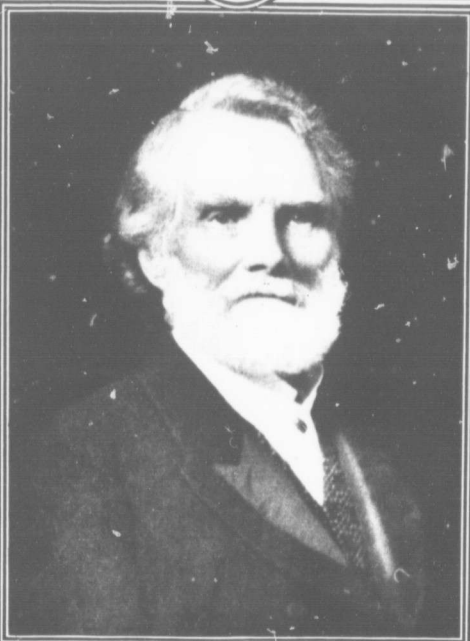


SUNSHINE

Vol. XX

Montreal

N^o. V. 1915



ROBERTSON MACAVLAY

MEMORIAL NUMBER

PAAP

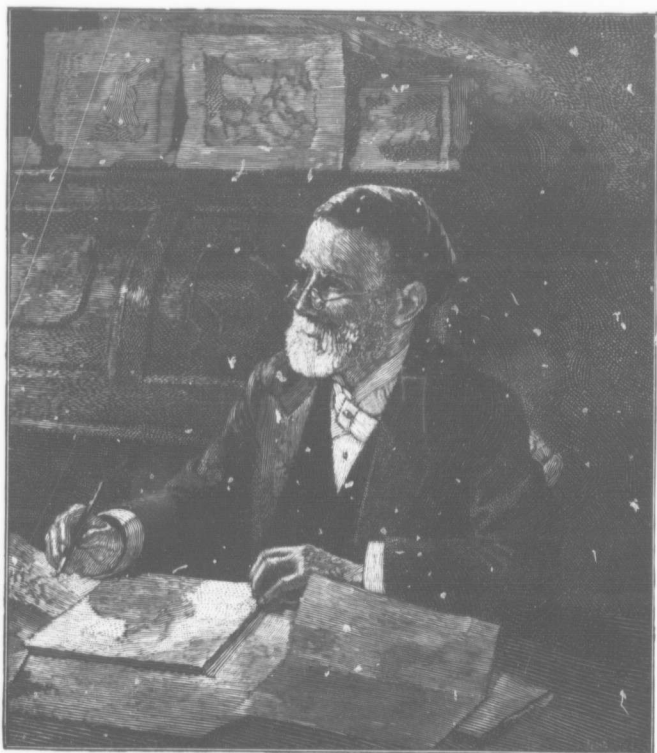
AP

5

59

*"IN institutions, as in individuals,
character wins the day in the long run."*

—THE LATE PRESIDENT ROBERTSON MACAULAY



Wood-cut by Howard McCormick, N. Y., from old original

Macaulay

PUBLISHED BY THE
SUN LIFE ASSURANCE COMPANY OF CANADA

AT HEAD OFFICE, MONTREAL

A. D. EMORY, B.A., *Editor*

DIRECTORS

T. B. MACAULAY, F.I.A., F.A.S., *President and Managing Director*

S. H. EWING, *Vice-President*

WILLIAM M. BIRKS
HON. RAOUL DANDURAND
J. REDPATH DOUGALL

GEO. E. DRUMMOND
H. WARREN K. HALE
Sir HERBERT S. HOLT
CHARLES R. HOSMER

ABNER KINGMAN
H. R. MACAULAY, M.D.
JOHN MCKERGOW

ARTHUR B. WOOD, F.I.A., F.A.S., *Actuary*

FREDERICK G. COPE, *Secretary*

E. A. MACNUTT, *Treasurer*

JAMES C. TORY, *General Manager of Agencies*

GEO. WILKINS, M.D., M.R.C.S., ENG., *Chief Medical Officer*

IN MEMORIAM

IN dedicating, on behalf of the Directors, Officers and Staff of the Sun Life of Canada, the present number of "Sunshine" to the memory and life-work of our lately deceased and greatly beloved President, we do so with feelings of profound sorrow and with a reverence akin to veneration.

There is little indeed mere words need say—or could rightly say—to add lustre to a character so kingly and a career so distinguished. The life of the late President Robertson Macaulay needs no Memorial of printed page; his deeds are his sufficient monument.

But to not a few of our readers the late Mr. Robertson Macaulay was personally known. By them the warmth of heart and the nobility of spirit which permeated his very being will be cherished as a priceless treasure. In the following pages they will find fuel for the fires of perpetual remembrance.

To many more, our late President's name had a familiar sound, for Robertson Macaulay and the Sun Life of Canada, inseparably linked, are household words in many a clime and in many a tongue. They, and even those who knew him not at all, will find deep inspiration in the character and life of the Scottish lad who by dint alone of a dauntless courage and an unswerving devotion to duty won a commanding place in the world of affairs and in the hearts of men.

Encomiums without number have been laid like fragrant roses on the bier of our late President. In such profusion have they come from press and from pulpit, by telegram and by letter, that space can be given to but few. But in the pages that follow some of the associates and friends who best knew the heart and mind of Robertson Macaulay speak of him as they knew him. And they speak the language of all.

SUNSHINE



WILLIAM M. BIRKS



Hon. RAUL DANDURAND



J. REDPATH DOUGALL



GEO. E. DRUMMOND



T. B. MACAULAY, F.I.A., F.A.S.
MANAGING DIRECTOR & SECRETARY



ROBERTSON MACAULAY
PRESIDENT



S. H. EWING, VICE-PRESIDENT



SIR HERBERT S. HOLT



H. WARREN K. HALE



CHARLES R. HOSMER



ABNER KINGMAN



JOHN MCKERGOW

BOARD OF DIRECTORS AT TIME OF OUR LATE PRESIDENT'S DEMISE

With fitting appropriateness, at the Meeting of the Board on Tuesday, October 5th last, Mr. T. B. Macaulay was elected to the Presidency, retaining the office of Managing Director. The vacancy occasioned by our late President's death has since been filled by the election of Dr. H. R. Macaulay to the Board.



RESOLUTION OF BOARD

TUESDAY, OCTOBER FIFTH, NINETEEN FIFTEEN



THE BOARD RECORDS THE DEATH OF ROBERTSON MACAULAY, THE LATE HONORED AND BELOVED PRESIDENT OF THE COMPANY, WITH A SENSE THAT EVERYONE CONNECTED WITH THE COMPANY HAS LOST A FRIEND, AND THAT CANADA HAS LOST A GREAT CITIZEN • FOR OVER FORTY-ONE YEARS MR. MACAULAY WAS THE EXECUTIVE HEAD OF THE COMPANY, PRESIDING OVER ITS DESTINIES WITH EVER INCREASING SUCCESS, AND PROVING HIMSELF A CHIEF WHOM ALL DELIGHTED TO HONOR AND SERVE UNDER • HIS ENERGY AND ABILITY, STILL MORE, HIS DETERMINED RECTITUDE AND HIS ABSOLUTE AND SELF-FORGETTING FAITHFULNESS TO WHAT HE REGARDED AS A SACRED TRUST, HAVE BEEN THE FOUNDATION STONES ON WHICH THE COMPANY AND ITS VAST OPERATIONS HAVE RESTED • HIS CHARACTER HAS PERMEATED THE ENTIRE STRUCTURE, AND IN TRUTH THE SUN LIFE ASSURANCE COMPANY OF CANADA IS HIS MONUMENT • WE MOURN HIS LOSS, BUT ARE GRATEFUL THAT HE WHO FOSTERED THE INSTITUTION IN ITS INFANCY WAS SPARED TO SEE ITS PRESENT MAGNITUDE AND PROSPERITY



THE PIONEER

INTO the waste of wide mysterious seas
A mariner his fragile vessel steered,
Following the flying sunset, keeping dawn
Ever behind him. Many there were who scoffed,
Few to encourage; still, by vision cheered,
Upheld by faith, he grimly held the wheel
And kept his course through stress of storm and fear
Until he reached the shores of which he dreamed,
And, to the 'stonished eyes of those who erst
Had cried "Thou fool!", disclosed another World.
And later, in the vasts which he by dint
Of reaching vision and unflinching faith
Had rescued from the tomb of the Unknown,
Great Empires rose, which still revere his name.

Late from our midst there slipt the soul of one
Who dared the dangers of unproven paths.
Who sought and found, beyond the narrow ken
Of little minds and hearts, a World undreamed
By those of lesser vision, weaker faith.
Against the tide of timid counsellings,
The blasts of envy and of disbelief,
He set and held his course, and tore away
The shrouds of mystery that veiled from sight
Of smaller men a fresh and fruitful World,
And laid the outlines of an Empire there.

We who have gazed and wondered at his works
Citizens of the Empire that he wrought
Honour his memory for his vision wide,
His sturdy courage and his surging faith.
Our prayers go with him on his voyage now
Across a tide of deepest mystery
To a far shore which only faith can find.

—W. F. S.

THE LATE Mr. ROBERTSON MACAULAY

An Appreciation

BY HIS PASTOR, THE REV. T. W. DAVIDSON
Calvary Congregational Church, Westmount

*"And indeed he seems to me
Scarce other than my King's ideal Knight,
Who revered his conscience as his King,
Whose glory was redeeming human wrongs,
Who spake no slander, no nor listen'd to it,
Who loved one only, and who clave to her."*

Tennyson's description of his ideal knight in the lines quoted above found a living illustration in the late Mr. Robertson Macaulay. He was in many respects a remarkable man—one of the most remarkable of our time.

APPEARANCE AND EARLY INFLUENCES

Robertson Macaulay was so picturesque in appearance and dignified in bearing that he would have passed anywhere as a Highland Chief. That he was a Highlander is well known, born beside the granite city of Aberdeen, and brought up in the Western Hebrides. His early environment played its part in the formation of his character. The strongest trees do not grow in some shady nook, but on the mountain side where they feel the force of the storm. The hardiest plants are raised, not in the hothouse, but in exposed places where they are influenced by the frost and the snow. So men of the Robertson Macaulay type are in part produced by their early influences and surroundings. The very struggles such men pass through help to develop their genius and tend to make their lives a success.

ELEMENTS OF CHARACTER

At the basis of Robertson Macaulay's splendid character there was the element of self-respect. This meant to him that sense of personal dignity which would not permit him to do a base act lest he should lose caste in his own esteem. He had respect for the feelings of others. The members of the Staff of the Sun Life of Canada know well, and have borne ample testimony to, the genuine consideration and tender-heartedness of their late President. In addition, he had a profound respect for the law of God and for the essentials of pure and undefiled religion. If we look at religion as the binding of the soul to God, Robertson Macaulay was essentially a religious man who made God his soul's true home.

CHANNELS OF EXPRESSION]

One of the beautiful things in connection with my ministry in Calvary Church has been to learn, incidentally, of Mr. Macaulay's benefactions. His charities found expression in personal channels rather than through public institutions, though the latter were by no means overlooked. In a recent letter to a friend of mine, and brother minister, whose work he had often aided, there occurs this sentence: "It is a great pleasure to have command of the means that help. All these things are under the control of the great and good One, and should be administered to His liking." In this sentence

the real man expressed his soul. Personally, I was rarely allowed to pass from his presence without being asked if I needed any help for the needy of the district, and it was to me an unusual pleasure to have been made the medium of his beneficence from time to time.

