk, will walk, in and out as brothers to humanity, as friends of every man and as servants of GOD. (Long applause and cheers.)

THE METROPOLITAN—ITS CARE FOR THE WORKMEN OF AMERICA

Managers' Annual Banquet, Hotel Astor, New York City, January 30th, 1926

HALEY FISKE, *President*

I am presenting to you a body of men from all over the United States and Canada—all of our managers, about 660 of them—also a number of assistants and agents who have been sent here because they made good records and a lot of Home Office people, for the Home Office people are not to be neglected in what I shall say. I am presenting to you this body of men who have produced, during the year 1925, more paid-for insurance than ever has been known in the history of insurance in the wide world. (Applause.)

The Record of 1925

At the end of the year they had placed and paid for \$2,952,000,000 of insurance. That is one-fifth of all the life insurance placed by 300 life insurance companies doing business in these countries. (Applause.) It is \$750,000,000 more than was placed by the next nearest company. (Applause.) In the Industrial alone, their writings were \$1,340,000,000. That is 37 per cent. of all the Industrial insurance written by some forty companies doing Industrial business. (Applause.)

We ended the year in this Company with \$12,000,000,000 of insurance in force. That is one-sixth of the entire amount of life insurance in force in all the 300 companies. (Applause.)

Of this \$12,000,000,000, about \$7,000,000,000 are in what we call the Ordinary Department and \$5,000,000,000 in the Industrial, and I should explain, for our guests, the difference.

Industrial insurance is the insurance on a unit of weekly premiums, and these premiums are collected by agents at the homes of the insured. Ordinary insurance is the insurance in larger amounts, usually in units of \$1,000, where the premiums are paid annually, semi-annually and quarterly. Those figures might pretty nearly be reversed, because a great deal of the Ordinary insurance is written on relatively small amounts, \$500 to \$1,000, on the lives of wage earners who are better circumstanced and who don't require weekly calls, and a very considerable amount, a billion dollars, was written on what is known as the Group insurance class, whereby, under a contract made by employers, all the employees are insured. I suspect that if we took account of this (because there is \$1,000,000,000 in the Intermediate Branch, which is the small policy branch) we might say that \$7,000,-

Thetford 508
McGill 507

000,000 are on the lives of wage earners and $5,000,000,000 on the lives of the wealthier classes.

The gain in insurance in force for the year was $1,574,000,000. That is one-fifth of the gain that was made by all the 300 companies. The Group Division placed $246,000,000. That is $26,000,000 more than the placing of the nearest company and is one-quarter of all the Group insurance placed by all the companies, and it left in force at the end of the year $1,124,000,000 of Group insurance, which is $150,000,000 more than any other company had. This group insurance, of which I have spoken, insures 700,000 working people. The gain in Group insurance was more than the writing, which results from the fact that policies which had been in force were increased during the year, so that the gain is $262,000,000, which is $27,000,000 more than any other company had.

Our income from the receipt of the weekly premiums on the Industrial insurance is $4,424,000, a sum which we receive every week on Industrial policies alone. Last year we added $734,000 per week to the amount we had before 1925, and this increase in the weekly Industrial premium of $734,000 is nearly 69 per cent. more than that made by any other company. Also, it is half as much again as this Company ever placed before. The amazing record of an increase in weekly premiums of $734,000 has never been within the imagination of Industrial insurance managers. (Applause.)

The number of these Industrial policies in force is 30,880,000, and, added to the Ordinary in force, brings our total number of policies in force up to about 36,000,000. These 36,000,000 policies in force insure 24,000,000 human lives, so that we may say that about one-fifth of the entire population of the United States and Canada are members of the Metropolitan. (Applause.) I use that term "members of the Metropolitan" advisedly, because the Metropolitan Life is a mutual Company. There is no stock. Its nearly $2,000,000,000 of assets are the property of these 24,000,000 members.

The increase in the number of policies was 2,770,000, and the increase in the number of lives was about 1,500,000. In other words, we got a million and a half new members for this mutual Company by last year's work, and when we divide, as we perhaps may for the purpose of statistical information for some of our guests, the United States from Canada—a division which is not known in the Metropolitan Life (applause) and really is known only by an imaginary line drawn across the continent—the record in Canada is as good as it is in the United States.

We have in Canada in force about $600,000,000, and the number of policies in Canada today is 2,214,000 and that insures about 1,500,000 lives. That, if you notice, is about one-sixth of the population of the Dominion of Canada. (Applause.) Yes, Canada, you can cheer at that if you want to. (Applause.) That is all the more remarkable because Industrial insurance is carried on in centers of population, and there is a great part of Canada that you know very well is agricultural, so that we calculate there are only about 4,000,000 people in Canada who can be reached by Industrial insurance agents. Therefore, you may say that two-fifths of all the population of Canada that are eligible for Industrial in life insurance companies are members of the Metropolitan Life. (Applause.) If the Third Vice-President lives another year, you will see half of them. (Applause.)

The number of families insured under Industrial policies is 6,400,000. We have Industrial insurance in force in 30 per cent. of all the families of wage earners. In parts of the country, the figure is larger. If you take New England, the percentage of families insured in the Metropolitan is 37½. In the South it is over 34 per cent. In New York State, it is over 32 per cent.

This is an enormous business. The total income of the Company is some $531,000,000. It has to be cared for, and the result is that we had built up the assets of the Company, at the end of 1925, to $1,854,000,000, and long before the end of 1926 we shall have $2,000,000,000 of assets. We gained, last year, $226,483,000. That income of $531,000,000, of which I spoke, is $130,000,000 more than the income of any other life insurance company, and the assets which I have named are $400,000,000 more than the nearest company to us. (Applause.)

We declared, during the year, dividends to the amount of $40,000,000.

To have insured one-fifth of the population of the United States and Canada, to have on our books that large proportion of people (22,000,000 lives), whose premiums are collected by agents at the homes, involves, I should think, at least 300,000,000 visits to homes by our agents. As I have often said, the Industrial insurance agent is the only man I know of who has a contract right every Monday morning to walk into a house. I know of no other business or profession where that contract right exists.

The Nursing Service

What is involved in 300,000,000 visits a year to wage earners? That is a question that was put to us on our conscience a few years ago. Wage earners, by and large, are people whose incomes are small, whose outgo equals the income and who have staring them in the face the possibility of the sickness of the wage earner.

Ladies and gentlemen, picture to your self a household where the expenditures equal the income when the wage earner is at work, in the case of the wage earner being stricken down. Nay, even if it be not the wage earner, but his wife who is stricken with illness, or his children have the need of medical services, where is the money coming from to pay for these extra expenses? What can we do, we who collect this money and who have built up this great wealth, to alleviate their distress?

