

that profits can be obtained from co-partnership in trading.

Large gas companies in England have for many years admitted to their Boards of Directors a limited number of representatives of their employees, and have paid their workers on a profit sharing basis according to selling price of gas and the cost of production.

Employers have formed associations of manufacturers in the same and allied industries to promote the interests of industry in seeking to secure trade jointly instead of in competition with each other. Such associations have established relations between labour organizations and have recognized the right of collective bargaining between organizations of employers and employees.

Quite recently in the United States there has been demonstrated one of the most striking illustrations of representative government in industry.

I refer to the Colorado Fuel and Iron Company in the State of Colorado, which is perhaps one of the most important industries in America. In 1915 the Company decided upon a plan of representative government about which, the Commissioners appointed by the President of the United States on December 21st, 1914, to inquire into the labour differences in the coal fields of Colorado said in their report:-

"The essential features of the plan seem to your Commissioners to be

- (1) That the relations between the Company and its employees as a body are defined by contract.
- (2) That every employee is guaranteed the right to belong to a labour union or not, as he pleases; and
- (3) That the men in each mine under this contract are entitled to choose their own representatives, these representatives being protected against abuse by the Company, by a clause in the contract which entitles them, if they even think they have been discriminated against because of the men, to appeal to the Industrial Commission