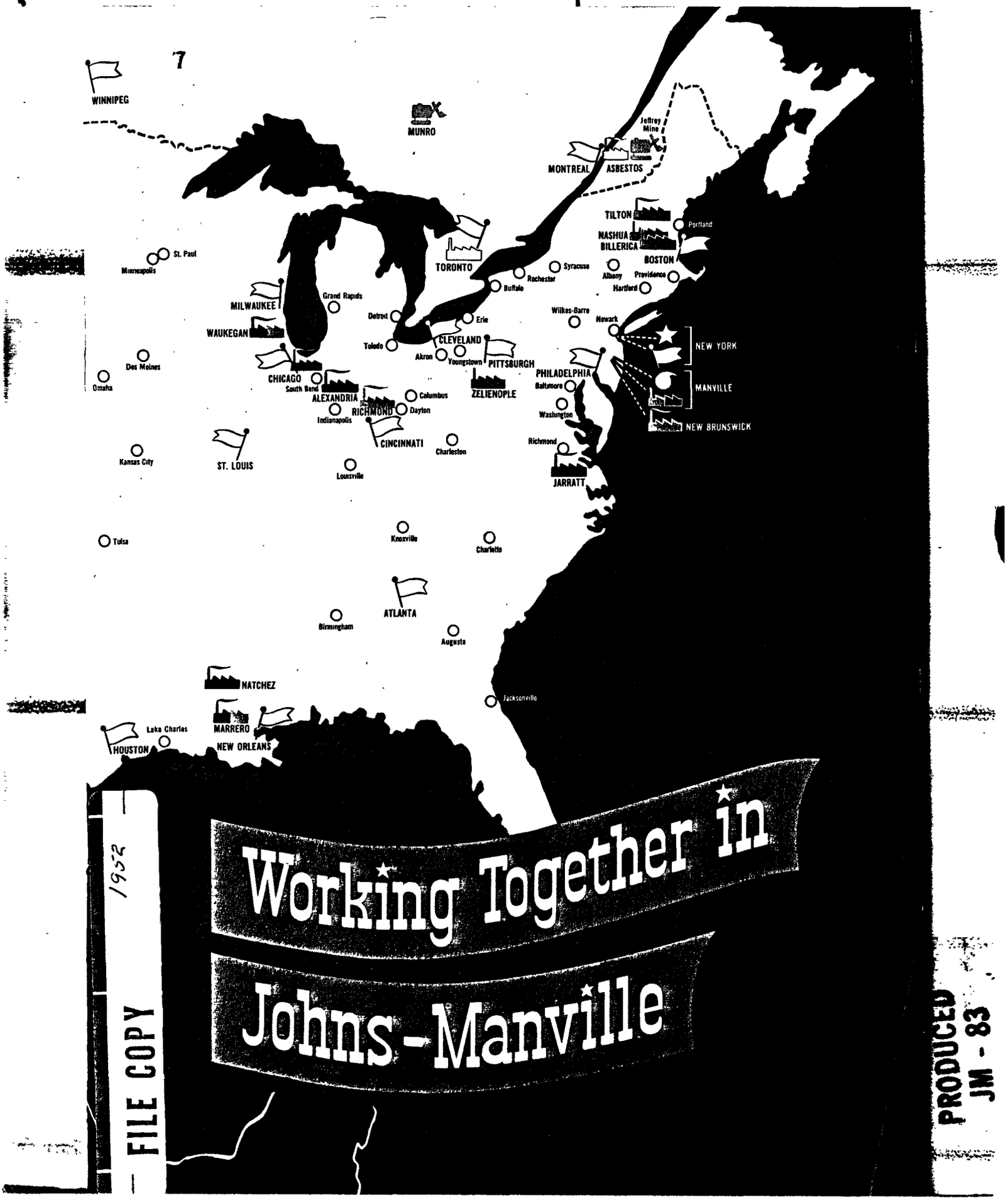


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To All Members of the CJ-M Organization:

Johns-Manville has grown considerably in size and prestige since its beginning in 1858 with two men on the payroll.

Johns-Manville is not just another company. It is a progressive institution mindful of its responsibilities to its stockholders and customers and well aware of its social obligations to its employees, to the community in which it operates, and to the public at large.

We have many well-equipped plants and a modern Research Center. Our asbestos and Celite mines, the sources of two of our main raw materials, are the largest of their kind in the world. We have sales offices in principal cities.

But more important, by far, than any of these physical assets are the fine men and women of Johns-Manville.

Should physical disaster ever strike Johns-Manville and tear down in a short time what it has taken years to build in the way of plants and equipment, these could be rebuilt in a relatively short space of time.

But if, for some reason or other, our men and women should be wiped out, Johns-Manville would have to go out of business. Their experience, ability and loyalty are the keystone of our success.

Because we have such an excellent team we can view the future with confidence and can plan for the company's continued growth.

Through growth we are able to provide even greater opportunities for those in our organization who have the desire and ability to advance themselves.

Sincerely,



L. M. Cassidy
Chairman of the Board

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A Handbook for the Men and Women of Canadian Johns-Manville

FOREWORD

THIS BOOK is designed to give you information about your company. In case you have known about J-M for a long time, you will recognize much that is familiar. Before you read it, spread out the map on the cover. Plants, mines, and sales operations dot Canada and the United States, and reach out through the activities of the International Division to carry Johns-Manville products to other countries of the world.

Find your own location, and then look beyond. Thousands of other men and women are busy in those other communities, too, producing and selling J-M products, enjoying benefit opportunities and privileges as you do, observing J-M customs as you do, all working together toward the ideals of J-M's creed of management.

This handbook tells as much as its covers will hold about many of the interests we have in common—about our company's history, its products and customers, its organization, and its plans and programs which affect our personal lives.

Whatever questions you have about J-M which aren't answered here should be asked freely of your supervisor or of industrial relations personnel.

This book is your own, to show to your family, and especially to keep near you for reference. Your comments on it will be welcomed.

Larry Hart

Vice President for Relationships

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History of J-M

To many people Johns-Manville suggests building materials or asbestos. But few persons realize that J-M serves all important industries in many ways.

All told, J-M manufactures more than 400 lines of products, designed for the control of heat and cold, sound and motion and to protect against fire, wear and weather. These products are in demand both in peacetime and in wartime.

The business now known as Johns-Manville was born in 1858 when a man in a New York City basement poured hot asphalt from a tea kettle onto a sheet of felt and passed the felt through a clothes wringer. The man was H. W. Johns and his first products were roofing, roofing cement, roof coating and an asbestos cement for pipe and boiler covering.

During the following years Johns developed his products. At that time asbestos was imported from Italy. Its cost put it beyond the possibility of broad commercial use. And then asbestos was discovered on the farm of Charles Webb in the Eastern Townships of Quebec.

The rocky hillside had been considered of little value, even too poor to support many grazing cattle. The asbestos lay buried in the ground. It was worthless to mankind until it was made to serve man.

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In 1881, with the town of Asbestos yet to be named, a wealthy Quebec farmer, W. H. Jeffrey decided to risk his savings to develop the asbestos deposits on the old Webb farm. The mining was primitive. Asbestos ore was blasted and dug out by hand chisels from three shallow pits. Jeffrey operated the mine for 14 years. Then came the panic of 1893. Jeffrey had not put aside enough money from earnings to meet the emergency, and his impending failure menaced the security of every family in the growing village.

Just in time, Jeffrey sold out to a group of men who raised money enough to keep the mine going another twenty-one years.

Back in New York Mr. Johns had organized the H. W. Johns Manufacturing Company. Then, in 1901, the Manville Covering Co. which was founded in Milwaukee in 1886 and which was also interested in asbestos products, merged with the H. W. Johns Company. The new firm was called the H. W. Johns-Manville Company until 1920, when the name was shortened to Johns-Manville, Inc.

World War I found the asbestos operations in Quebec again in financial difficulty. Again jobs were threatened. Fear of a business collapse hung over the community.

Johns-Manville stepped into the breach and purchased the entire undertaking, organizing the Jeffrey Mine, mill and factory at Asbestos under the name of Canadian Johns-Manville Co., Limited. The town of Asbestos began a new period of prosperity.

In the middle nineteen twenties, a new industrial cycle was in full swing. The increasing population and ever-rising standard of living in Canada and the United States demanded greater services and production from industry.