That is, with us, a question of conscience. So, some seventeen years ago we established what is known as the Nursing Service, whereby any sick Industrial policyholder has the right to the services of a trained nurse. These nurses are especially trained; they are not the mere graduate nurses whom the rich employ; but they, having been graduated nurses, have been further trained in the art—for it is an art—of public nursing. And this nursing involves the visiting of the house where the sick person lives, the examination by the nurse of the condition and prospects, the decision by her as to whether a doctor is needed, and, if he is needed, the direction by her that the family should employ a doctor. Thereupon, she places herself under the supervision of the doctor, going as often and staying as long as he directs.

Now, stop for a moment and see what that means. When a rich person has sickness, he employs a doctor, and if the sickness be serious, the doctor compels them to get a nurse, and that nurse is a bedside nurse. Now, what is the function of a nurse in sickness? It is to be the eye and the right arm of the doctor. Obviously, the doctor can't stay, and he must know at his next visit what has been going on since his last visit, what the prognosis is, what the condition of the patient is, how the medicine has worked, and about the temperature and the symptoms.

It is obviously impossible in nursing sick Industrial policyholders, at our expense, that there should be bedside nursing; that is to say, that, except in very extreme cases where it is necessary, the nurse must visit, observe, give directions and inform the doctor. To a certain extent, therefore, she is the eye and the right arm of the doctor. She does keep him informed of the progress of the patient between his visits, and, obviously, in the case of wage earners, the visits are fewer and less frequent than they are for people who can afford to pay for frequent and long-continuing visits.

This trained nursing, not only among the rich, but also among these wage earners, is often the difference between life and death, and we have convincing testimony from our policyholders who have been nursed, that lives have been saved; certainly misery has been assuaged, certainly comfort has been given, certainly instruction has been given to the household.

The hygienic conditions of the house also have been observed. The nurse's business has been not only to nurse the sick, but also to look about her and tell what is wrong—lack of cleanliness, for instance; what is wrong with the clothing of children, what is wrong with diet, what is wrong with cooking. It is her business to be a hygienic instructor in nursing, and, indirectly, we haven't any doubt in the world, that—not only does she bring to health the sick, but she gives a great deal of instruction to prevent sickness in that household and to make hygienic conditions better. It must be naturally and necessarily so.

Last year, the visits of these nurses among our policyholders numbered 2,695,000, and that has brought up the total number of our visits since we began this work, seventeen years ago, to 23,500,000.

Distribution of Literature

Then we follow that up by instruction—instruction in the form of literature—and we have pamphlets and leaflets upon practically every known disease. This literature is distributed by the agents as they go around, whether there be sickness or not. It is preventive medicine, and in the case of epidemics, this literature is very widely and intensively and thoroughly distributed so that the people may be informed as to what the current sickness is, what its symptoms are, and what can be done to prevent the sickness from attacking those who have not yet been attacked. Last year we distributed 49,000,000 pieces of health literature, which has brought up the total distribution during these seventeen years to 400,000,000.

Consider for a moment what a seventeen years' progressive campaign means in the homes of working people. What has this accumulation of 23,000,000 visits meant? What has been accomplished by the distribution of 400,000,000 pamphlets? It is a rolling up from year to year; it is a progression of health education; and we know, as I shall prove to you in a moment, what the effect has been. But it doesn't need figures. It merely means the bringing to bear of your reason on these facts, what must be the result of the intensive education by trained nurses in hygienic work, by the care of the sick, and by literature of instruction.

Another form of help, to a smaller extent, is the meeting and care of immigrants, and the Immigrant Bureau has cared for 8,790 cases, coming from thirty-seven countries and despatched to thirty-eight states. The system is this: If any policyholder of ours has relatives coming over, he is invited to advise our Immigrant Bureau, to give the date of arrival, the port of arrival, and some description, if not a photograph, of the woman or the child, or the father or the mother who is coming. The service consists in the meeting of the incoming immigrant, at the boat or at the port by our man, the care of her or of him while in port, the getting of the immigrant through the Customs, the putting of him or her on the train, the telegraphing to the home where he or she is destined to go, of the train taken and the date and hour of arrival. So that we take these poor women and children and older persons and see to it that they are not robbed, that they are not exploited, but that they get to their homes safely, that they are put into the care, in the case of women, of the Travelers' Aid Society, and, in the case of men, in charge of the conductor.

The Sanatorium

We have conducted a number of demonstrations to show what the result of our work has been. Perhaps the most important was the erection of the Sanatorium on Mount McGregor some twelve years ago, originally designed for agents, clerks, employees attacked with tuberculosis, and subsequently taking in convalescents or people sick from other diseases not contagious.

It is a beautiful spot. It is about as near Paradise as one can find this side of the grave. Its work has been extensive. We have received there just short of 4,000 cases, about half of them tuberculous. There is a large staff there of 200 people. There are numerous physicians and trained nurses. All are in fireproof buildings, vermin-proof, open to the air. It is the fresh air treatment, the reasonable diet, the reasonable exercise, which have been found to be the true cure for tuberculous people.

We have ended this period with a percentage of those discharged of 84 per cent cured. (Applause.) When I say "cured" I speak as a layman. I don't want to hurt the feelings of any doctor present, but it has been my observation, through a long and wicked life, that a doctor never decides that a person is cured until he is dead. (Laughter.) When I say "cured," I mean that the person is back at active work earning a living, and our percentage of discharges is about 84 per cent.

Lowest Death Rate

This Welfare work of ours has had certain definite results which are not only interesting, but to me conclusive evidence of the result of the work we have been doing. Among the holders of premium policies, ages 1 and over, our death rate last year in the Industrial Department—that is, among the wage-earners—was 8.46 per thousand. That is the lowest death rate we have ever known in our history. (Applause.) I think that compares very favorably—though of course we have not the figures—with the public mortality for 1925, but I expect it will be found that it is probably as low among wage-earning people as among the general population.

Now, that death rate has been reduced since 1911 from 12.53 per thousand to 8.46. In certain diseases—I could give you a whole catalogue, but I shall give you a few which are illustrative—the reduction in the death rate from tuberculosis in that period has been 56 per cent; in measles, 78 per cent; in diphtheria, 63 per cent; from scarlet fever, 74 per cent. The total reduction from all diseases has been 32.5 per cent. and the statisticians and doctors calculate that this means an extension of nine years of the lives of our policyholders, during this period of 1911 to the end of 1925—fourteen years. We have the figures, down to 1924, of the extension of life of the general population. We know perfectly well that in this period of fourteen years there has been an improvement in the general population, but the extension of life during that time has been five years as against our nine years.

