

Sir HENRY THORNTON: I would include any of the standard railways on the North American Continent. The salaries of general officers, who do not work eight hours a day, but if necessary, work twenty-four hours a day, whose first and only allegiance is to the company, have not been increased anything like in proportion to the increases which have been enjoyed by engineers, firemen, telegraphers, brakemen and men of that sort.

Mr. STEWART: That is the very point I was going to ask you about.

Sir HENRY THORNTON: The railway companies of the North American Continent have been much more liberal in the increases which they have given to wage earners than they have been in salaries which have been given to officers, and that is true of every railway on the North American Continent. It is likewise true of every railway in Canada. In England, just by way of example, wages were increased from 120 per cent to 150 per cent since the commencement of the war. The salaries of the general officers have been increased about 25 per cent.

Mr. STEWART: You say that the increases in higher salaries is not an important factor in the \$254,000 increase.

Sir HENRY THORNTON: No.

Mr. STEWART: That is the gist of the whole thing.

Sir HENRY THORNTON: I will add to that that rank for rank, man for man they are being paid no more on the Canadian National Railway System than is the case of any first class railway on the North American Continent. I know of a good many instances where our officers, vice-presidents are getting less. I know of an officer who is in charge—and this I know of my own knowledge to be a fact: there is an officer who is in charge of maintenance and operation in a comparatively small railway in United States, and when I say a small railway, it is not as large as the Baltimore and Ohio or the Pennsylvania. It would correspond to something like the Delaware, Lackawana and Western or the Delaware and Hudson. That officer has a pretty easy time of it. He does not have to worry about expense because the road is making money, or he does not have to put in the hours our men are putting in. He is getting \$10,000 a year more than any officer of the Canadian National System. I have not had one request for increases in salaries from an officer of the company.

Mr. HARRIS: Have there been many additions to those senior officers?

Sir HENRY THORNTON: We have consolidated and re-arranged but we have not made any additions. Of course we have to take this into consideration, that when you consolidate over a large railroad system such as the Canadian National and the Grand Trunk, you have a certain redundancy of officers. You have two vice-presidents, doing the same thing and two general managers, experienced in motive power or something of that kind, and you have only a place for one and you have men who have given 25 and 30 years of their life to the service of the company they are working for. You cannot throw them out; you have to provide for them. It will mean a little more money but it is good business to do so. In time that straightens itself out. For example, just by way of illustration, we had a manager of hotels, who had been with us for some years. He was made manager of hotels under the new organization. We likewise had another manager of hotels, who also looked after the sleeping cars on the Canadian Northern and we had to take care of him, and we put one in charge of the sleeping and dining cars and the other in charge of hotels. Not so long ago the man in charge of the hotels resigned and this man had to take care of two positions.

The CHAIRMAN: That will all correct itself.