Private fortunes were seldom adequate to finance the new plants, new machinery, and the many new facilities needed. Thus public ownership, through the savings of people who bought shares in companies, became the means of providing the necessary capital for the expansions.

Such a transition was taking place in 1926 and a year later the Manville family disposed of the greater part of their holdings, and

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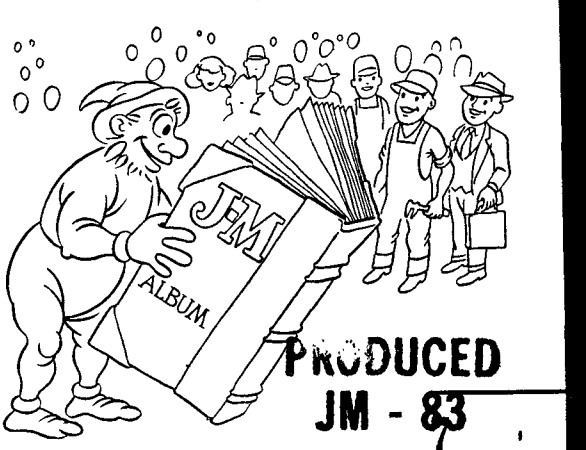
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shares in the newly formed Johns-Manville Corporation were offered to the public. Until 1927 the company was a closely held "family" organization. That year, under the new reorganization professional, scientific management took the place of family control. A healthy expansion in Canada and in the United States has been a dominant keynote from that day to this. Today Johns-Manville is a company of widespread ownership with more than 13,500 shareholders from all parts of Canada and the United States and from all walks of life.

The years following 1927 also marked a new era of product line expansion. Before that time the company's principal basic raw materials were asbestos fibre, asphalt and cement. Since then the company has added wood fibres and rock fibres as well as diatomaceous silica, rubber and other raw materials for the widely diversified line of J-M products. Rock wool insulations, insulating board products, Celite products and Transite (asbestos-cement) pipe are some of a number of important additions to the line since 1927.

One of the most important changes following the reorganization in 1927 was the launching of an intensive research, development and expansion program. This program has enabled Johns-Manville to meet the constantly changing tastes of the public and the new developments in industry. New and improved products that have resulted from this program now account for more than half the sales of J-M's products and, with few exceptions, the products accounting for the remainder of sales have been improved in one way or another through research.

The plant at Asbestos is one of the largest asbestos factories in Canada, and produces a diversified line of products for Canadian homes and industry. A second big J-M plant was opened in 1948 near Toronto. It is the first plant built in Canada for the production of Transite (asbestos-cement) pipe.



In addition to the Jeffrey mine and mill at Asbestos, Johns-Manville also owns and operates an asbestos mine and mill at Munro,

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in Ontario, Canada, and is developing asbestos deposits in Southern Rhodesia, Africa. The Munro and Southern Rhodesia mines offer additional sources of fibre and some types not found at Asbestos.

At the present rate of production, the Jeffrey and Munro and Southern Rhodesia mines together give assurance of a supply of fibre for a long time ahead. Bagged for shipment, the graded fibre goes out to many countries, to Johns-Manville factories in Canada, and in the United States which is the largest market in the world for asbestos fibre.

Thus, in its more than 90 years of existence Johns-Manville has grown from a small basement shop with two employees to an organization employing about 20,000, with 21 plant and mine locations, and sales offices in the principal cities of the United States, Canada and other sections of the world.

By private ingenuity and enterprise our company has developed and merchandised products that help to create more jobs, to place our living at a higher standard, to make possible the development of better products by other industries and to further the whole system upon which our country has prospered.

With nearly a century of experience and progress and with widespread consumer acceptance of its quality products, Johns-Manville has attempted to measure, so far as is possible, future demands for its products and has been laying its plans accordingly.

Particular emphasis has been placed on assuring a sound financial position, modern research laboratories, ample production facilities to meet demand, an organization geared for growth and flexibility, and a sales and merchandising staff trained for competition.

Canada and the United States have grown strong because of the freedom of individuals to utilize their energy, resources and ideas to the best of their abilities for the common good.

Canadian Johns-Manville prospers only as Canada and the United States prosper. And they can prosper only as long as they are strong and free.

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Opportunities in J-M

Over the years, many people with ability and initiative have built successful careers in Johns-Manville. The wide variety of operations in the company provides many different kinds of work—such as production, sales, research, engineering, and finance.

Although J-M is large in its field, it is small enough for each person to have many friends in the company, and to receive recognition for his or her individual effort.

Your Own Progress

You needn't get into a rut at J-M. You chose this enterprise, and J-M selected you to be a member of the organization. The right endeavor from us both should insure a very pleasant relationship.

The company knows that you want to progress. It provides an opportunity for you to learn the duties of each job you tackle. You will find that it is to your benefit to take full advantage of such opportunities, to work in harmony with all around you, and to develop and apply your knowledge of the company. Actually, the ceiling is unlimited. You can move up about as far and as fast as your capacity and the progress of the company permit.

Security

Everyone has his own definition of security. Generally, we all

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mean looking forward to stable employment. This is something which depends in a large measure upon general economic conditions. It depends also upon each of us, upon our flexibility, upon our interest in the development of our company, and our foresight in working for its stability.

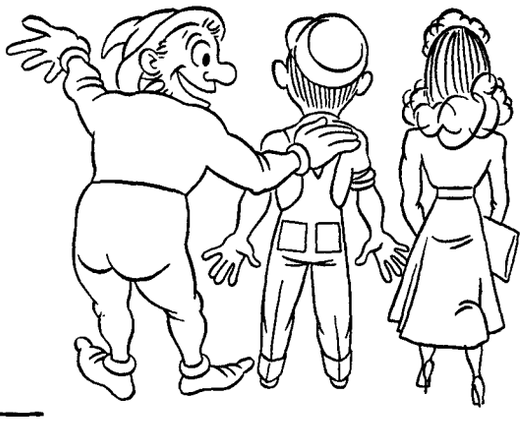
Scheduling Ahead

Every effort is made to arrange production schedules so that employment will be as continuous as possible. If it is necessary to reduce schedules because of business conditions, every attempt will be made to spread the work among the greatest number of employees. J-M people with ability, experience, and long service get first consideration if business conditions require a reduction in personnel.

Promotion & Transfer

Promotion: J-M prefers to fill from within the company vacancies which offer promotion. Candidates for promotion are selected for their skill, capacity for added responsibility, past performance, background, training, and length of service. If you want to prepare to step up the ladder, talk over methods of development and courses of study with your department head or with the J-M training specialists.

Transfer: If you feel at any time that your occupation in J-M does not fully utilize your capacity, or if you are genuinely interested in changing your field of work, tell your supervisor about your aims and qualifications and ask his help. He may request that you be considered for transfer, or you may make the request yourself with your supervisor's permission.



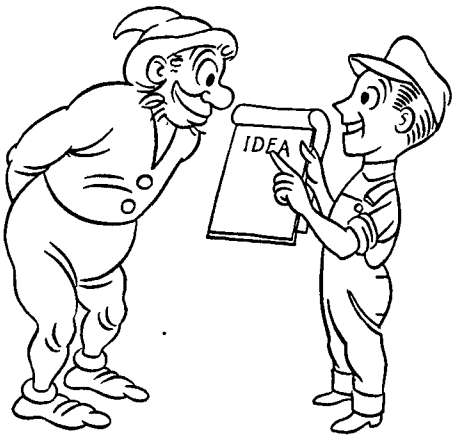
Training

Training on the job under capable supervision is always offered to J-M folks. In addition, through many training programs at various J-M locations, the company hopes to

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give members of the organization an opportunity to develop both their general knowledge of J-M and their special skills. Encouragement and assistance is given to those who wish to prepare for progress in the company through outside study. Your supervisor or the training personnel will gladly describe the opportunities open to you. Be sure to ask them about J-M's plan for tuition aid.



Suggestions

The company welcomes constructive ideas for improving any phase of the business, and offers awards for acceptable suggestions.

Awards of money are made only to people who are not in supervisory work. Supervisors may submit suggestions on matters outside the scope of their own work.

An impartial committee judges all suggestions, and calculates the awards according to the yearly savings, or according to the benefits to be derived.