Put it another way. We had 66,288 less deaths in 1925 than we would have had if we had had the same experience as in 1911. If we compare our reduction in mortality from 1911 to 1924 (the latest year for which census figures are available) with the reduction among the general population, we find we had a saving of 33,713 lives in 1924 alone, *over and above* the saving among the general population. If you take the accumulated saving of lives during these fourteen years, we have saved 205,654 lives, over and above those that would have been saved by the general improvement in mortality. (Applause.)

What that means to homes, your heart tells you. What that means to the economic gain of the country, your reason tells you. What it means to the influence on the surrounding population, a little thought will tell you. A little leaven leavens the whole lump. It cannot be that this Company, in carrying on this work so intensively among its own policyholders, it cannot be that the influence of this 400,000,000 of pieces of literature we have been distributing, it cannot be that the instruction given to our policyholders, have stopped there. It must be, and I believe it to be, one of the reasons why the mortality of the general population has been reduced. It has had an influence in the whole community. (Applause.)

Help in Housing

We have had, since the war, another condition of wage earners, namely, the lack of housing, and we have been lending money since 1920, all over this country, for the building of new dwellings and for the erection of apartments, and, to a certain extent, of hotels. During last year alone we loaned $100,000,000 for the accommodation of 25,400 families, and since we began this work in 1920, we have loaned $343,000,000, and have housed 95,000 families, which I suppose, means perhaps at least 300,000 persons.

Cooperative Work with Other Agencies

What I have been describing to you is the intensive, particular work within our own family of policyholders, of this preventive medicine and curative medicine, but we have not stopped there. We have been very glad to be of assistance to other societies and associations engaged in similar work, and I have a very brief catalogue of what we have done in the way of helping other organizations.

We have contributed a large sum of money to the building up of a personnel by associated societies engaged in the fight against diphtheria. The work is perhaps more intensively done in New York State, but it has also been commenced in various other States.

We have entered into a sort of copartnership with the City of Montreal and with the University of Montreal, and with the local authorities in the establishment of a training school for teaching graduate nurses the art of trained nursing.

We are financing a survey of industrial conditions in Canada which is about to be conducted, we are very glad to say, by McGill University. (Applause.)

We have been assisting, and I hope with some success, in an entire reorganization of the Federal Government health activities, where now the health work is distributed among five or six different departments, not correlated, overlapping, working at cross purposes, and we have submitted a detailed plan to the President, which was gotten up in connection with a committee of experts and with the Surgeon General, which we hope will be adopted, by which all of this work will be brought under supervision, which will prevent overlapping and will promote efficiency.

We are financing a commission on social hygiene in the Dominion of Canada. We are financing a commission on mental hygiene in the Dominion of Canada.

We are financing an effort by the American Public Health Association to set up standards for health departments throughout the United States. We have established competitive fellowships for teaching health in schools, fellowships given to those who show, during a year, the greatest efficiency in teaching school children the rules of health.

We have brought together nineteen of the most prominent educators in the United States as an advisory group on a programme for teaching health to children.

We have prepared special literature for public school education and health.

We have prepared and are issuing special literature for 700 women's clubs throughout the country.

We have prepared and are issuing special literature for the Parent-Teacher Associations.

We are giving films to health officers throughout the country on health—three films. Two have been sent. One is in preparation, which our men saw yesterday. One of them is called "Working for Dear Life." It is a film to teach people the necessity of periodic medical examination. Another is the smallpox film which shows the horror of smallpox and the certainty of prevention by vaccination. The one that we have just prepared and shall send out is one on diphtheria. We know that some 3,000,000 people have seen the film, "Working for Dear Life," and we know that some 2,000,000 people have seen the smallpox film.

Demonstrations

I have spoken of one demonstration, the demonstration of the tuberculosis Sanatorium on Mount McGregor. We have carried on one or two more. One was in Framingham, with which my men are familiar, but with which my guests may not be familiar—the sending of a commission to a town which turned over its health management to the Company, the town of Framingham, in Massachusetts. The commission went there and stayed five or six years. Their object was to prove that tuberculosis could be very greatly diminished and, perhaps, in time, eliminated and stamped out entirely, and they reduced the death rate from 120 per 100,000 to 38 per 100,000. (Applause.)

We know, and our Canadian friends know, the very high infant mortality in the Province of Quebec, and we selected the town of Thetford Mines, where the death rate during the first year of life of an infant was 300 per 1,000—nearly one-third of the children born died within a year. We sent trained nurses there. We organized schools of instruction, besides the work which the trained nurses did, and we reduced that death rate, in three years, from the 300 per 1,000 to 96. (Applause.)

(1922-25)

It was a demonstration that had an immediate effect. Shortly after observing what had been done, the Province of Quebec voted $500,000 to do similar work in other parts of the Province.

Our example in this work against tuberculosis has been followed by the Milbank Foundation, which, as I remember it, has appropriated $2,000,000 for similar work now being carried on in the East Side of this city and in one or two of the cities of the State of New York.

American Citizenship

Then we have engaged, with the National Security League, in getting laws passed—I think the last number is in thirty-nine states—amending the Constitution to compel the teaching of the Constitution and laws of the country as a part of the public school course of instruction. (Applause.) And we contribute to the work of the Security League in other respects, for it has lecturers all over the country at convenient points, teaching people the necessity of having the population trained in the Government of the United States, in its Constitution, in its general organization and in its laws. That work is being carried on jointly by the Security League and ourselves.

Then, this Immigrant Bureau has not been content with receiving immigrants and getting them to destinations, but it has organized a series of lectures throughout the country in towns where there are large foreign populations, gathering together these people who have just come over, instructing them in English, getting them naturalized. We have distributed millions of pamphlets on first citizenship papers and second citizenship papers, and have really, at times, gathered together the immigrants after they have been sufficiently instructed and had them pass through the Naturalization Court.

Burial Costs

The last work which we are about to undertake—I say the last work; I have by no means exhausted the catalogue of what we have been doing, but have been illustrating as best I could the cooperative work of this Company outside of its own definite, intensive work—is this:

Our men know, and everybody who has any information and knowledge about the poor has felt confident, that in cases of death, the poor were often robbed. They have seen the cost of burials go up. It always has been high, as we think. It has seemed to us that that was a service that we ought to give to the working people of America after having paid the death claims—to see that the money wasn't wasted.

We have made various efforts with bodies of undertakers to get them to cooperate, to get them to fix standards, to get them to reduce prices. We have failed, and now we are appointing a commission which will make a survey of the conditions and situations in respect to burials that prevail throughout this country. We are going to find out the facts. We are going to find out whether the poor are robbed, as many people think they are. We are going to find out what a burial ought to cost, and if we can get the information definite, scientific, we are then going to make some effort to see that it is put into practical effect, and that the days of robbery are over. (Applause.)

