

had tested the strength of the Empire? Or who would have dreamed that Canada would have produced more munitions than any country in the world except Germany *prior* to the war?"

You have no idea—it is not proper for me to discuss it here in detail—you have no idea, and I am sorry to say, neither has the manufacturer any adequate idea of the importance of the volume of munitions which are produced in Canada for the vital work which has to be done at the Front. The total percentage of shells produced in Canada in relation to all the shells used at the British Front is a percentage so large that I would amaze some of you if I were at liberty to express the figures, and when you read, and well-intentioned perhaps, in newspapers, or elsewhere, a comment that we send men to the Front and we do not equip them with munitions, and thereby the Government or somebody else is culpable, it is said with a wholly mistaken knowledge of the facts of the case, and without an understanding of the importance of the supply which comes from Canada. I would not be true, however, to the responsibility which I bear to the Board with which I am associated, or to you as representative men in Canada, or to the men in the trenches, if I did not say to the manufacturer when he has failed to make shipments in accordance with his promise that his failure is so grave a matter that he ought not to be able to sleep if he has not made every arrangement in his power whereby the promised production is made available for use at the Front. The question he must answer is not "Can I make money?" but "Will I live up to my promises?" To whatever extent you have had the idea that we were an amiable second, and that the munitions which we were sending forward did not make a great deal of difference—it was a good thing that Canada had the chance, but failure in delivery did not make a great deal of difference—is wholly wrong. Every failure on the part of the Canadian workman to work as many hours as he is able to work, every failure on the part of the Canadian manufacturer to plan and lay out his work whereby he will deliver that which he has promised to deliver, is a crime against the state. We have pledged our honour, we have pledged our energy, we have pledged our resources, and we have done it after conference with manufacturers, and both they and their