

head of our industries men with hearts and souls, anxious to help their country. He will find them a little nervous of a strong man sent by this government if he asks these people, "Why are you not employing as many men as you did in 1929? What are you doing to help your country, to keep men at work?"

Let me divide the problem into two categories and get down to the theme of my thought, namely, the secondary industries. It is quite true that since 1929 in the primary industries the number employed have increased from 80,000 to 100,000 odd. I am glad to see that increase. But the secondary industries take ten men for every one who is in the primary industries. We had a million men and women working in the secondary industries in 1929, and we have seen that figure shrink until to-day it is only 920,000. The government will say that during the last two years there has been some improvement here and there. Yes; I grant that; but there has not been enough improvement to take care of that ten per cent of our population who are able to work, that ten per cent of cost which is destroying the tax structure of municipalities like Toronto by absorbing relief costs to the extent, last year for instance, of \$2,000,000—and it seems to be doubling every year.

How is this improvement going to be brought about? It would take a superman, I admit, to do this overnight. I admit at once it cannot be done overnight. I will say this, however, that if a Minister of Labour could sit at the head of a table with the different groups of men comprising the secondary industries and particularly the manufacturing industries, which employ half a million of our people in Canada, he could tell those who have fallen down on the job two or three things which they should do on behalf of their fellow-citizens. And what are those things? He could say to them, "Study your payroll. Don't consider your employees as a commodity, as raw material; don't sit back and simply ask for efficiency from your sub-managers; but remember that these men who work for you have hearts and souls, have wives and families who have to be looked after. Spread work out among your employees; see to it that every possible bit of work is given to your employees, and forget during this time of stress and strain in Canada that yearly dividend or yearly balance sheet with its big profit."

That same strong man, whom this government has the power to put at the head of affairs so far as this particular problem is concerned, could study the balance sheets which were referred to a moment ago—the balance sheet of the Bell Telephone Company

for example. What did the hon. gentleman say? Eight millions of profit in the Bell Telephone Company. Why did he not go further and say that 16,000 employees have been laid off by the telephone companies in the last few years? Why do not utilities of that kind put some heart and soul into their operations? They would do it if a strong man sat at a conference table and told them that if they did not do it, drastic action would be taken.

These men in industry are God-fearing men as a whole, decent fine citizens, 99 $\frac{9}{10}$  per cent of them. It is my privilege to know a great number of them, and I have yet to find them resorting to sharp practice. I have yet to find them lacking in sympathy with their fellow men. They are worrying about the state of things, but they have no leadership. This government is not giving any leadership or bringing them together. True you have here a report, a preliminary one. You are going to have another report, and after that I suppose another. But we need action. This country needs action if we are going to get this extra ten per cent back to work. There is the iron and steel industry with a shrinkage of 35,000 employees. Get your iron and steel men around the table, say to them, "Fifty per cent of your men are working over forty-eight hours a week; can you not rearrange your working schedules to spread the work among more men and give those men a forty-eight hour week?" Some hon. member says forty-four hours; if the times are as bad as that I would say forty-four also. A total of 99,187 men are controlled by this industry, there are 35,895 fewer employed to-day than there were in 1929; yet twenty-five per cent of them are working over forty-eight hours a week.

Then there are the manufacturers of lumber. Get the heads of this industry together and ask them, "Why are you employing 8,339 fewer men than you were in 1929?" "Well, we do not have the business; what can we do about it?" Mr. Strong Man, Mr. Man of Action, and this government of action with an overwhelming majority, tell these lumber manufacturers that they are working 41,878 men over forty-eight hours a week, and some of them fifty-five hours a week. Ask them to rearrange their schedules and make work for ten per cent more men in their industry. Retail and wholesale trade, retail merchandise stores, large departmental stores—who in this government is exercising any control over what they are doing with their personnel? Who is exercising any control over the chartered banks of Canada, which are laying off men in the higher age brackets and hiring boys of eighteen