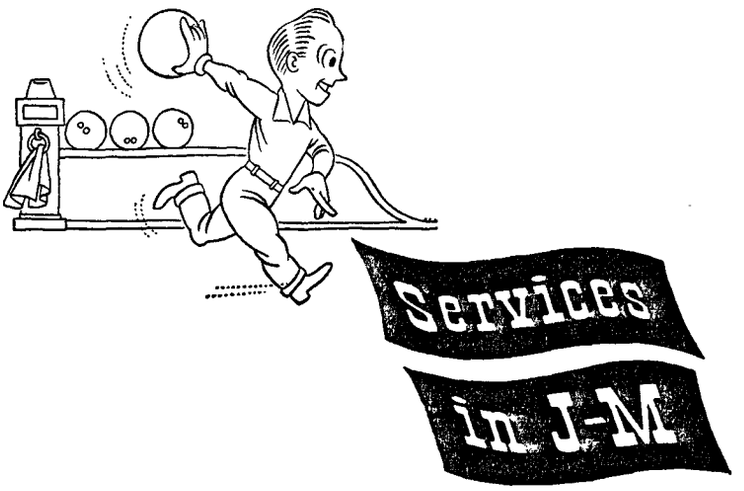
The types of ideas which would be acceptable are:

Improving quality of products
Development of new products
Reducing waste or spoilage
More effective use of equipment
Eliminating unnecessary operations or procedures
Improving customer or public relations
Saving time, energy, or material
Increasing the interest of persons in their work
Methods improvements
Increasing sales
Improving working conditions

If you have such an idea, write it out and put it in your department suggestion box.

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J-M makes available to permanent members of the organization various services which can be of great assistance to you. These extra privileges increase in number as employment with J-M continues. By participating in these benefit opportunities you have the advantage of financial help in case of sickness or permanent disability, aid in unemployment or old age, broader knowledge of your company, and a wide circle of personal friends in J-M.

The company helps to pay for some services. For other services we employees pay the actual bill (which is generally much less than we would pay individually), and J-M helps by providing all the clerical work.

Activities in J-M

J-M folks get together in informal groups or associations to conduct social, athletic, musical and other recreational activities. In this way we can pursue a hobby and at the same time become better acquainted with others in J-M.

Groups have been formed for bowling, hockey, shooting, badminton, boxing, skiing, bridge, basketball, softball, baseball, golf, tennis, camera enthusiasts.

Please ask the industrial relations people or your supervisor to tell you about these groups.

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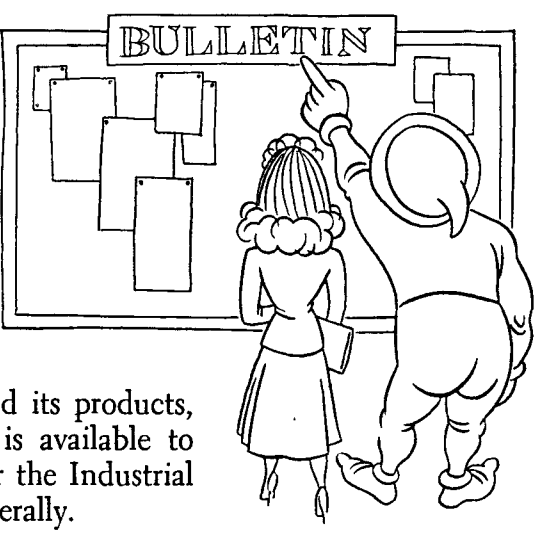
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You Get the News

Company bulletin boards display news of general and local interest. More personal announcements regarding insurance, hospitalization plans, clubs, charitable funds, special holidays, unusual services, and meetings are distributed to us individually.

If you wish to post a notice on the company bulletin boards, consult your supervisor.

ENTRE NOUS is distributed each month to all CJ-M personnel. It features pictures of employees and their activities, and of company programs, progress and products. The correspondents of this publication are all J-M folks who, in addition to their regular duties, gather news from various departments. The reporters in all departments will welcome news stories.



This handbook of information about J-M, WORKING TOGETHER IN JOHNS-MANVILLE, is offered to each new person who joins our organization.

Other literature about the company and its products, as published by various J-M departments, is available to you upon request through your supervisor or the Industrial Relations Department if not distributed generally.

Automobile Insurance

You may purchase personal liability, property damage, also fire, theft and collision insurance on your own automobile through J-M. If you wish to know more about this coverage, please inquire about it in the Industrial Relations Department.

Group Life Assurance

You may join the J-M Group Life Assurance Plan after com-

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pleting three months of continuous service as a permanent member of the organization. You hear all about this plan through the Industrial Relations Department. It provides two important kinds of protection—financial aid for dependents in case of your death, and benefit payments to you in case of permanent disability before age 60.

The amount of your assurance is determined by your annual earnings. You and J-M together share the cost of your coverage on an estimated equal basis. Currently each $1,000 of assurance costs you only 43c a month. Your part of the premium is deducted from your pay each month. As your earnings go up, your assurance is increased automatically according to an established scale. There is no decrease in amount of assurance due to decrease in annual earnings.

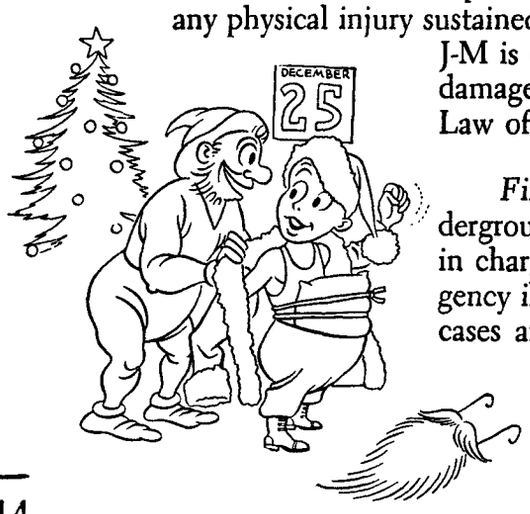
In case of permanent disability before age 60, monthly or yearly payments would be made in accordance with the amount of your policy. In case of your death, your beneficiary would receive the amount for which you are assured less such disability payments.

Holidays

Holidays such as Christmas, New Year's Day, Dominion Day and Labour Day are generally observed at J-M locations in Canada. Other holidays which are important locally, or are customarily observed in the area, are designated at each plant or office.

Medical

Workmen's Compensation: Report at once to your supervisor any physical injury sustained by accident while on company business. J-M is insured to provide payment of benefits or damage under the Workmen's Compensation Law of Quebec.



First Aid Care: Both the factory and underground mine have a dispensary with a nurse in charge to care for minor accidents and emergency illness during working hours. More serious cases are treated at the CJ-M clinic which has

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equipment, and trained person-
any injury while at work, no
report to your supervisor im-
will see that you receive medi-
delay about this. The smallest
lay become infected and result
ity.

aminations: The company provides a free medical
ich is conducted at the CJ-M clinic before final accept-
ment employment. This examination protects you by
er or not you are physically able to do the work you
The examination is repeated at regular intervals.

ves that an annual period of rest is beneficial for any-
eadily employed. Vacation with pay is granted to per-
bers of the organization. The length of vacation time is
cording to length of service with the company. Your
l be glad to give you details of the J-M vacation plan.

you start on vacation, you will receive the pay which
ue during your holiday.

ent Plan

company provides and contributes to a retirement plan which
set aside some income for your retirement years.

le participation in the plan is voluntary, the majority of J-M
oose to participate. You are eligible to join when you have
d 6 months of continuous service with the company. Latest
nt age in J-M is 65, whether or not you enter the plan.

u contribute to the plan through payroll deductions. The
t is determined by your age and rate of pay. The money set
w you and the company is placed in a trust fund to earn inter-
his fund can be used only for the retirement plan. When you
your accumulated contributions plus interest are matched by

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the company and the total amount is used to provide an annuity payable monthly during your life.

