

dependence of the workers" and makes them more subservient to the employer.

It is only the exceptional employer who will be able, by his personal qualities, to dispel such suspicions, to gain the confidence of his employees, to make them feel that he is genuinely anxious for their welfare as well as for his own, without relapsing into that patronizing attitude which is obnoxious to the workers of to-day. Thus, while profit-sharing may be successful and productive of much good in individual cases, it can hardly be expected that it will ever become a general method of improving the condition of the great wage-earning class. Other attempts at the solution of this problem will be treated in the next lesson, which will deal with Labour Problems.

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Profit-sharing experiments in Canada have been comparatively few. An important experiment in profit-sharing is thus described in the "Labour Gazette" for June, 1911:

"A profit-sharing scheme in force in the establishment of Messrs. W. J. Gage & Co., manufacturing stationers and publishers, of Toronto, Ont., is stated by the firm to be not only greatly appreciated by the staff, but to be of real service to business. . . .

"For the purposes of profit-sharing, the staff is divided into two classes, viz.: heads of departments and employees. A block of the capital stock of the company was transferred to the president, who, in turn, allotted to each of the heads of the departments a certain amount of stock, the amount varying with the experience and length of service of the beneficiary. The transfer was made under an agreement between the president and each individual concerned, by which the first charge on the dividend declared on the stock is that of reasonable interest on the stock remaining unpaid. The remaining portion of the dividend, after paying this interest, is then applied on the purchase of the stock, together with such further sums as the beneficiary may desire to apply.