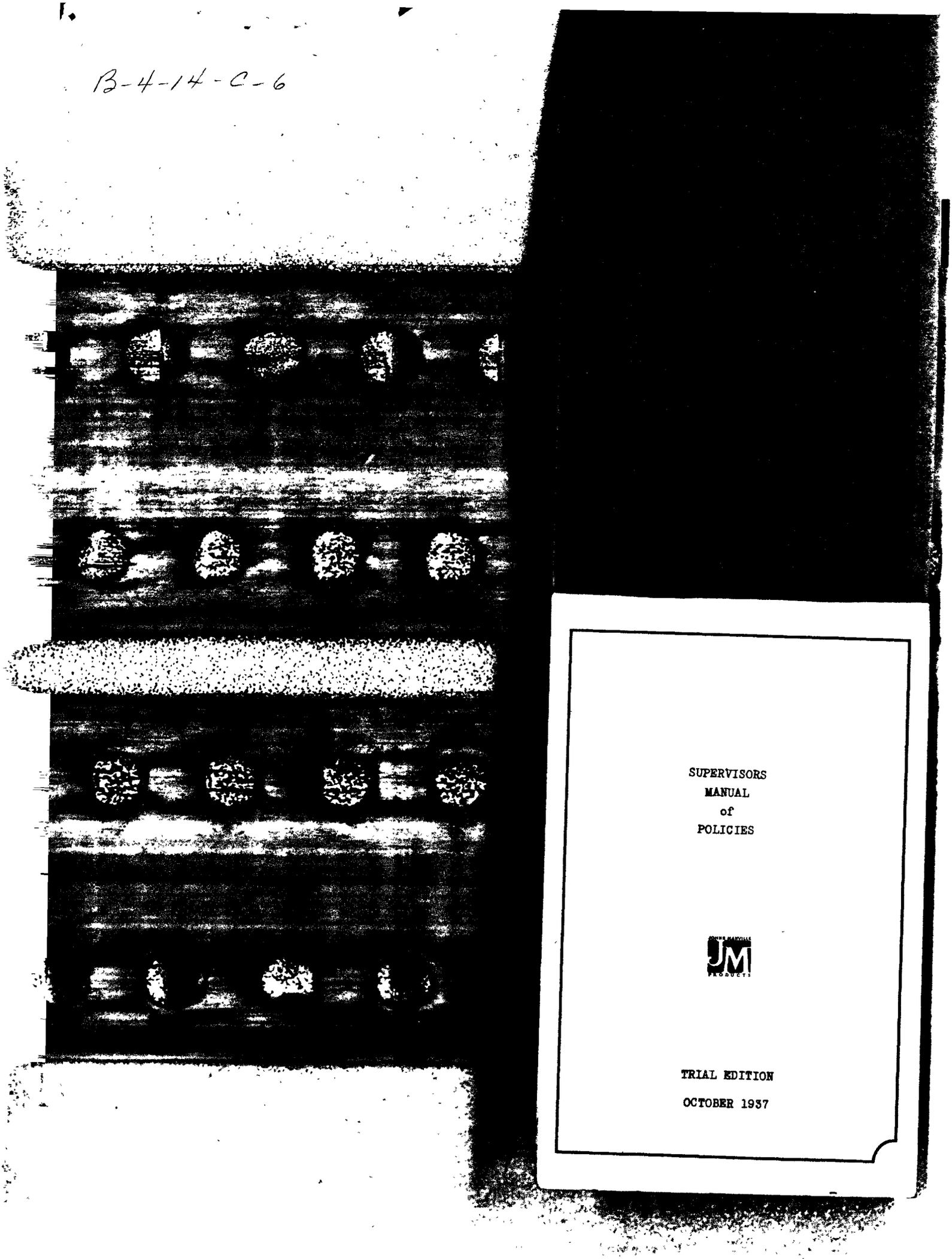
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SUPERVISORS
MANUAL
of
POLICIES

TRIAL EDITION

OCTOBER 1937

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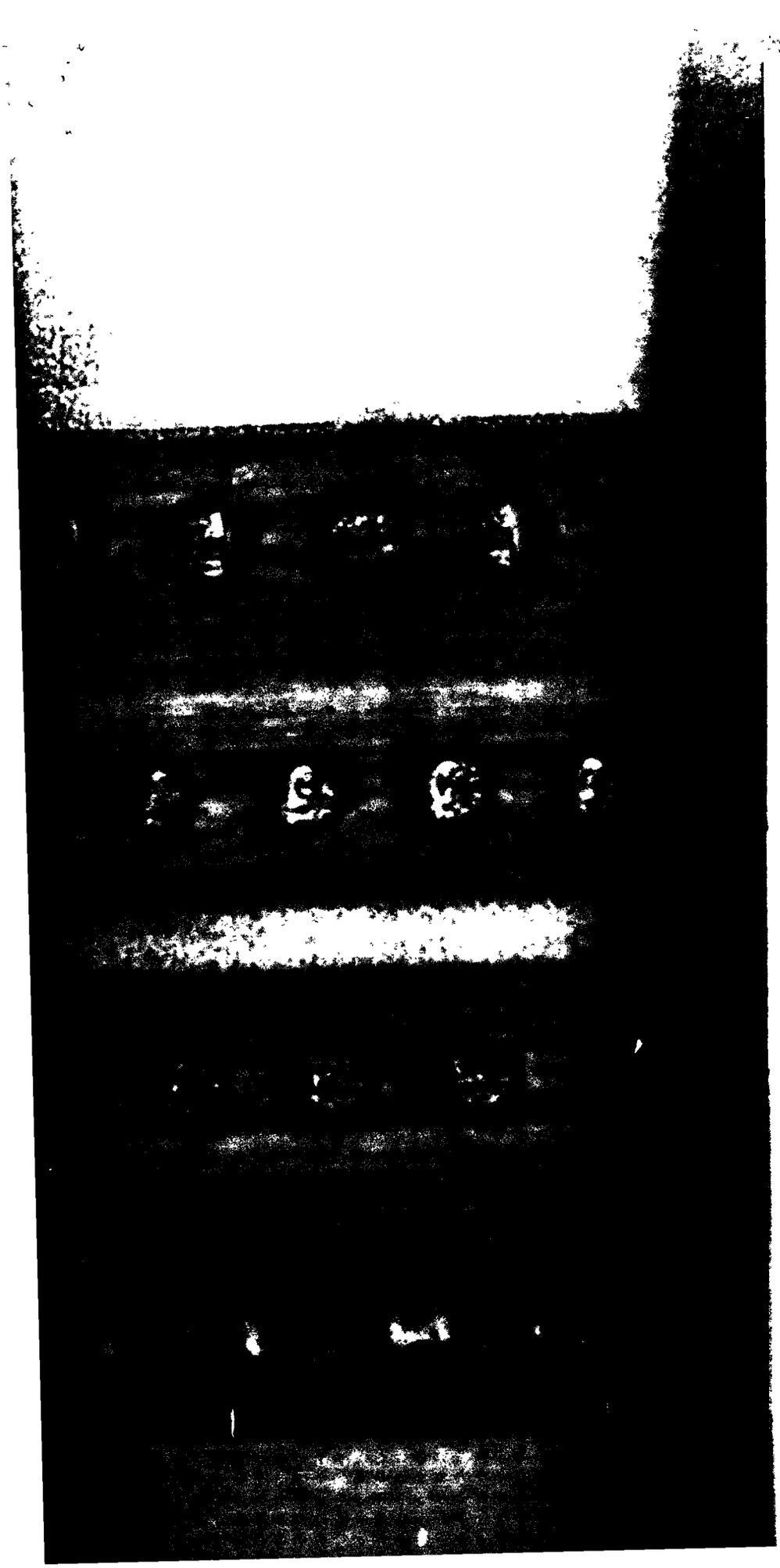