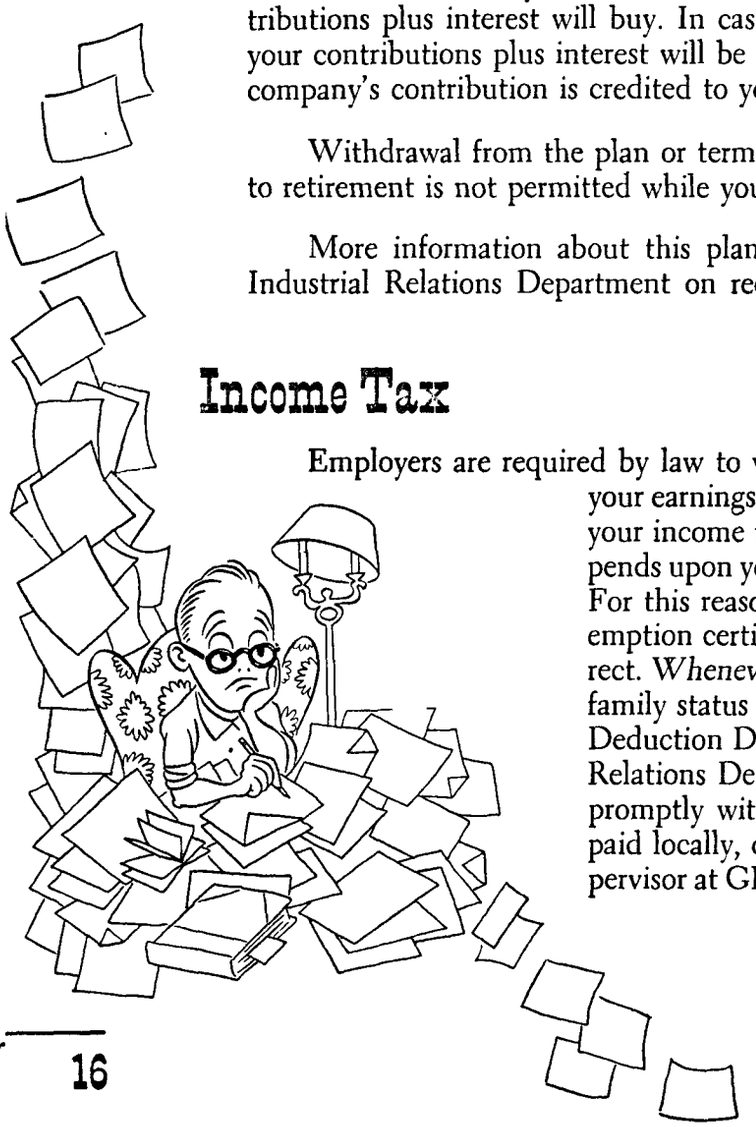
If you are a participant in the plan, and you become disabled at any age from any cause whatsoever so that you can no longer work, and you have completed 10 years of service with the company, you may be retired for disability and receive retirement income for the rest of your life.

The J-M Retirement Plan also offers an assured means of regular saving, because if you leave the company before retirement age, you will receive all of the money you have deposited in the fund, plus any interest earned. If a person who joined the plan in Canada before April 19, 1948 leaves J-M before retirement, the Canadian government issues an annuity contract to him for whatever amount his contributions plus interest will buy. In case of death before retirement, your contributions plus interest will be paid to your beneficiary. The company's contribution is credited to you only when you retire.

Withdrawal from the plan or termination of contributions prior to retirement is not permitted while you are in J-M.

More information about this plan may be obtained from the Industrial Relations Department on request.

Income Tax



Employers are required by law to withhold a certain portion of your earnings to be used as payment toward your income tax. The amount withheld depends upon your family status and earnings. For this reason, it is necessary that the exemption certificate on file with J-M be correct. *Whenever there is any change* in your family status you should obtain a new Tax Deduction Declaration from the Industrial Relations Department, fill it in, and file it promptly with that department if you are paid locally, or with the Salary Record Supervisor at GHQ if you are paid from there.

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After the close of each calendar year J-M gives you a receipt showing your earnings for the year and the amount deducted for income tax.

Buying J-M Materials

All full-time employees on regular J-M payrolls may purchase J-M products at a discount. You can get information on available materials and price discounts from your supervisor.

This privilege is to enable you to use J-M materials on your own property which you occupy, or on an automobile or other equipment which you own and use. Products may not be obtained in this way for use on property held for investment or speculation.

Quarter Century Club

J-M honors length of service with membership in the Quarter Century Club composed of men and women who have worked with the company for 25 years. The company sponsors the club.



An engraved watch and a pin are presented to each new member at the time of induction into the Club. Approval of the President or Chairman of Johns-Manville Corporation is required for any involuntary separation from the company of a Quarter Century Club member.

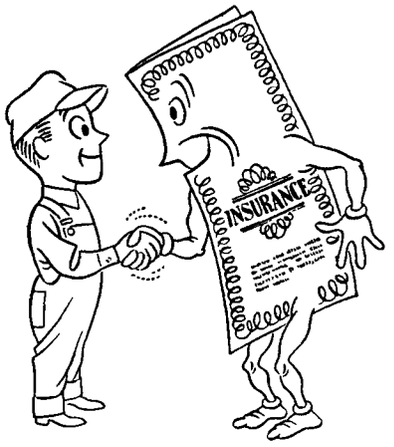
Accident and Health Insurance

The purpose of this insurance is to provide some weekly income for a J-M employee who is prevented from working by a non-occupational accident or sickness. This is a voluntary program, offered to hourly paid personnel who complete 6 months of continuou

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service. Medical examination is not required if the application is signed within 31 days of the date of eligibility.



Each person who joins this plan pays a premium which is based on his job rate, and is set aside regularly from his pay. The individual premium amount is low because J-M pays the balance, which is estimated to be half of the total cost.

Benefits begin on the 8th day, and may continue for a maximum of 13 weeks. The weekly benefit amount, like your share of the cost, is determined by your hourly job rate.

Claim for benefits must be made to the Industrial Relations Department within 10 days from the start of disability. It is important to note that benefits are not paid for maternity or self-inflicted conditions, after separation, to anyone not under care of a doctor, and unless a person is totally disabled. This insurance is suspended during a lay-off or strike.

Unemployment Insurance

You and J-M together put money into a fund established by the Unemployment Insurance Act. This money is to provide for weekly payments to people who may be laid off.

The payments are less than regular pay, but help to tide a person over while looking for work.

In case of unemployment, you should immediately apply at the National Employment Office for a job, and ask at the same time whether you are entitled to out-of-work payments.

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Hearing Personal Problems

A personal problem not in any way related to your job may worry you. If you feel it might help, have a friendly, confidential talk with your supervisor or with the industrial relations manager.

Hospitalization

You may buy hospitalization and surgical coverage after completing 3 months of continuous service in J-M. The Industrial Relations Department tells you all about this program. Anyone who has a hospitalization contract when he comes to J-M should inquire immediately about the possibility of transferring to the J-M group.

Again J-M offers its help to the person who helps himself. The company pays one-half of the premium. Dependent children and a wife or husband may be covered under a family contract.

Your part of the premium is collected by setting aside a small sum from your pay at regular intervals. The amount depends upon the contract and services you select.

In general, hospitalization plans provide substantial aid toward paying for bed and board, drugs, dressings, laboratory fees, use of operating room facilities while the patient is in the hospital. Surgical benefits help to pay the physician's fee for surgical or maternity care.



Each subscriber receives his own contract. It is important to read it carefully, and to study all explanatory literature issued by your plan, so that you understand clearly the specific conditions under which benefits are payable to you.

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Customs In J-M

There are certain ways of doing things in J-M which have grown out of years of experience in working together, and so have become accepted practices in the company. Then, too, there are some regulations which are required by law. You might call these the rules of the game such as guide the members of every organization—whether it is a business, a labor union, a government, a baseball team, or a social club.

Because our company has such a variety of work going on in so many different places, practices won't always be precisely the same at all J-M locations. Those customs which apply generally throughout J-M or in your own area are reviewed briefly here.

In some manner, all of us are affected in our daily lives by these customs, and so it is important to understand them.

By falling in with the way of doing things in J-M we shall be helping to promote friendly relationships and smooth team work, to prevent accidents and illness, and to complete our schedules satisfactorily.

Relationships

You and your life in J-M are the primary interests of the Industrial Relations Department. Plans and service programs are conducted to protect your health, safety and comfort on the job; to contribute to your opportunities for learning about our company, for advancement, and for economic security; to establish fair play and fair practice in all our relationships; and to promote friendly cooperation among all groups within J-M. Industrial relations people do not in

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any way take the place of your supervisor. Always turn to him for help and information. He will refer you to the specialists in personnel matters whenever it is desirable.