Group Insurance

The Group Division, of which I have spoken, and which insures some 700,000 lives of working people, does that through policies issued to the employer, who, in 90 or 95 per cent. of the cases, cooperates with the employed in taking out life insurance, sick and accident insurance, and insured thrift. The employer to whom the policy is issued signs an application which carries with it a register naming the employees covered, this is followed by a canvass to get the consent of the employees. That is the general system of Group insurance.

What a field that presents for work on health lines! What a field it presents for doing particular things for Industry! What can be done for promoting the health and domestic life of employees, and for their safety at work? What can be done in teaching employers that it is to their interest to look after the welfare of their employees even beyond the taking out of insurance? Nursing goes among Group policyholders; distribution of literature goes amongst them. But what about the employer?

Service to Employers

We have a bureau in the Group Division which is divided into some eight parts, all in charge of scientific, educated men. One is on nursing and hygiene, one on industrial relations, one on publicity relations, one on safety engineering, one on production engineering, one on business management, one on industrial information and economic research.

The system is to get information from insured policyholders and others as to the conditions of operation of their works in response to questionnaires which will bring out the facts on the various points which I have indicated and which are of interest, and the invitation to these employers of labour to make requests of us for instruction and information as to what can be done for the betterment of their establishments.

We received, last year, hundreds of requests. This involves the surveys of plants. It is done free of charge. Where it is desired, we send out experts to inspect the plants. We give advice on air, on sanitation, on water, on methods of manufacture, on safety appliances; and we go further than that and go down into the details of the business and give them instruction as to how to carry it on and how to record it.

It is a growing business. The requests are multiplying. The surveys are increasing. The work, as I have told you, through the issue of Group policies, has become very large.

Ending Class Warfare

But, now, what are the ulterior effects of this kind of work? What are we doing? We are introducing among bodies of people, among whom there was a class war, cooperation. You know that for the last 100 or 150 years there has grown up the deepest antagonism between Capital and Labour. It has bothered and worried the students of economics, aye, the students of government; and there is a great fear that has come on communities, on whole countries, as to what is to be the outcome of this continued antagonism of the employees against their employers. I dare to say that there is reason on the part of the working people. I dare to say that the history of Capitalism for the last 100 or 150 years has been a disgrace to Christianity and to civilization. (Applause.)

It is many years since that I called upon you in the conventions that we have held here and elsewhere to have your ears and to have your eyes intent on indications of coming trouble. I pointed out to you that though the surface was calm, there was underneath a surging and a boiling of discontent, and that discontent was that the labouring people had come to the conclusion that they were treated, not as human beings, but as machinery, to be used and scrapped, and that through education and through combinations the working men had come to feel that their time had come to bring their condition into view and to take concerted action for the reform of abuses and the establishment of rights. And

I asked you to listen to that clarion call of service, to do what you could in your contact with the working people of these two countries to bring about a better feeling, at least to bring about some amelioration of the horrid domestic conditions of the working people.

The prediction was fulfilled, and since then you have heard of riots and incendiarism and murder—awful things! I don't defend them. I merely explain them.

Now what can be done? We are trying to answer that through Group insurance. What is Group insurance? It is a partnership between the employer and the employed for mutual benefit, a part of the premiums on the insurance being paid by the employer and a part by the employee, and they are in partnership. Employer and employee are alike insured by the same policy. They are in the union of the Metropolitan Life. They have been gathered together in the family of Mother Metropolitan. The employee has been taught that his employer cares for him. The employer has been taught that he is dealing with human souls as precious in the sight of GOD as his own. (Applause.)

And that is the great object which we have in view in the prosecution of Group insurance. We are pretty nearly alone in that outside work. We are not content with issuing policies. We are not content with adding to policyholders. We are not content with adding to assets. We use all these things—these billions of dollars, these millions and millions of insured—as mere instruments for the bettering of civilization, for the building up of a united country where class warfare shall cease. (Applause.)

That, to me, is the one thing that we started group insurance for. We didn't need the insurance. We were, year by year, issuing more insurance than any other company. We had more insurance than any other company. We didn't need to add to our assets. We didn't need to increase our insurance. But we saw an opportunity for work for humanity, and what we are trying to do, through reaching the employed by our insurance and by our health literature and by our nursing, is to reach the employer, to bring to his mind the responsibility that is upon him for the health and welfare of his working people. That is Group insurance! (Applause.)

The Four Specters Before Working Men

I have told you before that in the life of the working man there are constantly four specters facing him. One common to us all is death. We are providing for that by life insurance. Another, a possibility, is sickness and accident and the loss of wage. That we are trying to cover by sick and accident insurance. The third is old age—dependent old age—a pitiful prospect for the head of a poor family, and that we are trying to provide for by a system of pensions, scientifically constructed; and, because the word "pension" is a word that is disliked by some people, we have given it a longer, but by no means a better name, "Deferred Annuities:" a system by which the employee saves a little, his employer contributes to it, and they build up a fund which will provide an annuity when the person insured reaches a certain age which is fixed by themselves, 60, 65 or 70. That is growing. We have issued a great many. We have had inquiries for more.

Of course, the greatest pension system that we have is among our own people, and a part of the $12,000,000 that we spent last year on Welfare work—$4,500,000, I think—was contributed to building up a fund in this Deferred Annuities system, because all of our employees have their lives insured at the expense of the Company, all of them have sick and accident insurance, all of them who have been with the Company for five years have pensions or Deferred Annuities. We are not preaching what we don't practice. (Applause.) I suppose the largest pension or Deferred Annuity contract existing anywhere in the world exists right here in the Metropolitan Life, which, as an insurance company, insures the Company as an employer of labour.

Unemployment Insurance

Ah, there is one specter I haven't mentioned—unemployment—and we have desired for years to be enabled to issue insurance against unemployment, and we have been stopped because the insurance law of New York does not permit us to do it.

I am not going to enter into the discussion of the reasons why, up to date, the law hasn't been passed. Some personalities might be involved. Some current of obscure political, economical doctrines might be involved. Perhaps it is polite to use the mere word "conservatism," but it is a conservatism that, 100 years ago, would have prevented the formation of any life insurance company. No data! How are you going to get data unless you issue the insurance? We hadn't any data for Industrial insurance until the year 1895, but we had been doing it for fifteen years. We hadn't any data for sub-standard lives until 1907, but we had been doing it for ten years.