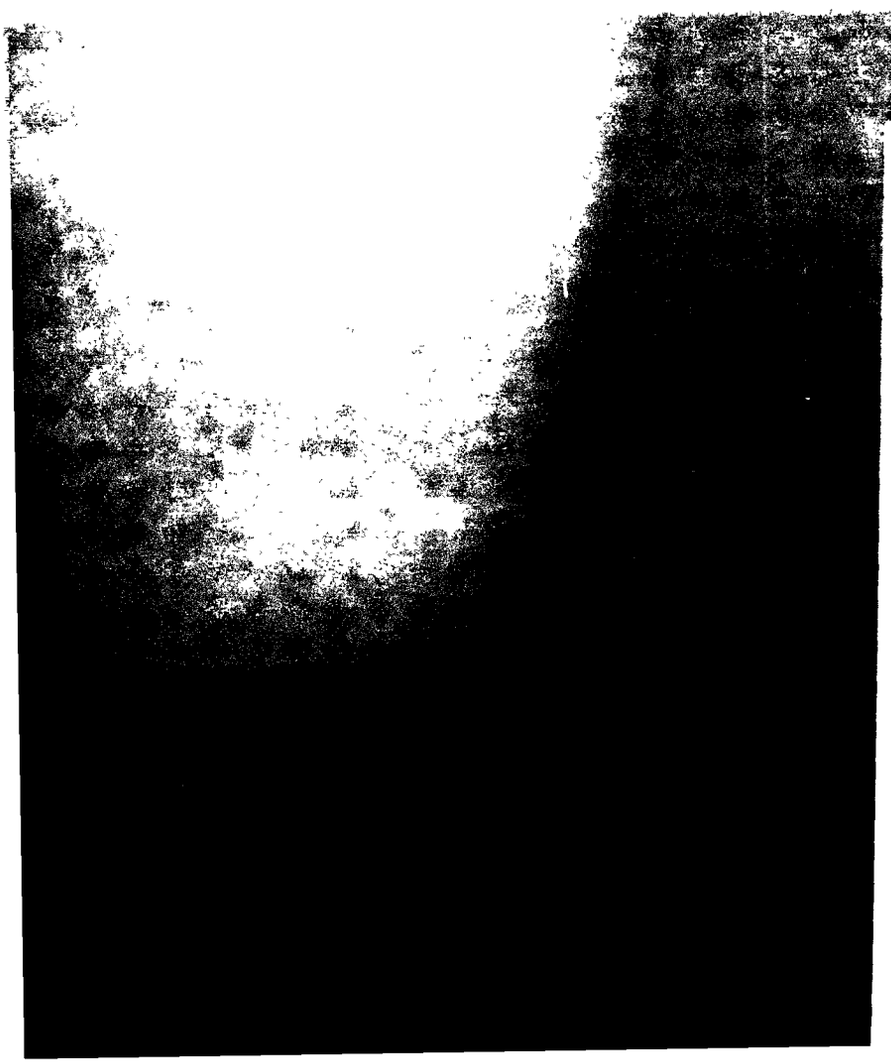
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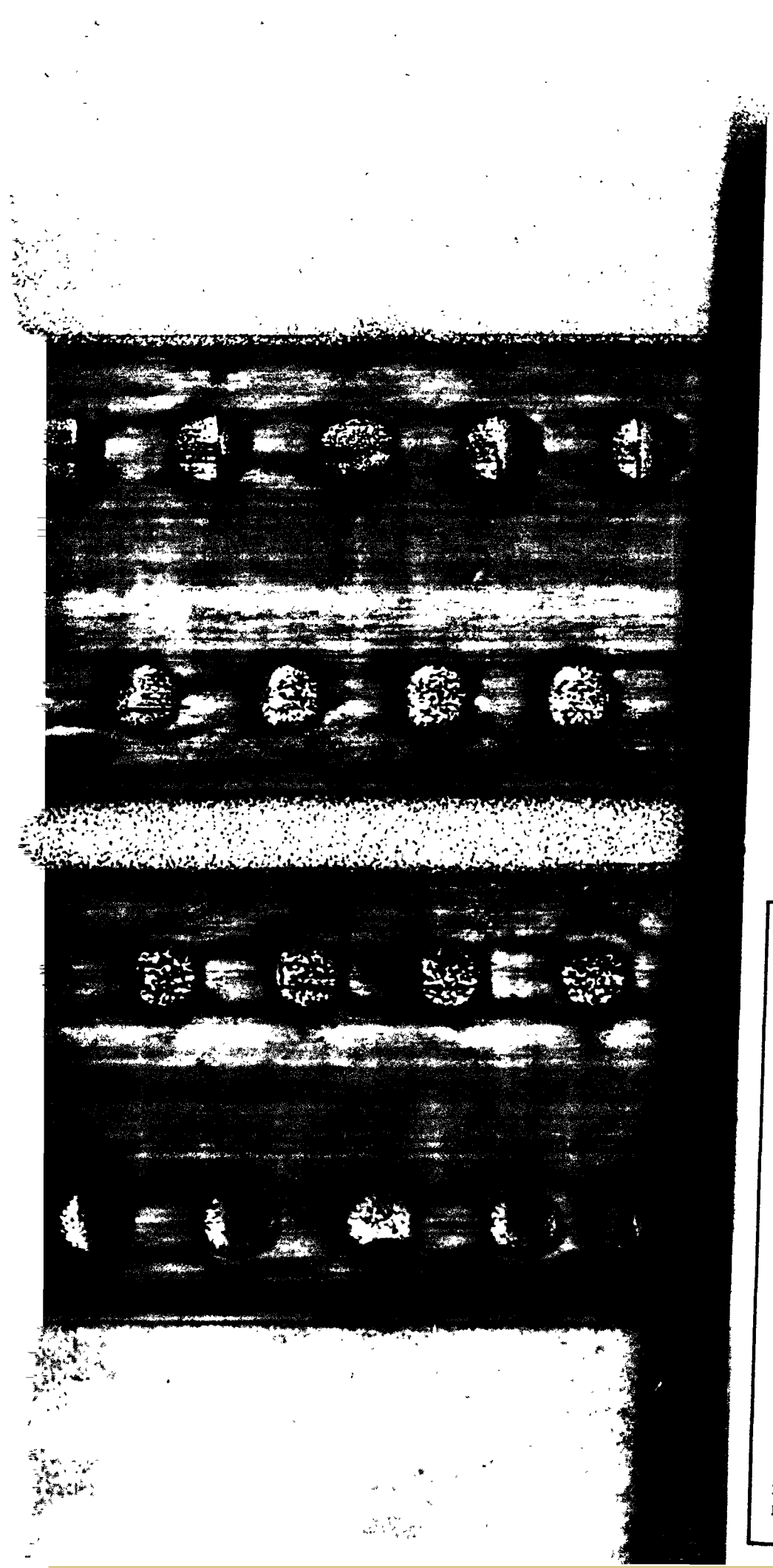
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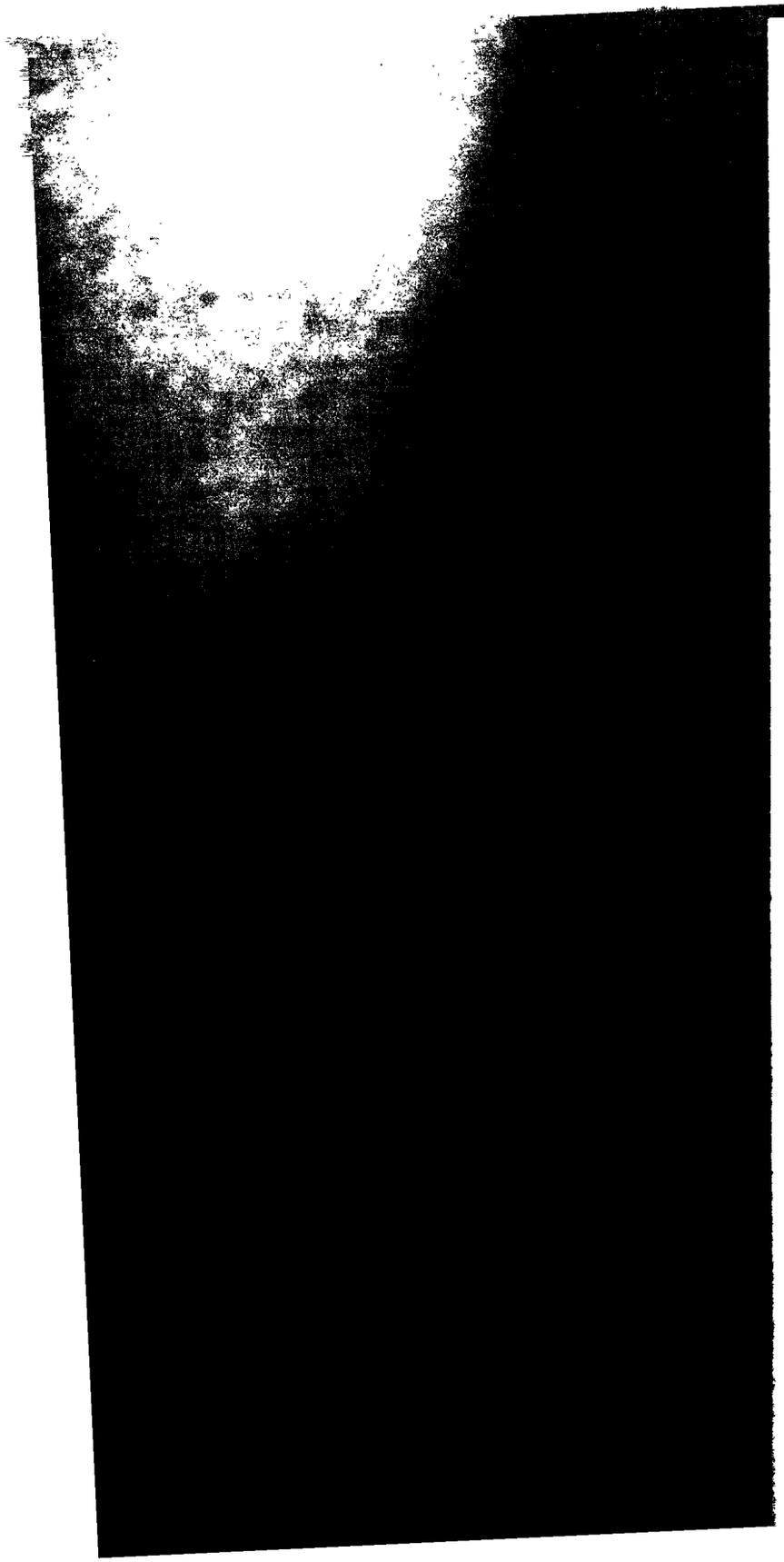
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I

The purpose of this Manual is to outline policies, not procedure. Some of these policies are new but most of them are old ones with which you are familiar. In the future this Manual may be changed. Much may be added and some may be cut out entirely. All supervisors are urged to make suggestions and recommendations in an effort to make this booklet as complete and as useful as possible.



I JOHNS-MANVILLE EMPLOYEE POLICIES

Johns-Manville Employee Policies are built upon the basic fundamentals of sound human contacts, sound human relationships and sound human administration. They are:-

(1) To give every applicant for a job with Johns-Manville a fair and equal chance to qualify as an employee.

(2) To maintain reasonable hours of work consistent with policies in force in industry in general and our own industry.

(3) To maintain fair and adequate wage schedules and methods of payment.

(4) To provide for every employee safe and pleasant working conditions and surroundings and to keep the company grounds, buildings, equipment and processes as clean and safe as possible.

(5) To promote continuously a friendly and sincere relationship be-

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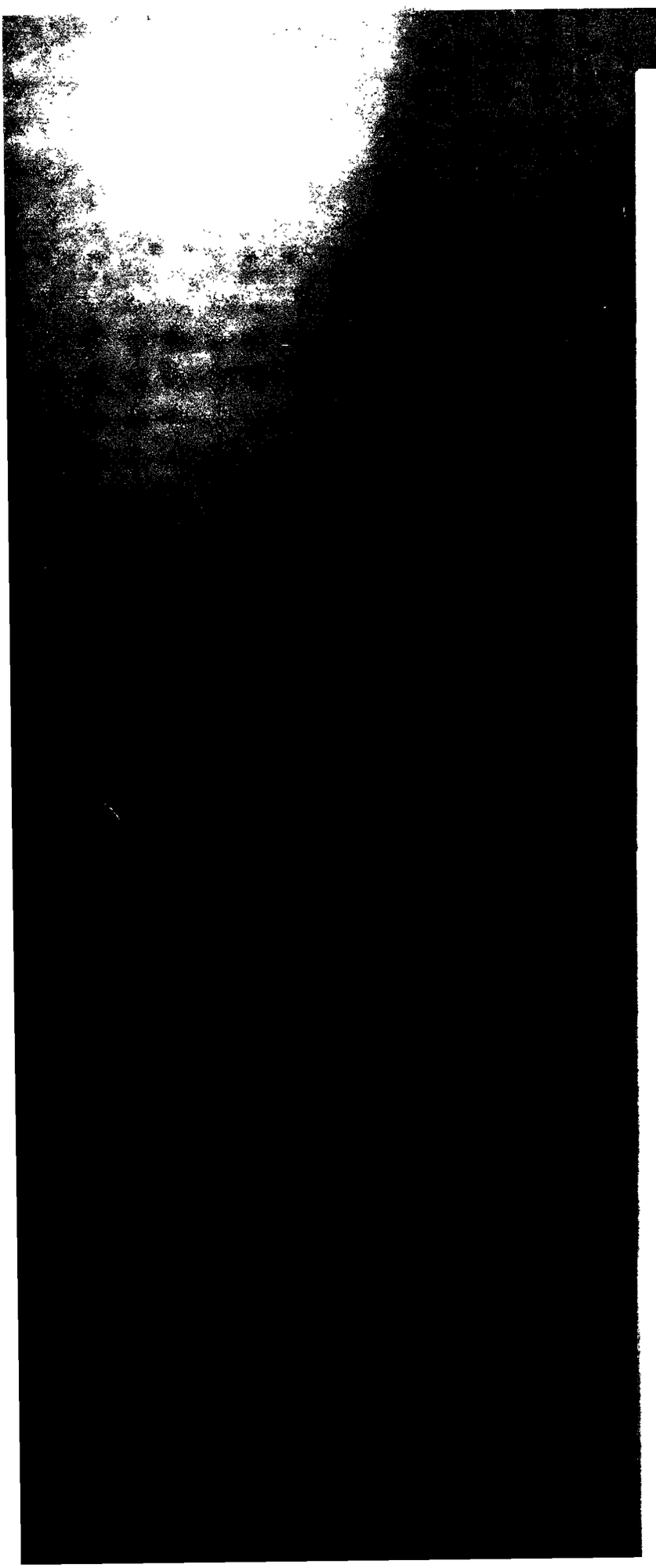
tween the Company and its employees, and to promote cooperation each with the other.

(6) To accord to all employees the right of representation and the right to discuss matters concerning their own or the Company's interests.

The Company insists that its employees be treated fairly. Complaints or suggestions having to do with work, working conditions, or anything that might affect the health or welfare of employees are always welcome and should be freely discussed with supervisors.

To assure uniformity of administration of our policies, they are definitely set forth in writing as rules which will serve as a guide in the conduct of all relationships between the Company and its employees.

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II EMPLOYMENT AND EMPLOYEE CONSIDERATIONS

SELECTION OF EMPLOYEES

An efficient and loyal working force is fundamental to a successful organization. Throughout the processes of selection, hiring, training, and maintaining a competent working force, good judgment on the part of the supervisors is essential. The following considerations are to govern the selection of employees:

Ability to perform the work properly shall be considered the first and most important factor in hiring an employee.