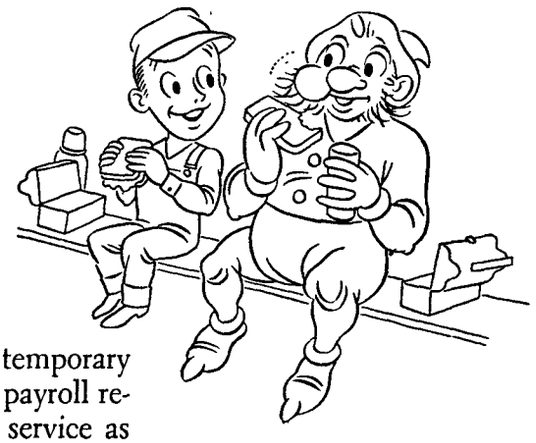
Hours of Work

The number of hours in a normal work day and in a normal work week are established for each J-M location. Your supervisor will explain the schedule of hours which you are expected to follow. Heavy demands for J-M materials or other unusual conditions may sometimes make it necessary to work longer hours temporarily, or slack periods could cause a reduction in normal working hours.

Lunch

A regular period is allowed for lunch. Your own lunch time should be arranged with your supervisor to fit into the schedule for your department.

Permanent or Temporary Employment



A *permanent* employee is hired for work which is regarded as essential in the permanent organization. He may join company benefit plans when he is eligible.

A *temporary* employee is hired as a substitute for a permanent employee, or to handle special or extra work for a temporary period. Due to the uncertain duration of employment, temporary employees do not participate in company benefit plans. A temporary employee who is transferred to the permanent payroll receives credit for the last previous continuous service as a temporary employee for the purpose of calculating length of service. A temporary employee who wishes to be considered for permanent work with the company should keep in touch with the J-M employment office and his department head.

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Collective Bargaining

We believe in the principle of collective bargaining. J-M practiced it long before it was required by law. The management is always ready and willing to discuss with the freely chosen representatives of employees such matters as rates of pay or working conditions. And any employee or group of employees has the right to talk over a grievance with the management at any time. Agreements reached are put in written contracts. Both the company and the employees must live up to the contracts if collective bargaining is to succeed.

Overtime

Employees of J-M on jobs which are not principally of a management type receive pay for overtime work. Ask your supervisor about overtime payments and work on specified holidays.

Your Pay

If you are a salaried employee you are paid by cheque distributed through your department. If you are an hourly paid employee you receive your pay at the Canadian Bank of Commerce in Asbestos on Friday of each week. The amount paid on Friday represents earnings for the week ending at midnight the previous Saturday. When Friday is a legal holiday, wages are paid on Thursday.

The pay week starts with the first shift Sunday and ends at midnight Saturday.

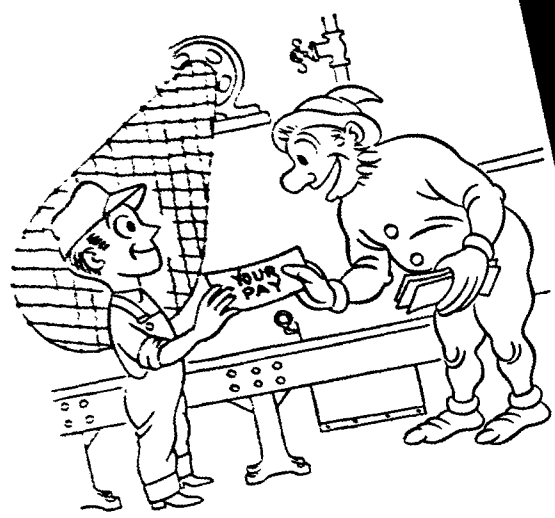


You receive a slip, or a stub if you are paid by cheque, which shows the items deducted for taxes as required by law, and for your various J-M benefit programs.

If an injury sustained in the performance of your job causes you to stop work for the rest of the day, you will be paid a full day's wages for that day.

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[redacted] been arrived at by a systematic pro-
[redacted] careful analysis of the requirements

[redacted] department heads to study and com-
[redacted] of work done at all locations of
[redacted] shows clearly that jobs differ in com-
[redacted] so in the amount of money which
[redacted] for each. In this way equitable rates
[redacted] determined.

[redacted] ance on the job can be quite clearly
[redacted] important factors, such as job knowl-
[redacted] duction, reliability, and cooperation.

[redacted] each employee at least once a year on
[redacted] termine his ability on the current job,
[redacted] are ready for promotion, and to learn
[redacted] to develop his ability.

[redacted] sons are human. Some one supervises them, too! In fact,
[redacted] tion in business exists right up the line in management to the
[redacted] who are the owners of the company.

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Your supervisor is given responsibility for certain phases of the company's activity. He will pass along to you your part of the instructions he receives, and will guide you in the performance of all the assignments he gives you.

He has the privilege of going to his supervisor to seek information or advice on business problems, to discuss his ideas for improvement, to talk of any condition which appears to be to his disadvantage.

You are invited to approach your supervisor in the same way. He will do his best to help you get the answer to any of your questions regarding the company and your work.

Wherever each of us fits in the organization, there is one important guide for our actions. We should always give the same consideration to the other fellow that we want for ourselves. Applying this principle, we feel that any point of difference which might appear can be adjusted.

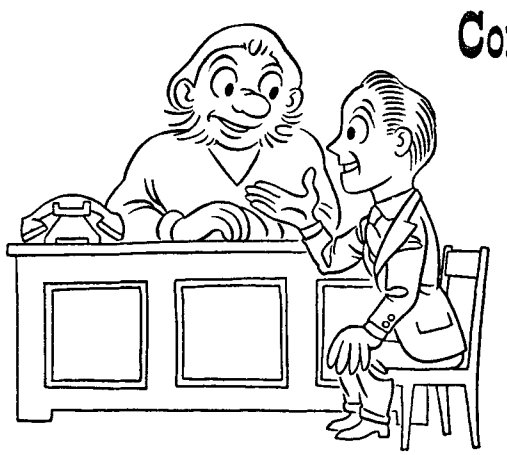
Problems Related to Your Work

In case anything occurs in connection with your work with which you are dissatisfied, you should discuss the matter promptly and fully with your immediate supervisor.

A complete account of your side of the story will help and hasten understanding of the problem.

Usually, such situations are the result of misunderstandings which can be cleared up readily. Your supervisor will be as eager as you to find a solution which is fair to you, to your co-workers, and to the company.

Whatever the circumstances, you should feel that you are welcome to talk over any problem at any time with your J-M supervisor and manager.



Continuity of Service

It is to your personal advantage to maintain an unbroken service record. This continuity of service carries with it such privileges as vacations, maintenance of your group

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life assurance, continuation in the retirement plan, a better chance when promotions are being considered and a better chance for continued employment in case it becomes necessary to reduce the working force because of business conditions.

Absence

If you are unable to report for work, get word to your supervisor and tell him what the circumstances are as soon as possible. Follow through by keeping him advised of the expected length of the absence, so that arrangements can be made to take care of your duties.

In case of an emergency in your personal affairs which must be attended to during business hours, discuss with your supervisor the amount of time needed.

Absence from work without due notice to the company may if the circumstances warrant break your J-M service record, and such absence causes both you and the company great inconvenience.

Election Board & Jury Duty: Members of a community have a certain duty to advance the welfare and good government of their locality. For example, serving on Election Board and on the Jury is the obligation of citizens. You are given credit for service in J-M while you are absent for this purpose. If you are called for either, be sure to plan with your supervisor well in advance for covering your work.

Leave of Absence

J-M makes reasonable arrangements for leave of absence for folks who may be out because of illness, other physical disability, or other involuntary cause. Leave of absence may be requested in conjunction with vacation, and may be granted if it can be arranged so that the work of your department will not be unduly affected. Service in J-M is not broken by a leave of absence.

Before deciding about a leave, your department head considers

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your length of service in J-M, the value of your work, and the work schedule of your department.

If leave is granted, ask your supervisor or the employment manager how to arrange for continuation of your J-M benefit plans while you are away.

Military Leave in Peacetime

If you belong to a defense organization of the armed forces and you are called to temporary training duty, you may be granted a leave of absence without pay for a specific period. You and your supervisor should talk it over and arrange a time which is best for all concerned.

