

provide jobs for all who need them, not only now but during the next five or ten years. The one solution is the system now in operation at that plant; I refer to the five day week. That must come or work cannot be supplied for those who need it. The men there realized that fact. They had every opportunity in the world to maintain a full six day week, but rather than see some members of the community go without jobs they were quite willing to carry on with a five day week. What did they do when the depression began? The management called the men together; they picked out the married men and put them on three-quarter time and put the single men on half time. Then, as things picked up, they brought the single men up to three-quarter time, and finally the men were called again. The management said, "You boys can take your choice. Do you want to go back on six days a week and thus deprive some people of jobs, or would you care to carry on the five day week?" Unanimously the men chose the five day week. As a result they now have time for relaxation. If they are shift men they work fifteen days and lay off five days, while ordinary day labourers work five days a week. Seventy-five per cent of the men own their own homes, and when they have their five days off they fix up their gardens, mend their fences and generally improve their homes.

This whole plant is run on a cooperative basis. There are perhaps fifteen or twenty departments, and the men in those departments never air their grievances to anyone but their own delegates. Each department elects two delegates, who meet with the management—partly on the company's time—twice a month. Any man with a grievance as to working conditions, wages, safety or anything else takes that grievance not to the management but to his own representative. The delegates from the various departments discuss the grievance; if it is well founded it is remedied and if it is not it is simply sent back. I should like to point out some of the benefits which have resulted from that spirit of cooperation which pervades that plant. In the first place every man enjoys free insurance in the amount of \$1,500. If he chooses to add to that it is at his own expense, but the \$1,500 of insurance is provided at the expense of the company.

At the company's expense likewise a pension is provided for all old employees, a minimum of \$240 a year, but determined on the basis of the earnings of the previous ten years. Then they have a benevolent association which includes practically one hundred per cent of the employees. The members pay \$1 per month and they receive benefits in

case of illness or accident at the rate of \$1.50 a day for periods up to six months. The hospitalization is unequalled anywhere in Canada. It is not a case of a lot of doctors saying: We are going to charge this or that, but the men fix the rates; the workmen's cooperative committee calls the doctors, twelve in number, in a clinic and makes their own arrangements for medical attention and hospitalization, not only for themselves but for every member of their families. They have the very best attention in the most modern hospital that could be constructed. There are also all sorts of athletic and social facilities.

What more does this company do? The company says to its employees, We are not paying you so much an hour or a day, but we want your cooperation, your confidence, your interest in your work; and the men give it, they feel it is an honour to be an employee of that company. When a man has been there three years he is given outright a share of stock in the company; that share to-day is quoted at about \$250, but it does not make any difference if it were quoted at \$500; he gets it without cost. They have this elaborate housing scheme, under which they have advanced almost a million dollars to the employees, repayable in monthly payments. When Christmas comes there is not another institution in Canada that treats its employees better. Hon. members will forgive me for elaborating upon this, but I feel proud of coming from a community in which there is such an industry maintaining such fine human relationships between employer and employee. They say to the employees: In the first place we are going to give you a basic wage. When I left there the basic wage happened to be about \$3.35 a day. That basic wage is fixed by the company, but there is a general discussion with the committee and the basic wage is largely determined by the Government's cost of living yardstick. If the cost of living goes up the basic wage goes up; if the cost of living goes down the basic wage goes down. To that basic wage is added first a bonus for efficiency, which is interest in the company's welfare. It is also based upon the price of metals; when the price of metals goes up the bonus goes up, and when the price of metals goes below a certain line the bonus ceases. When I left, the bonus in addition to that basic wage of about \$3.35, was ninety cents a day. That wage is for common labour. The men in different departments of course have different scales, but that is the basis for common labour.

Every employee feels an interest in the company's welfare. A man goes to his work