## EMPLOYEE STOCK OWNERSHIP IN THE UNITED STATES

INDUSTRIAL RELATIONS SECTION OF THE DEPARTMENT OF ECONOMICS AND SOCIAL INSTITUTIONS **OP** PRINCETON UNIVERSITY

• • •

## Employee Stock Ownership in the United States

BY

**ROBERT F. FOERSTER** 

DIRECTOR OF THE INDUSTRIAL RELATIONS SECTION, PROFESSOR OF ECONOMICS

> AND ELSE H. DIETEL ASSISTANT DIRECTOR



Industrial Relations Section PRINCETON UNIVERSITY 1926 COPYRIGHT, 1926, PRINCETON UNIVERSITY

X:9528.73 F6 7142

PRINTED BY THE PRINCETON UNIVERSITY PRESS PRINCETON, NEW JERSEY, U.S.A.

.

## PREFACE

THE present study is neither a history nor a handbook. It is an inquiry into the specific nature of the plans under which employees acquire stock and a discussion of general questions raised by the provisions of such plans.

It does not attempt to assess praise or blame concerning individual plans or their terms. It does not attempt to indicate statistically the frequency of the resort to the various characteristic provisions of plans because it does not believe that, in a movement so subject to imitation, statistical frequency is necessarily a measure either of the excellence of a provision or of the actual esteem in which it is held. To the plans of the several companies that have thus far made the largest aggregate sales of stock to employees it gives less attention than many persons would believe to be due, because it holds that at the present stage more can be learned by an examination of many plans and of their diversity than by any review of a small group of plans.

Nowhere in this study will an employer interested in selling stock to his workmen find a description of a model or ideal plan, nor even a succinct statement of the principles to be observed in constructing such a plan. For these things the time does not seem to be ripe. By reading the analysis (Chapter II) in conjunction with the discussion of policy (Chapter III) he will, however, be assisted, it is hoped, to frame such a plan as may be suited to the circumstances of his company.

## CONTENTS

PAGE

.

PREFACE	v
CHAPTER I. INTRODUCTORY-BASIS OF THE MOVEMENT	1
CHAPTER II. ANALYSIS OF THE PLANS AND THEIR RESULTS	6
1. INTRODUCTION AND PRESENTATION OF THE PLAN	6
(a) THE DEVELOPMENT OF THE MOVEMENT	6
(b) THE REASONS PRESENTED FOR OFFERING STOCK	8
(c) THE RECOMMENDATION TO THE EMPLOYEE TO BUY	10
2. ELIGIBILITY REQUIREMENTS	12
3. DESCRIPTION OF THE SECURITIES OFFERED	14
(a) THE STOCKS OFFERED AND THEIR SOURCES	14
(b) INFORMATION GIVEN OUT REGARDING THE STOCKS	17
4. THE CONDITIONS OF SUBSCRIPTION	21
(a) SUBSCRIPTION TERMS	21
(b) VOTING RIGHTS	28
5. FINANCIAL DETAILS OF THE TRANSACTION	30
(a) PRICE OF THE STOCK. BONUSES AND CONTRIBUTIONS BY	
THE EMPLOYER	30
(b) TERMS OF PAYMENT	34
(c) DIVIDEND CREDITS AND INTEREST CHARGES	37
(d) RIGHTS TO SUBSCRIBE TO NEW STOCK AND TO RECEIVE	
STOCK DIVIDENDS	39
(c)' SUSPENSION OF PAYMENTS	40
6. ADJUSTMENTS IN SPECIAL CIRCUMSTANCES	44
(a) ADMINISTRATION OF THE PLAN AND INTERPRETATION OF	
JTS PROVISIONS	44
(b) CANCELLATION OF SUBSCRIPTION BY THE EMPLOYEE	45
(c) CANCELLATION OF SUBSCRIPTION BY THE EMPLOYER	48
(d) ADJUSTMENT IN CASE OF THE DEATH OF THE EMPLOYEE	50
(c) THE RIGHTS OF PENSIONED EMPLOYEES	53
7. LIMITATION OF THE EMPLOYEE'S RISK	-54
(a) INTRODUCTORY	54
(b) LOANS ON STOCK AND ON SUBSCRIPTION	56
(c) DELIVERY OF STOCK AND RESTRICTIONS WITH REGARD TO	
ITS SALE	57
(d) THE MARKET FOR THE STOCK	61

COI	VTE	NTS
-----	-----	-----

·

8. GENERAL RESULTS	62
(a) THE HOLDINGS OF EMPLOYEES AT THE PRESENT TIME	62
(b) TENDENCY OF THE EMPLOYEE TO SELL	65
(C) THE EMPLOYER'S VIEW OF THE RESULTS	67
CHAPTER III. THE QUESTIONS OF INDIVIDUAL AND GEN-	
ERAL POLICY INVOLVED	70
1. INTRODUCTORY	70
2. THE PURPOSES OF EMPLOYERS	70
3. THE WORKER'S INVESTMENT PROBLEM	73
4. THE EMPLOYER'S CONSIDERATION OF THE WORKER'S	
INVESTMENT PROBLEM	76
5. SAFEGUARDING THE WORKER	80
6. COMPANY GAINS	84
7. VOTING STRENGTH OF EMPLOYEE STOCKHOLDERS	85
8. THE EXPERIENCE FROM THE WORKERS' POINT OF VIEW	87
9. GENERAL CONSIDERATIONS, SOME PROBLEMS AND DANGERS	91
APPENDIX A	
COMPANIES WHICH HAVE INTRODUCED STOCK OWNERSHIP PLANS	99
APPENDIX B	
SUMMARIES OF VARIOUS PLANS	103

•