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ment that often results from an accident; and other hidden costs that are too numerous to mention).

Based on this formula of "four" dollars hidden cost for each dollar that is spent for Medical, Compensation, and Permanent Partial Losses, we find that our accidents here have already added \$375,000 to our operating expenses since the plant started operations. In fact, this amount represents an average of over \$286.00 per employee over a ten year period. (Incidentally, we do know from experience that the hidden cost is often much higher than the accepted figure of "four" dollars).

Using the loss of \$375,000 as a basis, it represents a cost of 14¢ per hour for each hour worked during the entire year 1949 by every man and woman on our payroll.

Better still, lets look at this expenditure from the standpoint of actual

costs per month and year since the plant started operations, and we have a monthly figure of \$3,024.20, or a yearly figure of \$36,290.40.

In February we spoke to you about how each individual was affected by the needless suffering and loss of wages that automatically go hand in hand with accident cases, and we wish to again assure you that the elimination of these two items will remain foremost in our minds at all times. However, we must not forget that accidents are costly to the Company too, as evidenced by the above figures. Since the person who gets hurt is always the greatest loser, there is no logical reason why each of us should not practice the age-old art of self-preservation at all times.

Lets all resolve to help the Company as well as to help ourselves, by joining in the **CRUSADE AGAINST ACCIDENTS.**