

SUNSHINE

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No. 1

MONTREAL

JANUARY,
1907

The Managing-Director's Annual Message to the Agency Staff.

Greetings, cordial and sincere, to friends at home and abroad! May the coming Yule time be happy and gay, and be followed by the sweet fruits of success and contentment in the home of every worker for the Sun Life of Canada, be his where it may!

The year has been quite an eventful one. Regarding new business, we had decided to adopt the military step of marking time and making measured progress. Retrenchment in amount of new business was, as you perhaps know, removed upon early in the year. And yet the unsettled state of public opinion should, perhaps, have been foreseen by us as likely of itself to effect the contraction desired. The relaxation will certainly accomplish in large part the end sought by the executive, viz., a reduction in the general cost of the Company's business. I am informed that a reduction of over four points had been achieved by October.

A very noticeable advance in new business was immediately the result of the investigation of the Company by the Royal Commission became known. The field staff and the public too responded most heartily to the commendation bestowed on the Company by one of the Commissioners; the intake of new business for the month of November showing a handsome increase. I think we shall close the year about abreast of the figures for 1904.

But the great event of the year was undoubtedly the visit of the Royal Commission. Without doubt some of the companies first examined had been handled with considerable severity, that showed a decided disposition to accentuate and magnify every irregularity disclosed in evidence. And seeing that we had no personal acquaintance with members of the Commission, and being neither millionaires, great commoners, nor of the Lords temporal or spiritual, we were naturally expected to be handled without gloves; and in that we were not altogether disappointed. Conscious as we were of strictest

integrity in the administration of the Company, we yet could not regard the coming ordeal unperturbed, in fact could ill-repress the feelings naturally suggested by the well-known stanza—

"I know you lawyers can with ease
Twist words and meanings as you please."

Nor did Fletcher's characterization improve matters where he says—

"A lawyer that entangles all men's honesties
And lives like a spider in a cobweb, lurking
And catching at all flies that pass his pitfalls."

Well, we had our turn on the gridiron and the spit, for the better part of six days, counsel being in good fettle and bent on unearthing maladministration if at all possible; and yet we held our own manfully, and emerged finally from the hot ordeal like the three Hebrews of historic fame, "On whose bodies the fire had no power nor was an hair of their head singed, neither were their coats changed nor the smell of fire had passed on them."

While the result of the investigation seemed to convince the Commission as a whole of the unblemished character of the Sun Life administration, it is to Commissioner Kent that our thanks are especially due for expressing his appreciation in language so highly eulogistic. And it is but right to Mr. Kent that I should say that he was under no obligation whatever to the Sun Life, nor to any member of its staff. Although living in the same city we were strangers to each other, and he is not assured in this Company. The following I copy from the stenographic report of the Royal Commission:

"It seems to me that in the conduct of the Sun Life business there is nothing to be desired as far as the present generation is concerned. If you were immortal I would say nothing more about it (policyholders' voting), but in the course of time somebody else will assume the management of the Sun Life. If by sound judgment, hard work and just discrimination you have put the Sun Life on the

"pinnacle of a successful company, another manager, with other attributes, might just as easily squander it. . . . The directors have done their duty nobly; there is no complaint to be made against them or any one of them; but I say with the revolving years must come a change in the management; who can say whether the future management will continue the present high standard of your Company."

To myself and associates on the directorate and executive staff that well-deserved testimony is most gratifying in view of the searching ordeal through which we passed. For while counsel may have meant to be fair and just to the Company, it was manifestly the fairness of the severe cross-examiner type, with perhaps as much mischief as play intended in the linguistic license in which he indulged quite frequently. But the Commissioners summing up, "in the conduct of the Sun Life business there is nothing to be desired," makes ample atonement for the license taken by counsel, and for the trouble and annoyance to ourselves.

What concerns us now is the coming legislation. What shall it be? Much will, of course, depend upon the recommendations which the Commission may make—and they have been as dumb as the dead sea on that point. It was, however, observed that two leading thoughts seemed to disturb their meditations somewhat, viz., trust funds, and investment security. Both are worthy of earnest consideration here.

I. Trust Funds. Trust is a trait that is found to be interwoven with every act and movement in human life—trusting to one's own perspicacity and carefulness, else to the carefulness and trustfulness of others, or to the presence or absence of something beyond our control. Anything and everything put in the care or keeping of another constitutes a trust. And every day finds our fortune, our reputation, our life even, assailable if not even at the mercy of others, thus making each one in a sense his brother's keeper.

But the question at issue is what constitutes trust funds? In answering that question I would at once confess that life assurance funds are a great trust, and that in view of their objective mission and destination—that of providing for widows and orphans—they are as sacred a trust as any body of funds confided to the care of any class of institution known to me. Having made that frank avowal, I yet do not

hesitate to say that life assurance funds, considered in the ingathering stage, are essentially distinct from and require essentially different treatment from the trust funds of estates (the trust fund as defined by law), and it was obviously the oversight of that essential difference that seemed to perturb Commissioner Langmuir and that confuses press editorials on the subject. Let me explain.

Property and money placed in the care of an estate trustee, and the assurance premiums which, perhaps, the same testator might have paid yearly into a life company, have essentially distinct functions to fulfill and must be classified differently, and ought to come under essentially different legislative treatment.

The estate:—The eager trading—the keen profit-making—the joyous ingathering of surplus—in fact, the bustle and struggle of estate-making generally, have all ended with the testator's death, and before a trustee is needed. That whole cycle of activities attending the alternate gains and losses of business is of the past—is effectually closed, and dare not be repeated by the trustee on his appointment to the control of the estate funds. All the wealth that the testator accumulated in his lifetime, and bequeathed to his heirs at death, now constitute the estate and is put in charge of a competent fiduciary as trustee. And just here it is important to note the special function expected of the trustee, viz., to apply the funds—to pay out the funds strictly in accordance with whatever instructions may be contained in the testator's will. Not to ply for increment—that ceased with the testator's death—but to apply the funds to accomplish the testator's known wishes.