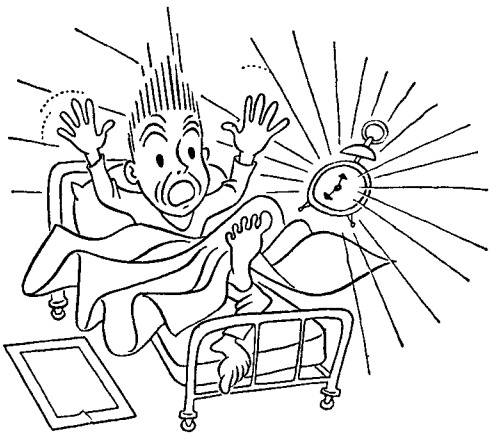
Military Duty

The company has adopted definite policies which apply to employees who serve in the armed forces. Your supervisor will explain the details of these policies at your request.

Being on Time

Good business men and women keep their appointments on the dot. Your starting time at J-M is a business appointment. The folks with whom you work count on you to be on time. If an emergency detains you, get word to your supervisor as quickly as possible and explain the circumstances.

Personnel Records and Changes



Records which contain personal information about you are kept by the company. These records are used in many ways for your benefit.

They provide your address for mailing company information to your home, also for income tax and other government ques-

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tionnaires which the company is required by law to answer. The records establish your length of service in the company, and furnish other useful data when promotions are being considered.

It is important to you personally, therefore, that this information be accurate and always up to date. So, be sure that every change of name, of home address, home telephone number, and name of person to be notified in an emergency is given in writing both to your supervisor and to the Industrial Relations Department. Your enrollment in and completion of additional courses of study should be similarly recorded.

Information about other matters which would affect your J-M privileges, or your tax status, should be sent promptly to the personnel records. If other departments need the information they will be notified appropriately. Examples of data needed are—

Change in the number of dependents: this affects your tax status, so a new Tax Deduction Declaration should be filled in.

Changing the beneficiary of your J-M Group Life Assurance: give the details to the Industrial Relations Department.

Changing your beneficiary under the J-M Retirement Plan: fill in a special form provided by the Industrial Relations Department.

It is important to give exact marital status on all personal records, because the company is required to indicate the marital status of all employees when reporting earnings to income tax authorities.

If you marry after coming to J-M, you should make sure that all company records are changed appropriately. Your department head or the Industrial Relations Department will help you.

Savings

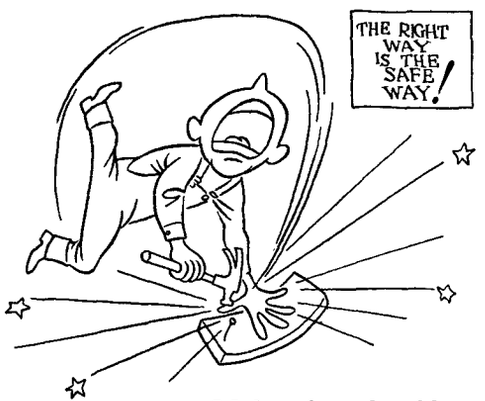
J-M provides the service of payroll deduction for employees who buy Canadian Savings Bonds during the annual canvass period.

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Safety

In the construction of its plants and offices, and in the arrangement of equipment and machinery, J-M has given the utmost consideration to your safety. Every effort is made to provide safe places of work by the installation of adequate protective devices and equipment.



Safety rules and protective equipment are for your protection.

Stop, Look and Listen: The right way to perform a task is the safe way. Your own safety and the safety of those who work with you depend on the manner in which you do your job.

J-M safety booklets list methods of accident prevention for general use and for your particular job. Your supervisor will instruct you in the safe way.

If you notice a dangerous work practice or machinery that is unsafe or not in running order—REPORT IT IMMEDIATELY! You are saving yourself or someone else from possible serious injury.

Safety Equipment: Machinery is equipped with modern safety devices and safety equipment is provided throughout the plant.

Guards on equipment must be used at all times and can be removed only with your supervisor's authorization. Report any such guard not in place or equipment not operating properly.

Safety Goggles: Safety goggles are provided for you on all operations where there is any possibility of dust or flying particles getting in your eyes. Wear them! You can replace goggles but not your eyes.

Respirators: These are supplied at no cost to you where needed on operations. You are expected to use them when specified.

Safety Shoes: Safety shoes may be purchased through the company at cost, and are recommended for general plant use. They are available in several neat-looking, well fitted styles. Your supervisor will tell you where to get them. Ask him about them.

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Safety Organization: Accident prevention is your responsibility! Your participation in your department's monthly safety inspections and safety meetings with your supervisor is important. Your ideas on accident prevention will be given careful, appreciative consideration. J-M recognizes safety achievement in various ways.

All unsafe conditions or practices should be reported to your supervisor immediately.

THINK SAFETY! TALK SAFETY! WORK SAFELY!

Health

Good health is one of your most priceless possessions. In J-M we aim at all times to maintain healthful working conditions throughout our plants and offices. Surveys and inspections are made during the year to make improvements where needed.

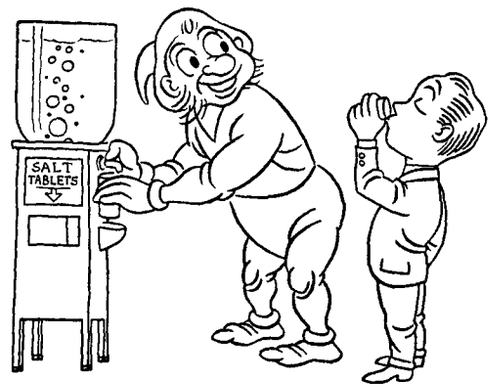
You Can Help Keep Things Tidy: Thousands of dollars are spent by the company each year in keeping J-M plants and offices clean and healthful. You can help by seeing that all refuse is placed in trash receptacles and by keeping your working area clean and orderly.

For sanitary reasons be conscious of your own health habits. Help keep the rest rooms, wash rooms and locker rooms clean.

Show the same consideration for others that you wish them to show for you.

Drinking Water: Pure drinking water is supplied at convenient locations. Do not drink any water unless you know that it is for drinking purposes. Water intended for industrial purposes often is not suitable for drinking.

Hot Weather: If you find salt tablets placed near the drinking fountains, you should make use of them in hot weather unless you have a physical ailment which would prohibit such use. Salt tablets help to restore the body mineral balance lost through excessive perspiration. Be sure to follow the directions on the dispenser.

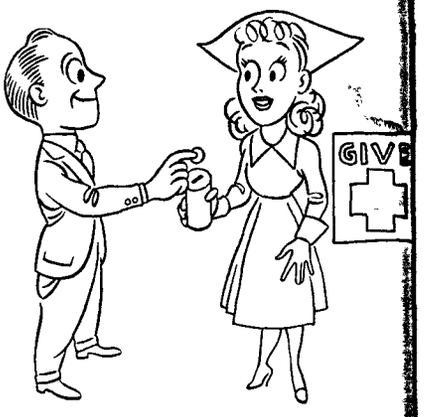


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Strictly Personal

In any company there are a few general patterns of activity which we all want to know about so as to fit ourselves readily into the accepted way of doing things.



Smoking: Those of us who handle assignments at which smoking might be inappropriate, or hazardous (either to us or the work) have to have our smokes away from such work. Supervisors explain the restrictions which must be made. The "no smoking" areas in plants are posted. Otherwise, we may generally smoke at work with due consideration for those around us.

Telephoning: When answering the company telephones, it is customary to acknowledge the call by giving the name of the person whose telephone you answer. Every conversation over the telephone should be approached with the resolution that we will give information or ask questions in the way we would want to hear them if we were at the *other* end of the wire. Good telephone manners make friends within the company. Friendly efficiency over the telephone helps to establish the experience among outsiders that it is always a pleasure to do business with Johns-Manville folks.

Lost and Found: There just doesn't seem to be any way the company can assume responsibility for whatever personal belongings we may have with us at work. Each of us can help prevent loss by taking good care of our own possessions. Whenever anything is missing, report the loss immediately to your supervisor.

Garnishments and Wage Attachments: Occasionally, employees borrow small sums of money or make purchases upon some basis other than for cash. In connection with such loans or purchases, if payments are not kept up, judgments may be rendered against employees and their pay garnisheed. In such cases the company is forced to retain and pay to the creditors a portion of the employee's earnings to which the employee would otherwise be entitled.

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It is only fair to tell you that anyone in J-M who permits his pay to become attached by creditors is subject to dismissal. A garnishee or assignment against your earnings creates payroll, accounting, legal and other expenses which the company should not be expected to assume. If you should have credit troubles, take up the problem with your supervisor.