Does Labour want it? I don't know, but I am trying to find out. At one time they didn't want Industrial Insurance, but we did it, and the labourers took it. At one time they didn't like Group insurance, but we did it, and the labourers are insured. And we had the spectacle, a year or two ago, of labour unions going to Albany and getting the bill amended so that—what? The trade unions could take out Group insurance. They couldn't before, because Group insurance was defined to be an insurance by an employer of his labour, and, of course, trade unions are composed of men employed by different people. They went to Albany and got the bill amended, and Labour Unions are now insuring with us. (Applause.)

Why on earth Labour should ever seek to oppose insurance against unemployment, God only knows. I don't. (Applause.) And I shall not believe that Labour Unions oppose it until I know it, and I don't know it, and I have talked to them.

Patience, patience—but as sure as God spares my life, we are going to issue unemployment insurance. (Prolonged applause.)

Address to the Metropolitan Men

Thus far, I have been addressing our guests, ladies and gentlemen. I want to say a few words in closing to my dear boys in front of me.

(Applause.) You have heard me during the last few days in your assembled conventions, not once, but often; not briefly, but expansively. The purpose of conventions is to bring together the managers of this great corporation so that we may inculcate fraternity. The purpose of the triennial conventions, which I have attended for thirty years throughout this country and Canada, has been to bring about fraternal feelings. There is another purpose, which has been to acquaint the men in the Field with the ideals of the Company, for the purpose of tying up management to the working force, that we may understand each other, and we have been working together for the last three or four days trying to bring about an even better understanding than we have had before. Something or other has brought into the service of this Company, as I believe, the most loyal, faithful band of men that any employer has ever had, (applause) and I like to think that this something has been our frequent meetings for the last thirty years.

But, there is another reason for this annual convention, and that is to give you a picture of your Mother. For hours on Thursday I gave you a general survey of the work of the Metropolitan for the last year. I tried to cover every Department, to give you every information, to give you all the available statistics; to give you a description of the work done by each Division at the Home Office and the work accomplished in each Territory in the Field. Did you get a composite figure which you could look upon and say, "There is Mother"?

I have tried tonight, in my feeble way, in addressing these guests on my right and left, and the ladies and gentlemen in front and on each side of me; I have tried in some way which, no doubt, might have been done better by others, to give them a picture of what this Company is. But she is your Mother, and have you seen her majestic figure? Have you looked at her ample skirts? Have you gazed upon her benignant face? Have you looked into her heart and soul? Oh, don't go away from this convention feeling that you are serving a corporation! Don't look upon the Metropolitan as an impersonal entity! Don't think of her wealth! Don't think even of her power, except as a placing upon you of responsibility.

Look upon her as having in her heart the welfare of the American and the Canadian people. (Applause.) Look at her; see her at work. She is not a figure which sits on a throne and smiles. She is at work. She is at work through every avenue that she can find. Primarily her work is through what this Company does and what you do. She has other associations, which I have tried to show you are cooperating with her or she with them. She isn't tied up to the mere prosecution of her work through you. She is reaching out in every direction in both countries to draw within her influence associations of like character, except as to life insurance, but of like character as regard for the public, for their health, and for their welfare. Whatever they are doing for the promotion of health, whatever they are doing to better human conditions, whatever they are doing to extend life, whatever they are doing to prevent death, whatever they are doing for extension of human life, there you will find the Company, hand-in-hand. (Applause.)

But you—that is your concern. And from here you are going out to prosecute business for another year. I am not asking you to increase the wealth of the Metropolitan. If you will do your work, you can't help it, there is no use of asking you. Your work—what is it? It is to get new members. That is your work. They will take care of the assets and of the income. And new members—why? To get new people among whom we can circulate literature; new people to whom we can send nurses; new people through whom we can study conditions.

We want to extend this work of humanity. That is a part of your work, and the other part of the work is to take care of those you have. You are managers. You are responsible for the men who work under you. There are 20,000 men waiting for you to come home. There are 20,000 men who will take their example from you. There are 20,000 men for whom you are responsible. Whether they break or whether they persist is in your hands. Whether they are successful or whether they are failures is your work. You can break a man. You can make a man, and eternity will require of you some account of how you have exercised your stewardship.

It is a great thing to have in your hands a body of human souls, to train, to keep from mischief and wrong, to lead along right lines of honesty and industry and ambition. It is a wonderful thing, this great body of teachers.

And then, that larger family; that larger family of 24,000,000 people amongst whom your men make 300,000,000 visits. What of them? They will be treated by your agents as you want them to be treated. These agents can be, as I know they are in most instances, the friends of our dear children insured. It is for you to see that they have the sick nursed; it is for you to multiply the numbers of these visits and the number of cases that need visits. It is for you to see that this literature is distributed, and distributed properly; not distributed as advertising, but distributed as what it is—instruction in preventive medicine.

It is for you to multiply the number of Group cases. Why? To bring into human relationship employer and employee. That is your job. Every one of you has some sort of manufacturing or other establishments employing labour. What is the condition now as between employer and employee? What can you do to teach this bettering of this relation between the two? That connection is going on. It is going on for good or ill. It is going to build up antagonism. It may be going on for the promotion of friendship and union. And every time you write a Group case, and every time you and your men go around to see these new policyholders and certificate holders, and every time you go into the factories and visit them, and every time you distribute literature, and every time you send trained nurses—you are doing your part. You are doing your part to end this class warfare of Capital and Labour.

Oh, my dear boys, yours is the care of the American working man, to be sons of your gracious Mother, to feel in your heart of hearts, as you work day by day, "I am my Mother's son; I am brother to every policyholder"! (Great applause and cheers.)

INDUSTRIAL RELATIONS

ldress Before the Chamber of Commerce, Cleveland, Ohio, April 20, 1926

HALEY FISKE,
President of the Metropolitan Life Insurance Company

relations of employer and employee are the subject of most
ng and perhaps the most important problems at present under
ation in Industry. Just now matters are in a quiescent state,
s are very high and unemployment is at a minimum and the
men are saving money. But legislation is pending in Congress
; the matter in respect of railroad employment. In England
re unsettled and it is felt that a crisis is approaching with respect
ig which may affect other classes of employment.
have passed through a period of great unrest and many con-
volving strikes, riots and serious disagreements between em-
nd employee. They have a historical basis. The story of the
dred and fifty years is one of exploitation on the part of capital
wing revolt on the part of the labouring classes. I think it is
eral impression that these troubles date from the introduction
inery and that they have been incidental mainly to manufactur-
ness where enormous sums have been accumulated by the capi-
nd where labour has been underpaid and ill-used. But the
goes further back than that. I do not know a sadder picture
: condition of agricultural labour in the latter part of the eigh-
entury. The condition of affairs then would be incredible if it
ot matter of record. The public policy then on the part of
rs and of Government itself was to keep labour in subjection.
valent theory was that very low wages were necessary as a
f compulsion to labour. The farm labourers were paid 1s. 3d.
Any higher wages were said to be too high for the station in
labourers and 8s. to 10s. a week were the proper wage.
s show that in a family with five children the wages of the
amily amounted to 8s. 6d. a week, and budgets are published
that the cost of maintenance was 11s. 7½d. per week. There
o ways by which the deficit could be covered—one was Poor
elief and the other was the imposed necessity of the work of
d children in other employments. The Elizabethan Statutes
scale of proper wages. If any employer paid more he was
and sentenced to ten day's in jail. Any labourer who received
an the scale was sent to prison for twenty-one days. The hours
r were from five in the morning to seven at night from March