That trustee is not given nor is he allowed to exercise discretionary power to buy and sell and to otherwise invest for gain, either honestly or on pretense to augment or eke out the trust, be it great or small. The specific instructions contained in the will, and in the absence of a will then of the statute framed to specially prevent the alimony of widows and minors from being put into securities that may not be at all times available promptly to meet the requirements of the heirs as needs may arise must dominate a trustee's action. His duty is to ensure safety for the trust and to apply—to expend the proceeds strictly within the testator's known wishes. Every sane person will, therefore, heartily agree with Commissioner Langmuir that such is the use to be made of trust funds—the funds of estates, and also





ARGYLE STREET, GLASGOW.



JAMAICA BRIDGE, GLASGOW.

that strict legislation is required to prevent the misuse of such funds.

But a moment's reflection will show that the same usage, the same legislation, would be wholly astray applied to life funds during the premium paying period of a policy, when the funds are and must be daily in the market seeking profitable investment. This period in life funds corresponds to the years in the life of a policyholder when he is himself busiest working up and extending his business, and amassing wealth, be it much or little.

The analogy of the estate trustee is, however, found to be, when the policy matures by the death of the assured, when the payee (whether widow or other executor) receives the policy money. That policy money enters—at the death of the assured—upon the category of "trust funds," technically considered, and the payee is virtually the trustee under the special provisions of either the policy itself—or in the absence of both, then under the regulations of law in that behalf. Then, and only then, can assurance funds be regarded as coming under the provisions of law for estate funds—specifically trust funds.

How, then, it may well be asked, are we to regard assurance funds? That they are a trust has already been admitted, and need not be repeated here. But they must be regarded as having a life similar to everything else—a brief period of incubation—then a period of great activity, ending in maturity, ripeness—the obligation matured, become due and payable.

Now the stage of maturity under a policy has already been identified with the formation of an estate with a trustee at a testator's death, and need not be considered further.

We now come to the anterior period, the period of great activity in companies when collecting premiums on current policies and of strenuous effort to have those premiums earn and produce the highest profit results consistent with due regard to safety. This is the ingathering, amassing period in companies, and corresponds to the strenuous life period of the individual policyholder. And a thoughtful person will readily perceive in the active period in the life of the individual policyholder, the identical activities in full operation, that are found also in the corresponding period in the life company. An industrious person is busy late and early buying and selling the wares of his craft, and seeking profitable investment for his savings. Is that not equally true of a live

assurance manager? A prudent man fully realizes the sacredness of his every business movement, for doesn't the happiness or sorrow of his own old age, or of his widow and orphans should he die early, hinge on the success or failure of those efforts? Just so with a prudent life manager. Is it not, the policyholder reasons, his bounden duty—the most sacred duty of his life—to provide out of those savings for those vitally important eventualities? The burden of that thought becomes actually oppressive to some men, rousing to the most strenuous efforts, and imposing great economy in business, and anxiety to secure for his all important savings, the best paying investments available? The identical efforts of a hustling manager impressed with his vast responsibilities. Yet the man of business will be found to enlarge his business, select improved machinery and to venture on the most approved methods for conducting that business; and while prudently avoiding mining stocks and other speculative investments, he shrewdly puts his savings, not into savings banks, or building or loan societies, but into the bonds or stocks of the best paying public utilities, such as electric light companies, electric power companies and electric railway companies. Such a man's means may not perhaps be large and his actual savings very moderate, and yet one would feel quite safe in betting 100 to 1, that given average life, such a man's estate would be in amount much over the average of that of men in his sphere of life.

Here then we have a live, prudent business man, during the productive period of his life, and in the fullest realization of the momentousness—aye the sacredness of his every business venture—there ever being the lurking danger of miscarriage and loss that would endanger, if not actually paralyze the chief purpose of his life, that of a post-mortem provision for his loved ones; such a person with the burden of that anxious thought upon him, is yet seen to unhesitatingly put his savings into those high profit-paying securities of public utilities, realizing the excellence of their security in the general need for and the high value placed upon the public service rendered by those utilities.

Now on every man having the life comforts of others, and of his own old age depending on him, there rests the urgent duty to make provision therefor as current revenue will permit. Only out of his savings can that be done. And whatever use he may make of those savings,

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Mr. Roderick W. MacGregor, the district manager for the South of Scotland branch, Glasgow, was born at Alloa, in 1870, so he has a number of years yet left before he is Oslérized, and he is making excellent use of his time.

With a liberal education, received at Alloa and Moray House Free Church Training College, Edinburgh, and over a dozen years' training in commercial life, Mr. MacGregor is well equipped for his chosen vocation—life assurance.

It was in 1902 that Mr. MacGregor was drawn toward life assurance and decided to make it his lifework, and but recently joined the staff of the Sun Life of Canada. Before he came to this Company he very carefully, as a canny Scot, looked into the record of the Company, and was convinced that it was first-class and had great advantages to offer assurers. The Company is held in high regard in the "old land," and we know that if Mr. MacGregor is given a hearing, he

can easily show his Scottish friends that it is to their advantage to patronize this prosperous and progressive Colonial office. Our many Scottish well-wishers will be pleased to note the flattering commendation that one of the Commissioners, appointed by the Canadian Government, gave to this Company at the conclusion of a searching investigation, to which all the Canadian companies were subject. Commissioner Kent, among other things of a commendatory nature, said: "It seems to me that in the conduct of the Sun Life business there is nothing to be desired. . . . The directors have done their duty nobly; there is no complaint to be made against them, or any one of them."

This strong commendation is of particular value to the managers in distant fields, and we know that Mr. MacGregor will find this of great benefit to him in supplementing the high opinion he himself formed of the Company before he joined its ranks.



Brantford Thinks Well of Hendry.

A brochure, issued by the city of Brantford, makes mention of Mr. Thomas Hendry, the Company's representative, as follows:

For eleven years Mr. Hendry has been district agent of the Sun Life Assurance Company of Canada at Brantford. Among the many assurance representatives in the city he is conspicuous because he is diligent, accurate, and is the representative of one of the best companies in Canada. He is posted on all assurance regulations, writes no policy that will not bear investigation, meets all claims promptly, and is very thorough in his investigations. Mr. Hendry has won the confidence of the people by his careful business methods and also by his honest and straightforward dealing.