RELIGIOUS CONVICTIONS

His religious convictions were deep, and embraced all the essentials of the Christian Faith. Independent in his views and fearless in expressing them, his trust in God never wavered. His belief in the soul's Immortality was keen, and he regarded the future life as a state in which every man will reap as he has sown while on earth. He was a man of prayer. Night after night he desired to be alone for a season of communion with his Heavenly Father, to whom he talked with a frankness that was refreshing. He hated all mere form, all cant, all shams, with a holy hatred, but in decision of character and fearless determination to do the right at any sacrifice he was practically without a peer.

All through his business career he bore an unsullied escutcheon, thus leaving a high and noble example to every man engaged in commercial pursuits. "Seest thou a man diligent in his business: he shall stand before kings; he shall not stand before mean men."

CLOSING DAYS AND DEPARTURE

His successful and honourable course on earth terminated in the eighty-third year of his age. For him death had no terror. In the words of the patriarch, "He came to his grave in a full age, like a shock of corn that cometh in, in its season." His latter days were days of peace and quiet waiting. It would have rejoiced him to have been spared a few years longer in order to see the Company enter its new and beautiful building now nearing completion, but God had ordered otherwise and he, like one of old, bowed his head and worshipped. In the language of the late Marquis of Dufferin and Ava, "he had taken Justice and Purity as his companions through life and with white-robed Justice and knightly Purity, the light of Heaven never wavered from his path." It invested all his surroundings with a glory, showering sunshine and gladness on his ordinary employments, and illuminated his declining years with unspeakable content. He sleeps well, for he sleeps in Jesus, and they who sleep in Jesus shall God bring with him.

"ALONE on the vast prairie on a bright, starry night one finds it very hard indeed to calmly dethrone the Eternal or to discard human responsibility. The severe aloneness of each spirit as it 'crosses the bar' deserves deep consideration. Who will tell us just what happens at that exit—death? Shall there be no reckoning of the great trust—life? Would it be reasonable to have no reckoning? And should not that one possibility cause men to be upright in administering the lesser trust of assurance funds? The man who plays loose with any human trust is simply playing the fool. Honesty is ever and always the only wise rule of life. I have always so regarded it and have done my endeavor to carry it out."

—Robertson Macaulay, 1906.

THE EARLY RELIGIOUS LIFE

OUR LATE REVERED PRESIDENT

I WRITE as the minister of the Church which Mr. Robertson Macaulay joined when barely out of his teens. He had been a regular attendant upon the Sunday School for a number of years, and by his quiet and manly bearing had impressed not only his teacher but the other members of his class. He was even then no stranger to the sublime teaching of the Bible, for his pious and much-loved mother had devoted herself to the spiritual and intellectual development of her boy. Much of that "doing good by stealth" which was a conspicuous trait in his character, he first learned at his mother's knee, and witnessed in her kindly actions. As a lad, his knowledge of the Bible was remarkable; and in the long, dark, winter nights, with the restless waves of the North Sea lapping the foot of the garden and the piercing

winds echoing through the house, the widowed and saintly mother with her boy found not only comfort but spiritual elevation from the pages of "The Book of Books."

At that particular time in Scotland's history, theology and religious questions generally were being keenly discussed. Hyper-Calvinism was being assailed by one of the clearest intellects in Scotland, and multitudes were rejoicing in the "New Views." These "New Views" which brought light and comfort to thousands were: first, the universal love of God for all mankind; second, the death of the Lord Jesus Christ for all mankind; and, third, the striving of the Holy Spirit with all "flesh." The consideration and discussion of such vast, lofty subjects turned Scotland into an extensive theological hall, and these were the mighty

truths upon which the reticent lad pondered as he grew up to young manhood.

When he was about twenty years of age he joined the Church, thus confirming by outward act the inner operation of grace upon his spirit. There is something almost tragic in the fact, for fact it is, that when this pure and noble youth left his home and the Church of which he was a much-loved member to seek his fortune in Canada, his first attempt to connect himself with the ministry of a Christian Church was repulsed on petty doctrinal grounds. But though lost to the Con-

gregational ministry of Canada—and great, indeed, was the loss—Robertson Macaulay in fulfilment of the Divine plan was destined to discharge an infinitely fuller and wider ministry.

Concerning his deep and practical interest in his native town, it is not for me to write; but this I will say—there never beat a heart more ready

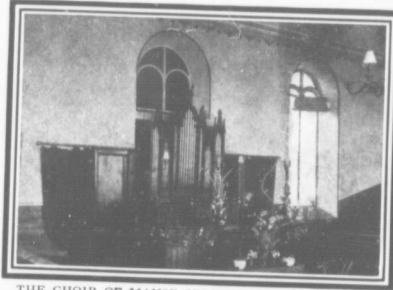
to respond to any and all needful causes; and the response was always liberal.

The late Robertson Macaulay is now with Him whom "not having seen he loved." He is with his parent, the brave ship's captain who went Home by way of a watery grave; he has joined the mother who idolized him, and whom he too loved with a burning, passionate love.

He is Home, and at Rest.

Jas W. Gillies

Pastor, Manse Street Congregational Church, Fraserburgh, Scotland.



THE CHOIR OF MANSE STREET CONGREGATIONAL CHURCH, FRASERBURGH

In this choir our late President sang as a boy.

• • • AN APPRECIATION • • •
 BY A NATIVE OF FRASERBURGH
 SCOTLAND



SHORE STREET, FRASERBURGH

It was at No. 50, in the row of houses shown, adjoining the sea, that Mr. Robertson Macaulay was born. In those days Fraserburgh was a mere village, rather than a seaport town.

HERE is a familiar saying in these parts: "Tak' awa' Aberdeen an' twal' mile roon, an whar are ye?" Fraserburgh, the birthplace of Robertson Macaulay, is not exactly within the magic area of all the talents, but, nevertheless, it is a prominent coast town of Aberdeenshire, a county famous the world over for its men and its cattle.

The sons of Aberdeenshire have always been noted for the leading and honourable part they have played in the development of the vast Empire of which we are all so proud. Is it men of marshal ardour you seek? Here we are in the home of the Gordon Highlanders, a regiment whose deeds of valour are writ large upon the page of history. Is it for captains of industry you enquire? Who has not heard of the hard-headed, cautious, far-seeing Aberdonian? He has carried the flag of commerce to the uttermost ends of the earth. Dour and determined by nature, he has wrestled with and overcome obstacles which discouraged and defeated

his competitors in the struggle for existence; and to-day, in every clime, wherever there are positions of trust, responsibility, influence and affluence you will find him at or near the top of the ladder.

A Scotsman is never at home but when he is abroad, and this is doubly true of Buchan, the district of Aberdeenshire where Robertson Macaulay was born. Buchan men have made their mark in many spheres, but not one of them unaided, and by his own native ability and strenuous perseverance, has equalled the remarkable subject of this humble appreciation in scaling the steep heights and reaching the pinnacles of business success.

That a small town of 10,000 inhabitants is the birthplace of Sir George Anderson, Treasurer of the Bank of Scotland (the blue-ribbon of the banking profession) and of Robertson Macaulay, one of the grandest figures in the assurance world and the head of one of the most powerful financial organizations in the Empire, is a fact of which the citizens of Fraserburgh are justly proud. It

was only within recent years that the remarkable business achievements of Mr. Macaulay became generally known in the "Broch" and when he came into our midst to visit the scenes of his childhood, our pride in his business achievements was enhanced by glowing admiration of his nobility of character, his humility, largeness of soul, warmth of heart and sincere and unostentatious generosity. His belated visit was the touching and loving tribute of a great man to the memory of a good mother. Her maiden name was Margaret Noble, and the town still has many of that name within its bounds.

And now that Robertson Macaulay has finished his course and passed away full of years and honours, his native place will continue to revere his memory and point to his life's work as an incentive to high endeavour on the part of the youth of this community. Not many boys had fewer opportunities or more humble beginnings than Robertson Macaulay, and what he succeeded in doing, others may emulate. His magnificent example of honesty of purpose and devotion to duty will be greedily treasured, and held in more esteem than a monument of bronze or marble.

When Mr. Macaulay was in Fraserburgh, the writer asked him what had prompted him to make such a long journey after an absence of fifty years. Being a typical Scot, he answered my question by asking another. "Did you ever hear of the boy that left the hamlet in the Highland glen and went up to London to push his career? He found employment in the office of a large Shipping Company, and beginning at the foot of the ladder he worked his way steadily upwards until he became the chief of the establishment. So entirely absorbed was he in business that he scarcely ever gave a thought to the home of his childhood. Thirty years of strenuous application to work passed and then, one day, a peculiar incident happened. He left his house and was proceeding to the city when, at a street corner, he came upon a Highlander decked in kilt and plaid of his own tartan playing a tune on his native pipes. The skirl of the bagpipes thrilled his whole being and, seized by a sudden impulse,

he hastened to the nearest railway station, took a ticket for Scotland and within twenty-four hours was standing among the everlasting heather-clad hills of his childhood. The hamlet with its blue smoke curling up was still there, but alas! the friends of his boyhood had all vanished; there was no one to recognize him and call him by his name.

"Now my father was a mariner who sailed out of this port of Fraserburgh, and one day a newspaper came into my hand containing the tale of a terrible storm and shipwreck on this coast. A vision of my youth took possession of me and would not let me go, and there and then I decided that I must cross the Atlantic and make the vision a reality.

"Like the Highland boy, I wandered about your streets unnoticed, until one day I was fortunate in finding a solitary person who recognized me. I called upon a clothier named James Ross and asked whether he knew me. He did not. I told him my name; still no recognition. I assured him that he and I had walked together barefoot to the Sunday Service in the 'Winny Chapel' in Manse Street and sung hymns in the choir. He pondered and pondered, and shook his head. Eventually he called his wife, Margaret, to his assistance, and on having the situation explained to her, she immediately recognized me. By way of cross-examination, I said 'My Christian name is Kenneth, isn't it?' 'Na, na,' she replied, 'it's Robertson; I ken ye fine.' After some further conversation, James Ross suddenly paused and exclaimed: 'Certainly! yer father was Skipper o' the "Reaper." Man, ye could aye beat me at climbin' the riggin.'

"To say I was pleased at having discovered these friends of my youth does not express the emotions I felt on that memorable occasion, and the night I spent with dear James Ross and his goodwife was one of the happiest in all my life."

Breathes there a man with soul so dead,
Who never to himself hath said
This is my own, my native land?
Whose heart hath ne'er within him burned,
As home his footsteps he hath turned
From wandering on a foreign strand?

William Robertson Melorn

Editor, 'Fraserburgh Herald.'

October, 1915.



"DUKE BRAE,"
FRASERBURGH, SCOTLAND
"Duke Brae" leads down to Shore Street
on which street the late President
Macaulay was born.