to September, and from September to March from daylight to the end of the day. Later these hours were modified to make a twelve hour day from six to six in the summer months and in the winter from sunrise to sunset. Meanwhile fuel and pasturage rights were cut off by enclosure, which extended to the Commons, and gleaning after crops was forbidden. The daily fare of the labourers was one fit only for animals. The family was housed in one or two rooms and often cattle were stored at one end of the house and there were holes in ceiling and walls for chimney and windows. An instance is recorded of a mother of twenty-two children who lost all but two.

In the last half of the eighteenth century organized manufacturing came into vogue, but public, political and social recognition was in England awarded to agricultural and mercantile pursuits. Manufacturing was done by what is called the putting out system, where work was given out by merchants and petty manufacturers to the labouring classes to do at home. Low wages and poor relief were considered proper methods for aiding manufacturers to outbid foreign competitors. Most manufacturers acquired great wealth. Women of all ages were seen everywhere walking from place to place busily knitting. Agricultural workers who could not earn a subsistence were expected to eke out an existence by spinning or other forms of industrial employment. They were denied a subsistence wage as industrial workers because they were expected to exist primarily by agriculture.

At the origin of the factory system wages were forced further and further below the subsistence level. One rule urged for general adoption was that no persons be allowed any relief on account of any child above six years of age who should not be able to knit, nor on account of any child above nine who should not be able to spin either linen or wool. It is actually a fact that the Society for Bettering the Condition of the Poor looked with satisfaction upon bringing up children in cottages, half naked and indifferently fed, because they made hardier and better labourers.

The introduction of machinery and factory labour did not better matters. A patent was granted for a new spinning machine, the chief claim for it being that a child of three or four years of age might do as much as a child of seven or eight years old. The intent of employers was that the family income of farm labourers should be based on the stern economic necessity of the labour of their children. When factories were built conditions for labourers did not improve, and their housing in towns were in hovels not much better than the farm labourers had had. A writer of the times about 1788 wrote that "the arts and manufacturers can exhibit as mournful a scene of blinded and lame, enfeebled, decrepit, asthmatic, consumptive wretches, panting for breath and crawling half alive upon the surface of the earth." And there was said to be a more harmful if not more extensive exploitation of children.

The gathering together of large numbers of labourers in factory towns brought them into contact with each other and there was naturally a movement among them to combine for better conditions. Legislation was then invoked to prevent any combinations among the labouring classes. The common law and the statutes in regard to combinations were enforced with increasing rigour and oftentimes with relentless cruelty. ADAM SMITH wrote that the workmen sometimes formed combinations and in order to bring matters to a decision, resort to the loudest clamour and sometimes commit the most shocking violations and outrage. The masters were then just as clamourous on their side and called aloud for the assistance of the civil magistrate and the rigorous execution of those laws against the combination of servants, labourers and journeymen.

Labour saving machines did not act as a remedy because they brought into necessity the employment of larger numbers of workmen in order to extend manufacture.

The Germ of Industrial Insurance

The laws against organizations with the aim of determination of wages and workmen's conditions had one mitigation and that was the allowance and even encouragement of the formation of Friendly Societies, with a common purpose of the maintenance of a fund by specified contributions of members for providing some form of insurance against sickness and other misfortune. The meetings were generally held in inns and public houses and the funds kept in a box, and they were called Box Clubs. These multiplied in the latter half of the eighteenth century and it is recorded that there was a tendency for these societies to engage in mutinous disputes with employers, and we think we may say that these Friendly Societies were the germs of the later development of Trade Unions. Yet in 1793 there was a statute providing for the authorization of Friendly Societies and a Committee of Investigation in 1824 reported on the widespread utilization of Friendly Societies for Trade Union purposes. It was in this year that the Combination Acts of 1799-1800 were repealed. These Combination Acts indicated that the previous power of landlords and tenants was extended if not transferred to the manufacturing class.

The Friendly Societies were the germ out of which grew Industrial Insurance. The leading Industrial Insurance Company of England, the Prudential, was formed about the middle of the 19th century. The system of Industrial Insurance was the insurance of the working people and their families in small amounts, the premiums being weekly and collected at the homes of the insured. The Prudential Company has become a mighty organization which has on its books perhaps one-third of the population of Great Britain. The system was introduced into this country between 1875 and 1880, by two or three companies. My own Company was one of these and began the business at the end of 1879, and its system was founded upon that of the Prudential of London. The evolution of the Metropolitan has, however, gone far beyond the work of the London Prudential. It has in force 35½ millions of policies, of which over 31 millions are Industrial policies. Of the nearly 4½ millions of Ordinary policies in force, a very large proportion are upon the lives of working people. We estimate that we have about 22 millions of individual lives insured—nearly one-fifth of the entire population of the United States and Canada— to which the Company confines its business. And year by year we are pretty well keeping up with the increase in population; for instance, the general population increased 2 per cent. in 1925 and the number of insured lives in our Company increased over 6 per cent. Industrial Insurance is carried on for the most part in centres of population and there are many cities where one-third or even one-half of the population are insured in this one company. There is one city, Troy, New York, in which there are actually more Industrial policies in force in the Metropolitan than the total population. We have insurance on about 30 per cent. of the persons in the wage-earners' families in the urban population. We have insurance in nearly 50 per cent. of the wage-earners' families in the urban population. In the City of Cleveland we have 380,000 policies, insuring 266,000 lives—about one-third or one-quarter of the population, according to whether you take your popular estimate or that of the census. (Laughter.) I was quite interested in the speech of your new President where he called this a metropolitan city. He is quite right!

The assets of the Company approach 2,000 millions of dollars and the total amount of insurance in force is 12 billions, of which about half is Industrial insurance. The distinction between Ordinary and Industrial insurance is practically that the Ordinary insurance premiums are payable annually or in fractions of a year and collections are remitted to the offices of the Company, while in Industrial insurance the premiums are weekly and are collected, as I have said, at the homes of the insured.