Age shall not bar a person from employment except that no person under 18 years of age shall be employed.

Citizenship - Preference shall be given; first to citizens of the United States; secondly, to those having started the process of naturalization; and, thirdly, to aliens of good reputation who give evidence that they

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will become citizens. Every possible help will be given to those employees who are qualifying for citizenship.

Color and Creed shall have no influence in determining the successful applicant for a job.

Dependents - An applicant who has dependents shall be given preference over an applicant who has no dependents.

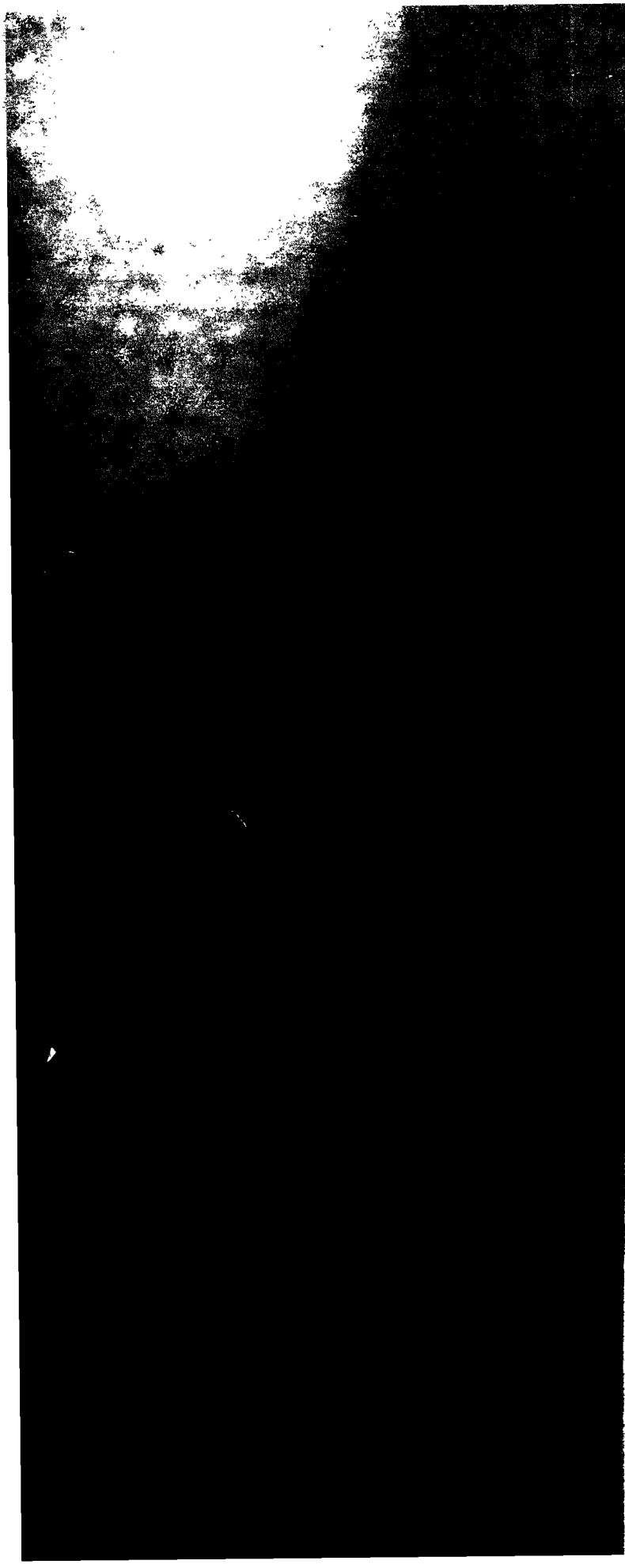
Education shall not be considered the basis for hiring except as required on Job Specifications.

Former Employees with good records shall be given preference over new applicants, if all other factors are equal.

Fraternal Affiliations - Membership in any organization whose principles are contrary to the principles of the Government of the United States shall disqualify a person for a job with Johns-Manville.

Health - A good health record and good physical condition are requisites in securing employment.

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Nationality - A person's nationality shall not be a deciding factor in choosing an employee.

Physical Examination - All new employees or employees re-engaged after considerable lapse of time are required to take a physical examination before being accepted for employment.

Race - No person shall be rejected because of his race.

Re-Engagement - See Former Employees.

Religion - No person shall be refused employment because of his religious beliefs.

Residence - Residents of the local area shall be given preference over applicants from distant localities.

Reputation - Applicants having good reputations are desirable.

Qualifications

All of the factors contained in the above section shall be considered in qualifying an applicant for a job. Applicants are to be selected who appear to have the best of the qualities discussed. An er-

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ror in judgment in selecting an applicant must be rectified as soon as possible. If in the opinion of the supervisor an applicant is not suited or qualified for the job, the Employment Department is to be consulted. Employees who do not prove up to standard are to be replaced before their length of service is such that replacement becomes difficult.

Supervisor's Responsibility - To cooperate with the Employment Office in the rehiring of former employees and to send to the Employment Office desirable people to be registered for employment.

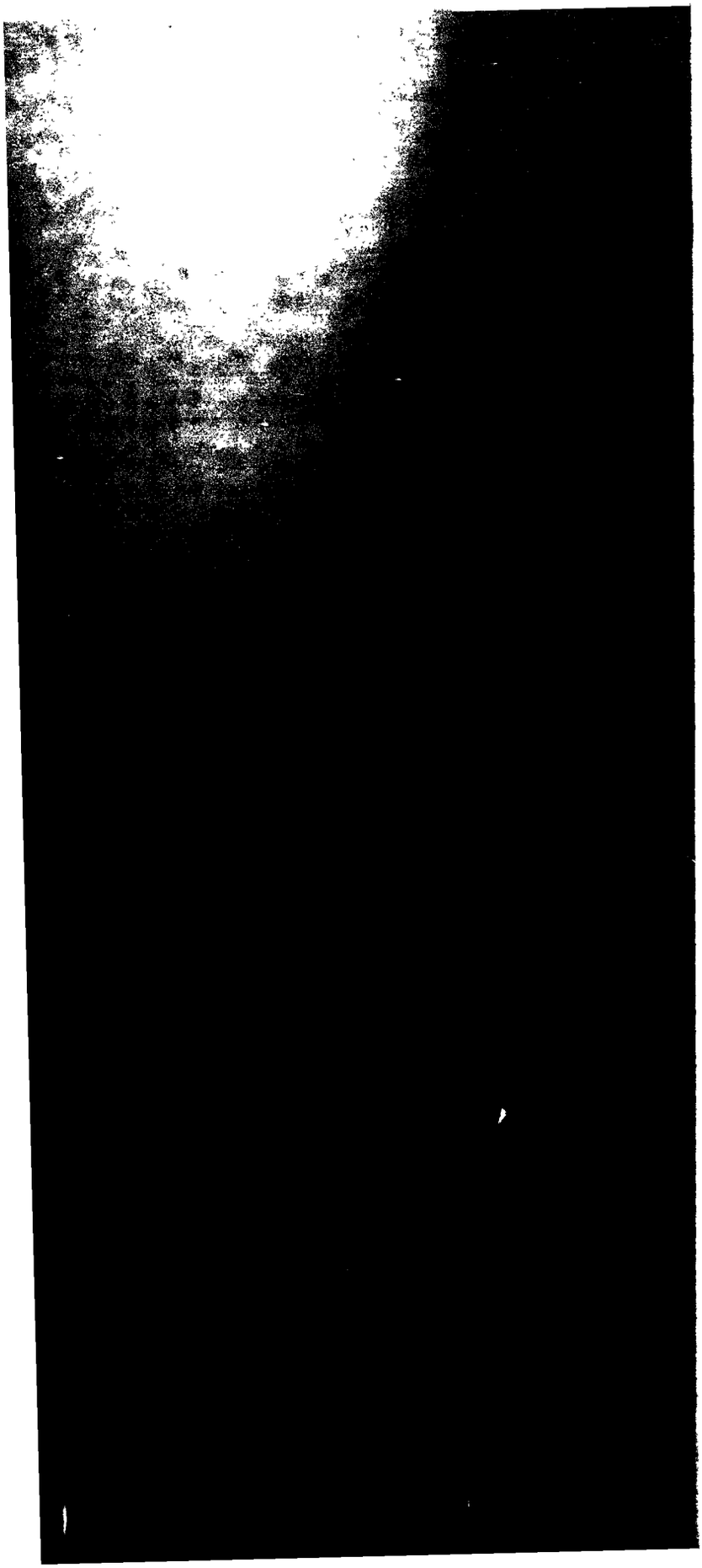
To give every employee a fair trial, and to advise the Employment Office of any new employee whose work is not up to standard, or of any employee who might be considered for advancement.

MAINTAINING THE WORKING FORCE

Labor Turnover

Every effort is to be made to cut down labor turnover to an absolute minimum. This is a direct responsibility of

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every supervisor and can be accomplished to a great extent through fair and conscientious treatment of employees. No employee is to be discharged without just cause. Often proper instruction, training, transfer to a different job, or special consideration will save an employee.

Hiring

All hiring is to be done by the Employment Office.

All applicants for jobs are to be sent to the Employment Office for interview. The Employment Office will give the applicant any forms or booklets necessary in applying for a job.

When supervisors are consulted by applicants for jobs, they must make no statements as to the possibility or probability of employment.

Employment Agreement

All new employees or employees re-engaged after a considerable lapse of time shall be required to sign an Employment Agreement.

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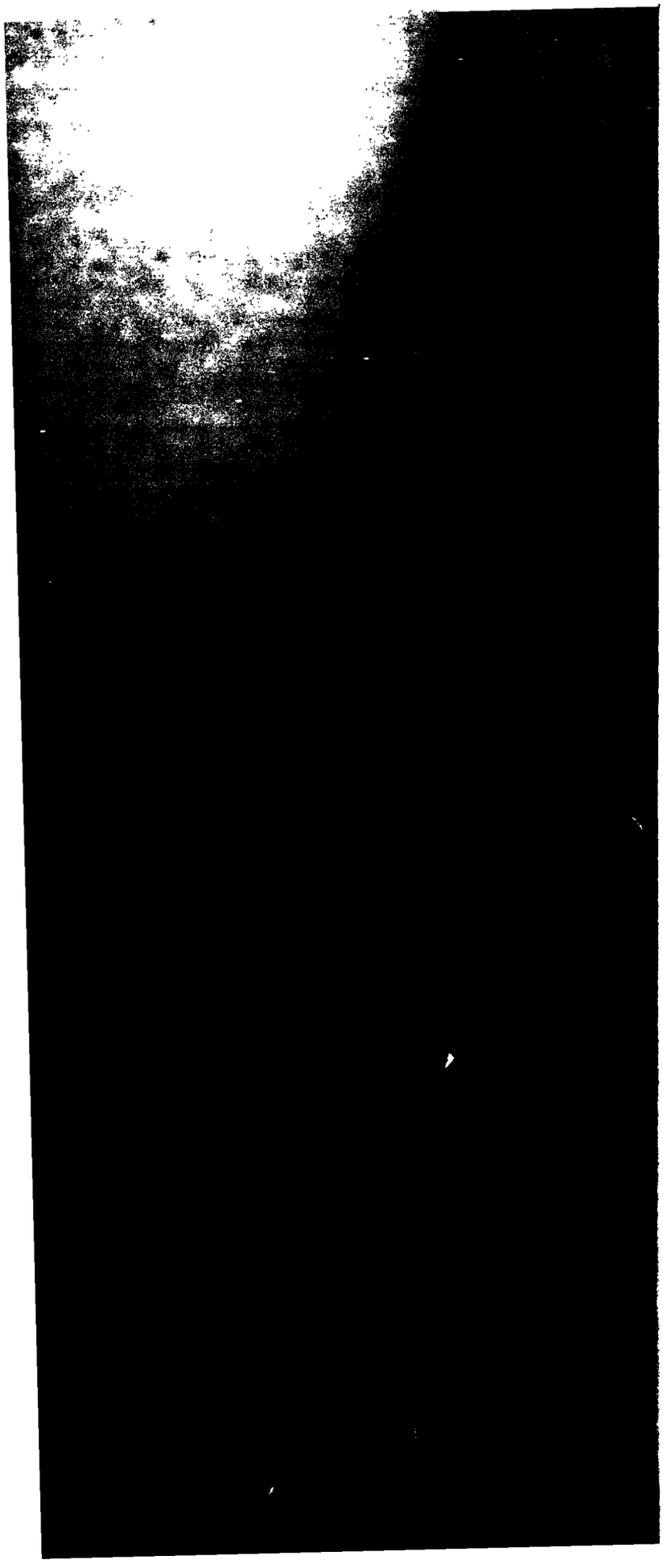
Filling Vacancies From Within the Company

Whenever a vacancy occurs within the Company, every effort shall be made to fill that vacancy from within the Company. If transfer or promotion cannot be made within the department, it shall be the responsibility of the head of the department in which there is to be a vacancy to make known the vacancy to the local Employment Office, giving specifications and qualifications necessary for the job, and he shall send to the Employment Department a requisition for his requirements. Qualifications for the job shall be determined by requirements listed in Job Specifications for the particular job vacant.