BROAD STREET
FRASERBURGH
SCOTLAND
showing spire of the
Parish Church



TOWN HALL
FRASERBURGH
SCOTLAND



TABLET OF TEN
COMMANDMENTS
in school which Mr. Macaulay
attended in Fraserburgh.

BROADSEA
A fishing suburb of Fraserburgh.
This view is typical of what
Fraserburgh itself was when our
late President knew it in his
boyhood.



THE EARLY LIFE IN SCOTLAND

of the late

PRESIDENT ROBERTSON MACAULAY

By JOHN A. ROSS, District Manager, Edinburgh, Scotland

I AM honoured by the commission to write that part of the Memorial for our late dear and honoured President, dealing with his connection with Scotland.

Early the next morning after receiving my instructions I reached Fraserburgh, the Fraserburgh upon which Robertson Macaulay first opened his eyes on the twentieth day of January, 1833. This, then, is the town up and down whose streets he ran as a barefooted boy, and within whose confines there first took shape the forces that were to mould a character so noble and produce a life so full as that of our dear old President.

What was the place like then?

Now—it is an important burgh with 10,000 inhabitants and the great centre of the Scottish herring industry; then—it was a little fishing-village with a population of about 1,200. The Town Hall had been built even at that time, and the Old Parish Church, the spire of which appears in the accompanying view of Broad Street, was the Parish Church of those days; the rest of the burgh has been practically rebuilt. "Duke Brae" is one of the typical bits of old Fraserburgh. Multiply it once or twice and imagine it to have appeared like the old fishing suburb of Broadsea and you have the quaint old village *in petto*.

"Duke Brae" leads down to Shore Street, where Robertson Macaulay's birthplace still stands. The house was numbered 50, and still retains its character of well-to-do, or at least comfortable, burgher respectability. No photograph of it is obtainable, the Admiralty regulations in Scotland not unnaturally forbidding the photographing of buildings which are so near the docks. But the present tenants courteously shewed me over the old home. The rooms are low in ceiling, but spacious and in beautiful condition; and the house has the distinction of being the only house in Shore Street with a garden sloping down towards the harbour. Poor garden! It has fallen on evil days since Captain Macaulay of the trading-smack "Reaper" took his wife, Margaret Noble, a daughter of a much-respected burgher family, there as a bride somewhere in the early thirties. In those days the harbour was very small and there were no docks, so that the boundary wall of the Garden of No. 50 Shore Street must

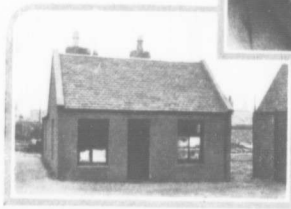
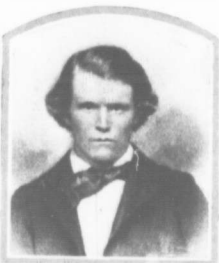
have reached down to the open beach of the wild North Sea.

R. L. Stevenson mentions as one of the hardships offsetting the inestimable privilege of being born in Scotland, that one has to learn the Scottish Paraphrases and the Shorter Catechism with "proofs." I presume that Captain Macaulay having been a Congregationalist, Robertson Macaulay would in all probability be exempt from the necessity of learning the Paraphrases, which are the particular "preserve" of the Church of Scotland as by law established; but I expect there was no exemption from the Shorter Catechism—with "proofs." In any case, anyone who wishes to reconstruct Robertson Macaulay's home life may imagine him spending some part of every Sunday afternoon reciting what the Shorter Catechism has to say about "Effectual Calling" and "Man's Chief End," with dire penalties if he failed in the recitation! As a boy, he sang in the choir in the little Congregational Chapel in Manse Street, and appeared in Sunday school very regularly I am told. Of course there was only the one school to go to, the Parish School, where the ordinary rudiments of education—reading, writing and arithmetic—were taught; and we can safely say that Fraserburgh Parish School in those days, under William Woodman, did not aspire to anything beyond these rudiments. Such, at least, is the report given me by a retired ship-master whom I met in Aberdeen and who remembered Robertson Macaulay as a boy, and said they used to trot to school together.

My old friend—who was eighty-six when I saw him last week, but hale and hearty—gave me a vivid account of Captain Macaulay's bringing the "Reaper" into port during the still-remembered storm of December, 1838. Several fishing smacks were out and overdue, and the wives and children of the men on board were, as usual, down at the harbour to see them come in, or to hear the worst. One or two were driven on the rocks of that pitiless coast and reduced to matchwood in less time than it takes to tell the story. When the storm was at its worst, the "Reaper" was seen driving up before it from Inverallochy. She missed the harbour heads and was driven out to Kinnaird Head; then began a battle royal in the face of that wild north-eastern gale. Yard by yard

ROBERTSON MACAULAY

as a boy. This interesting photograph has been reproduced with great difficulty from an old ferrotype taken during Mr. Macaulay's life in Stornoway.



OFFICE OF PATENT SHIPBUILDING AND REPAIRING SLIP STORNOWAY

It was in this office that Mr. Macaulay was employed for some time.



HOUSE ONCE OCCUPIED BY CAPTAIN KENNETH ROBERTSON KEITH STREET, STORNOWAY

During his boyhood days in Stornoway, Mr. Macaulay lived for some years in this house.

Captain Macaulay fought his way back to the harbour, tacking and re-tacking, threading his way between the cruel reefs and in the teeth of the blinding snow, the sails blown to ribbons and most of the spars down; still he battled on and after some weary hours at last got alongside the harbour again. Then bringing her to, he passed between the heads and brought his vessel, battered almost to a wreck, to safe anchorage.

You can imagine the scene: the inky black sky—the raging North Sea—the howling nor'easter—the remorseless breakers which make the narrow entrance to the harbour a veritable entrance to the pit of Tophet, and Margaret Noble dry-eyed and desperate, clutching her shawl, gazing out to where the "Reaper" is battling for its life; the five-year-old, terror-stricken boy, Robertson Macaulay, hanging to her skirts, a frantic figure of childish grief and despair; and you can complete the picture by throwing in groups of other women and children who were less fortunate than she, and hundreds of tall and unsentimental Aberdonians cheering the Captain as he steps off the deck of his smack, not so much because he has escaped death, as in praise of his seamanship.

But then there came the storm from which Captain Macaulay did not return. The "Reaper" went down—one report says somewhere off Cape Wrath; another, some-

where in the Baltic; but, be that as it may, the death of his father denoted a landmark in the Scottish boy's life, for thereafter his connection with Fraserburgh became more and more remote.

Important in his early life as were Stornoway and Aberdeen, my mind loves best to linger in the town of his birth; nor can I forget that in the midst of the successes that so abundantly crowned his later years, Robertson Macaulay ever remembered the home of his boyhood with numberless but unostentatious and kindly benefactions. Here—a subscription to the soup kitchen; there—a subscription to a fund for providing poor boys with boots. A letter was shewn me which illustrated his almost meticulous care of details. On one of his visits to his birthplace he is leaving a considerable sum of money behind him for the soup kitchen, and the boys come in for his especial sympathy and care. He understands, runs the letter, that "soup with a certain proportion of cabbage, turnips, peas and beans" (and last of all, as a sort of afterthought, carrots occurred to him, and are mentioned) with beef "boiled to rags," is a "capital medium for the feeding of small and hungry boys"; and, moreover, he would like to know that they are getting their due share of the provision. What a kindly heart beat in the breast of our late and much-loved President!

Stornoway, the home of the Lewis Sept

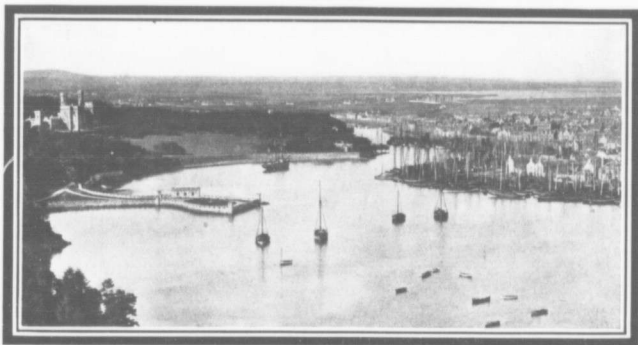
of the Clan Macaulay, next claims our notice. I had anticipated visiting the town, but the attempt had to be abandoned; for Lewis Island is one of the Hebrides, and the Hebrides lie within the British mine-fields and are barred by the stern grey gun-boats of the Fleet patrol. But at this point there comes to my help the kindly collaboration of my valued friend, Mr. Roderick MacGregor, the Company's able District Manager in Glasgow; and from our combined recollection of conversations with Mr. Macaulay, supplemented by letters from the esteemed Town Clerk of the burgh, and from the editor of the local newspaper, we are able to reconstruct at least the frame-work of our late President's life in Stornoway.

Certain it is that some time before Captain Macaulay's death, and at the age of twelve, or thereabouts—reports differ—the boy Robertson was seized with the "Wanderlust" which every Scottish lad experiences; and Stornoway, on the Island of Lewis, having been his father's home, he went there to live with his aunt and her husband, Captain Kenneth Robertson. During his stay in Stornoway he lived in Keith Street, in a house shown in the accompanying photographs and now occupied by Mrs. McIver, whose brothers were the boyhood chums of Robertson Macaulay.

In later life, our President was fond of relating his first Stornoway experience. With the industry which characterized him through life, he at once applied for employment at the Great Dock, then in process of construction. The contractor in charge asked him what he could do. "Anything," came the prompt reply. To test the mettle in him, he was put at manual labor difficult

even for a full grown man. But with the same grim determination which won him triumphant success in his later life's work, the boy firmly resolved "to keep up with the best of them." And this he did, though as an old man he musingly recollected that he "often ached almost intolerably from head to foot." Attracted by the young lad's pluck, his employers made him time-keeper in the office of the Patent Ship-building and Repairing Slip, a position he later relinquished to enter the office of Mr. Munro, Solicitor and Procurator Fiscal for the little town. Here he plodded along at the dry detail of Scots Law—Criminal Law at that. In the course of his duties he was often commissioned to evict crofters, this being a period in Scottish history when these poor unfortunate farmers were driven mercilessly from their little plots to make room for the game preserves of large landholders. One cannot but wonder if his task, uncongenial as it must have been to one of his temperament, did not, even thus early in life, direct Robertson Macaulay's attention to the freer life and wider opportunities overseas. After his apprenticeship with Mr. Munro expired, for a short time he served with the Hudson's Bay Company, Stornoway at that time being one of the Company's main depots. All reports that reach me of Robertson Macaulay's connection with Stornoway speak of him as unusually careful and painstaking and as possessing a versatility remarkable in one so young.

At the tidings of his father's death the lad at once hurried back to Fraserburgh, consulted with his mother, and then, at the age of fifteen, came south to Aberdeen to



STORNOWAY, SCOTLAND

It was in this town on the Island of Lewis, one of the Hebrides, that our late President spent the three years of his boyhood prior to his moving to Aberdeen at fifteen years of age.



ARDINCAPLE CASTLE

at Row, Dumbartonshire, the ancestral seat of the southern branch of the Clan Macaulay. The Castle is a turreted mansion dating from the twelfth century and is now owned by Francis Henderson, Esq., Managing Director of the Anchor Line, Glasgow.