Continued from page 4.

whether put into bank stock, or bank deposit, into a bond, a life policy, or squandered in folly, those savings constitute trust funds, the most sacred of trust funds, of that man's whole life—and the pressing responsibility, the sacred obligation are present and inseparable from the funds, as that portion of his earnings in excess of current needs, whose function is the relief of future otherwise unprovided-for needs. Whether he uses them wisely or foolishly, the responsibility and final accountability are inseparably interwoven with them. It is not necessary, in order that they may become trust funds, that he put them or any portion of them into a life policy. Like many others, he may prefer to have himself do the investing and improving of his savings. But whether under his own management or in that of a life company his savings constitute the most sacred trust of any man's funds. That is seen in this, that should prosperity mislead him and family into habits of lavish expenditure, and, perhaps, neglect of business, followed, as is too often the case, by penury at his death, the universal verdict would be that he had misjudged his opportunity and its import, had abused his trust, and now his loved ones must suffer the inevitable penalty, carried down sometimes into the third and fourth generations of descendants.

It is only where means are scanty that a life policy is either expected or designed to be the whole estate. Then the premium, be it much or little, may be the whole of the trust funds of a man, which I think accounts for their being regarded by some people with peculiar sanctity. But where, as is true of a great majority of assured people, the premium is but a part, perhaps only a fraction, of a man's savings, the policy money is often thought of and is designed to be a ready cash payment, to afford time to the heirs to adapt themselves to the new conditions superimposed by the death of him who created the estate. Hence the general favor with which profit policies are regarded, and in a more especial sense, the deferred profit class.

The sacredness or sanctity that in some minds attaches to assurance funds is thus seen to attach equally to the same funds when manipulated personally by the owner. The means (one's savings) and the object had in view are in both cases the same. Surely then that portion that is entrusted to life companies for improvement if they are to produce results that

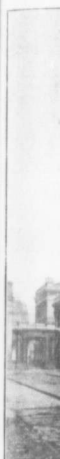
will at all compare with the profit results achieved by the individual investor's own efforts, should be given as wide and as unfettered a range in the choice of securities as the private investor has. Remember that the policyholder is not content with small or ordinary profits. Dismiss from thought the question of risk to the policy money; you can safely leave that with the directors and the Insurance Department. The Commission has failed to point to a single company that had endangered its solvency by speculation. Legislation has hampered and indeed cannot but hamper profitable investment by imposing restrictions. The prosperity and safe conduct of our companies are in no sense due to statutory restrictions. It is utter folly for Parliament to defer to the preferences of a few government officials whose experience and responsibility may have been limited to unimportant personal matters, and the official audit of companies' statements. Superintendent Fitzgerald very wisely admitted to the Commission that the investment of assurance funds can best be done by and should be left with directors.

For the present, and for many years to come, both safety and profit will be readiest found just where the middlemen manufacture millionaires.

From the foregoing it will be evident that I regard all who take "With Profit" policies as paying the extra premium, because of the commanding influence believed to inhere in the large funds possessed by life companies to ensure exceptional profits. Left to themselves we should never hear of policyholders complaining of "underwriting," or forbidding the taking of a tidy bunch of bonus stocks. The poor man expects and encourages hustling for profits; and the rich man knows and reckons on his own life premiums being a potent factor in competition with him in the securities market.

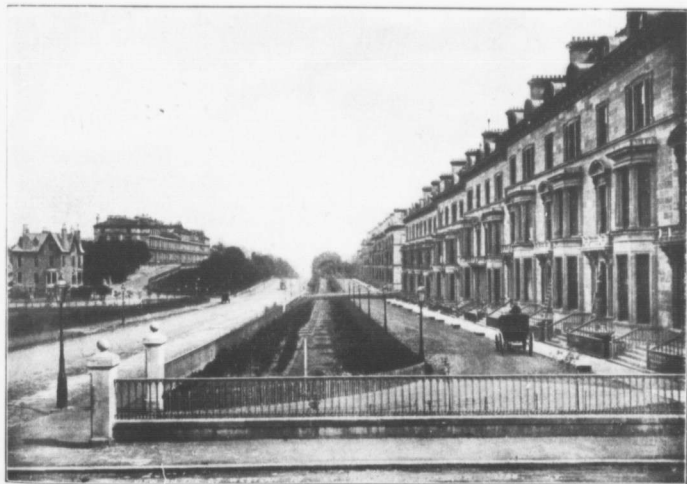
And now let us look more briefly at the great question of investment security. This is *par excellence* the question of questions in this whole assurance agitation. Freedom from statutory restrictions has already been argued as necessary for both profit and safety to assurance funds. Cripple the companies in their profit making powers and instantly life assurance will be bereft of one-half its attraction to the public mind. At present Term and Proprietary forms of policy are the choice of what in actual experience has been proven to be the less desirable classes of assurers. Profit and the investment features bulk very largely in all modern assu-

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ROYAL EXCHANGE, GLASGOW.



VIEW ON THE GREAT WESTERN RAILROAD AT HILLHEAD, GLASGOW.

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The Beginning of Months.

January is the month of beginnings. It is the time when the prizes for the closing year's work are distributed, and as the prizes are only for the few, it is a time when there should be a close analysis of our ways of working and a readjustment of things in general.

If the past year was unsuccessful, there is no hope for the incoming year to be any better unless a different plan of campaign is adopted.

Life, after all, is largely an experiment. It takes a good while to know which road to follow. One's wits must be acute to decide quickly at the crossroads whether the direct road is the correct one or whether a deviation to the right or left is better.

To know this is the secret of opportunity.

These are times when we must be watchful lest our efforts be found to be running in a rut.

As the daily newspaper of yesterday is considered old, so the plans of last year may be ancient and need overhauling, and unless this is done they may be wholly unsuitable for the present year's demands.