When an employee's status is changed by a transfer or promotion, this change shall be made only with the approval of the department heads involved.

When vacancies cannot be filled from within, then outside applicants shall be considered and shall only be chosen if their qualifications are better than those

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of present Johns-Manville employees.

Temporary or Probational Period of Employment

Employees will be regarded as temporary employees for the first year of their employment. There shall be no obligation to rehire temporary employees, who are laid off or discharged during this temporary period.

After one year of continuous employment, employees will be placed on the regular employee lists in order of date of hiring and shall be entitled to all employee privileges and shall be considered as regular employees.

Establishing the New Man

First impressions are lasting. The supervisor should meet the new employee courteously, help him to get acquainted with his fellow workers, try to anticipate his questions and wants, explain to him matters of safety, health and good housekeeping, give him general information as

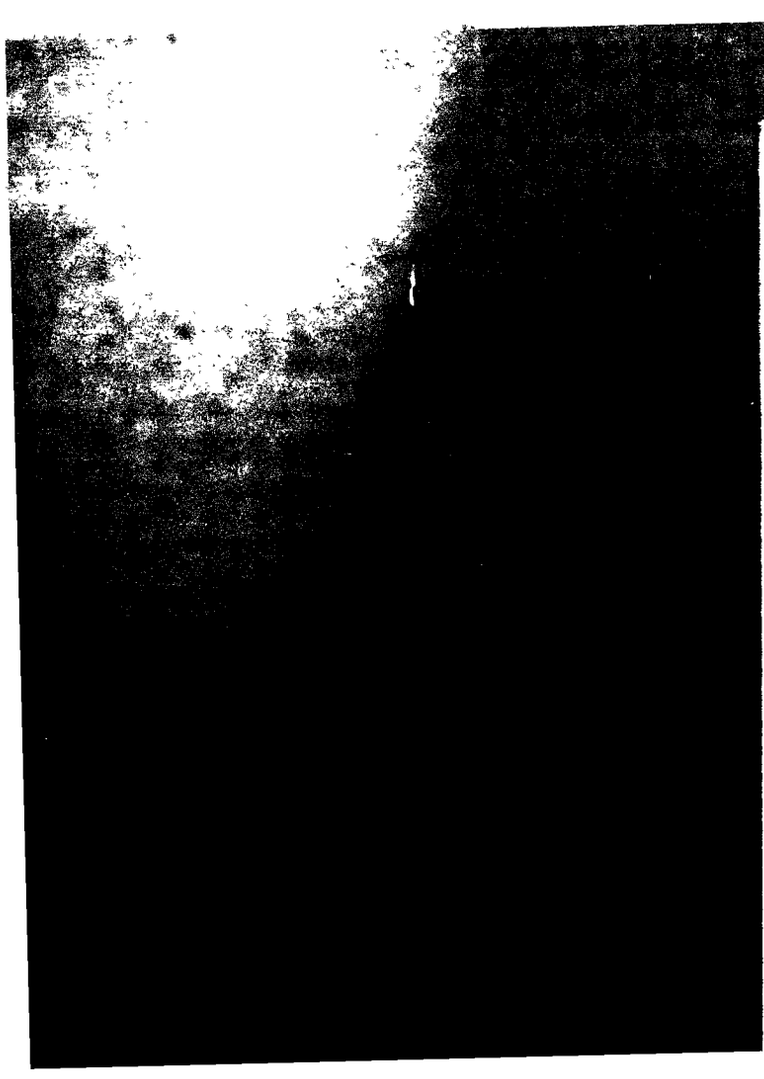
to working conditions, hours and days of work, methods of pay, job details, how to get tools and supplies, where he can get his lunch, what to do in case of accident, location of toilets, etc.

Make sure there is a job for the new man before he is sent to the department. A careless first impression is created if a man is allowed to stand around while his work is being arranged.

A job looks more difficult and less attractive when a man is learning. Therefore the new employee should be given adequate training on his specific job and every possible assistance to acquire skill, so that in a short time he will be producing work of the required quality and in sufficient quantity to realize his expected earnings.

The training of new employees is costly. This cost can be kept to a minimum if the new employee is carefully taught to do his work the one best way. When it is reasonably certain that the new man can perform his job and will be a permanent addition, then his education on

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Company policies can be started.

Fairness of treatment is most important. Suggestions and advice will be received by the employee with open mind only if the employee believes that the employer has his interests at heart.

Follow-Up of Employees

Under the Wagner Labor Relations Act, all employers must keep adequate employment records in respect to:

(a) Competence of the employee.
(b) Work record of the employee.
(c) Work habits of the employee.
(d) Pay record of the employee.
(e) Cause of discharge or lay-off.

Supervisors shall be responsible for providing records of warnings given employees because of violations of company rules and because of inferior work. The supervisor is also responsible for filling in the employee rating cards supplied by the Employment Office.

It is very important that foremen follow-up new employees and that records be kept on these new employees.

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Supervisor's Responsibility - To make the new employee feel at home on his job as quickly as possible.

To learn all Company rules and policies and to discuss them with the new employee in a friendly, cooperative manner.

To teach the workman to carry out his job effectively.

Rating Employees

Employees are to be rated according to a definite, systematic plan. This plan involves a method of grading (on cards and forms) all factors affecting the efficient performance of the job. Company policy on this subject is to eliminate all "hit or miss" ratings. Ratings will be based on:

(a) Quantity of work produced - A measure of an employee's performance in comparison with the regular established time standards for the job.
(b) Quality of Work Produced - A measure of an employee's ability to produce good work which will

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come within the dimensions, limits and tolerance given.

(c) Dependability - Judged on employee's past record of attendance, promptness in execution of work, willingness to cooperate with supervisors and fellow employees.

(d) Flexibility - The employee's capacity for work, and ability to work under different conditions.

Supervisor's Responsibility - To grade employees under his supervision in a fair and honest manner on rating cards provided for this purpose.

CHANGES IN WORKING STATUS

Decreasing the Working Force

Before any general decrease in force shall take place, employees shall be transferred wherever possible.

Working hours in the department involved shall be reduced.

If lay-offs or dismissals become

necessary due to decreased production, new employees of lesser ability as shown by ratings shall be laid off first. This shall not mean that employees may not be discharged for cause.

Quarter Century Club Members may not be laid off without first securing the approval of the President of the Johns-Manville Corporation, Mr. Lewis H. Brown.

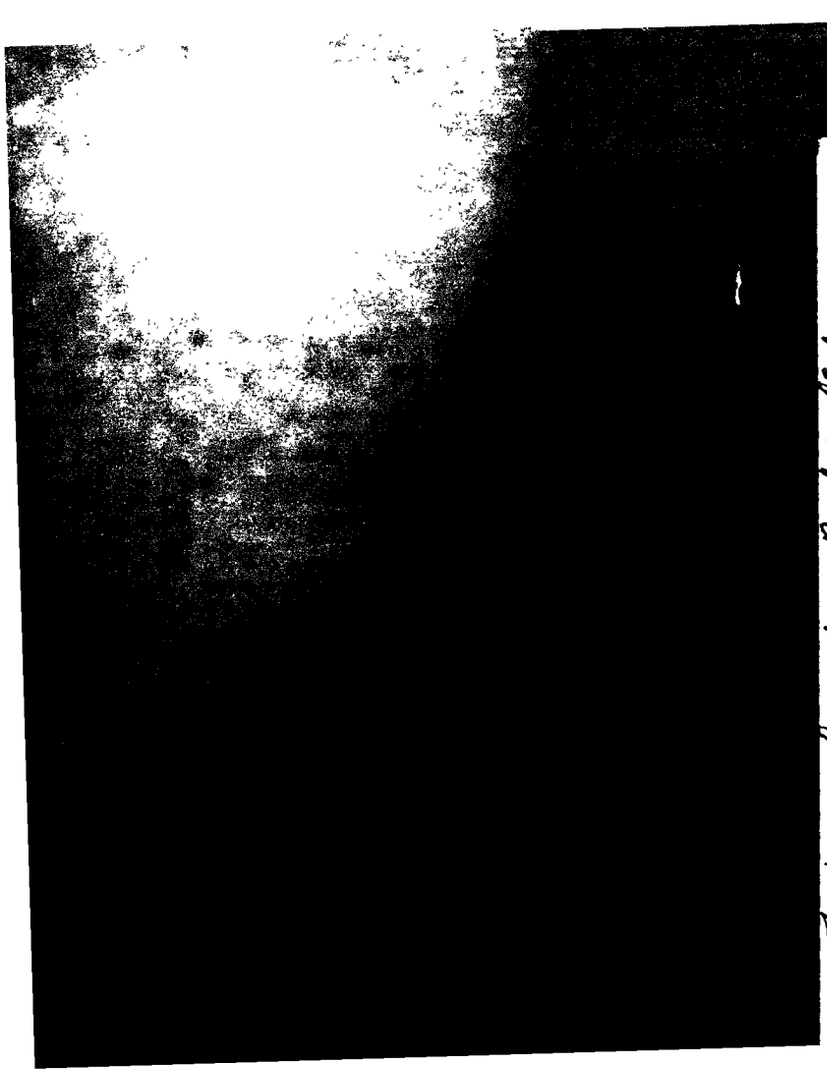
Supervisor's Responsibility-To cooperate with the Employment Office in arranging transfers and in the selection of employees for lay-off or dismissal.

Lay-Offs

In order to assure employees continuity of service and other employee privileges, and to keep from losing contact with employees who have been laid off, the following regulations have been made regarding lay-offs:

I. When employees are laid off due to lack of work, they are to be sent to the Employment Office, where they will be registered and preference will be given on re-employment.

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Temporary lay-off on Re-hire list.

II. For employees laid off temporarily due to lack of work, there will be no break in continuity of service (except that no credit shall be given for the time between the date of lay-off and the date of re-employment) unless the lay-off is more than one year. After one year of continuous absence, his service record is terminated.