GARELOCHSIDE
SCOTLAND

near which town the Rev. John Macaulay of Cardross, grandfather of Lord Thomas B. Macaulay, had his parish.

push his fortune. And, indeed, it was a fortune more necessary now than ever, for the support of his widowed and dearly loved mother now devolved chiefly upon him, a burden which for years he delighted to bear.

In Aberdeen nearly all traces of him are lost. With the assistance of the Company's esteemed and genial District Manager there, Mr. Lunan, I went very fully into the attempt to trace up his Aberdeen connection. The city officials placed their time and the records of the city ungrudgingly at my disposal; for Robertson Macaulay's was a name so well known in the world of finance on both sides of the Atlantic, that Aberdeen would have been in no way averse to having that name intimately connected with the city's annals. But Aberdeen is now a great city with a population of nearly 200,000, while in those days it was a struggling University town with a population of but 40,000; and the busy, thriving and bustling city of to-day has built itself all over the sites of the city of seventy years ago, and swallowed up all traces of the Aberdeen that Mr. Macaulay knew.

His conversations both with Mr. Lunan and myself, agree in giving the impression that his early experience of business life there was discouraging. A young, friendless boy, speaking nothing but his native Gaelic, and with dreams of eventually be-

coming a clergyman—what were the prospects of his entering business life there with success, and impressing the business men of the city with his personality? Very meagre, I fear.

But even here his fighting Highland blood won success. By dint of unremitting toil and an inborn business sagacity, he won his way from a minor clerkship in the large firm of Barker & Co., dry-goods merchants, not only to a post of responsibility, but to a relationship of intimacy with the controlling partners of the establishment. But once again the irrepressible pioneering instinct won the upper hand, and the young Scotsman decided to emigrate to either Canada or Australia. In his choice, fate played the greater part. Having established himself in Australia, one of the partners of the firm wrote young Macaulay to join him there; but the letter, by chance, fell into his mother's hands. Preferring Canada—her mother-instinct deemed Australia to be too far distant!—she kept the letter from her boy till he had already crossed the broad Atlantic. Well may the Sun Life of Canada thank the star of destiny which prompted the guileless deception practised upon its future President by a mother so devoted!

Thus it was that Robertson Macaulay, upon his twenty-first birthday, came to sail to Canada in one of Messrs. Thomson's timber boats plying between Leith and

Quebec. The next year he took his mother and her family to the Dominion, and four years later, in 1859, he was followed to Hamilton, Ontario, by his affianced bride, Miss Barbara Reid of Edinburgh, whom, by the way, he had met in Aberdeen. But with his brilliantly successful career in Canada other pens will deal.

Yet for one with as strong a strain of Celtic blood in his veins as the present writer to close this little narrative without some short notice of the Clan Macaulay would be rank heresy.

The ancestral seat of the Clan was Castle Ardincaple, at Row, Dumbartonshire. The Castle is a turreted mansion, dating back to the early years of the twelfth century, but has long since passed into other hands.

The Clan was a small one, evidently of Norse origin crossed with Celtic blood; and though its stronghold was in Dumbartonshire, somewhere about the fourteenth century some Septs of the Clan moved north to the Island of Lewis. It is from these northern descendants of the Clan that almost all the men of that name who have reached distinction come, and it is to this branch of the Clan that our dear President belonged. At the head of the roll of honour stands the name of Lord Thomas B. Macaulay, statesman and historian; and one Macaulay left for the far East about the middle of the eighteenth century and founded in Calcutta one of the greatest commercial houses of which the world of commerce holds any record. But as I said, the Clan was never numerous. The dreaded waters of the Minch must have taken in the old days a large yearly toll of the mem-

bers of a Clan separated from the mainland by that appalling arm of the sea. Needless to say, on the Clan's roll of honour a prominent place will now be found for Robertson Macaulay, our late President.

I look at the life-story of this Scottish boy, so typical of the virile manhood of Scotland, a story of difficulty and turmoil and some amount of discouragement, pursued through a long life to the very heights of success. It is a life that leaves no regrets behind it, no dark passages that require to be covered up; it is naught but an unbroken record of kindness, gentle feeling and benevolence, crowned at length with the hoary head found in the way of righteousness. And as the years passed on, it was a life becoming richer and richer like the increasing girth of a wedge of gold, a life growing mellow and fuller like ripe fruit in autumn, a life going deeper and deeper like a wall that runs out into the sea.

As I lean back in my chair, trying to get such a career into perspective, I am not sure that I can close the narrative better than with certain sacred words which one does not use lightly: "After a long time the Lord of those servants cometh, and reckoneth with them. And so he that had received five talents came saying, 'Lord thou deliveredst unto me five talents; behold, I have gained besides them five talents more.' His Lord said unto him, 'Well done, thou good and faithful servant; enter thou into the joy of thy Lord.'"

And with these words the Old Country's Staff of the Sun Life of Canada lays its loving tribute on our dead President's grave.



"ARDINCAPLE," WESTMOUNT
The beautiful home of our late President in his declining years is named after Ardincaple Castle the ancestral seat of the Clan Macaulay in Dumbartonshire, Scotland.



ST. JAMES STREET
MONTREAL
1874

The first Offices occupied by the Sun Life of Canada were at 164 St. James Street on the site of the present Guardian Building. Their location is indicated by the cross.



PRESENT
HEAD OFFICE
BUILDINGS

These Offices were first occupied by the Sun Life of Canada in 1891. Ten years later, in 1901, by the present overhead bridge they were united to the Trafalgar Chambers, in which building at that time the late Lord Strathcona had his offices.



THE MASTER-BUILDER

BY THE EDITOR

Twas the evening of Thursday, the thirtieth of August, 1906; the scene, Lake St. Joseph Hotel nestling in the lap of the Laurentians; the occasion, a banquet tendered our late revered President by the Company's Agency Force in Annual Convention assembled. In reply to a toast to "Robertson Macaulay, President of the Sun Life of Canada, the Agents' Friend, our Grand Old Man," at the venerable age of seventy-three and with round after round of the cheers of his colleagues ringing in his ears, our late President rose to his feet and said:

"I am the plain man I have ever been; nothing distinguished my birth; nothing shall distinguish my death. My ancestry was humble; nothing but hard work, strenuous effort, faithful labor, has been my lot in life. When I came to the Sun Life of Canada, I found it a struggling infant; today you know its strength. I am thankful."

Forceful in their simple dignity and splendid in their rugged grandeur, the words mirror the heart and mind of Robertson Macaulay with rare accuracy. But they do more. In their few short phrases, they depict with wonderful exactitude a career replete with real and lasting achievement. For in the passing on the twenty-seventh of September last, in the eighty-third year of his age, of Robertson Macaulay, the veteran President of the Sun Life Assurance Company of Canada, our Company mourns its real founder and chief builder; the life assurance profession of this continent, its oldest and most experienced executive; and Canada, a citizen one of the greatest of his time.

Canada, the Empire, and the world are Robertson Macaulay's debtors. With his going, there passes from life's stage one of the last of the generation of strong men who with stalwart hearts and unwavering faith safely piloted our young Dominion through the perilous darkness of the sixties and seventies into the promising dawn of the eighties and nineties, and on into the bright noonday of the twentieth century. Robertson Macaulay was not a public man, for his public appearances were not many and his public utterances were still fewer. He was not a politician, for he neither courted notoriety nor would ever permit the limelight of publicity to play upon deeds and a personality which would have lent them-

selves with peculiar facility to the press agent's art. Nor yet was he a great financier in the popular acceptance of that term, for, master of millions though he was, the Macaulay name was never lent to promotion for personal gain, and Robertson Macaulay was not what would to-day be called a man of wealth. None the less, his name stands high in the annals of Canadian national life; for what the Fathers of Confederation were to the development of a Canadian national consciousness, what a Strathcona and a Van Horne were to Canadian railroad expansion and construction, such was Robertson Macaulay to Canadian life assurance enterprise. His active connection with it of nearly six decades spans the development of life assurance in this country from its struggling beginnings down through the amazing era of expansion which began in 1880 when in a short fifteen years the Canadian companies multiplied their business ten times, and thereafter gradually settled down to the steady ratio of progress now in evidence. In that phenomenal expansion Mr. Macaulay was conspicuously in the vanguard. Unshakably determined to serve none but the loftiest ideals of his business, our late President's marked individuality was a powerful moulding force, and to him is in no small measure due the firm laying of the foundations and the sane rearing of the giant superstructure of the life assurance business as it stands in Canada today. In Robertson Macaulay, Canada loses her premier and veteran life underwriter, the very Nestor of her life assurance profession; and wherever Canadian prestige is valued, his name is honoured as that of a constructive business genius, one of the most eminent of his generation. And his genius has left to the world a noble, living Memorial. The Sun Life Assurance Company of Canada is his monument. Not only in Canada, but in lands far beyond the seas, Robertson Macaulay is known and will be remembered as a man who held a commanding place in the world of affairs by reason of the unflagging energy, the triumphant initiative and the unflinching devotion to principle which step by step brought his Company to the forefront not only among the life assurance companies of the Dominion, but among the most powerful of the financial institutions of the British Empire.

In the year 1865—two years before the birth of the Dominion of Canada—a group of prominent business men of Montreal, acting under the leadership of Mr. Matthew Hamilton Gault, M.P., took the first steps towards



STAFF OF THE CANADA LIFE ASSURANCE COMPANY IN THE MIDDLE SIXTIES

In this photograph the late Mr. Robertson Macaulay, then Accountant of the Canada Life in Hamilton, Ontario, is sitting second from the left in the front row.

the formation of a new life assurance Company by securing a charter from the then Province of Canada. For years, however, that charter lay dormant, and it was not until 1871 that the Company issued its first policy and began its active existence. It was thus that the Sun Life Assurance Company of Canada came into being. It is certain that its founders, in the wildest flights of their imaginations, never pictured for the Company a future one-tenth as great or brilliant as that which it has already attained. Would that it were possible for those worthy gentlemen to now see the commanding position of their then infant corporation! But, alas, of the original incorporators but one survives—Mr. George Stephen, now Lord Mount Stephen. But this is a digression. The founders of the Company were wealthy and busy men of affairs, altogether too much occupied with other matters to devote much time to the newly formed Company. Mr. Gault was himself a man of means, with many other interests, and burdened also with his parliamentary duties. It became very evident to these gentlemen that the Company required an experienced and energetic Manager, and their choice fortunately fell on Mr. Robertson Macaulay.