Life assurance men who are successful have, besides that never-grow-old admirable trait of plod, a keen look-out for the best methods that are being used. The life-man should be a student of men; in other words, he should know the working of other people's minds. He should

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know the psychological moment to call upon a prospect to receive a hearing, and afterwards should make very clear the proposition he is offering, and not blunder into hurrying the prospect to place his name to the proposal form before he is ready for the transaction.

Because of this blundering on the part of some many a second year's premium remains unpaid.

It is worth while to deal patiently and thoroughly with men, telling them everything they should know—all the points about the Company represented.

With the representatives of the Sun Life of Canada the more this is done the better, for it will create an interest that will be backed up by the Company's transactions and be of lasting benefit to the assured, the Company and the representative.

A final word.

Be bent on success during 1907. Do not let partial-good-enough kind of success suit you.

Strive for the highest place, and if you fail in your ambition you will surely come nearer its fulfilment than if you had not put forth your best efforts.

Make an earnest beginning in January and keep it up.

"Are you in earnest? Seize this very minute.

Whatever you can do, or dream you can—begin it;

Boldness has genius, power, magic in it.

Only engage—and then the mind grows heated;

Begin!—and soon the work will be completed."

A VERY HAPPY AND SUCCESSFUL
NEW YEAR.

Last Year.

1906 was truly a life assurance year.

Life assurance has been bombarded by all sorts of criticism; sometimes justly, sometimes unjustly.

No other financial institution on earth would have endured the bombardment. Yet to-day, at the beginning of 1907, life assurance is more highly regarded by the great assuring public than ever before.

It has stood the test. There could be no higher commendation given to the system of life assurance than this.

It shows that it has reared a mighty structure on a strong, broad and safe foundation. It will never likely have such a test again.

The people are satisfied that its principles are right.

The Sun Life of Canada had to subject its record to the public gaze along with the others. Those who knew were aware that this was not necessary, as has been shown by the results of the investigation.

The Company's officers were hour after hour subject to the most searching examination, and when all was over one of the Commissioners, who, all through the investigation, materially assisted the examiner in his questionings, said, "It seems to me that in the conduct of the Sun Life business there is nothing to be desired." . . . "The directors have done their duty nobly; there is no complaint to be made against them, or any one of them." After all, notwithstanding the great amount of extra work called for on account of the Commission's visit, it was worth while.

To receive such a "clear bill of health" from one who is looked upon as the financial critic of the Royal Commission is a result that repays any inconvenience the Company may have been subjected to.



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ance, for the young more especially look hopefully to both as perhaps the choicest means to better their own future condition in life. Hereby thrift and the avoidance of wasteful and hurtful habits are encouraged early in life, a feature that ought to commend the profit plans of assurance to our legislators.

Money—ready money in quantity—is known universally to have power to earn rates of profit actually unknown and impossible to the small investor. The large investor can and does command the choicest securities, and on terms impossible of attainment for small sums. For these reasons the various profit plans of assurance are patronized in largest measure.

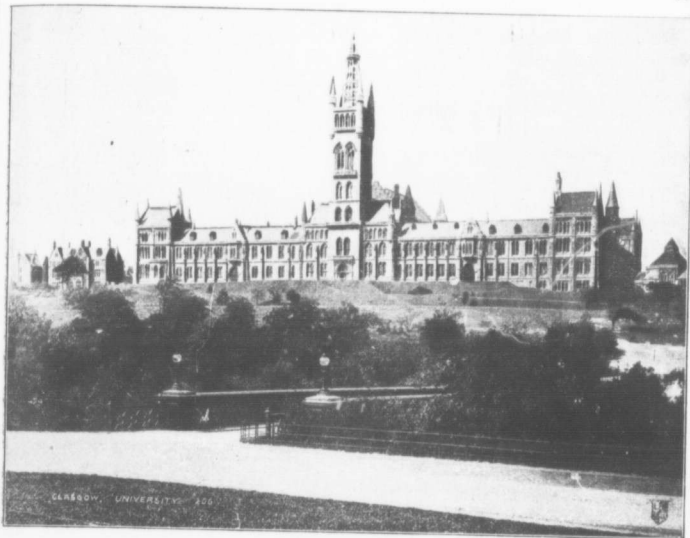
Life companies do not speculate. They may do some hustling to get good terms, but it is a notable fact that throughout this very husky investigation not one company has been shown to have endangered solvency by speculating or by over-venturesome investments. Temptations have been plentiful, but the fact remains that there has been no speculation. No more prudent body of investors has ever come to the front in any country than the directors and executive officers of Canadian life companies. I refer to the stenographic report of the Royal Commission as authority for that statement. That important fact is borne out by their courage and conservatism under the following trying circumstances. For a series of years, when the rate of interest was steadily on the decline, seriously reducing the surplus of companies and profit dividends, and creating discontent among policyholders—just at the point when interest had reached its lowest dip, the federal government, under evil inspiration, suddenly came forward, and in place of endeavoring to ease up the situation, added enormously to the already growing embarrassment by imposing a vastly more onerous standard of solvency, pleading in excuse that it would strengthen the companies! Yes, strengthen the horse by putting most of his feed on to his back in place of letting him eat it! The law actually requires that the rapidly diminishing surplus shall be converted into additional policy liabilities! What if the surplus should prove unequal to the additional liabilities, creating a deficiency—a state of insolvency? Wouldn't that be strengthening the companies with a vengeance—killing with kindness! It would be difficult to conceive a more inconsiderate and untimely piece of legislation than the Act of 1899 was, as results have abun-

dantly proven. Perhaps the secret may be found in a remark of Socrates, quoted in Sir John Lubbeck's book, "The Use of Life." "No man undertakes a trade he has not learned, even the meanest, yet every one thinks himself sufficiently qualified for the hardest of all trades, that of Government."