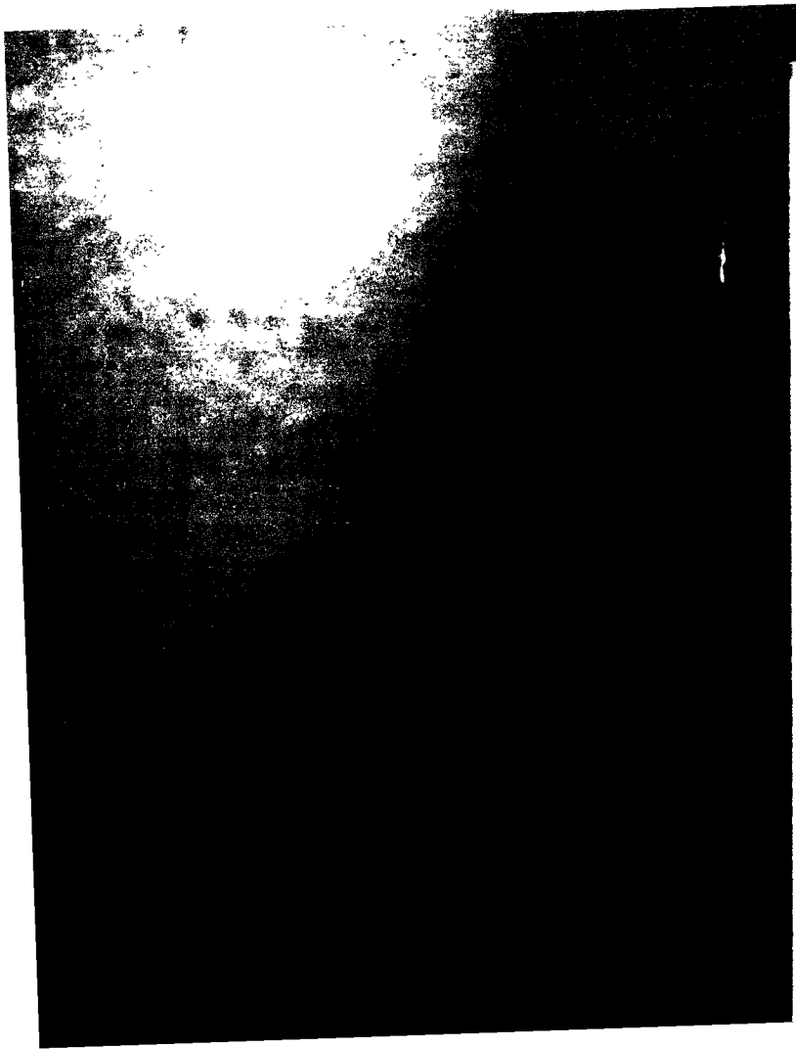
III. In order to create a desire among laid-off employees to return to work for Johns-Manville, the following classifications have been made:

A. Lay-Off to "First Recall List"
(90 days lay-off or less)

(1) Continuity of service unbroken except length of lay-off is deducted from length of service.

(2) Insurance benefits remain in force providing payments are made.

(3) Employees on "First Recall List" may be engaged for work in the department where they left at not more than 85% of



service record is terminated.

(2) Insurance benefits may be extended upon approval of the factory manager, providing payments are made.

(3) An employee returning after 90 days, but within one year from date of lay-off, may be rehired in the same department at the 30 day rate. If he is rehired in a different department from the one from which he was laid-off, he shall be re-hired at the regular hiring rate.

Reasons for Discharge

Reasons for Discharge are stated below and are to be published in the Employee's Manual. Violations of any of these rules may be cause for discharging any employee, but only after full consideration has been given to all circumstances pertaining to the violation by the Department Superintendent.

(1) Inefficiency.

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(2) Operating elevators with guards or doors out of place.

(3) Running machines with guards removed.

(4) Defacing or destruction of Company property.

(5) Removing posted signs or bulletins.

(6) Soliciting of funds, distributing or circularizing of literature, selling of tickets, or posting of placards, bulletins or stickers without special permission from the Management.

(7) Spitting on floors, in corners or in drinking fountains.

(8) Profanity.

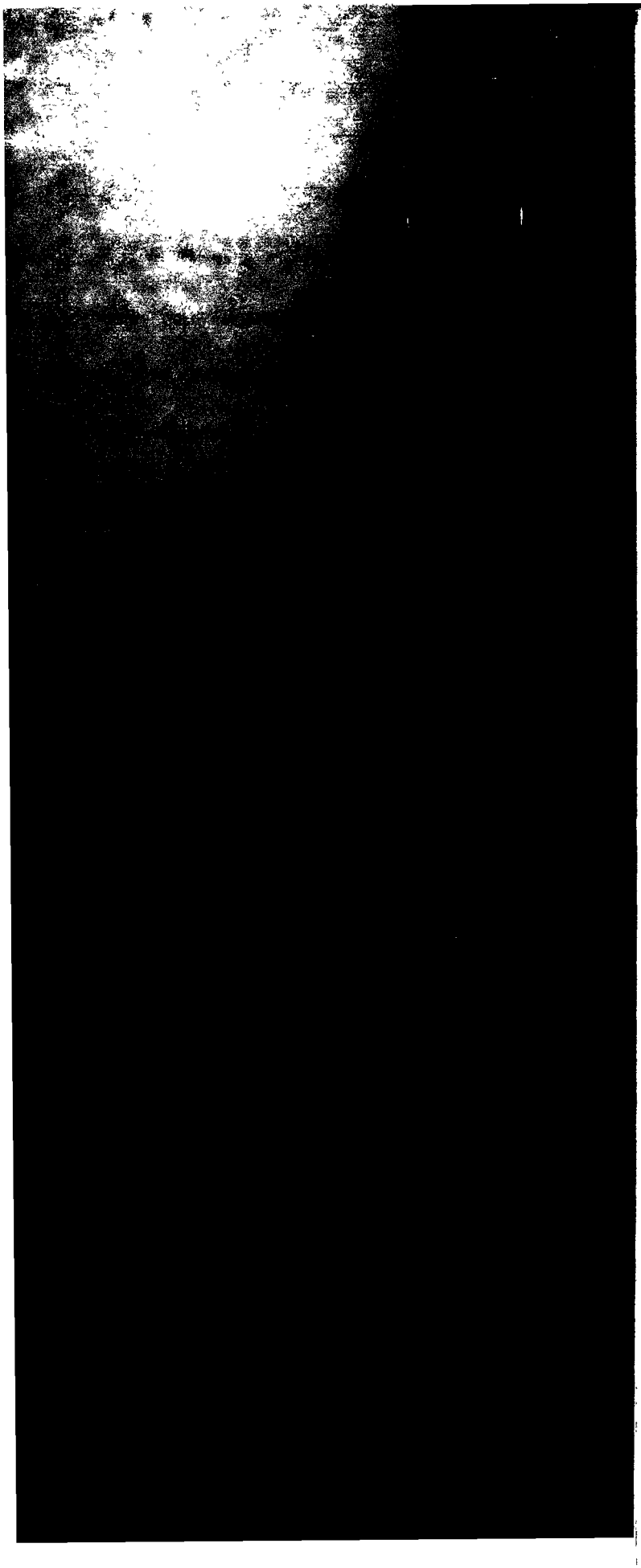
(9) Repeated tardiness or absence without adequate excuse.

(10) Sleeping during working hours.

(11) Insubordination.

(12) Stealing Company property or that of a fellow workman will be

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intoxicating liquors while on duty or on Company grounds will be the cause of immediate discharge.

(14) Fighting in the building or on Company's property shall be sufficient cause for dismissal of all parties concerned.

(15) Smoking while on duty or in prohibited areas.

(16) Neglect of duty.

(17) Failure to comply with Safety Rules and Regulations.

(18) Giving or taking a bribe of any nature as an inducement to obtaining work or retaining a position.

In all discharges, employees shall have the right to a hearing with the local Industrial Relations Manager.

Supervisor's Responsibility - To see that all employees understand thoroughly the reasons for discharge, to avoid favoritism and to make a fair and unbiased analysis of violation of rules.

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Promotions and Transfers

The fundamental rule in relation to these actions is to avoid favoritism. All must be done with regard to the welfare of the individual and the department or departments affected. There must be very clear reasons for each.

Promotion must be strictly on merit.

Factors involved in judging men for promotion are:

(a) Ability displayed on former jobs.

(b) Ability to handle the new work.

(c) Personal Characteristics
Personality Mental Attitude
Character Appearance
Physical Fitness

(d) Training and knowledge

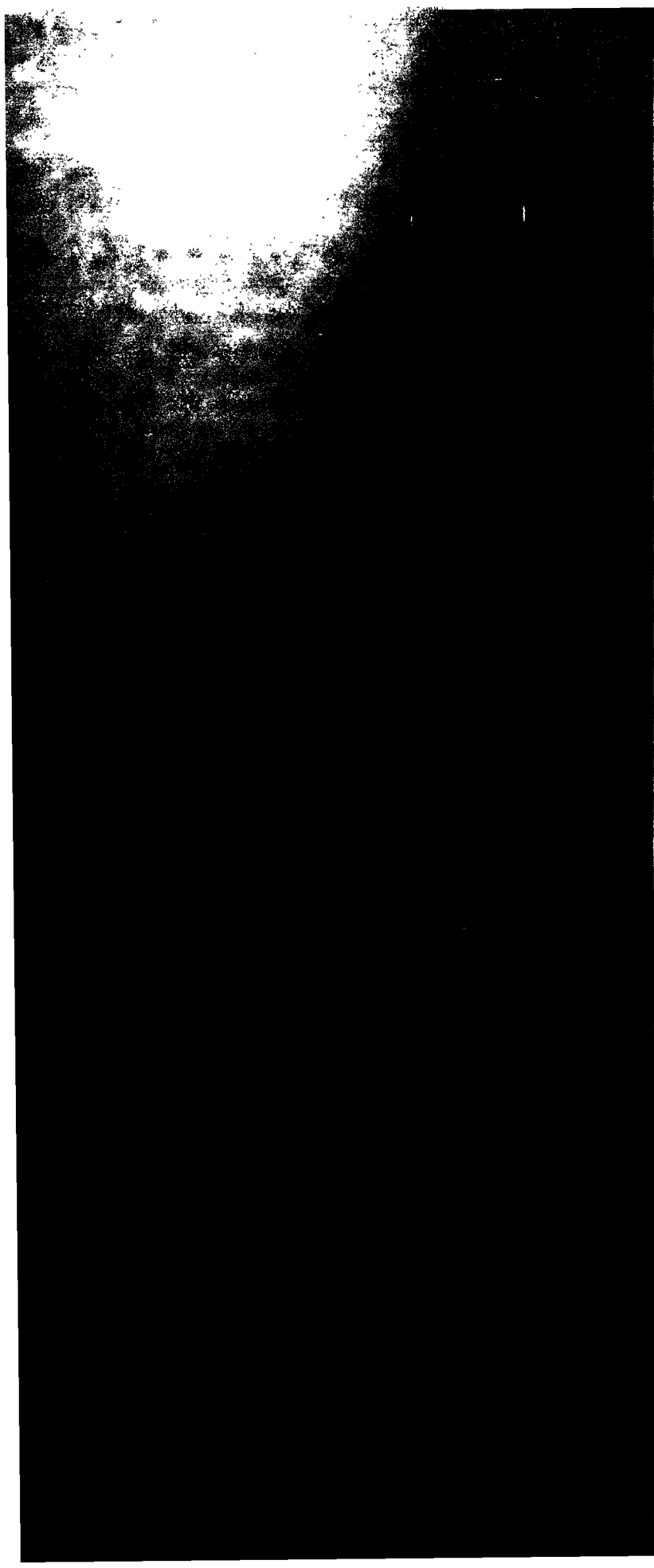
(e) Education and practical experience

(f) Initiative and ambition

(g) Cooperation.