It takes decades of slow growth to develop the acorn into the oak; in like manner, the forty-one years of Mr. Macaulay's life prior to his connection with the Sun Life of Canada, were in the nature of a preparation, which fitted him for the great task which he then undertook. At birth, the son of a sea captain, trading along the coast of Scotland; at sixteen, clerk in a wholesale dry goods establishment at Aberdeen, and the sole support of his widowed mother; at twenty-two, Accountant of the Canada Life Assurance Company at Hamilton, Ont.; at thirty-seven, Secretary of the Mutual Life Association of Canada at Hamilton; at forty-one, Secretary of the infant Sun Mutual Life Insurance Company of Montreal, now the Sun Life Assurance Company of Canada; at forty-six, its Manager; at fifty, its Managing Director; and at fifty-six, President of the Company, which under his careful and masterly guidance has now become Canada's largest and strongest life assurance corporation—such in briefest outline is the business career of our late President, a career well calculated indeed to stir the imagination. On Mr. Macaulay's early life in Scotland it is not necessary to enlarge, for it has been dealt with elsewhere. From his Celtic ancestry there flowed a heritage of dour determination, dar-

ing courage, and restrained enthusiasm. He came from the Highlands of Scotland, and does not that itself speak volumes? Did there not flow in his veins the very blood of the Clan Macaulay, a race to whom not only was the fighting instinct a second nature, but which numbers on its roll of honour men of pre-eminence in the realms of theology, literature and statesmanship? "By nature," wrote our late President nine years before his death, "I have been largely a man of work and war, have had lots of knocks, but never a knock-down nor a knock-out. Our Clan motto being 'Danger is sweet,' I have been tempted at times to make a thrust, and once or twice did reach the solar plexus, but, being soft-hearted, never did much harm. And these things are perhaps but features of the race, and come by heredity." In those words there speaks the fighting Macaulay blood softened by an innate kindness ripened by experience, for Robertson Macaulay in his youth knew well the stress of circumstance and was no stranger to adversity.

In his Stornoway home, Mr. Macaulay, as a boy, lived in an atmosphere charged with the traditions of colonization and emigration; for it was from the little town in the Hebrides that on August 31, 1812, there arrived in the Red River settlement of the Canadian West the first hundred Scottish settlers who were destined to form the nucleus about which there later grew the great city of Winnipeg. Aberdeen, too, played its rôle in the lad's development. It was here that Robertson Macaulay first found scope for an inborn business sagacity, and it was here also that a singular prevision led him to choose the then unformed and but little known Dominion as the land of his adoption. Thus it was that when the young Macaulay at twenty-one years of age landed at Quebec in 1854, two years before the main-line of the Grand Trunk Railway was built from Portland to Sarnia, and thirteen years before Confederation, he was well equipped by ancestry, tradition, home training and early employment to grapple right manfully with the problems facing a young and friendless new-comer in a New World.

A few months after his arrival, the Canada Life Assurance Company, then located in Hamilton, Ontario, advertised for an Accountant. Mr. Macaulay applied for the position and so favorably impressed the Manager of the company, Mr. Hugh C. Baker, and its Secretary, Mr. Simons (for both of whom Mr. Macaulay always entertained the warmest feelings of friendship) with his personality and antecedents that he was accepted. Thus in January, 1856, began our late President's long connection with life assurance in Canada lasting almost sixty years.

After a connection with the Canada Life lasting nearly sixteen years, during which he

firmly mastered the principles of life assurance theory and practice, Mr. Macaulay resigned to accept the Secretaryship of the Mutual Life Association of Canada, in Hamilton. Here his organizing ability and skill in handling men resulted in a notable increase in the young company's field efficiency.

In 1874, he accepted, as already mentioned, the Secretaryship of the Sun Life Company, reaching Montreal on August 1st, 1874, and from that time the life of the Sun Life Assurance Company of Canada became his life, and its career his career. It is interesting to note that Mr. Macaulay's age was then forty-one years and four and one-half months. His age at death was eighty-two years and nine months. He assumed his new duties, therefore, at almost precisely the half-way date of his life. So wholly and unreservedly did he devote the energies of the latter half of his life to the interests of his Company, that the Macaulay name and the Sun Life name have become inextricably combined in the public mind.

It would be difficult indeed to recognize in the young Company of that time the nucleus of the vast organization of the Sun Life of Canada as we know it today. A healthy infant the organization was, to be sure, but one so diminutive as to be in almost imminent danger of elimination in the sharp struggle for existence. Modestly housed in Mr. Gault's office at 164 St. James Street, Montreal, in quarters consisting of a portion of a public office and two additional rooms, the young Company boasted an office staff of one clerk and an active Field Force of four Agents doing a weekly business of from ten to twelve thousand dollars. After nearly three years of stressful effort, by January 1st, 1874, the youthful institution carried on its books policies for assurances totalling little more than one and one-half millions of dollars. During 1874 assurances for \$560,000 were issued on 321 policies; the year's income was but \$64,000; and assets at the end of that year totalled the imposing sum of \$171,362! Arduous, indeed, must have been the task of guiding our Company's youthful steps through the multiplicity of pitfalls endangering the very life of a young assurance organization struggling for existence amid conditions anything but conducive to financial health and growth.

The Canada of 1874 was a very different Canada from the prosperous nation of these brighter days. The seven-year-old Dominion was in a formative condition. Only the barest beginnings had been made in the development of our national resources. In the whole half continent, just lately united in 1867 under one government, there was a population of barely four millions, and of these, four out of every nine were in Ontario and three in Quebec. In all the young Dominion there were but nine towns with populations exceeding ten thousand. Montreal, however, proudly asserted



THE LATE PRESIDENT ROBERTSON MACAULAY
AND MRS. MACAULAY.

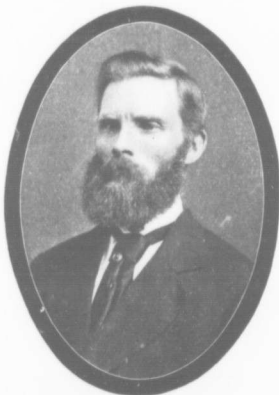
This unique photograph was reproduced from a tin-type taken in Hamilton in the early sixties; the child seated on his mother's knee is our present President and Managing Director, Mr. T. B. Macaulay, as he appeared at about two years of age.

metropolitan claims with a population of one hundred and twenty-five thousand; Toronto counted nearly seventy, Quebec sixty, and Ottawa, Halifax, Hamilton and St. John between twenty-three and forty thousand each. West of the Great Lakes, white men, Indians and half-breeds all told numbered but few more than a hundred thousand. East of the Rockies in the newly organized Northwest Territories buffalo still roamed over a vast waste upon which human activities, save a few isolated instances, had made no mark. The palisaded forts of the Hudson's Bay Company, lately shorn of its political and territorial powers, together with a few straggling half-breed settlements on lake and river edge, were the only advance guards of civilization beyond the borders of the Red River Settlement. Of direct intercourse between Eastern and Western Canada there was virtually none. Winnipeg, formerly Fort Garry, a town of six thousand souls, could be reached over Canadian soil only by a journey of one thousand four hundred miles up the Great Lakes and then over the pack-and-paddle route from the village of Port Arthur. It was not until 1878 that the first mile of railway was laid west of Lake Superior, and not until November 7, 1885, that the last spike of the Canadian Pacific Railway was driven at Craigellachie. Such was the Canada that Robertson Macaulay knew in 1874.

But difficult as life assurance conditions must have been even in normal times in a country so sparsely populated and so primitively organized, they were rendered doubly discouraging by influences which began to make themselves forcibly felt in 1874. The hectic flush of universal prosperity following the close of the American Civil War reached its climax in 1873, and from 1874 through the middle and later seventies and well on into the eighties, there prevailed through America a financial and business depression theretofore unexampled in duration, extent, and real severity.

Scores of commercial and financial institutions, not only in Canada but in the United States, went helplessly to pieces on the rocks of bankruptcy. Contraction became a habit and scarcity of money a settled condition. In a country so young as Canada and in a business so little regarded as was the life assurance of those times, the effects of such persistent stringency must have been little short of disastrous. Certain it is that trustworthy representatives were very difficult to secure, that policies were for very small amounts and that many companies operating in Canada at that time found it impossible to keep new business abreast of cancellations. Nor was there in the life assurance of the early seventies much of the *bon camaraderie* which so strikingly distinguishes it today, and the half dozen struggling and but little known Canadian companies had perforce to face a competition sharp, relentless, and at times none too scrupulous. As a result, about eleven out of every fourteen dollars of the business written passed into the hands of powerful American and British companies whose prestige of resources and established records not unnaturally impressed a Canadian public with whom it was quite the fashion of the day to belittle everything Canadian. In view of all the conditions, is it exaggeration to say that in 1874 the youthful Sun Life of Canada was faced with problems of existence which might well daunt any ordinary man?

But to a man of Robertson Macaulay's fighting instincts, difficulty was but a challenge to victory. Upon his task he concentrated all the powers of body, of mind and of heart. In later years truly could he say: "I need not hesitate to take credit for this one thing, that if ever a man worked with an eye single for the interests of one institution, I have done so for the Sun Life of Canada. From the first I reckoned my personal interests to be identical with those of this Company. Had I been a merchant operating for my personal gain, I could not have given the same amount of unremitting attention, thought and energy to any business as I have given to the business of the Sun Life." But,



THE LATE PRESIDENT ROBERTSON MACAULAY
1874

in which year he became Secretary of the
Sun Life of Canada.

above all, he called to his aid an abiding and abounding faith in his God, his business, and his Company. Deeply religious though he was, with Robertson Macaulay life assurance took second place not even to religion. To him it was more than a mere business; it was organized philanthropy. Life assurance funds were more than a mere accumulation of dollars to be manipulated at will; they were a sacred trust to be conscientiously administered for widows and orphans. A life office was something more than a mere counting-house; it was the dispenser of benefits to the bereaved and the aged. A Life Agent was more than a mere business-getter; he was the preacher of the gospel of thrift and forehanded provision against death and old age. A man of strong personality and the uncompromising foe of anything that even approached sharp business practice, Robertson Macaulay from the very outset built his own high ideals into the foundations of the young institution; and thus it was that under the guiding hand of its master-builder, our Company was founded upon the immutable bed-rock of *character*. And if the Sun Life of Canada today owed Robertson Macaulay no more than that one thing, its debt would be incalculable; for out of it have radiated all the liberality and fairness to policyholders which have so conspicuously characterized the Company's policy from its earliest days, and which, in the last analysis, are the secrets of its amazing expansion.

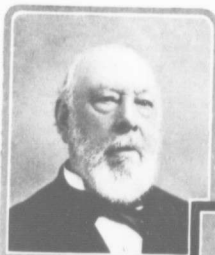
But, though he cherished the loftiest of ideals, our late President was no idle dreamer, and in the days of small beginnings with infinite patience he laid firm and deep the enduring business foundations of the Company's lasting progress and prosperity. How well the older members of the staff remember his frequent remark in those early days, that "the business of the Company must be so managed that no policy to which the signatures of its Officers had been placed should ever in years to come be dishonoured." The combination of character, high ideals, determination, and hard work, can produce marvels, and the career of the Sun Life of Canada is an illustration.

In the early days it was, in his own expressive words, "a fight by inches." Gradually, however, momentum was gained and progress became more rapid. With the growth and development of the Company came official recognition of Mr. Macaulay's services. In 1879 he was appointed Manager, in 1883, Managing Director, and in 1889, President.