Responsibility and Opportunity

You will see from these facts the interest I have in the working people. Many years ago it occurred to the management that the extent of the insurance, the number insured and the wealth of the Company put upon the Company certain responsibilities outside of the mere payment of the claims. We had the power and we had the responsibility and we had the opportunity. Let me tell you briefly what we have done and what we are doing. We are proud of the fact that the immense betterment of the conditions of the labouring classes may be said to have had its origin in the earliest form of Industrial insurance, and we always bear in mind, therefore, our responsibilities to the working people.

The Nursing Service

Sixteen or seventeen years ago we began nursing our sick Industrial policyholders, by visits of trained nurses. If an Industrial policyholder is seriously sick or injured he sends word to the District Office or tells the collecting agent, and a trained nurse is at once sent to the house. Most of our nurses are members of Visiting Nurse Associations. We cover all towns of 5,000 population or over—about 3,500 in number. In cities where there are no Nursing Associations we have our own corps of nurses. Our nurses paid over 2,600,000 visits last year and the total number of visits since we began is over 22 millions. These nurses visit the sick, direct the family to employ a physician if necessary and thereupon work under his direction as to the number of visits and service to be performed. Over 20 per cent. of the cases visited are maternity cases. The nurse sees the mother before the child is born and attends her after the child is born for a length of time to bring the child through the critical first stage. Thus we carry through our care of our wage-earners from birth to death.

Health Instruction

Our agents pay about 600 millions of visits a year to the homes of wage-earners. This affords us an opportunity to give health instruction and we have published health literature of which a sample rests before me and is open to the inspection of anybody interested, covering practically every known disease, and also general health pamphlets, such as the Care of Children, the Health of the Worker, Milk, Health Alphabet for young children, Cook Book, with instructions for diets, How to Live Long, etc. We are distributing about 50 millions of these pamphlets a year, and the total has run up in the 17 years to 400 millions. I think I can sum up the effect of this instruction and this nursing by giving you our improvement in mortality, which between 1911 and 1925 has shown a reduction of 32.3 per cent., and the extension of the lives of our policyholders on the average of nine years. During the same period the extension of life of the general population was between four and five years. We estimate we have saved 200,000 lives over and above what would have been saved by the general improvement in mortality.

Reduction in Different Diseases

Tuberculosis, against which we have made a special drive, 56 per cent.
Typhoid reduced 80 per cent.
Measles reduced 78 per cent.
Diphtheria reduced 63 per cent.
Scarlet Fever reduced 74 per cent.
Total, all diseases, reduced 32.3 per cent.

Meanwhile we have been assisting public authorities in health work, have made health surveys for various cities, have furnished literature to public authorities for distribution, have paid attention especially to public schools, teachers and children—as to teachers giving prizes to those who showed the best results in health teaching. We are in close contact with the National Congress of Parents and Teachers, a national institution having branches all over the country, whose work is to combine the interests of the teachers and parents in the health of children, in having them examined, vaccinated, immunized against smallpox and diphtheria, with the care of the ears, teeth, etc. These associations distribute our literature and cooperate with our agents. There is a special drive on this summer among the teachers in cooperation with the Metropolitan to get every child in perfect health before the schools open in the autumn.

I hope you have noticed our monthly advertisements in the magazines, which together have a circulation of about eleven millions. These advertisements are really little health essays, descriptive, warning and advisory, with offers of our health publications on the topics discussed. You will find in them no exploitation of our business and no appeals for insurance. They are very widely read and the responses run into hundreds of thousands. By radio we give instruction every morning in physical exercises and that results in much correspondence about health. There are also occasional lectures on health over the radio, which also bring many responses in requests for literature.

Notable Experiments in Improving Health

We have conducted experiments. In partnership with the City of Montreal we have established a training school for teaching graduate nurses the art of public nursing. Through McGill University we are financing a survey of Industrial conditions in Canada. We have submitted a plan to the PRESIDENT of the United States for reorganization of the health activities of the Federal Government. We are financing a Commission on Social Hygiene in Canada. We are financing the American Public Health Association to set up a standard for Health Departments throughout the country. We have an Advisory Group of 19 prominent Educators in a programme of teaching health for children. We are issuing special literature for 700 women's clubs. We are showing films throughout the country, one of smallpox, one of diphtheria and one for teaching the necessity of periodical medical examination. Three millions of people have seen the latter and two millions of people the smallpox film. We have got laws passed in 39 States to compel the teaching of the Constitution of the United States in the public schools. Through our Immigration Bureau we have received immigrants belonging to the families of our insured from 37 different countries sent to 38 States, and are following them up by giving instruction in American institutions and leading them to take out citizenship papers. We are now financing the survey of the country as to burial costs to see that the working people are not exploited by undertakers. We took over the health activities of the city of Framingham, Massachusetts, and in six years reduced the mortality from tuberculosis from 128 to 38 per 100,000, besides improving the general mortality of the town, especially children. We took over Thetford Mines, in Quebec, and in two years cut down the mortality of children in the first year of life from 300 to 96 per thousand. We have established our own Sanatorium on Mount McGregor, back of Saratoga, for our own employees; have treated about 4,000 cases, half of them tuberculous. Our record is in tuberculosis that 84 per cent. of the discharges have been cured, by which I mean that the patients are back in active work.

Relieving the Housing Shortage

After the war there was a shortage of housing throughout the country. We have lent 343 millions of dollars up to the end of last year, housing 95,000 families, or about 300,000 persons. Nearly 11 millions have been loaned for this purpose in the State of Ohio, of which nearly 3½ millions have been in Cleveland and over 2½ millions in Akron.

In order to show what can be done for working people, we accepted an invitation from the State of New York embodied in a special law, to build tenement houses. We invested over seven millions of dollars in Long Island City and Astoria in model tenements, on a new plan of construction by which every room has the outer air, with parks in the centre, at a rental of $9. a room, and have earned a net return of over 9 per cent., all over 6 per cent. of which goes to amortization. This example has been followed by Mr. ROCKEFELLER in Manhattan and Bayonne to the extent of millions of dollars. All of which perhaps led to a message of Governor SMITH, of New York, followed by legislation which gives power of condemnation of slums and seeks to encourage model tenements. The Legislature was greatly encouraged to pass the bill by the offer of the Metropolitan to lend on mortgage on such tenements unlimited money at 5 per cent.

Meanwhile we have not been unmindful of the needs of agriculture and have loaned nearly 230 millions of dollars on farms, at an average rate of interest of 5½ per cent., which however has now come down to a little over 5 per cent. on new loans. In Ohio, of course, the local capital is sufficient to cover the necessities of the farmers of the State and we get practically no applications, our loans being made mostly in the Middle West and the South.