Transfers are to be handled through the Employment Office. A permanently transferred employee shall be con-

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sidered on probation in the new department for two weeks. If the employee proves unsatisfactory in two weeks, he may be transferred back to the former department, or to another department, or be considered for lay-off. When an employee is transferred to a lower rated job, he will be informed of the reason for his transfer and he will receive the established rate for the job.

Supervisor's Responsibility— The supervisor must consider carefully contemplated promotions, transfers, lay-offs or discharge.

The effect upon his own or other departments should be considered.

The disgruntled employee may have a bad influence and do great harm to the Company goodwill. Therefore, lay-offs, or discharges and some transfers must be handled with tact and diplomacy.

Increasing the Working Force

In adding to the working force first

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preference shall be given to men laid off due to lack of work. In the event that former employees are not available for placement, preference shall be given to residents of the local area.

Supervisor's Responsibility- To aid the Employment Office, supervisors are urged to send to the Employment Office any desirable applicants to be registered. To act at all times as a representative of the Company in building goodwill and a desire to work for Johns-Manville.

Continuity of Service

Continuity of service will continue during the time an employee is regularly carried on the company payrolls. Changes from the salary payroll to local payrolls or vice versa do not affect service. This general rule is subject to the following exceptions.

Employee Absence-(Provisions governing absence in this paragraph do not apply to vacations.)

Leave of absence may be granted to

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employees with or without pay for any reasonable cause not governed by law. Continuity of service will continue for the duration of the leave of absence.

Service credit will be given for leave of absence with permission up to three (3) calendar months but that portion in excess of three months will not be credited to the employee's length of service.

Employees Absent Without Notice - Employees absent without notice for ten working days will be automatically separated from the Company and all employee benefits cancelled. If the absence is caused by physical disability which can be definitely established, the employee may be reemployed, his service record made continuous, and the employee benefits renewed.

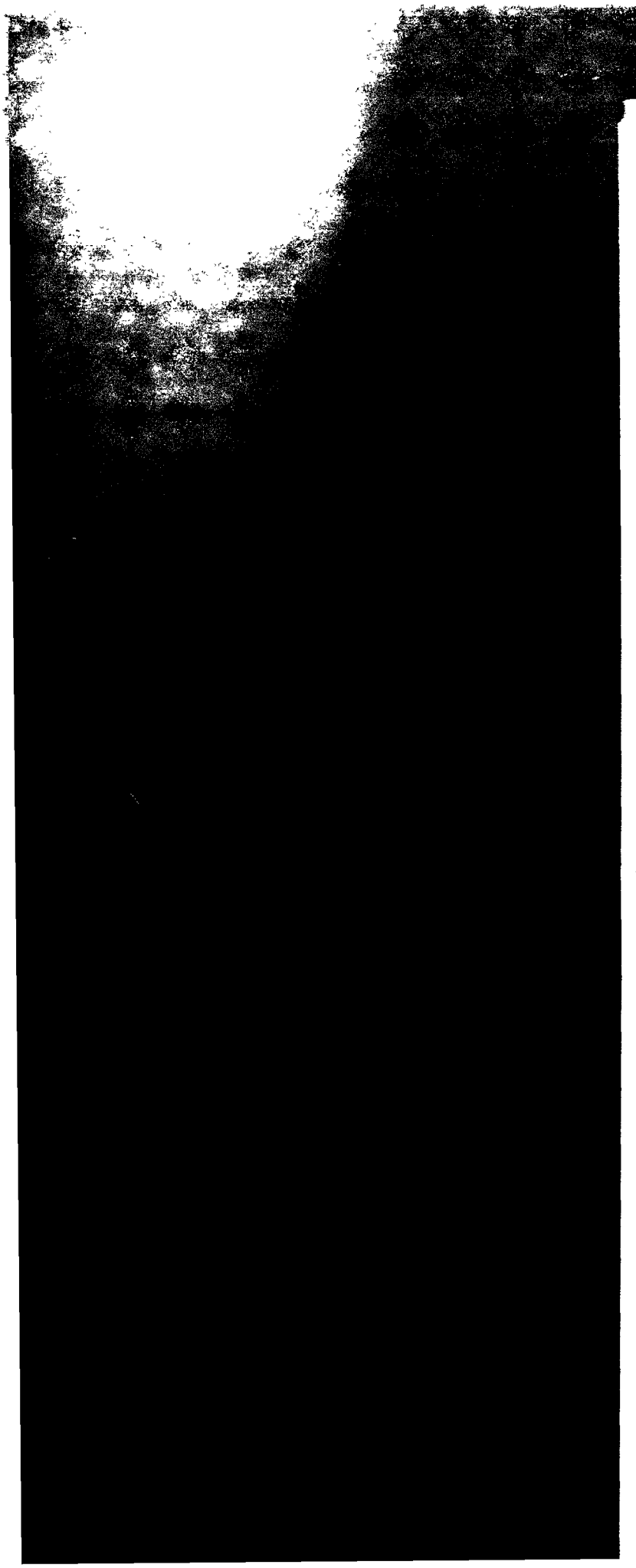
Employees Laid Off - When Company conditions necessitate the release of desirable employees and the employee accepts the Company's first offer of

reemployment and returns to the Company's employ within one year from the date of termination, the employee's service record will be considered continuous, except that no credit shall be given for the time between the date of lay-off and the date of reemployment. If the employee does not accept the first offer of reemployment and is subsequently reemployed, no prior service credit will be given.

Voluntary Resignation and Discharge - Voluntary resignation or discharge from the Company automatically constitute a break in continuity of service, and withdrawal from employee benefits must be made. Reemployment can be effected but reinstatement permitting credit for prior service will not be made in such cases.

Employees Entering Through Acquisition of New Companies - Employees entering the employ of the Johns-Manville

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acquisition by Johns-Manville of the company by which they are employed, will be permitted to transfer service credit in accordance with the following conditions:

1. Length of service will be estimated from the last date of uninterrupted employment. To establish this, the employee's name must appear on the Company's payroll each pay date during the time for which service credit is desired.
2. Terms of membership in contributory employee benefit plans will be arranged by the management of the Johns-Manville Corporation at the time of acquiring the affiliated or subsidiary company.

Seniority

Seniority shall be considered when a decrease of working force becomes necessary, but seniority may or may not be the

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deciding factor in determing a man for lay-off.

Eligibility for Seniority - No employee shall have a seniority standing before one year of continuous service with the Company. Such service may be at one or more Company locations.

No Loss of Seniority shall occur due to transfer or leave of absence granted by the Factory Manager, absence due to illness or accidents.

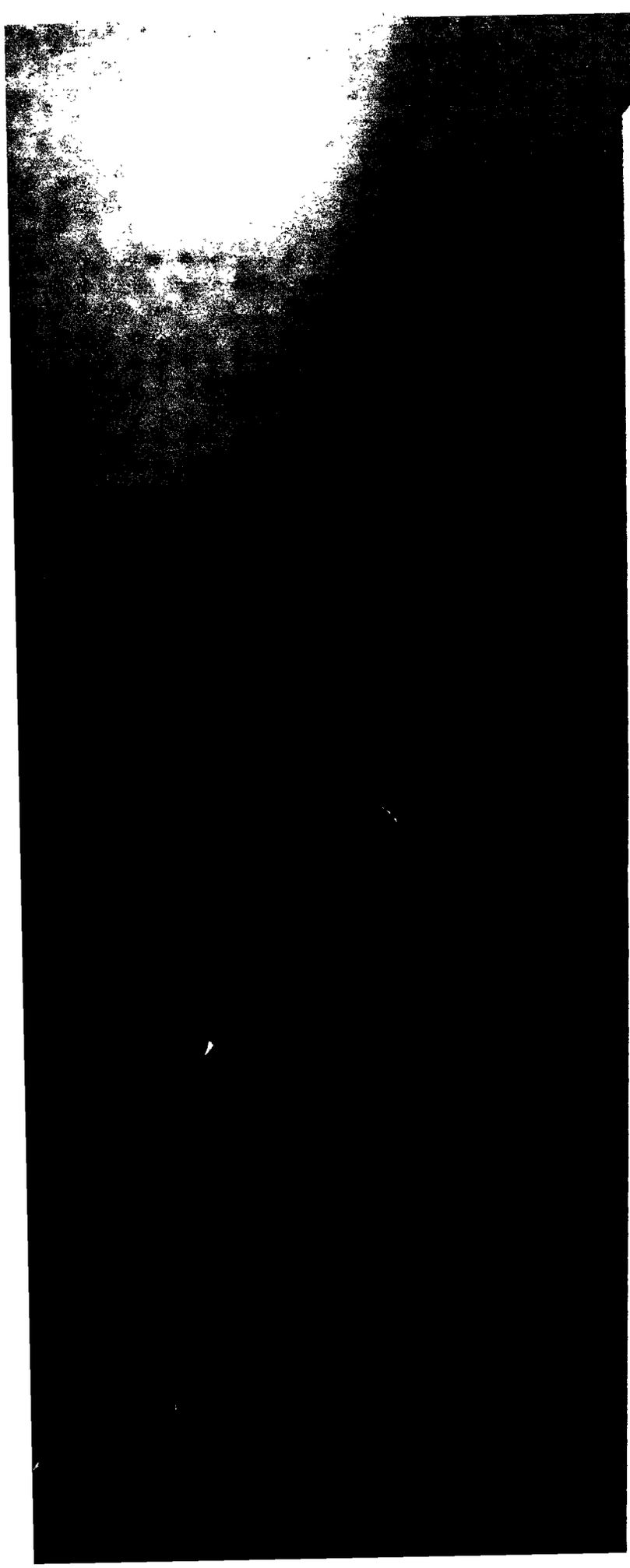
Loss of Seniority shall occur after one year of unemployment, or if the employee quits or is discharged for cause.

Exemption from Seniority shall be limited to 10% of any department. Exempt employees are those considered of outstanding ability and value to the Company and may be promoted, transferred or retained regardless of their seniority standing.

Termination Interview

Any employee leaving the Company re-

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gardless of his reason for leaving, shall be given a termination interview with the Employment Office. It is important that employees leaving the Company shall have a friendly feeling towards Johns-Manville and every effort will be made during the termination interview to produce this feeling.

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III HOURS OF WORK, HOLIDAYS, ABSENCES, ETC.