At first, the Company's appeal to public confidence and patronage had been solely the unquestionable soundness of its financial condition. Under his leadership, the management undertook the then novel task of making the Sun Life of Canada policy-contract fit the public, instead of following the then usual procedure of endeavoring to make the public fit the contract. In these later days, such methods seem obviously advantageous; but in the early days of hesitation and uncertainty, such innovations bordered closely on the sensational. Relying safely upon the expert advice of his distinguished son, Mr. T. B. Macaulay, who was just at that time coming into prominence as an actuary, in 1879 Robertson Macaulay was the first life assurance Manager in the world to *eliminate all the small-type conditions and restrictions* which made the policy of the time appear like a bill of lading, and to *devise and issue an absolutely "Unconditional Policy."* The assuring public quickly evidenced its appreciation of the departure and the phenomenally rapid progress of the Company may rightly be said to date from its introduction. It was also in 1879 that our Company took a second long step forward. With a statesmanlike realization of opportunities, and in spite of criticism from competing sources, our late President was the first among Canadian Life Managers to establish his Company's Agencies outside the Dominion. It is a tribute to his ability and courage that to-day nearly all the strongest life companies, not only of Canada but of the United States, have since adopted the "Unconditional Policy," and that a number of the larger Canadian companies have also followed his lead in cultivating a foreign business.

By 1897 the Company had a well organized agency machinery belting the globe, and it is

SUNSHINE



W. J. WITHALL



JAMES TASKER



S. H. EWING



ROBERTSON MACAULAY
PRESIDENT AND MANAGING DIRECTOR



HON. A. W. OGILVIE, VICE-PRESIDENT



ROBERT ANDERSON



J. P. CLEGHORN



ALEX MACPHERSON



MURDOCH MCKENZIE

BOARD OF DIRECTORS, 1889.

In 1889 our late President was elected President and Managing Director. The only surviving Member of the Board of that year is Mr. S. H. Ewing, our esteemed Vice-President. Mr. Ewing was first elected to the Board in 1883, the year in which our late President became Managing Director.



PRESIDENT ROBERTSON MACAULAY
MAY 13TH, 1914

declares the corner-stone of the new Head Office building "well and truly laid."

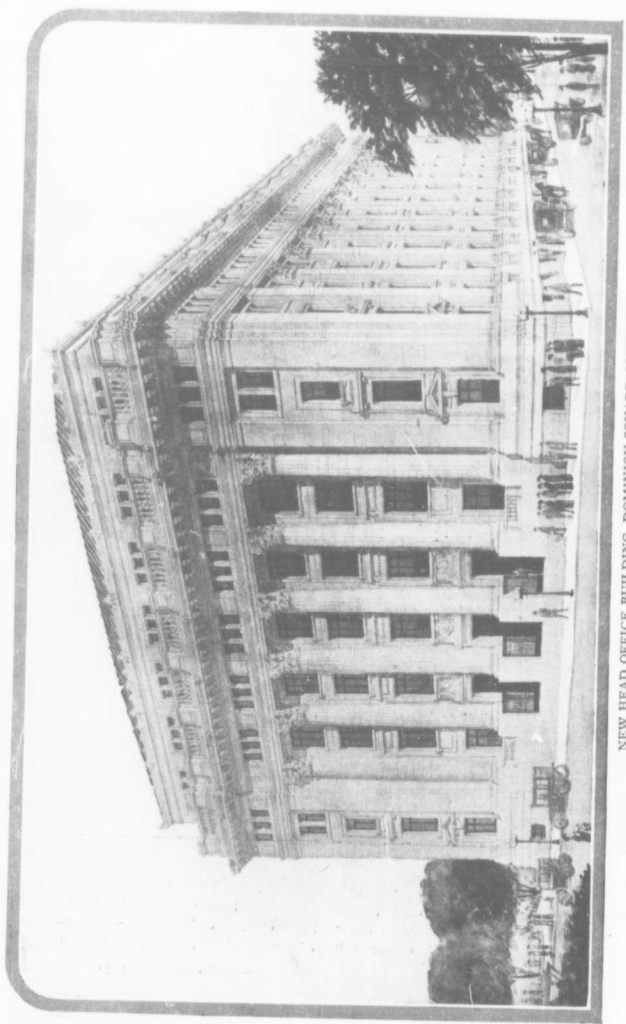
not too much to say that in the inspiration of the men who have so ably discharged representative responsibilities in the outposts of the Sun Life of Canada Empire the kindly and magnetic personality of our late President played a major rôle. From that point on, the history of the Sun Life of Canada under the presiding genius of Robertson Macaulay was a history of splendid advancement step by step until it attained the proud and commanding position it occupies to-day as Canada's premier life assurance corporation. In the later days of his long and fruitful career, it must have been a source of peculiar satisfaction to him to witness the Company which he had founded in righteousness and nurtured with painstaking diligence,

attain the status of world-power with assurances in force exceeding \$250,000,000, nearly one hundred and forty times their volume in 1874, and with assets of over \$72,000,000, more than four hundred and twenty times their amount when he took control of its destinies. It must have been with an even more intense gratification that on the thirteenth day of May, 1914, in the even-tide of his life, he laid with his own hand the corner-stone of the new and beautiful structure which was shortly to become the home of the great business he himself had developed.

Such, then, is the life-story of the late President Robertson Macaulay, Master-Builder of the Sun Life of Canada, a story which from first to last is one of triumph in the face of obstacles that would have dismayed a man of lesser courage. In his passing at the age of more than four score years, his name is honoured as that of a man who rose to greatness by reason alone of a persistent industry, a patient endurance and an invincible will; his memory is revered as that of one in a high place who through a long and brilliant career stepped not one hair's breadth aside from the straight line of sterling integrity. By his Staff in both office and field—and they best knew the heart and mind of Robertson Macaulay—his going is mourned as that of a friend. The men of the early days of small things remember with pride that he said he would answer with his life for the honesty of that staff; nor can those grown up in his service forget his accessibility and the kindly heart of sympathy which out of its richness of experience was ever ready to counsel and to help. They rejoice that their trusted leader was so long spared to reap the harvest of his fruitful seeding. They rejoice, too, to know that he leaves a lasting legacy; for the Sun Life of Canada, in all the beneficent might with which he endowed it, will be for Robertson Macaulay a living and imperishable Memorial. Under the safe guidance of men imbued with his own traditions and principles, through the millions of its future benefactions to the widowed and the fatherless, our great Company will perpetuate in honour the name of its Master-Builder to generations which, though yet unborn, will rise up and call him blessed.

"HOLD that to suffer patiently is a commendable thing. One learns choicest lessons through adversity patiently borne; it wins help from higher sources, and leads one to hopefully await deliverance—perhaps preferment. My motto has always been 'Work and win, endure and learn; salvation is sure to come.'"

—Robertson Macaulay, 1906.



NEW HEAD OFFICE BUILDING, DOMINION SQUARE, MONTREAL.

In its stately symmetry and impressive beauty, the new home of the Sun Life of Canada is destined to be a lasting monument to the life-work of our late President. The inscription on the corner-stone announces to all passers that it was "Laid on May 13, 1914, by Robertson Macaulay, Executive Head of the Company since 1874."

THE
 "GODFATHER of THE MACAULAY
 CLUB"

"LIFE agents and life companies, despite the apathy and cynical sneers of some people, are engaged in the most beneficent life-work of the centuries, and the success of the Sun Life of Canada to-day is a standing memorial to the energy, honesty and mutual co-operation of our Field Staff. All these many years it has been our earnest endeavor at Head Office to engage on that Staff only men of probity and high character. I am proud of the Staff of this Company."

—The late President Robertson Macaulay, 1904.

IN 1910, the Macaulay Club—the "Nobility of the Nobility" as the late Mr. Macaulay proudly referred to them—was organized from the ranks of the Company's Field Staff. The aim of the Club has been to reflect credit upon their "father" not only by the mere getting of business but by the consistent maintenance of the high standard of life assurance practice which he so dearly cherished. In the following letter, Mr. John W. Gordon of St. Catharines, Ont., President of the Club for the current year, honors the name of the Chief who at the organization of the Club "appreciated very highly the honor implied in the choice of the name and the kindly thought that suggested it."

St. Catharines, Ont.

Dear Mr. Macaulay:

Kindly accept our most sincere sympathy for yourself and all your family in the loss of your dear father, the President of our Company, the Godfather of the Macaulay Club, and the true friend and inspiration of every one of our members.

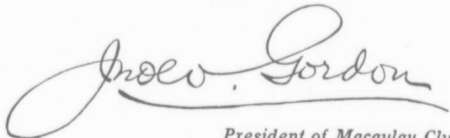
Words fail to express the depth of our feeling, and our only hope is that by our loving sympathy we may lighten in some degree the sad burden laid upon you.

We all feel that we have sustained a great personal loss, not only of a friend whom we all loved and revered, but of one nearer and dearer—even as we would feel over the loss of our own father.

We rejoice that Mr. Macaulay's great desire, that he be able to remain at his post to the last, was fully realized. Truly we do feel that his life was a noble example for every one of us to emulate.

I am sure I am but feebly expressing the sentiment of every member, past and present, of the Macaulay Club in thus tendering our heartfelt sympathy.

Most sincerely,



President of Macaulay Club

"THE FIELD MAN'S FRIEND"

"GENTLEMEN, my associates are few. The society of the great or wealthy I have never sought. Outside my little family circle and my books, my friends are of the Staff of the Sun Life of Canada, and you here present are of my oldest, my most intimate and most trusted personal friends. If there is one thing on earth that I have coveted and striven for these many years, it is to merit the confidence of the Company's Field and Office Staffs. And for many years it has been my nightly prayer that every member of these Staffs might be enrolled as the friends of God, sharing bountifully from Him in the blessing that "maketh rich and addeth no sorrow."

—The late President Robertson Macaulay, in reply to the illuminated address and oil painting presented him in 1906 as a token of the love and esteem borne him by the Field Staff of the Sun Life of Canada.

HUNDREDS of resolutions, letters, cables and telegrams from the four corners of the earth testify to the fact that the late President Robertson Macaulay's aim was attained in full measure. In the following words, the "Weekly Bulletin to Agents" of October 5th last pays lofty tribute to the life-work of our late President, and voices something of the intimate grief of the Field Man in the loss of a beloved leader, a trusted counsellor and a personal friend:

"It is with sincere sorrow that we have to record the passing of our revered President, Mr. Robertson Macaulay, who reached the end of life's journey on the twenty-seventh of September, having attained the advanced age of eighty-two years and eight months. To all the members of our Field Force the sad tidings will bring feelings of sorrow and deep sympathy; to many indeed an acute sense of personal loss; for the late President was the Field Man's friend. Throughout his great career he carried with him the recollection of intimate contact in his earlier days with the actual work of those who carried the rate-book; he knew the trials and the rewards of their labours, and to the last he took the warmest interest in their well-doing and well-being. Easily accessible on all occasions, he had always time for words of welcome, good counsel and encouragement to the visitor from the field.

"The story of Robertson Macaulay's life is the story of a vision fulfilled—fulfilled, in face of tremendous obstacles and opposition, by dint of faith, lion-hearted courage, singleness of aim and grim tenacity of purpose, yet with never a moment's deviation from the path of strict integrity, and ever a heart brimming over with the rich essence of loving-kindness.

