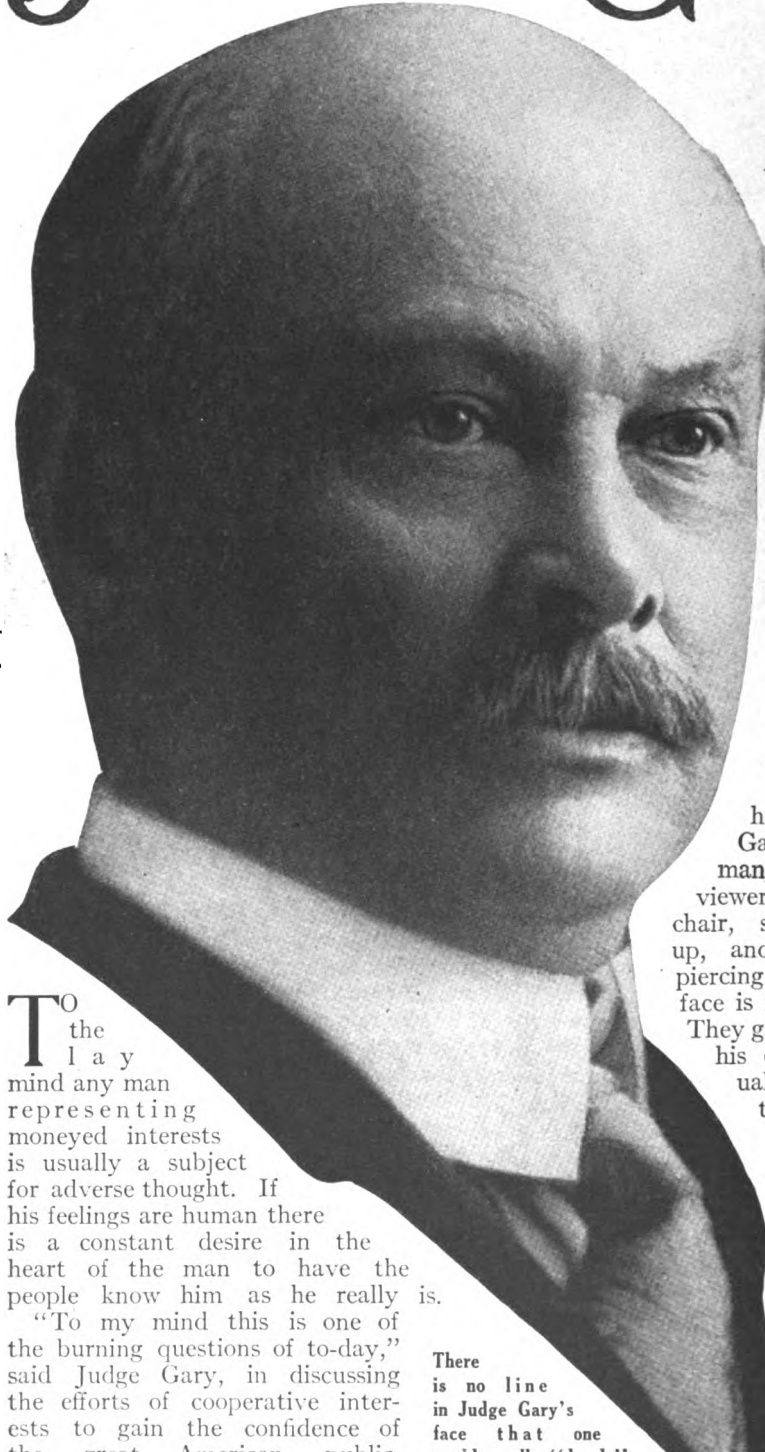


JUDGE GARY-

*By
Herbert
Ernest
Hancock*



"If," he continued, "the people of power or influence will consistently avoid giving any just ground for complaint on the part of the great majority of citizens, then in that way, and only in that way, will the former secure and retain confidence, and so be able to convince a larger number that it is for their interests from every standpoint to cooperate and thus to labor for the success and protection of all."

Sixty-eight years have passed over Judge Gary's head, and yet the man who faces the interviewer sits forward on his chair, shoulders back, head up, and eyes with a gaze piercing in its intensity. His face is full of little wrinkles.

They gather, web-like, around his eyes and are continually puckering while their possessor speaks.

They are essentially "laughing wrinkles,"

for there is no line in Judge Gary's face that one could call "hard." The face is that of a man of fifty-five, the eyes look twenty years younger, and the physical equipment of the man

TO the mind any man representing moneyed interests is usually a subject for adverse thought. If his feelings are human there is a constant desire in the heart of the man to have the people know him as he really is.

"To my mind this is one of the burning questions of to-day," said Judge Gary, in discussing the efforts of cooperative interests to gain the confidence of the great American public.

There is no line in Judge Gary's face that one could call "hard."