Contributions To Charity

Various charitable organizations ask J-M to let employees have an opportunity to contribute to their funds. Requests from organizations such as the Red Cross, and community funds are customarily brought to your attention through volunteer employee committees and posters. Our gifts are always voluntary and are entirely independent of contributions made by the company.

Friends and Relatives

Any people whom you recommend to J-M will be welcomed for interview and consideration when suitable jobs are open. They must, of course, meet the same qualifications and be considered in the same manner as any other applicant. An employee may not work under the direct supervision of an immediate relative.

Pointers for an Applicant

You're in J-M, so you know about these matters. But if you are talking with an applicant, you might want to mention any of these pointers which would apply.

Age: Normally the minimum age for employment is 18 years, unless the law sets it higher. Retirement age is 65.

No Discrimination: J-M does not discriminate against anyone because of race, religion, political belief, or membership in any lawful organization. Preference is given to people who live in a J-M locality.



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Health: Good physical condition, and a willingness to maintain sound health are important qualifications for employment.

Married Women: May be employed by J-M provided they intend to stay in business long enough to justify training on a J-M job.

Rehiring: Former J-M folks will be welcome to return if they are qualified and are recommended by their former department head.

Outside Activities

The friendliness and the interests of J-M folks are not limited to activities within the company. Many J-M people are taking part in worthy civic, educational, religious, social and welfare enterprises in the localities where they live. While sharing their talents, they broaden their own acquaintance with people and organizations, and develop qualities of leadership. The company is keenly aware of its social responsibility in community affairs, and it endeavors to encourage those undertakings which are for the common good.

Separation Procedure

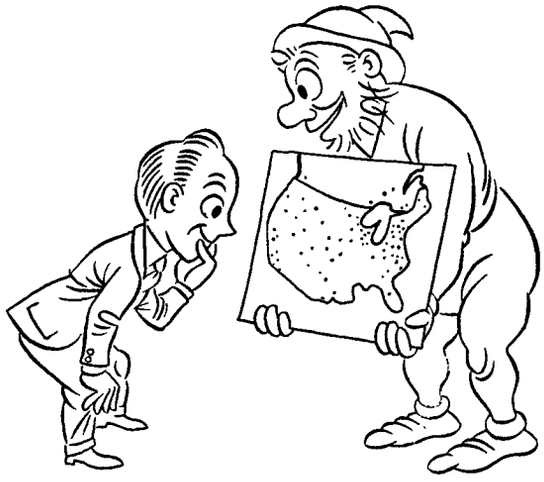
Of course, we hope you will be with J-M until you retire. But if circumstances require that we part company, your department head will fill out a form which guides the smooth settlement of your affairs at J-M. Certain matters which were arranged within your department, such as travel advance, possession of company property, and other obligations to J-M, should be properly concluded with your supervisor.

Separation Interview: Settling your participation in group life assurance, retirement, and other company plans and services is made clear in the separation interview which is held with the employment manager. Another purpose of this talk is to invite your comment on conditions of employment in J-M—good or bad—based on your own experience.

Letter of Recommendation: If you wish a letter of recommendation, request it from the employment manager during your separation interview. If a new employer inquires about you, J-M will confirm length of service, type of position held and duties performed.

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Different conditions bring about different reasons for separations. A brief explanation of some of the circumstances follows.

Death: In case of death, the company can best help by being prompt about settlements. Make sure that your relatives know the name of your supervisor so that he may be notified without delay in the event of death.

Discharge: This means termination for reasons such as, but not limited to, dishonesty, certain convictions under the criminal law, wilful destruction of company property or products, wilful negligence toward duties or company rules, membership in any organization whose principles are contrary to the principles of the government, conduct which violates common decency or morality, or involvement in garnishment proceedings.

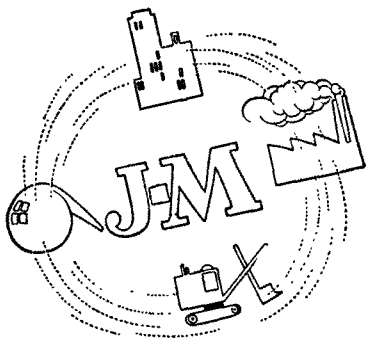
Layoff and Release: Although the company tries to plan for steady employment, adverse business conditions could necessitate layoff of some people. Or, it might be advisable to release a person who didn't fulfill the requirements of the job and for whom no suitable work was available. Advance notice of layoff or release will be given whenever possible, and a full explanation made.

Resignation: If you should ever think seriously of leaving the company, it would be well before resigning to ask your department head or the employment manager to explain fully the opportunities in various fields of endeavor which Johns-Manville might have for you. You might find just the chance you want in your own company, and at the same time protect your participation in J-M benefit opportunities and services, and the other advantages related to seniority and long employment.

If, however, you finally decide you must leave J-M, please tell your department head as early as you can. Although normally a minimum of two weeks is considered reasonable advance notice, J-M appreciates the cooperation of an employee who gives notice much earlier if possible, so that there may be time to make adequate provision for carrying on his work.

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Organization of J-M

Johns-Manville is owned by more than 13,500 stockholders whose money goes into the plants, machinery, and equipment which enable J-M to provide jobs and make many kinds of useful and needed products. These stockholders are located in Canada, the United States, and in other parts of the world. About four-fifths of them are individual men and women from all walks of life. No one of these owns as much as one percent of the company.

Other stockholders include insurance companies, investment groups, universities and other institutions, none of which holds more than two and one-half percent of the stock. Many other thousands of individuals have financial interest in these groups, thereby spreading even more broadly the wide public ownership of Johns-Manville.

As owners of J-M, the stockholders elect the Board of Directors. Usually J-M's Board consists of about ten men. Some of these are officers of the company and some are outside experts with wide experience in finance, law, engineering, management and public service.

The chairman of the board is chief executive officer of the company. He is solely responsible to the Board of Directors. He decides all basic policy and concentrates on the problem of the growth of the company, financial stability and external relations.

The president is responsible to the chairman for the administration of the company and concentrates on current operations and internal relations under the basic policies set by the chairman and the board.

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Assisting the chairman in carrying out his duties are the vice chairman and vice president for research and development, the vice president for finance, the vice president and assistant to the chairman of the board, and the secretary and general attorney.

Working under the direction of the president are vice presidents for production, sales, and relationships. Each of these officers has his own organization to assist him on matters falling within his responsibility.

Company operations are conducted by general managers of operating divisions who are responsible to the president for production, sales and earnings of their respective divisions.

These divisions are:

INDUSTRIAL PRODUCTS DIVISION, responsible for production and sale in the United States of J-M's line of industrial products.

BUILDING PRODUCTS DIVISION, responsible for production and sale in the United States of products and services used in building construction.

ASBESTOS FIBRE DIVISION, responsible for the production and sale of asbestos fibre in the United States and Canada.

CELITE DIVISION, responsible for production and sale in the United States of products made from diatomite.

CANADIAN PRODUCTS DIVISION, responsible for the production and sale of all J-M products and services in Canada except asbestos fibre.

INTERNATIONAL DIVISION, responsible for the conduct of J-M business outside of the United States and Canada.

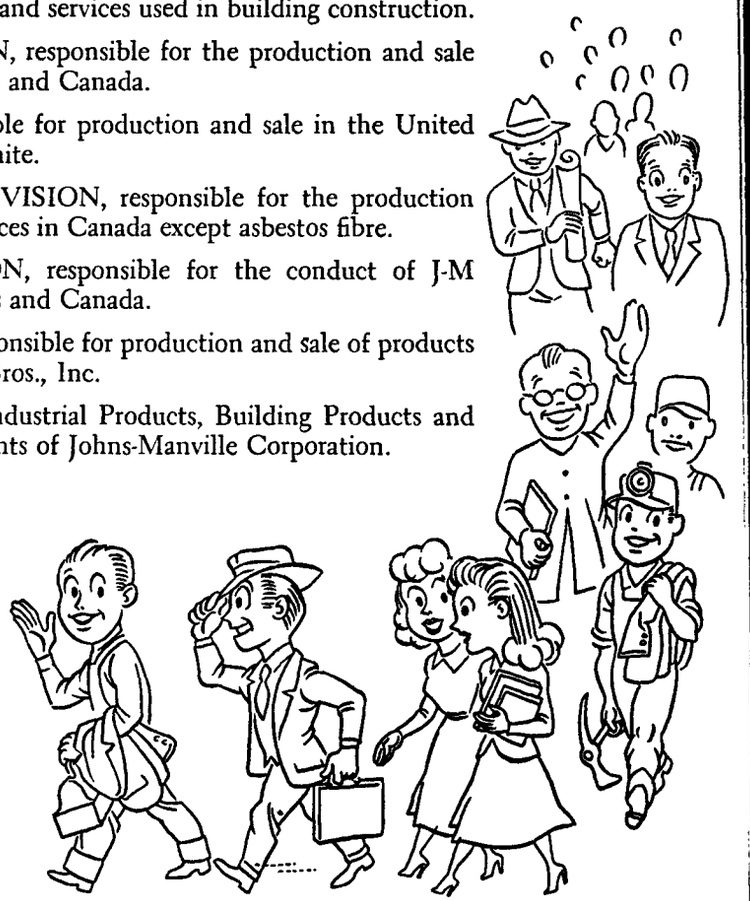
VAN CLEEF DIVISION, responsible for production and sale of products made by the subsidiary, Van Cleef Bros., Inc.