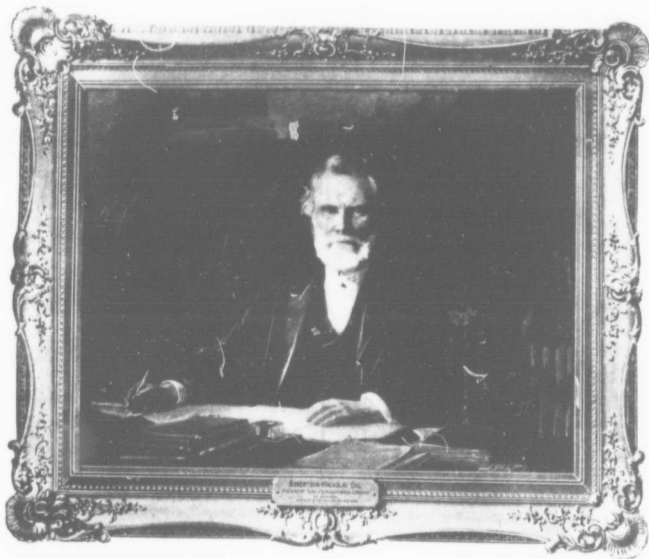
"When, in 1874, he came to the Company to assume the duties of Secretary, he saw, with the inspiration of a seer, a vision of the magnificent possibilities that lay before the struggling young organization. To the fulfilment of that vision he devoted his life and energies. He drafted the lines of the Company's future development, lines guided by the loftiest of ideals, and with the faith that moveth mountains he threw all the force of his great character into his chosen work. As a result he succeeded in building, stone by stone, and in the

teeth of the most trying obstacles and opposition, the magnificent edifice known to-day, not only in the Dominion, but in the lands beyond the seven seas, as the Sun Life Assurance Company of Canada.

"His monument is a living one. Though the hand of the architect is stilled, the lines that he drew remain, and along these lines the structure will continue to grow, for the work is left in the hands of such as have sat at the architect's feet and have breathed deep of his spirit. The mark of his character has been indelibly stamped upon his handiwork and it will be continued in accordance with the tradition and design he established. And, after all, is this not immortality?"

"Robertson Macaulay's qualities were such that every one of them forms an ideal for each of us to follow. He never swerved a hair's breadth from the most uncompromising honesty and justice. His heart and purse strings were ever open to the cry of those in affliction or want. He chose a lofty goal in life and followed it with vision, faith and courage, till he found it. And he never gave up the fight!

"The man of whom that can be said did not live in vain."



OIL PAINTING OF THE LATE PRESIDENT ROBERTSON MACAULAY.
PRESENTED HIM BY THE FIELD STAFF OF THE
COMPANY, JANUARY 9, 1906

THE "GRAND OLD MAN of CANADIAN LIFE ASSURANCE"

FROM far and near and from men of every station and walk in life, the late President Macaulay's family and the Company which he nurtured from its infancy have received numberless and magnificent tributes to his kingly character and touching manifestations of the esteem in which he was universally held.

But it was to life assurance that Robertson Macaulay gave fifty-nine of the nearly eighty-three years of his life, and it is in life assurance circles that his loss is most deeply deplored. At his death he was the oldest assurance executive actively connected with Head Office management in North America, and probably in the world. In the following words, life assurance leaders on both sides of the Atlantic pay homage to the memory of the "Grand Old Man."

From JAMES V. BARRY, Former Commissioner of Insurance, State of Michigan.

My dear Mr. Macaulay,

IHAVE just learned, with deep regret, of the death of your distinguished father. His service to life assurance was notable and it must be a source of great satisfaction to all of you that he was permitted to live to see the substantial results of his intelligent and energetic work. While I deeply sympathize with you in his death, yet I am constrained to congratulate you in that you were favored far beyond the average of your fellow-men in being permitted to enjoy his love and companionship until you were well on in man's estate.

From H. F. ORR, Former Deputy Insurance Commissioner, State of Michigan.

Dear Mr. Macaulay:

INOTED with regret this morning that your father had passed the Great Divide, and I want to express to you my deepest sympathy in your great loss.

It must, however, ease the burden of your sorrow to think of the wonderful monument to humanity that he has left, and to know that thousands who have been the recipients of the benefits of his great work will pause, even if just while a realization of his death is with them, to extend a kindly solemn thought to his memory, thankful that God had given to the world a Robertson Macaulay.

From MILES M. DAWSON, Counsellor at Law, Consulting Actuary, New York.

Dear Mr. Macaulay:

IWRITE to express my profound sympathy with you in the loss of your father, whose character and career have been an inspiration both to yourself and to many others.

From GEORGE KING, F.I.A., F.F.A., Consulting Actuary, London, Eng.

Dear Mr. Macaulay:

YOUR late father was a great man, and did a great work, and in the fulness of time he has departed leaving the results of that work behind him.

From WILLIAM CHUBB, Superintendent of Insurance for Province of Quebec.

Dear Mr. Macaulay:

AS a former member of the Sun Life Staff, whose memories of the years spent with your Company are of the most pleasant, I venture to express the great sorrow with which I have read this morning the notice of the death of Mr. Robertson Macaulay, and the sympathy I feel for his family.

It is with a feeling of pride that I recall my ten years spent under the controlling influence of a man so upright and so thoroughly the gentleman.

From J. K. MACDONALD, President, Confederation Life Association, Toronto.

Dear Mr. Macaulay:

IWAS sorry to note the death of your father and I would ask you to accept my sincere sympathy.

I realize what it must mean to you, for he has been with you and you with him in all the years in which you have passed from the day of small things to one of great things, and I am quite sure that you were as much companions with each other as you were father and son.

Kindly accept for yourself, and the other members of your father's family, my kind sympathy, but there is not much to regret in his case, as he was spared to a good old age, and I have little doubt has passed into the "better Home."

From J. M. CRAIG, New York, President,
The Actuarial Society of America.

My dear Mr. Macaulay:

MY attention has been called to the recent death of your father, and I beg to commiserate with you in his loss. Although you must have expected his demise, yet human nature is so constructed that even when the expected happens, the shock is felt. His memory will always be pleasant for you to dwell upon as his was a long, successful and honorable life, and this is the model that it will fall to your lot to strive to live up to.

That you may succeed in the effort, is my earnest wish.

From SIR GERALD H. RYAN, General
Manager, Phoenix Assurance Com-
pany, Limited, London, England.

My dear Mr. Macaulay:

IT was with feelings of the utmost regret that I heard of the death of your father, Robertson Macaulay.

Though full of years, he will be greatly missed in the assurance and commercial life of Montreal, where he played such a conspicuous part for so many years. I had only seen your father on rare occasions; but I am glad to have enjoyed his acquaintance.

His loss will cast upon you additional work and responsibility, which I sincerely hope you will be able to bear, not only without undue strain, but with complete success and satisfaction to yourself.

From H. C. COX, President, Canada Life
Assurance Company, Toronto.

Dear Mr. Macaulay:

IHAVE learned with sincere regret of your honored father's death. It will be deplored by all who have had the privilege of knowing him in the business in which he has for so long held such a conspicuous place.

From JOHN R. HEGEMAN, President,
Metropolitan Life Insurance Company,
New York.

My dear Mr. Macaulay:

IF it be not deemed an intrusion, may I extend to you the warm hand of Brotherhood and assure you of the tender heart of Sympathy.

From JOHN P. MUNN, President, United
States Life Insurance Company, New
York.

Dear Mr. Macaulay:

THE officers of the United States Life Insurance Company, with myself, extend assurance of sincere sympathy upon the death of your father who will ever be remembered as the founder of your great Company.

From WM. A. HUTCHISON, Actuary,
The Mutual Life Insurance Company
of New York.

My dear Mr. Macaulay:

PLEASE accept my sympathy for the loss which you, your company, and Canada suffered in the death of your father, one of the grand old men of Canada.

From GEO. WEGENAST, Managing Director,
The Mutual Life Assurance Com-
pany of Canada, Waterloo.

Dear Mr. Macaulay:

ABSENCE from home and other circumstances detained me in conveying, as I now beg to do, my sincere sympathy for you in the death of your father. I had not the privilege of his acquaintance, having met him only once, and that very casually, at one of the meetings of the Life Officers Association in Ottawa some years ago. His work and worth, however, are universally known, and I can concur in all that Mr. Grigg says of him in that respect in our "Agents' Bulletin."

"THE SUN BEREAVED."

ROBERTSON MACAULAY, the venerable President of the Sun Life of Canada, has passed away. His life was in every respect an eminently successful one. Mr. Macaulay had the satisfaction of seeing his Company grow from small beginnings to a commanding position, and this expansion was largely due to the well directed enthusiasm with which the late President laboured unremittingly through his best years. Mr. Macaulay was a democratic official. Although the head of a large financial institution he was accessible at all times to the members of the staff, who were accustomed to regard him as their father-confessor of whom they might safely make a confidant. We feel sure that no public tribute will mean as much as the grief which the individual members of the Sun Life Head Office and Agency Staffs will feel at the death of their revered President. His justice was ever tempered with mercy. Although a stern fighter for principle, none could be more magnanimous. He was a quiet and unostentatious philanthropist, who did not let his left hand know the numberless things that his right hand did. The Company, built up largely upon the foundation he laid, is a monument to his ability, but the respect and affection he won and retained to the last will constitute a more precious memorial. — *The "Agents' Bulletin," published by the Mutual Life Assurance Company of Canada and edited by B. W. N. Grigg, B.A., A.A.S., a former member of the Sun Life of Canada Head Office Staff.*

RESOLUTION passed by the Board of Directors of The Great West Life Assurance Company, Winnipeg, Manitoba. Resolved:—

THAT we desire to express our sorrow and great regret at the death of the late Mr. Robertson Macaulay, who, for so many years as Managing Director and later as President, made such a conspicuous success of his Company in the Life Assurance field.

This Board wishes to extend to Mr. T. B. Macaulay and the other members of the bereaved family its sincere and heartfelt sympathy."

From D. E. KILGOUR, Actuary, North American Life Assurance Company, Toronto.

Dear Mr. Macaulay:

WILL you kindly accept my deep personal sympathy upon the death of your father. He hands down a sacred heritage in the memory of a long and well spent life; and those who knew him as well as those who knew of him will find in his life that much needed example of truly honorable and distinguished service.

From E. WILLANS, General Manager, Imperial Guarantee and Accident Insurance Co., Toronto.

Dear Mr. Macaulay:

IN reading of the death of your father, I cannot refrain from expressing my appreciation of his ability and noble character. During my association with him, especially in the early days of the planting of the Sun Life of Canada in England, he made an impression on me as "one to be followed," which impression and example still remain.

While you have had the benefit of his "full" life, I have no doubt you feel his taking away greatly. Kindly accept my sympathy in the loss you have sustained.

From WILLIAM YOUNG, Assistant Actuary, New York Life Insurance Company.

Dear Mr. Macaulay:

IREGRET to notice the announcement of the death of your father, and I wish to send you an expression of my sincere sympathy.

From CARL HEYE, Vice-President and Secretary, The Germania Life Insurance Company, New York.

Sun Life Assurance Company of Canada, Gentlemen:

WE have learned with much regret of the death of Mr. Robertson Macaulay, the highly honored President of your Company, and write to express to you our cordial sympathy in your bereavement.

From FRANK SANDERSON, A.I.A., F.F.A., F.A.S., formerly Actuary, Canada Life Assurance Company.

Dear Mr. Macaulay:

THE passing of your aged father to his well-earned reward compels me to convey you sincere assurances of personal sympathy and appreciation of a sterling character.