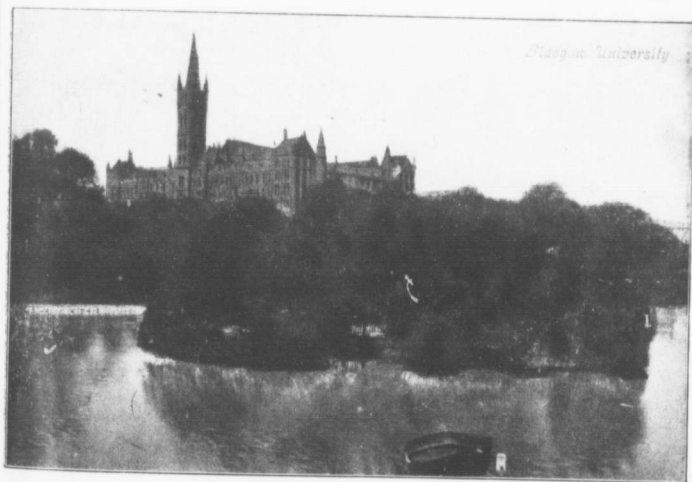
The situation was, without doubt, a very trying one for the managements, yet they heroically faced the problem, and are working it to a success. Take our own Sun Life of Canada in illustration—full eight years within the time-limit set by statute, it has raised all its old reserves from 4½ to a 3½ per cent. basis; and at the same moment of time it has increased the policyholders' dividend! Ordinarily, increase in the rate of reserve is accompanied by a corresponding lowering of policy dividends—but in the case of the Sun Life there was a simultaneous increase in the rate of both. I do not say an unprecedented feat, but certainly it is a very unusual one.

But the interesting and highly meritorious part has yet to be mentioned. The means wherewithal that feat was accomplished was by breaking through the venerable old British ethics which hedged in the investment of assurance funds to consols and government and municipal securities, and by tactfully and fearlessly competing with millionaire investors on the ground floor for available winnings. These men—large investors—have hitherto done all the market creaming, and are no mean or even ordinary competitors in the great and vastly important business of investing safely and to greatest advantage. The method of procedure does not fall to be detailed here. The securities, however, are of the choicest to be had anywhere, and the accompanying profit is now a matter of history. The truth is, that it involved much deliberation and strenuous effort to both directors and officers alike, and really merited success. The opportunity did not hunt for us; we went a hunting for it. Just as Lord Bacon says, "a man must make his opportunity as oft as find it." For years we had in vain longed and looked for an opportunity—when found it was seized with avidity, and fortune followed. As Shakespeare aptly puts it,

- "There is a tide in the affairs of men,
- "Which, taken at the flood leads to fortune;
- "Omitted, all the voyage of their life
- "Is bound in shallows and in miseries."
- "On such a full sea are we now afloat;
- "And we must take the current when it serves
- "Or lose our ventures."



GLASGOW UNIVERSITY.



ANOTHER VIEW OF GLASGOW UNIVERSITY.

I sincerely hope that Superintendent Fitzgerald's testimony before the Royal Commission, given quite recently, may be safely taken by us as a happy augury of the coming legislation. Commissioner Langmuir asked Mr. Fitzgerald, "From your information and great knowledge of this matter of investment in connection with assurance funds, do you think there is any necessity for extending the scope of the Act as it now exists?" Answer. "Well "of course, the extension that is now asked for "is very wide, but it is wide as it now stands. "There is no limitation now upon the purchase "of the stock of certain named companies. "They may be purchased the day after the "company is floated whether it has paid a "dividend or not. I would rather not see so "sweeping a bill, but then comes the question, "how are you going to limit it? How are you "going to select those that are desirable and "pass over others which may seem undesirable? "It occurred to me that possibly the directors "of a company, and a good board of directors, "are going to manage that better than anybody "else; it is impossible to fix it by legislation "and something must be left to the board of "directors, and a competent board of directors, "it appears to me, will always make a safe investment, when an incompetent board will "make poor investments, no matter how they "are hedged round."

There is the question and its remedy in a nutshell! Neither competency nor safety can be ensured by legislation! A good board of directors are going to manage (investments) better than anybody else—a competent board will always make a safe investment—a thing impossible to fix or ensure by legislation. With admissions such as these by the Government Superintendent of Insurance, there should be little or no need for the companies themselves to have to advocate the removal of restrictions on investments. British actuaries who were interrogated on the subject by counsel for the Commission unanimously recommended the utmost freedom—that the selection of securities be left entirely to the companies. I hope and trust that both the Commission and Parliament will adopt the advice given by the British Actuaries, and enforced by the Superintendent of Insurance.

Some of the testimony and writings in this connection by assurance men was ill-considered and not over-consistent. All the witnesses admired the freedom enjoyed by British life companies, but one or two most unwisely qualified

the freedom they would advise for Canada, reminding one of the well-known couplet,

"I see the right, and approve it too,
"Condemn the wrong, and yet the wrong pursue."

But I must not enlarge, I am surprised and ashamed at the length of my greeting!

Gentlemen, let me in conclusion remind you that your avocation is a beneficent and a noble one, none more so. And your Company has a future in store full of that greatness that comes of goodness and just management. I joy greatly at what has already been achieved, but the greatness of the Company in another thirty or fifty years will overshadow and dwarf all present forecasts. To me it is permitted to only dream pleasantly of that grand future.

Let us then, each one in his own sphere, however limited, by honesty and loyalty help make the Sun Life of Canada a synonym for all that is good and great.

"He is not dead where glorious mind
Lift thine on high,
To live in hearts we leave behind
Is not to die."

Yours faithfully,

R. MACAULAY,
Managing Director.

Montreal, December 15th, 1906.



A "Top Notcher."

The agency department's Honor Roll shows that Mr. Ellsworth Wilkinson, district manager, Port Huron, Michigan, has not missed a month during the year 1906. This does not necessarily mean that Mr. Wilkinson wrote the largest amount of business, although his volume of business was large. Steadily, month after month, he sent in a batch of business that kept him on the laurel-crowned list.

Mr. Ellsworth Wilkinson has been on the hunt for men, with an application form and fountain pen, since 1898. A year after this he came to Canada's "prosperous and progressive Company," and has been hard at it with this Company ever since. The management of the Michigan agency entrusted Mr. Wilkinson with the Port Huron agency in 1902,

and he is satisfied whole S

business other thing ter to this ing many refer to time, and selves if v

In a letter ager for Sowerby V Camden I may take that I hold distributed Great Brit of contract business-li that one of of Canada.