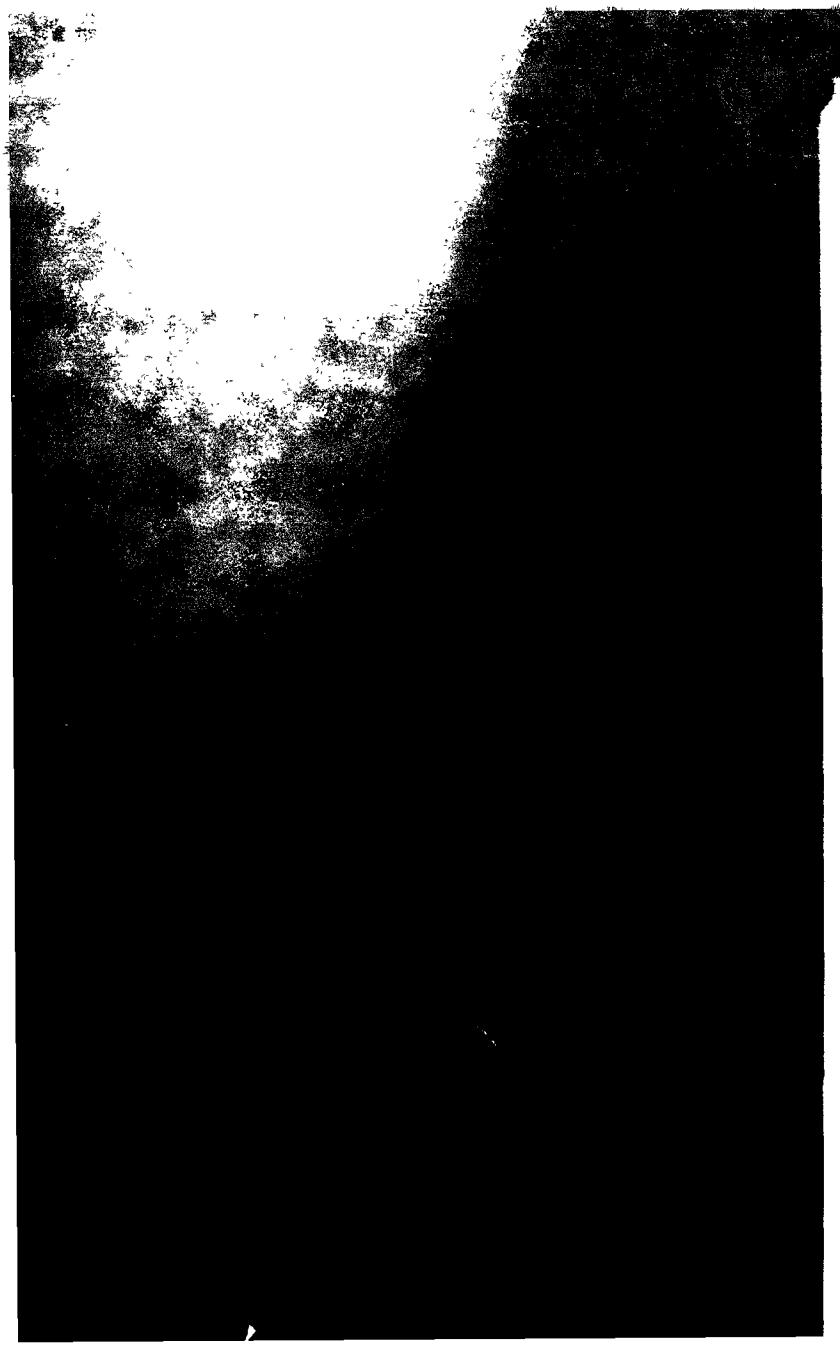
The policy of Johns-Manville is to maintain fair and reasonable work regulations. This section outlines policies to be followed under normal conditions. Under certain conditions, exceptions may be made, but should be made only where the employee will benefit and when the Company will not be handicapped.

The Payroll Week starts on the first shift operation on Monday.

Regular Hours - Forty (40) hours is considered the normal working week and eight (8) hours the normal working day. Only one 8 hr period / 24 hrs.

Overtime - Overtime shall be paid all employees working on an hourly or incentive basis for all time worked in excess of 8 hours per day or 40 hours per week. Overtime shall not be paid for both daily overtime and weekly overtime. Sunday or Holiday overtime is figured from the start-

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ing time of any operation after midnight Saturday, or the night before the Holiday, up to any time before midnight Sunday or midnight of the Holiday.

Holidays - The following are considered as regular holidays and may be observed at all company locations:

New Year's Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Christmas

Local holidays will be observed at the discretion of the Local Plant Manager, and a holiday schedule should be established in accordance with the prevailing custom in the individual communities.

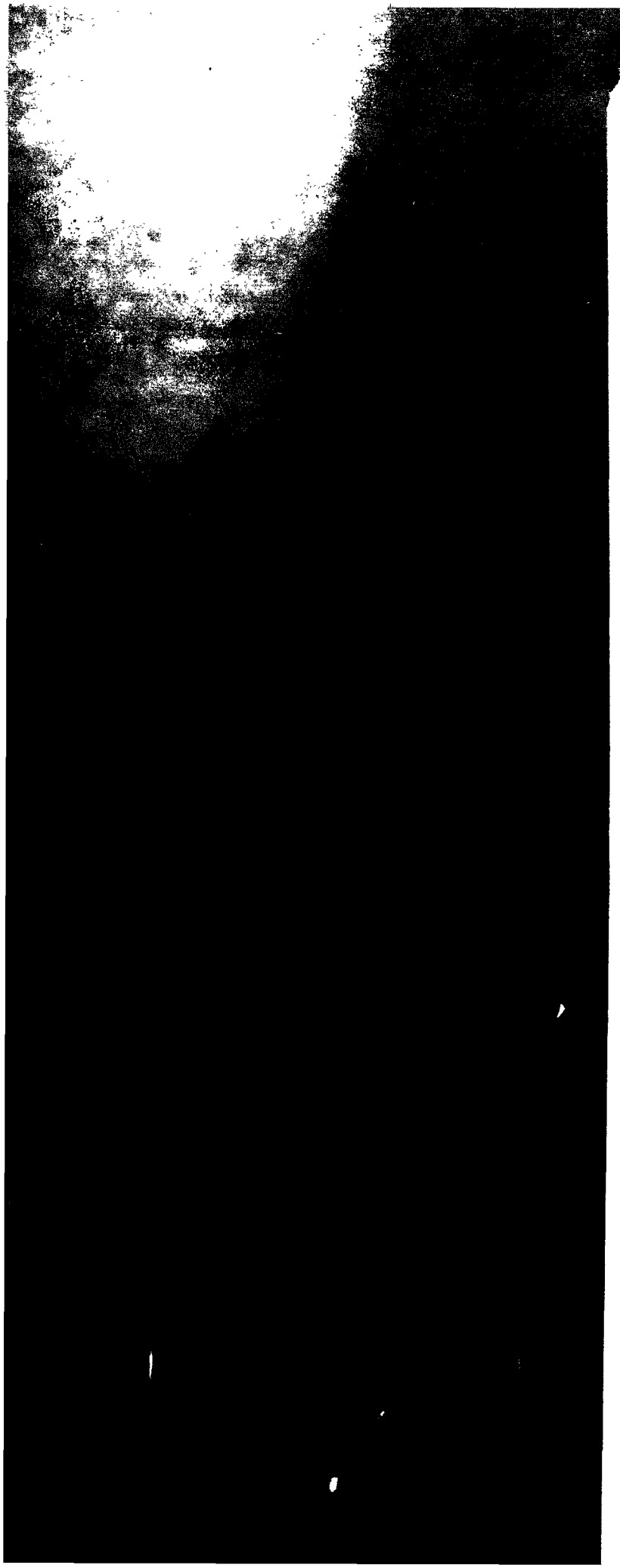
Absence due to Illness or Injury must be reported to the Employment Office, or Department, at least two hours before shift time so that proper arrangements may be made to fill the absentee's job.

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Absence without Notice or Failure to Report for Work - Any employee who fails to report for work for ten consecutive days and who also fails to notify the Employment Office or Department as to the reasons for not reporting shall be dropped from the payroll.

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IV WAGES, WAGE RATES, METHOD OF PAYMENT, EXTRA COMPENSATION

WAGE RATES

It shall be the policy of Johns-Manville to pay wages as high as possible, based upon the following considerations:

(1) Rating of the job relative to other jobs in the plant.

(2) Prevailing wages paid in the community.

(3) Incentive wage plans.

Basic Wage Rate - The basic rate is the lowest rate paid to an employee, who has been in the employee of the Company for 60 days. The basic rate is ~~50¢~~ per hour for male and ~~45¢~~ per hour for female employees.

Class Wage Rates - By a systematic schedule of job evaluation, class Wage rates are being established for each operation within the plant. These rates are the rates which the Company is willing to pay for employees who measure up 100% to the standards

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required of operators on each job.

Hiring Rate - The Hiring Rate on unskilled employees, both male and female, shall be 5¢ per hour lower than the Basic Rate. 30 days of employment will entitle the new employee to 3¢ per hour increase towards the basic rate and 60 days employment will entitle the new employee to 2¢ additional per hour to the basic rate.

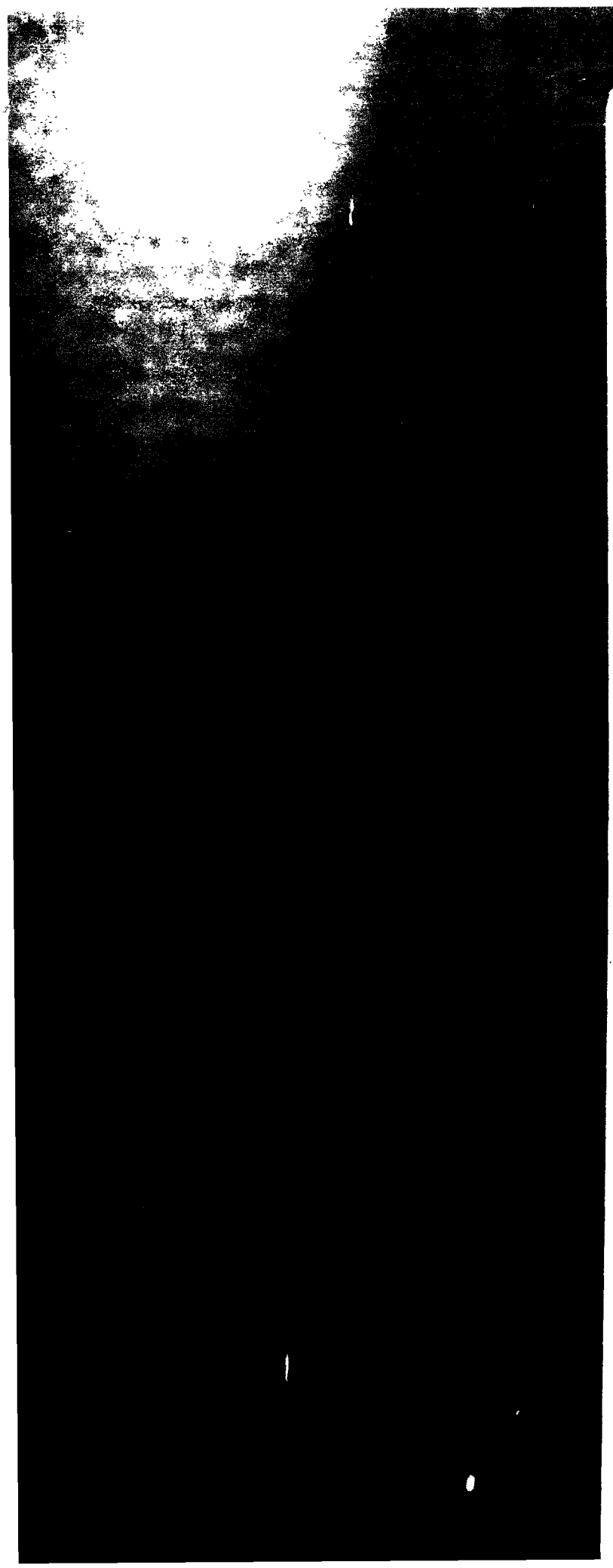
The Hiring Rate on skilled employees depends upon the employees qualifications and shall be set by agreement between the employee, the foreman and the Employment Office. In general, this rate should be 85% of the Class Wage for the operation. Change in pay should be made promptly after the employee's ability is determined.

RATE CHANGES

Bring Up to Basic Rate

The Change slips necessary to bring Hiring Rates up to the Basic Rate Level

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will be issued automatically by the Operating Departments in accordance with the procedure on Rate Cards.

On certain operations having very high "Strength" Job Value Rating, it will be possible for the Department Superintendent (with the approval of the Factory Manager) to increase to the Basic Rate in less time than the 60 day normal period.

It will also be permitted on operations where it is possible to measure output by definite Time Standards to increase an operator who is meeting these standards in less than the 60 day normal period.

Merit Increases

Merit Increases or change of status within the range of the class wage schedules will be initiated by the Operating Department when an employee has filled the requirements of his rating in line with the Job Evaluation schedule.