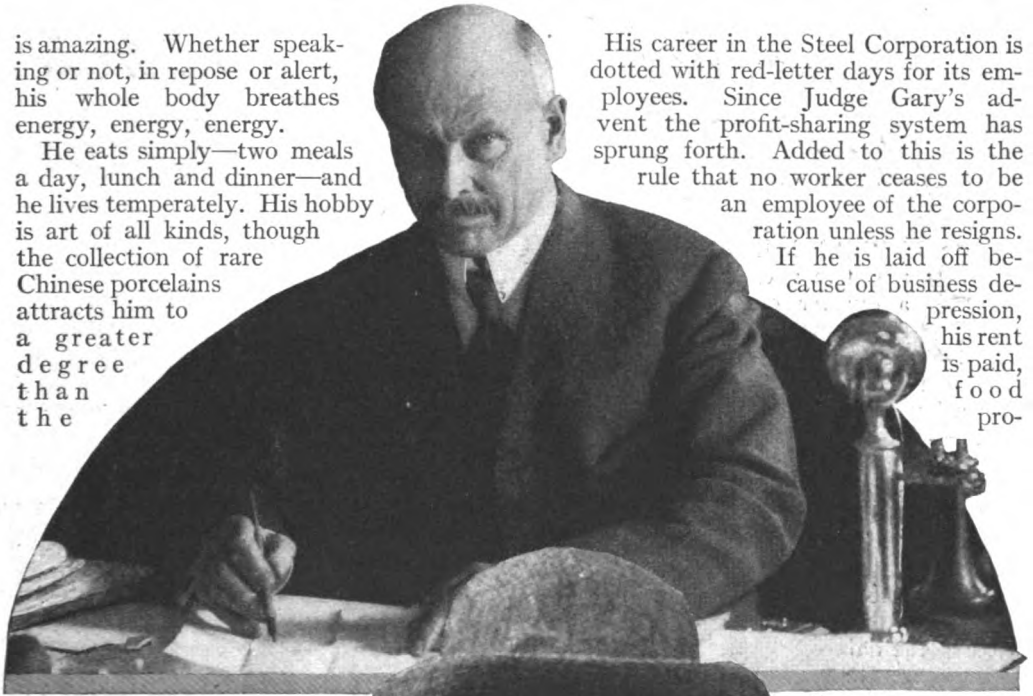
MASTER OF INDUSTRY

is amazing. Whether speaking or not, in repose or alert, his whole body breathes energy, energy, energy.

He eats simply—two meals a day, lunch and dinner—and he lives temperately. His hobby is art of all kinds, though the collection of rare Chinese porcelains attracts him to a greater degree than the

His career in the Steel Corporation is dotted with red-letter days for its employees. Since Judge Gary's advent the profit-sharing system has sprung forth. Added to this is the rule that no worker ceases to be an employee of the corporation unless he resigns.

If he is laid off because of business depression, his rent is paid, food pro-



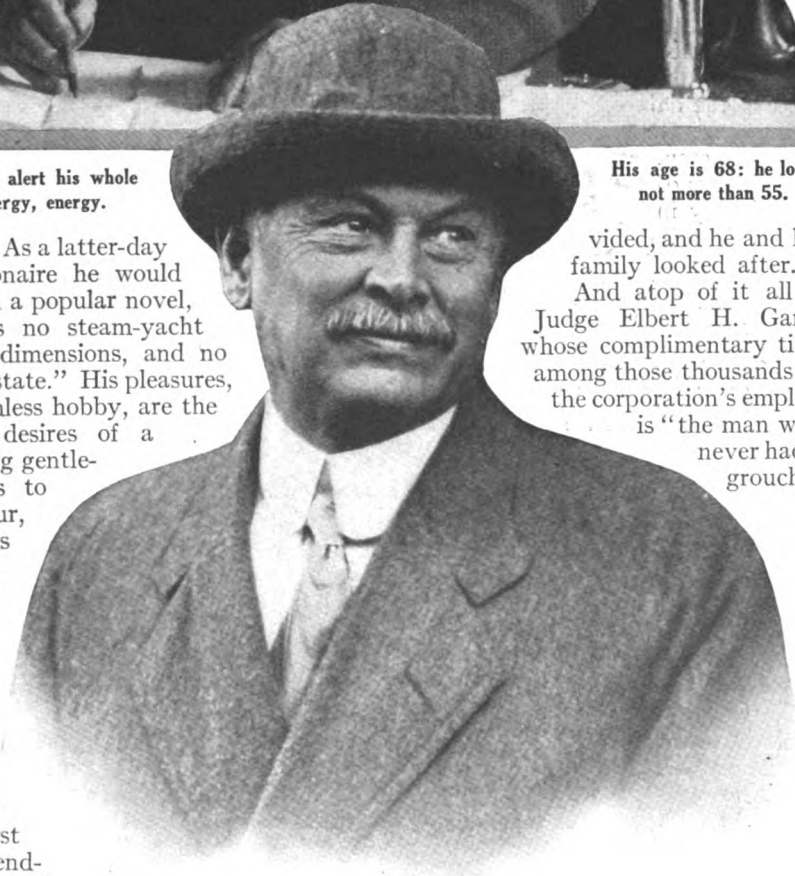
Whether in repose or alert his whole body breathes energy, energy.

other branches. As a latter-day American millionaire he would have no place in a popular novel, for he possesses no steam-yacht of magnificent dimensions, and no "vast country estate." His pleasures, besides his harmless hobby, are the unostentatious desires of a display-abhorring gentleman. He likes to motor and tour, and he enjoys seeing France's motor-classic, the Grand Prix. A trip to Europe almost every summer, spent modestly but in thorough, healthy enjoyment, and almost constant attendance at the opera in winter, sum up the extent of his diversions.

His age is 68: he looks not more than 55.

vided, and he and his family looked after.

And atop of it all is Judge Elbert H. Gary, whose complimentary title among those thousands in the corporation's employ is "the man who never had a grouch."



"The Man Who Never Had a Grouch."