From J. E. TURNER, Prudential Assurance Company, London, England.

Dear Mr. Macaulay:

WHILE sympathizing with your loss, I congratulate you on the boon of such a father. He was a fine type of the land from which he sprang.

RESOLUTION passed at the Annual Meeting of the Canadian Life Officers' Association and conveyed to President T. B. Macaulay by D. E. Kilgour, Honorary Secretary of the Association. Resolved:

"THAT an expression of the deep sympathy of the members of the Life Insurance Officers' Association be conveyed to Mr. T. B. Macaulay, and through him to the members of his family, at the loss sustained through the death of Mr. Robertson Macaulay, President of the Sun Life Assurance Company of Canada.

Further, that the Association place on record its appreciation of the manifold services rendered by the late Mr. Macaulay, not only as head of one of our great institutions but in his private capacity as citizen and benefactor. His long and full life of service exemplifies the great debt we as Canadians of today owe our forebears, who, though gone, still remain through their achievements."

From JOHN K. GORE, Vice-President and Actuary, Prudential Insurance Company of America, Newark, N.J.

My dear Mr. Macaulay:

UPON my return from vacation I have learned of the great personal sorrow that has come to you, and I assure you of my deep sympathy.

You must have great consolation, however, in the thought of your father's useful and beautiful life, splendidly rounded out.



From A. A. WELCH, Second Vice-President and Actuary, Phoenix Mutual Life Insurance Company, Hartford, Conn.

My dear Mr. Macaulay:

THE insurance press has given us the news of your father's death and I want to express my sympathy with you in your loss. Not many men have the privilege of enjoying a father's companionship for so many years in such daily mutual interests.

From T. BRADSHAW, F. I. A., F. A. S., formerly Manager, the Imperial Life Assurance Company of Canada.

My dear Mr. Macaulay:

PERMIT me to extend to you my sincere sympathy upon the death of your esteemed father.

Life assurance, not only here, but abroad will feel that it has lost one of its most earnest advocates and distinguished workers. In Canada his name will always be associated with the Company which he founded and to the success of which he gave himself so unsparingly.

The present outstanding position of the Sun is an earnest expression of your joint efforts and devotion in its upbuilding.



From LAWRENCE M. CATHLES, Secretary and Actuary, Southwestern Life Insurance Company, Dallas, Texas.

Dear Mr. Macaulay:

IREAD in the papers that your father has died and venture this note to express to you my sincere sympathy in your loss.



THE LAST RESTING-PLACE OF OUR LATE REVERED PRESIDENT,
MOUNT ROYAL CEMETERY, MONTREAL

PRESS TRIBUTES TO THE CHARACTER AND LIFE-WORK OF OUR LATE PRESIDENT

The CANADIAN CONGREGATIONALIST
Toronto.

IN the passing of Robertson Macaulay, Esq., there has terminated the earthly career of a good and great personality.

From any point of view his was a life of success, but above all was he a man of conspicuous integrity.

He passes hence untitled, in so far as is signified by heraldic emblazonry—but none the less was he a royal gentleman of high honor and of noble blood.

He had courage in its every quality and a will commensurate with, and capable of giving expression to his convictions. Unyielding in matters of principle, he was nevertheless considerate towards others, and unobtrusively helpful in the innumerable cases of distress that came to his notice.

To some, the greatest monument to his memory will be the great business structure which in size, stability and enterprise surely constitutes a fitting climax to his life's work. As the organizer, developing genius and continuous head of the Sun Life Assurance Company of Canada, he is entitled to a lasting name and the appreciation of those who are grateful, nationally, for achievements which aid Canada's development and add to Canadian prestige.

To those who came in touch with the real man with any degree of intimacy, the remembrance they will value most will be that of Robertson Macaulay himself, the man whose spirit will have entered the portals of the beyond with great becomingness and with the sure welcome of those kindred souls who in their earthly pilgrimage walked, as he did, with firm tread and moved along every avenue of life with pure and steady purpose.

Robertson Macaulay has entered the presence of his one and only Master leaving behind him a revered and treasured memory. He has left to the young men of this, his adopted country, a legacy of example which it will profit them to study and to emulate.

FINANCIAL TIMES, Montreal

THE late Mr. Macaulay was so purely an assurance man that only assurance men can fully measure the worth of his services to the Sun Life and to Canada. He was not a financier, in the sense of promoting new corporations or amalgamating old ones with the aid of the assurance funds at his

disposal. He was not a politician, and he made few public appearances. He devoted his entire life and energies to the single task of upbuilding the Sun Life, and all who knew and loved him must feel thankful that he was spared not only to see that Company established upon such a firm and gigantic base, but also to see the virtual completion of the wonderful new temple on Dominion Square in which its beneficent spirit is henceforth to be enshrined. He regarded assurance as a close second to religion, and something considerably higher than ordinary business; and he infused into all those about him something of this sense of being engaged in a work for the betterment of the human race. Perhaps this had as much as anything else to do with the growth of the Sun Life to its present dimensions.

THE GAZETTE, Montreal

MR. Robertson Macaulay, for many years President of the Sun Life Assurance Company of Canada, in a quiet way, filled an important place in the commercial life of Montreal. Insurance enterprises in this city have had on the whole a rather unsuccessful record. The Sun Life was a notable exception. In the extent of its business it has only one peer in Canada. Its success was due to persistent work on good business lines, carried on year after year beyond, as well as within, the borders of Canada. As Chief Director for many years Mr. Macaulay deserved and received credit for the accomplishment. The Company, it may be said, is his monument. He lived to a ripe old age, rightly holding the esteem of all who knew him or his work.

THE MONTREAL DAILY STAR

ROBERTSON MACAULAY was known all over the Dominion, and beyond it, as the Dean of the Canadian life assurance profession. In Mr. Macaulay the one dominating thought was life assurance. So absorbed was he in his work that he had little time for anything else. Hard-working, clear-headed, energetic, keen, and dominated by high ideals in business, he possessed the esteem of the policyholders of his company, and the loyalty and affection of its officers and employees.

THE WITNESS, Montreal

DURING the forty-odd years of his active connection with it, Mr. Macaulay saw the Sun Life Assurance Company of Canada grow from obscurity to the proud position of the largest life assurance company in the Dominion, a result attained largely by reason of his own singleness of aim, dogged tenacity and force of character. To his remarkable strength of will, concentration and energy, he added a geniality of manner and quiet kindness that inspired respect and confidence in all with whom he came in contact, a fact which played no small part in the results he obtained.

THE MORNING MAIL, Montreal

MR. Robertson Macaulay, President of the Sun Life Assurance Company of Canada, who died here yesterday at the age of 83, was something more than a business man. His personality was such that he responded readily to the humanitarian appeal of his avocation and lifted it above the average of business activities. Yet he was not the less a good business man for this. He struck the happy medium between business and philanthropy. He was the first man to extend the Canadian life assurance business to foreign countries. He was strong enough to retain the leadership of a huge concern at an age when most men are reclining at their ease in comfortable obscurity and inactivity.

Mr. Macaulay has left a good record and a good name. Montreal feels his loss, for it is such men as he that contribute most to the reputation of this city as a sound business community.

THE HERALD, Montreal.

MONTREAL has lost a fine type of business man and a fine type of citizen in the person of Mr. Robertson Macaulay. Mr. Macaulay came of that sturdy Scottish stock which has done so much

for the upbuilding of the Dominion. He was an expert in his chosen profession, and raised the struggling Assurance Company with which he became identified to an enviable position of strength and stability. At the same time, by doing this he helped innumerable persons to form habits of thrift and to make provision for those dependent on them.

Mr. Macaulay was delightfully simple in his life, was a loyal friend and a man of fine, if unpretentious, public spirit. The business which he built up and his many unheralded benefactions form a monument which will keep an honorable memory green, and should at the same time provide an inspiration to the rising generation in our great city.

LE MONITEUR DU COMMERCE

Montreal

DURING sixty years, Mr. Robertson Macaulay has concentrated all his energies towards one aim—the raising of life assurance to a higher level, and the success of the Sun Life in foreign countries as well as in Canada.

He belonged to that class of superior, honest, and benevolent men whose lives are always too short for the country to which they belong.

THE MONETARY TIMES, Toronto.

UNDER his guidance the Company enjoyed a rapid development in the Dominion and now has assets totalling over \$70,000,000. Mr. Macaulay also reached outside of Canada for business, being the first Canadian life assurance man to do this, starting in 1879. In the foreign field he achieved splendid success, extending the operations of the company to many distant parts of the globe, and making it an important factor in the life assurance world.

WORTHY SUCCESSORS TO POSITIONS OF HONOUR.

UPON the motion of Mr. S. H. Ewing, Vice-President, at the meeting of the Board of Directors on October 5th last Mr. T. B. Macaulay, the eminent son of an eminent father, was unanimously elected to the Presidency in succession to the late President Robertson Macaulay. In accepting the Presidency, President Macaulay retains the Managing Directorship but relinquishes the title of Secretary to Mr. Frederick G. Cope, who since 1908 has ably filled the position of Assistant Secretary and Superintendent

of Agencies. At a subsequent meeting the vacancy on the Board of Directors created by the death of our late lamented President was filled by the election to the Board of Dr. H. R. Macaulay of Guelph.

The personnel of his able successors in office is itself an assurance that the operations of the Sun Life of Canada will be continued in accordance with the traditions of liberality to policyholders our late President so firmly established.

SUN LIFE ASSURANCE COMPANY OF CANADA

Assets

Assets as at 31st December, 1914.....	\$64,187,656.38
Increase over 1913.....	8,461,309.06

Income

Cash Income from Premiums, Interest, Rents, etc., in 1914.....	15,052,275.24
Increase over 1913.....	1,055,873.60

Surplus

Surplus earned in 1914.....	1,676,298.34
Of which there was:	
Distributed to Policyholders entitled to participate in 1914.....	861,762.65
Paid as Dividends to Shareholders.....	37,500.00
Added to undistributed Profits.....	777,035.69
Total Surplus 31st December, 1914, over all Liabilities and Capital (According to the Company's Standard, viz., for assurances, the O ^m (5) Table, with 3½ and 3 per cent. interest, and, for annuities, the B.O. Select Annuity Tables, with 3½ per cent. interest.)	6,503,793.80

Payments to Policyholders

Death Claims, Matured Endowments, Profits, etc., during 1914....	6,161,287.09
Payments to Policyholders since organization.....	45,546,575.00

Assurances Issued in Canada

Assurances issued and paid for in cash during 1914.....	15,988,429.89
Increase over 1913.....	388,665.65

Total Assurances Issued

Assurances issued and paid for in cash during 1914.....	32,167,339.04
---	---------------

Business in Force

Life Assurances in force 31st December, 1914.....	218,299,835.00
Increase over 1913.....	15,935,839.00

THE COMPANY'S GROWTH

Year	Income	Assets	Life Assurances in Force
1872.....	\$ 48,210.93	\$ 96,461.95	\$ 1,064,350.00
1884.....	278,379.65	836,897.24	6,844,404.64
1894.....	1,373,596.60	4,616,419.63	31,528,569.74
1904.....	4,561,936.19	17,851,760.92	85,327,662.85
1914.....	15,052,275.24	64,187,656.38	218,299,835.00