Group Insurance—Relations of Capital and Labour

In the matter of the relations of capital and labour perhaps our most important Department has been in Group Insurance. Group Insurance is a system by which one policy is issued to an employer, to which is attached schedules naming each employee. By one stroke of the pen we took over 80,000 employees of the Southern Pacific Railroad; in another case, the General Electric, we took in 50,000. At the start of the business the employer paid the premiums, but 95 per cent. of our Group business is now on the contributory system, by which the employer and employee contribute the premiums in various percentages. At the end of last year we had 1,124 millions of dollars in force, having written nearly 250 millions last year. Our business thus far this year is about 100 millions, covering 60,000 employees. We had over 700,000 as holders of certificates at the end of last year and the present number must be over 760,000. This Group Insurance is largely life insurance, but there is a great deal of it that covers sickness and accident, accidental death and dismemberment. The amount of the life insurance is sometimes in even amounts and in some cases in varying amounts depending upon length of service and wages. It is an interesting fact with regard to occupation that railroad companies are now insuring their employees. The Metropolitan has 21 railroad companies insured, with a total mileage of 52,341, covering 174,500 lives, with life insurance of 292½ millions, and accidental death and dismemberment insurance of nearly 93 millions, and weekly benefits in health and accident insurance of nearly a million. To show the practical necessity and advantage of this insurance, we last year paid claims on one out of every eleven of our certificate holders and the average period of sickness covered was about eight weeks.

Policyholders Service Bureau

The extent of the service to these working people is by no means limited to insurance. They all are entitled to the nursing service and to the receipt of the Company's literature, but the most important part of our Group Insurance system, which is peculiar to this Company, is the Service Bureau for Employers. This has six Divisions: Industrial Hygiene; Publicity and Insurance Education; Business Management and Turnover; Production Engineering; Safety Engineering; Economic and Business Research. The Bureau of Industrial Hygiene put out last year 5 millions of pieces of health literature, and the nurses paid over 5,000 visits. Last year the correspondence with employers numbered over 4,300 letters; 64 reports were made on Physical Examinations, Hazards, Sanitation, Night Work, Vaccination, Dietaries, Optical Work, Sick Benefit Funds, Advice to Medical Departments. Frequent Bulletins are sent to employers, a few of which I may name as bearing on Industrial Relations. I have samples here which anybody can look at and have copies if desired: Training Key Men in Industry; Suggestions from Employees; Industrial Thrift and Savings Plan; Lunch Rooms for Employees; Profit Sharing; Employees' Stock Ownership Plan; Employee Representation Plan; Vacation Plans for Employees; Employee Mutual Benefit Associations.

Surveys of Industrial plants are made by competent engineers connected with the Group Division. Personal visits and adjustment of grounds of misunderstanding are made. Studies of plant finances are made. And the Division generally is a clearing-house for information which has a very ample library of current material and makes a special study of particular questions and obtains information from employers for the benefit of others.

In January we had 70 prominent employers of labour at a dinner in New York, some carrying Group Insurance and others not, who listened to our explanation of what Group Insurance is and some of whom gave testimony in striking speeches to the value of Group Insurance in binding together employer and employee.

A Health Laboratory

Our relations with our own employees, numbering some thirty thousand, are most harmonious. We have a system of Group Insurance, partly free, partly contributory; Accident and Health Group Insurance; free nursing; Pensions or Retirement Annuities, partly free and partly contributory. The income on our own Pension Plan is over a million dollars a year. Our Home Office, which has between eight and nine thousand employees, is really a health laboratory. It has free medical and dental clinics, gymnasium, classes on different subjects, and any number of social organizations which the Company helps, and of course free nursing.

Recently the subject of Pensions, or as the persons concerned seem to prefer, Retirement Annuity Allowances, has come to the front. Variations are made in the general scheme to suit the particular desires of employers as to classes of employees, length of service, amount of pensions, respective contributions of employer and employee, different ages to retirement, interim disabilities, returns at death on what is known as the Insured Thrift Plan.

Unemployment Insurance

Gentlemen, there are four spectres that are haunting the working people and if you can put yourself in the position of a labouring man with a tolerably large family, whose income hardly exceeds its outgo, put yourself in his position and just think for a moment what this man sees when he peers into the future. These spectres are death, accident and sickness, dependent old age and unemployment. We have covered death by life insurance; we have covered sickness and accident by health and accident insurance; we have covered dependent old age by the pension system, and employers throughout the country are taking all of these policies. And Unemployment Insurance we would gladly do but for the fact that the State of New York does not permit us to do it.

The Way to Industrial Peace

What I have been trying to show is the past relations of capital and labour, and what I hope may be the future relations. But what can we do in the Metropolitan Life for the bettering of these conditions? Every man has got to do just what he can do by the limitations of his own business. But what we can do we are doing. Here we have insurance on one-half the labouring families gathered together in the urban communities. We began with our own employees, and we have 30,000 contented people by caring for them, and every one knows we care for them. Our heart is with them, which of itself is a lesson to employers. What can we do for other employers and their employees? We have thought enough of our own to set an example and precept by the institution of Group Insurance. Some years ago we insured a large factory in Massachusetts and the employees were gathered together in three halls, because one would not hold them, and the President went personally to each hall and handed out the certificates of Group Insurance free. These people had never seen him before. What do you think was the sentiment of these employees and their wives and children when they went out of these halls—"The boss does care for me." Gentlemen, the first requisite to bring about better relations is to instil in the mind of employees the fact that the employer has a heart—that he doesn't regard them as pieces of machinery to be used and thrown in the scrap heap, and that he does know that every employee has a soul just as precious in the sight of GOD as his own. If you can get that in the minds of the working people you will have solved the trouble in the relations between capital and labour. I remember years ago at one of our meetings a man who was an ex-President of one of the local Federations of Labour, who expressed his belief that if all employers had treated their people as the Metropolitan treated theirs there would have been no Trades Unions, and that if the time ever came (he was a bold brave man), if the time ever came when all employers shall treat their employees as the Metropolitan does, then Trades Unionism will die. Now I have no desire, and I do not want to be misunderstood, to bring up anything against Trades Unions—I believe they are good for the men and good for the employer and I believe in collective bargaining and I don't believe in their abolition, but I do express and quote this from a labour man to show that it is possible to bring out through some mutual interest better relationship between the two classes. And Group Insurance has furnished this, that employee and employer are each contributing, from his pocket and from the pocket of the corporation, to a common fund which protects against death, sickness, accident and dependent old age. That way, that way leads to Industrial peace!