

It was in May 1889 that Mr. Chase first announced that beginning with July 1st, the management of the Bourne Mills proposed to offer a share of the profits to "every man, woman and child" continuing in service for the six <sup>months</sup> ~~years~~. The sum to be divided was not to be less than 6% of the cash divided paid stockholder in the period. The president of the company Jonathan Bourne was the father of the scheme. He had been a whaling merchant for many years and it was the custom of to offer a "lay" as a share of the profits was called to those who shipped for a whaling voyage. Mr. Bourne persuaded his directors to try a similar scheme in the mill. He died soon after the experiment began but as I said above it is still in operation.

At the start and now this division among employees is <sup>noted</sup> semi-annually by the board - that is, it is not a contract with them. Mr. Chase was always careful in his semi-annual letter to the employees to make this clear. For many years his letter spoke of the division as an "experiment" - even in his 34th letter, his last, he said "profit sharing will be continued another six months." In giving the dividend Mr. Chase was equally painstaking to make it understood that it was pay for extra care and work. "Interest on interest" he called it. "It seems no more than right" he wrote once to the employees, - that it should be made clear to every one expecting a share in the profits that there is no intention on our part to make a free gift of money for nothing, but rather that every payment is the carrying out of a distinct agreement, or contract, under which both parties to it are hoping for mutual benefit.