Policyholders are to be that in pr stands sec has been a division of

and he has done remarkably well. Not satisfied with being in the lead of the whole State during the past five years,



he has besides won numerous prizes given by Manager John A. Tory. Mr. Wilkinson has been successful in placing some large policies with the best business men in his territory, showing that he has the full confidence of the

business community. We could add other things of a complimentary character to this brief sketch, but we are holding many items, for we hope to have to refer to Mr. Wilkinson at some future time, and we never wish to repeat ourselves if we can possibly help it.

◆ ◆
An Unbiased Opinion.

In a letter to Mr. Geo. E. Reid, manager for the United Kingdom, Mr. H. Sowerby Wallis, of No. 6 Hilldrop Road, Camden Road, N., writes: . . . I may take this opportunity to mention that I hold ten annuity contracts in offices distributed over America, Australia and Great Britain, and for rates, adaptability of contract, promptitude, simplicity and business-like courtesy, I have not found that one of them is equal to the Sun Life of Canada."

◆ ◆
Profits Increasing.

Policyholders of the Sun Life of Canada are to be congratulated upon the fact that in profit earning their Company stands second to none. The Company has been able to increase the basis for division of profits year by year—the basis

for 1905 being higher than 1904, that of 1906 higher than that of 1905, and we are glad to be able to announce that that of 1907 will, in its turn, be materially higher than that of 1906.

The following letters from policyholders, regarding the division of profits on their policies, is greatly appreciated by the Company. It is the aim of the Sun Life of Canada to please its policyholders, and apparently the giving of large profits is one of the best ways to do this. We refrain from throwing bouquets at ourselves, although the temptation is great, but again emphatically remind our present and prospective policyholders that the Sun Life of Canada is "PROSPEROUS AND PROGRESSIVE."

51 HOWLAND AVE.,

TORONTO, Dec. 29, 1906.

T. B. MACAULAY, Esq.,

Secretary.

Dear Sir,—Yours of December 24th received through Mr. Martin, of North Bay. I certainly must say your statement was a very pleasant surprise, and will rank high amongst my Christmas gifts. Have always had a very high opinion of the Sun Life Assurance Company of Canada, and hope for all concerned a prosperous New Year.

Yours truly,

D. H. BARR.

◆ ◆
OTTAWA, Dec. 31st, 1906.

T. B. MACAULAY, Esq.,

Secretary.

Sun Life Assurance Company of Canada.
Dear Sir,—I am in receipt of your letter of the 24th instant with the certificate of dividends or profits that have been added to my policy, No. 63947. I am very much pleased with the same. It is very much more than I had expected. It shows that the Sun Life of Canada is well managed, and even although it had to stand the fire in the late inquiry, it came out shining as bright as ever. Long may it shine and hold the foremost place in the assurance word, and long may the manager and his staff be spared to work together for the good of the policyholders. Wishing you the compliments of the season,

Yours truly,

GEO. S. MAV.

ACTUAL RESULTS.

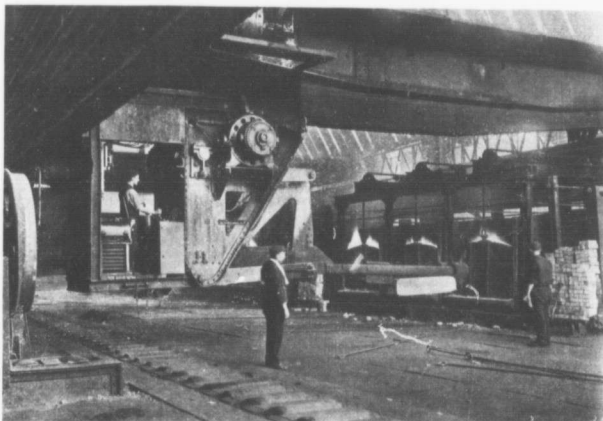
ENDOWMENT POLICIES THAT MATURED IN THE SUN LIFE ASSURANCE
COMPANY OF CANADA IN 1926

Policy Number	Age When Assurance was Taken	Kind of Policy	Amount Assured	Annual Premium Paid	Total Premiums Paid	CASH SETTLEMENT			Return Over Premium Paid
						Cash Guaranteed in the Policy	Profits Added	Total Cash Paid the Assured	
32311	27	15 Year	\$1000	\$ 61.85	\$ 927.75	\$1000	\$ 214.55	\$1,214.55	\$ 286.80
32528	30	Endowment	1000	62.35	935.25	1000	218.15	1,218.15	282.90
32848	33	Reserve	1000	62.90	943.50	1000	222.95	1,222.95	279.45
32125	36	Dividend	1000	63.60	954.00	1000	228.50	1,228.50	274.50
33108	41	15 Years	2000	130.30	1,954.50	2000	480.50	2,480.50	526.00
36398	45	"	2000	134.30	2,014.50	2000	505.60	2,505.60	491.10
14406	25	20 Year	1000	46.15	923.00	1000	385.60	1,385.60	462.60
13596	30	Endowment	5000	234.00	4,680.00	5000	1,956.60	6,956.60	2,276.60
14008	25	Reserve	1000	30.30	606.00	500	352.75	852.75	246.75
14000	28	Dividend	1000	31.15	623.00	500	368.65	868.65	245.65
14132	30	20 Years	1000	31.85	637.00	500	380.60	880.60	243.60
13641	33	"	1000	33.00	660.00	500	401.05	901.05	241.05
13845	35	"	1000	33.95	679.00	500	416.80	916.80	237.80
14141	37	"	1000	35.00	700.00	500	435.35	935.35	235.35
13952	40	"	1000	37.00	740.00	500	475.40	975.40	235.40
14013	42	"	1000	38.65	773.00	500	510.35	1,010.35	237.35

* Semi-Endowment policies assured for \$1000 in the event of death, and \$500 was guaranteed with profits added, if the assured survived the Endowment period.