The general managers of the Industrial Products, Building Products and Celite Divisions are also vice presidents of Johns-Manville Corporation.

PLANTS

INDUSTRIAL PRODUCTS DIVISION

Billerica, Mass.
Manville, N. J.
Marrero, La.
Nashua, N. H.
New Brunswick, N. J.
Redwood City, Calif.
Richmond, Ind.
Tilton, N. H.
Watson, Calif.



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PLANTS—Continued

Waukegan, Ill.
Zelienople, Pa.

BUILDING PRODUCTS DIVISION

Alexandria, Ind.
Jarratt, Va.
Los Angeles, Calif.
Manville, N. J.
Marrero, La.
Natchez, Miss.
Pittsburg, Calif.
Watson, Calif.
Waukegan, Ill.

CELITE DIVISION

Lompoc, Calif.

CANADIAN PRODUCTS DIVISION

Asbestos, Que.
Toronto, Ont.

VAN CLEEF DIVISION

Chicago, Ill.

MINES

ASBESTOS FIBRE DIVISION

Asbestos, Que., Canada
Munro, Ont., Canada
Southern Rhodesia, Africa

CELITE DIVISION

Lompoc, Calif.

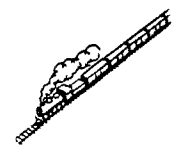
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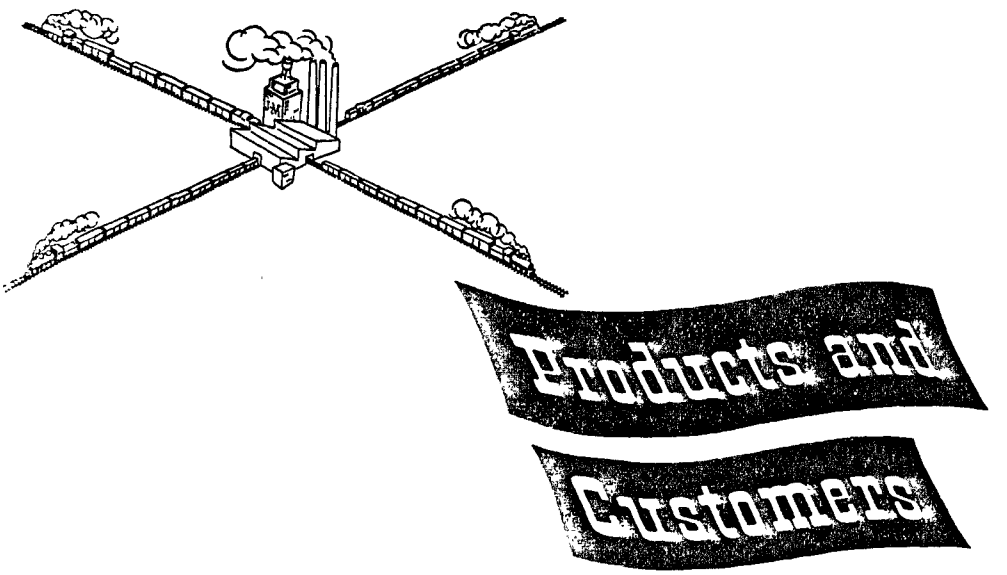
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J-M's more than 400 lines of products fall roughly into two broad fields—materials for building and materials for industry. These products are so varied that the company actually embraces a score of separate businesses. The major product classifications are—

Asbestos Fibre	Magnesia
Asbestos Boards	Insulating Brick
Movable Asbestos Walls	Insulating & Refractory Cements
Asbestos Shingles	Asbestos Textiles
Transite* (Asbestos Cement) Pipe	Friction Materials
Asbestos Paper	Packings
Asbestos Felts	Celite* (Diatomite) Products
Asphalt Products	Insulating Boards
Floor Tile	Acoustical Products
Paper & Felted Insulations	Electrical Insulations
Mineral Wool	Rubber Products

It is J-M's aim to give the utmost in quality in everything it produces. Our technical people never stop their search for ways to improve our commodities and services. Other J-M men and women apply skill and conscientious workmanship in production, and take pride in the knowledge that goods going out from J-M plants will always be recognized as the best. J-M folks have never been satisfied to make or sell a product that was merely "good enough".

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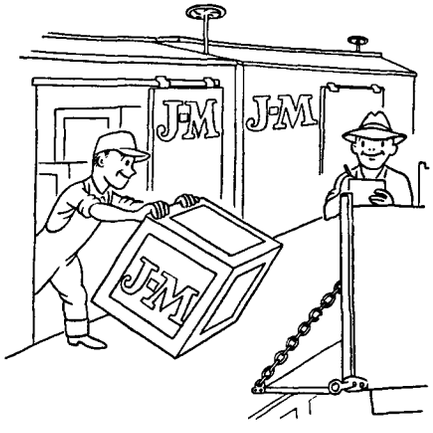
New and different products are being constantly added to the J-M line through research. Each product improvement, each new market successfully developed means to the individual in J-M a better chance of stable employment.

In almost every field of human endeavor there is a J-M product to play a part at some time and in some way.

Like the products, sales outlets are also widely diversified throughout Canada, the United States and other countries. The United States is the biggest market for asbestos fibre as well as for products. Building materials are sold through thousands of lumber yards and other dealers, or through the company's application units. Industrial products are supplied to every type of industry. These are some of the industries—

Construction	Chemical	Pulp & Paper
Railroads	Aluminum	Air Conditioning
Copper	Petroleum	Electric & Gas Utilities
Aviation	Shipbuilding	Rubber
Automotive	Foods	Waterworks & Sewage
	Iron & Steel	

Customers continually bring their problems to J-M. We like this. We like to pool our skills—engineer, researcher, production man, salesman, staff and service worker, clerk and accountant —and come up with the answer. Thus we add another customer who believes that J-M stands for the best.



There is an unusual bond between J-M and the public it serves. It is made of the same elements as are personal friendships—high standard of goods supplied, plus courtesy, understanding, kindness and consideration.

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J-M's CREED OF MANAGEMENT

We who are responsible for the management of Johns-Manville in supplying the needs of the public for goods and services and who recognize our obligations to stockholders and employees, believe

THAT we should constantly seek to provide better values at lower costs so that more of our people can enjoy the fruits of our production.

THAT we should strive to develop greater efficiency in our work so as to earn a fair return for our stockholders and provide the highest possible reward for the productivity of our jobholders.

THAT we should stimulate the genius of science and utilize the methods of research to improve our products and to create new ones so as to continuously provide new fields of employment for the present and the coming generations.

THAT Johns-Manville should encourage fair trade practices in business which, whether effected by competition or cooperation, will be so shaped as to be for the best interest of our customers and of society as a whole.

THAT it is our duty to be alert to our own shortcomings, to the need for improvement, and to new requirements of society, while always recognizing the responsibility of our trusteeship.

THAT our business has never been what it could be and never what it yet will be.

THAT Business, Labor, Government and Agriculture working hand in hand can provide jobs and the opportunity for all to work for security without loss of our liberty and rights as free men.

—Lewis H. Brown

Johns-Manville's creed of management was first proposed as a creed of management for all industry by the late Lewis H. Brown, then president of the company, in a speech before the Seventh International Management Congress, at Washington, D. C., Sept. 20, 1938.

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