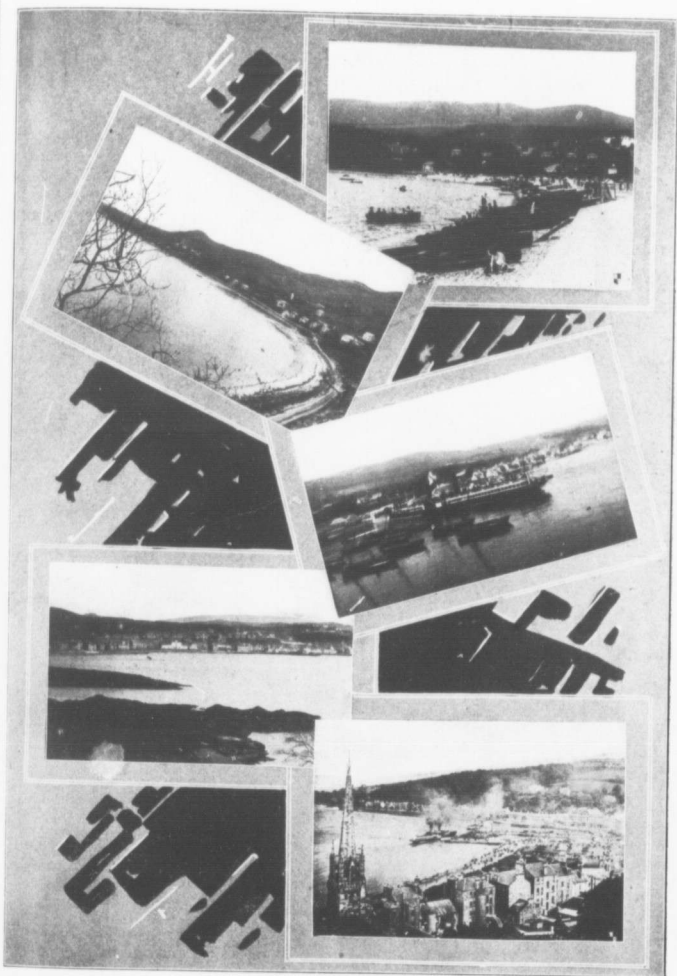
In the above ACTUAL RESULTS it will be seen that the assured had life assurance for nothing, and not only a return of all premiums paid to the Company, but also a splendid return on the investment.

An argument in figures showing why the Sun Life of Canada should be your choice.



BRITISH STEEL WORKS OF MESSRS. DAVID COLVILLE & SONS, LTD.,
MOTHERWELL, NEAR GLASGOW.

The view shows an electric slab charging machine at work, one of the most recent appliances used in making the world-renowned Dalzell steel.



SOME OF GLASGOW'S SUMMER RESORTS.

Oban.
Tignabruaich

Dunoon.
Ardrishaig.
Rothesay.

Return
Over
Premium
Paid

\$ 286.80
282.90
279.45
274.50
526.00
491.10

462.50
2,276.60

246.75
245.55
243.60
241.05
237.50
235.55
235.40
237.35

guaranteed
insurance for
did return

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BUCHANAN STREET, GLASGOW.



SAUGHIEHALL STREET, GLASGOW.



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GALLOGATE A BIT OF OLD GLASGOW.

He's "A Bird."

In addition to his duties as cashier, Mr. A. Bird, of the Baltimore office, finds a moment now and then to write life assurance. He did so well last year that he led all the other agents in the Agency, and thus won the prize offered by the Maryland manager. We congratulate Mr. Bird, and hope for his own sake, as well as the good people of Maryland, that he may keep at the good work of putting Sun Life policies into the homes of his State. They cannot have anything better.

'Way Down East.

A politician in Nova Scotia was making a house-to-house canvass some years ago.

This politician had come to a prosperous looking farmhouse at a cross-road, when he observed a comely young woman standing at the gate. Pulling up his

horse, the candidate for the people's favor gracefully lifted his hat in salute to the young woman, and politely asked :

"No doubt, madam, your estimable husband is at home?"

"Yes," responded the woman.

"Might I have the pleasure of seeing him?" sauely inquired the politician.

"He's down in the pasture a-buryin' the dog," came from the individual at the gate.

"I am very sorry, indeed, to learn of the death of your dog," came in sympathizing tones from the candidate.

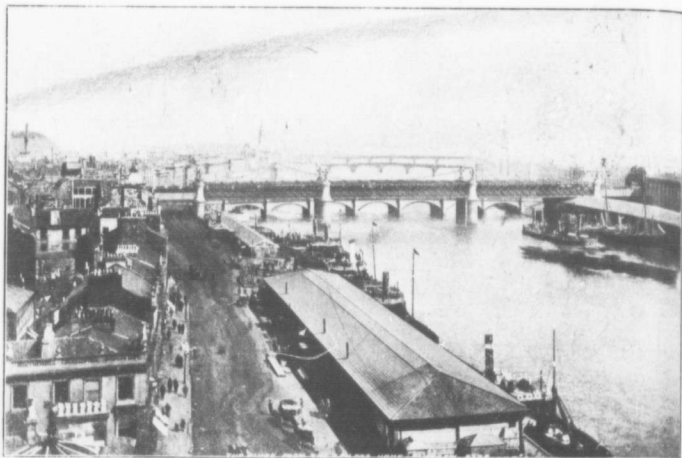
"What killed him?"

"He wore hisself out a barkin' at candidates," said the woman.

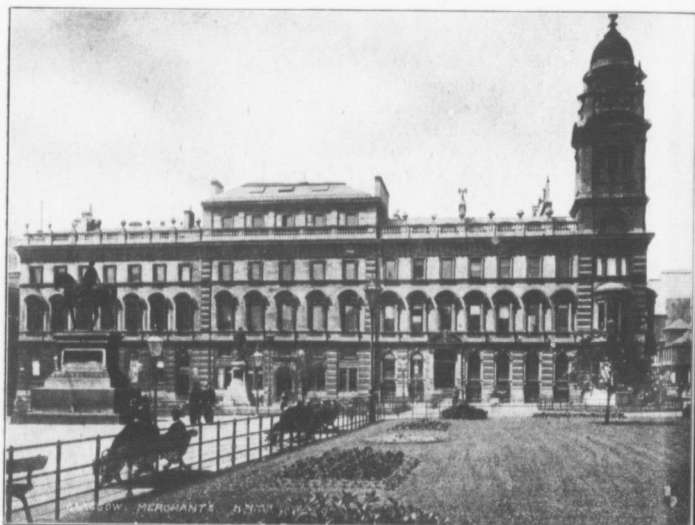


From the Latest Annual Report (1905) of the Sun Life of Canada.

Assurances issued and paid for	
in Cash	\$18,612,056.51
Increase over 1904	\$2,700,152.27
Cash Income from Premiums, Interest, Rents, &c.	5,717,492.23
Increase over 1904	\$1,155,556.04
Assets as at 31st December, 1905	21,309,384.82
Increase over 1904	\$3,457,623.90
Surplus earned during 1905	1,344,371.80
Of which there was distributed to policyholders entitled to participate that year	166,578.30
And there was set aside to complete the placing of all the policies on the 3½ per cent. standard (although the law allows the companies until 1915 to do this)	616,541.35
Surplus over all Liabilities and Capital (according to Hm. Table, 3½ per cent. interest)	1,735,698.59
Surplus by Canadian Government Standard	2,921,810.37
Death Claims, Matured Endowments, Profits and all other payments to policyholders during 1905	1,648,285.78
Payments to Policyholders since organization	13,118,368.35
Life Assurance in Force, December 31st, 1905	95,290,894.71
Increase over 1904	\$9,963,231.86



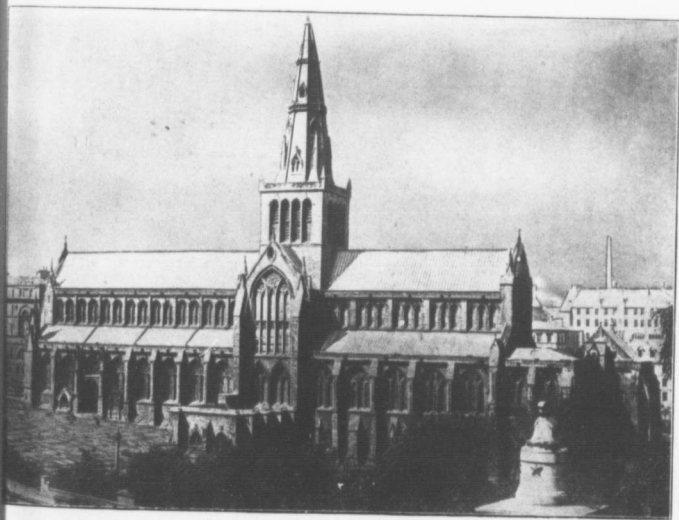
THE CLYDE FROM THE SAILORS' HOME, GLASGOW.



MERCHANTS' HOUSE, GLASGOW.



GEORGE SQUARE, MUNICIPAL BUILDING AND POST OFFICE, GLASGOW.



GLASGOW CATHEDRAL.

The Canadian Government Report

Items of Business of the Life Assurance Companies of Canada

Compiled from the Preliminary Report of the Government Superintendent of Insurance for 1905.

COMPANIES.	Premiums for Year.	Total Cash Income (Net).	Increase in Net Cash Income	Excess of Income over Expenditure.	Increase in Assets.	Amount of Policy, New and Taken up.	Increase in Assurances in Force over 1904.	Amount of Policies, New and Taken up in Canada.	Increase of Assurances in force in Canada.
Sun Life of Canada	\$4,301,022	\$5,717,376	\$1,155,578	\$2,799,206	\$3,457,624	\$18,612,057	\$9,938,899	\$8,005,084	\$4,257,881
Canada Life	4,104,595	5,443,301	1,149,611	1,084,434	1,264,766	13,014,146	5,795,732	6,614,961	2,070,925
Manufacturers Life	1,045,386	1,944,810	285,702	970,330	1,077,337	6,664,924	4,684,719	4,081,630	2,593,366
Mutual Life of Canada	1,547,506	1,936,519	231,210	1,053,748	1,075,562	5,734,187	3,687,484	3,631,944	3,631,944
Confederation	1,350,954	1,861,792	159,692	623,678	737,957	5,811,298	3,105,321	4,485,948	2,114,347
North American	1,354,608	1,660,064	156,000	716,928	737,014	5,991,062	2,140,167	4,335,676	1,447,586
Great West	791,403	962,507	166,297	533,118	591,377	6,052,333	3,578,582	6,052,333	3,578,582
Imperial Life	680,798	800,497	91,521	407,895	434,244	4,311,802	1,899,123	3,983,362	1,627,283
Federal	574,220	693,418	75,564	357,738	275,141	3,191,061	1,200,790	3,191,061	1,200,790
London Life	384,142	475,015	45,189	209,423	275,141	2,376,648	912,704	2,376,648	912,704
Excelsior Life	262,914	315,981	52,046	152,200	169,148	2,443,282	1,267,121	2,443,282	1,267,121
Dominion Life	167,211	248,918	42,154	115,210	116,475	1,043,000	620,514	1,043,000	620,514
Home Life	164,985	314,697	73,394	65,288	69,885	6,118,955	2,037,448	6,118,955	2,037,448
National Life of Canada	157,717	191,611	38,534	18,828	19,401	1,288,779	1,813,964	1,288,779	1,813,964
Northern Life	151,441	195,502	33,381	99,701	226,263	1,552,646	2,183,608	1,552,646	2,183,608
Continental	143,958	174,806	22,867	95,668	101,504	1,305,700	530,284	1,305,700	530,284
Royal Victoria	138,592	163,750	22,657	82,255	95,559	1,243,890	428,379	1,243,890	428,379
Crown Life	151,879	154,629	7,612	42,805	50,447	1,002,100	333,365	1,002,100	333,365
Sovereign Life	80,632	108,635	182	62,691	93,000	1,446,044	676,584	1,446,044	676,584
Central Life	18,722	20,670	*	42,955	113,296	739,355	621,280	739,355	621,280
				5,757	*	355,250	*	355,250	*