As Job Evaluation Skill Rating is based on average individuals, it will be possible to increase exceptional individuals more rapidly then outlined; if in

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the opinion of the Department Superintendent and Factory Manager it is warranted.

TRANSFERRED EMPLOYEES

Paid At Basic Rate or Above

Employees who have attained the Basic Rate, or a Class Wage higher than that rate, and who are transferred to another department either because of low activity in the department in which they have been employed or at their own request shall be transferred at the Basic Rate.

Paid Below Basic Rate

Employees so transferred who have not attained the Basic Rate will be transferred at the rate which they have attained.

Returned to Department in which They are Skilled

Employees re-transferred to a job in a department in which they previously enjoyed a higher Class Rate will be returned at the former rate.

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EMPLOYEES SEPARATED FROM THE PAYROLL

Temporarily Laid Off

Employees laid off through no fault of their own will be re-engaged at the Class Wage which they have attained in the department in which they were formerly employed.

Re-employment

An employee returning for employment within 90 days may be engaged for work in the department which he left at not more than 85% of the Class Wage which he had attained if such Class Wage is above the Basic Wage. (Exceptions to the application of this paragraph may be made with the approval of the department head and Factory Manager.)

If he had attained only the Basic Wage and returns for available reemployment in the same department, he may be engaged at the Basic Rate.

If employment is not available in the department in which he was employed, but he can be taken into some other depart-

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ment, his rehiring rate may be at the 30 day rate.

PIECE WORKERS

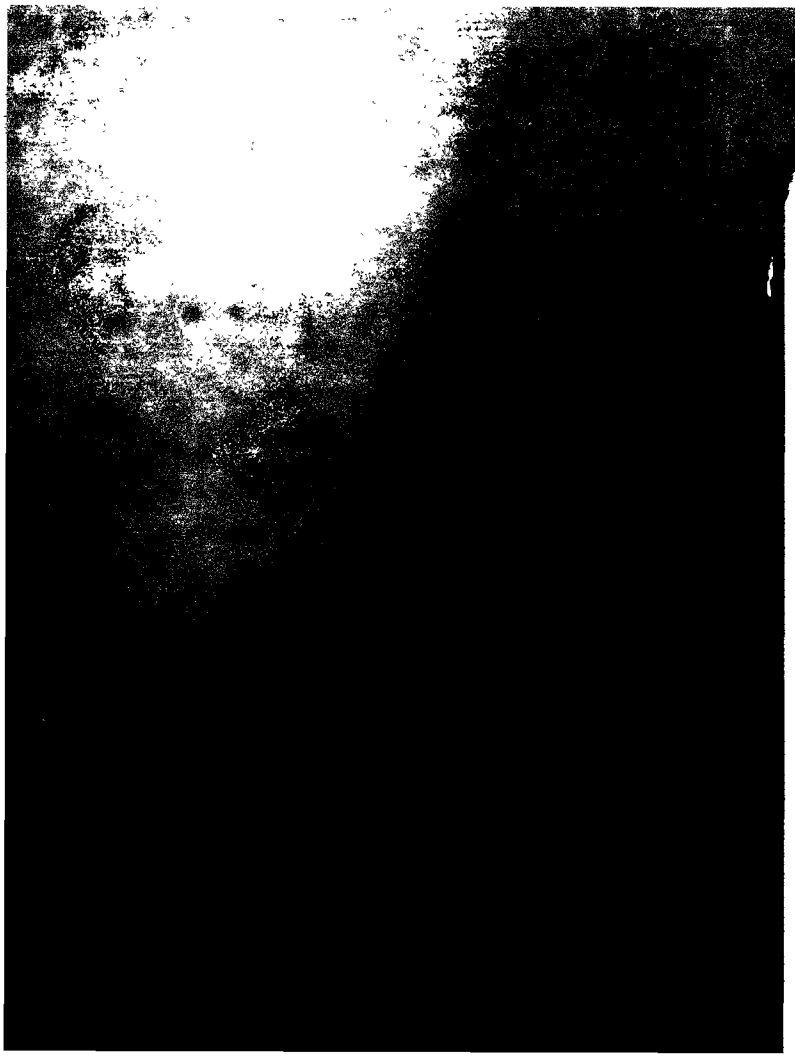
Hourly Base Rate for Piece Workers

An employee normally engaged in piece work operations will have as his hourly rate (for day work operations) a rate within the day work Class Wage Range of the job to which he is normally assigned.

Piece Worker Assigned to Day Work Job

When a foreman finds it necessary to remove the piece worker from a piece work operation and assigns him to a day work operation, the piece worker shall be paid on the basis of 10% over his hourly base rate during period of divorcement from his regular piece work operation. This does not apply to operations where the normal conditions are such that both day work and piece rates are used. When on day work, Class Wag· Rate will apply.

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Guaranteed Hourly Rate

An employee working on piece work is guaranteed daily earnings equal to his Hourly Rate times the number of hours worked on all operations where the output of the individual can be accurately measured by defined Unit Standards, at the end of the shift, or at the end of the week if it is impractical to measure at the end of the shift.

OVERTIME PAY

Overtime Pay shall be at the rate of time and one-third for all time worked over 8 hours per day or 40 hours per week, excepting that over-time work on Holidays shall be at the rate of time and one-half. (See sections on Overtime Hours and Holidays.)

MINIMUM PAY

When Called to Report to Work

If an employee is instructed to report to work or reports to work as usual

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and because of breakdowns or other causes over which he has no control, is unable to work, he shall be allowed two hours pay at his regular rate of pay. This allowance of pay is made to repay the employee for cost of transportation and lunch.

Should other work be available the idle employee may be asked to do that work at his regular rate. However, the employee may refuse this extra work if he so desires.

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V WORKING CONDITIONS AND REGULATIONS

It shall be the policy of Johns-Manville in relation with its factory employees to provide safe and healthful places of work, through elimination of hazards to health and safety, by installation of adequate protective and corrective equipment, and by educating and training employees in the means of avoiding these hazards.

The following section is composed of an alphabetically arranged list of Working Regulations. All employees must be familiar with these, and violations will be cause for criticism, reprimand or disciplinary action and may be cause for discharge.

All of the following, when faithfully observed, help to create better working conditions, help to create better employees, and better employees make a better Company.

REGULATIONS

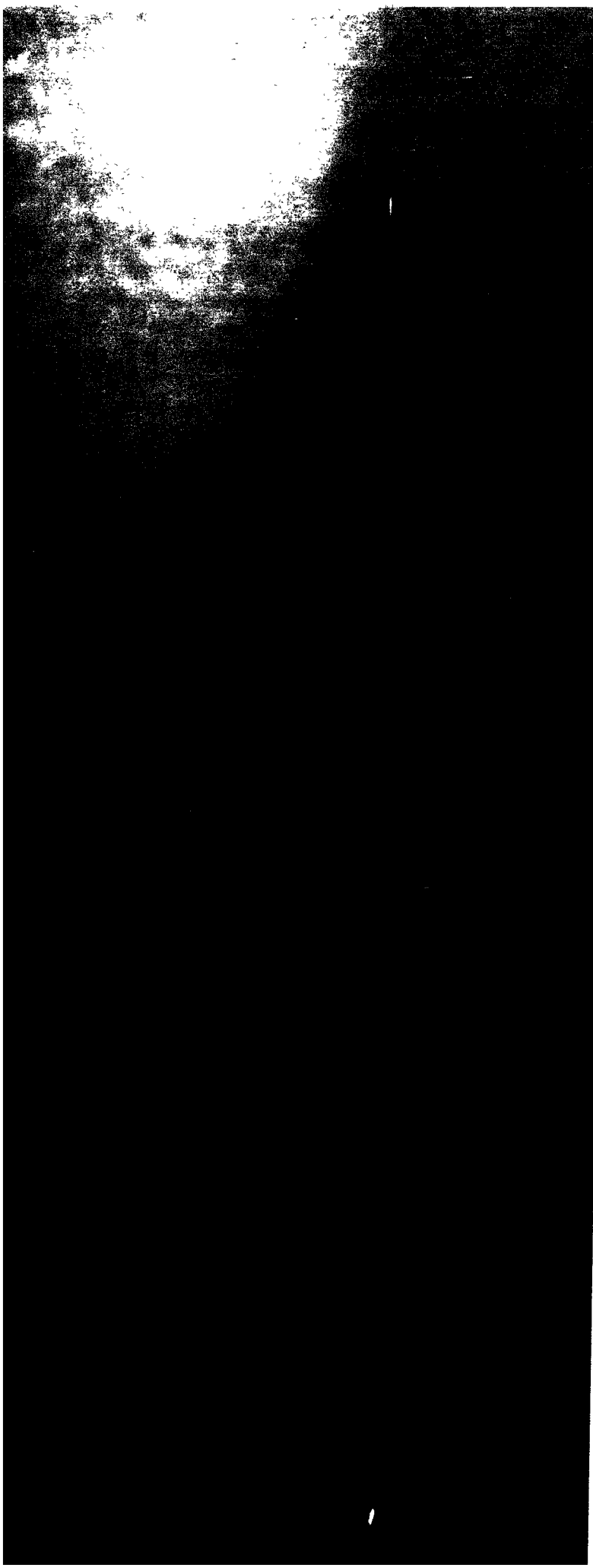
Accidents - Accidents, no matter how slight, must be reported to the Supervisor. Accidents resulting in injury must be reported to the injured person's immediate supervisor, who will issue or cause to be issued an Accident Report and an "Order on the Doctor" slip. Accidents which do not result in injury must be reported to the foreman of the department so that precautions may be taken to eliminate the cause of the accident.

Aisles and Runways are at all times to be kept free from oily or dirty rags and loose pieces of material.

Automobiles parked on Company property must be registered as provided by local plant regulations.

Borrowing Money - Employees borrowing or loaning money to other employees to be repaid at interest shall be subject to immediate discharge. Any borrowing of money is to be dis-

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couraged and it is the duty of the foreman to warn employees against this practice.

Bulletin Boards - Bulletin Boards shall be erected and maintained in conspicuous locations. Bulletins posted must be read by all employees in the department. It shall be the duty of foremen to see that employees under their supervision read and understand the posted information.

Change of Personal Status - Employees are urged to tell the Employment Office or their department head of any changes in their home life which might affect their conduct on their jobs. Such things as marriage, divorce, births, serious illness in the family, change of address, etc., should be reported to the Employment Office so that the Employment Office can give advice or help if necessary.

Change of Shift Periods - If there is to be a change in shift periods or .

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crews, the employees affected are to be notified before the end of the last preceding shift.

Cleanliness is a factor in the prevention of accidents, injuries and illness. Employees should keep clean personally, and should help keep clean the buildings, plants and all work and recreational areas.

Clothing - Clothing that is ragged and greasy is dangerous.

Female help working around machinery shall at all times wear a head covering to prevent hair from being caught in moving parts.

Loose clothing is forbidden.

Shirts must be worn where an operation contains flying sparks or hot materials.

Conduct should at all times be business-like. No scuffing or foolishness will be permitted in work areas or on Company grounds at any time.

Contagious Diseases - Any employee having a contagious disease in his family or living or boarding where

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there is such disease must remain away from work until the Employment Department gives permission for him to return.

Deductions from Earnings - Certain State or Federal Laws may make necessary deductions from employees' pay checks. Any questions regarding the amount deducted, or the reason for the deduction, should be taken up with the Cashier's Office where an explanation or correction will be made.

Discipline must be maintained strictly on all rules and regulations. This may require special careful handling of certain employees. Consultation with the local Industrial Relations Department may help in solving discipline problems.

Education of Employees in Company Matters - Every employee deserves the right to advance. It is the foreman's duty to help ambitious employees by explaining Company poli-

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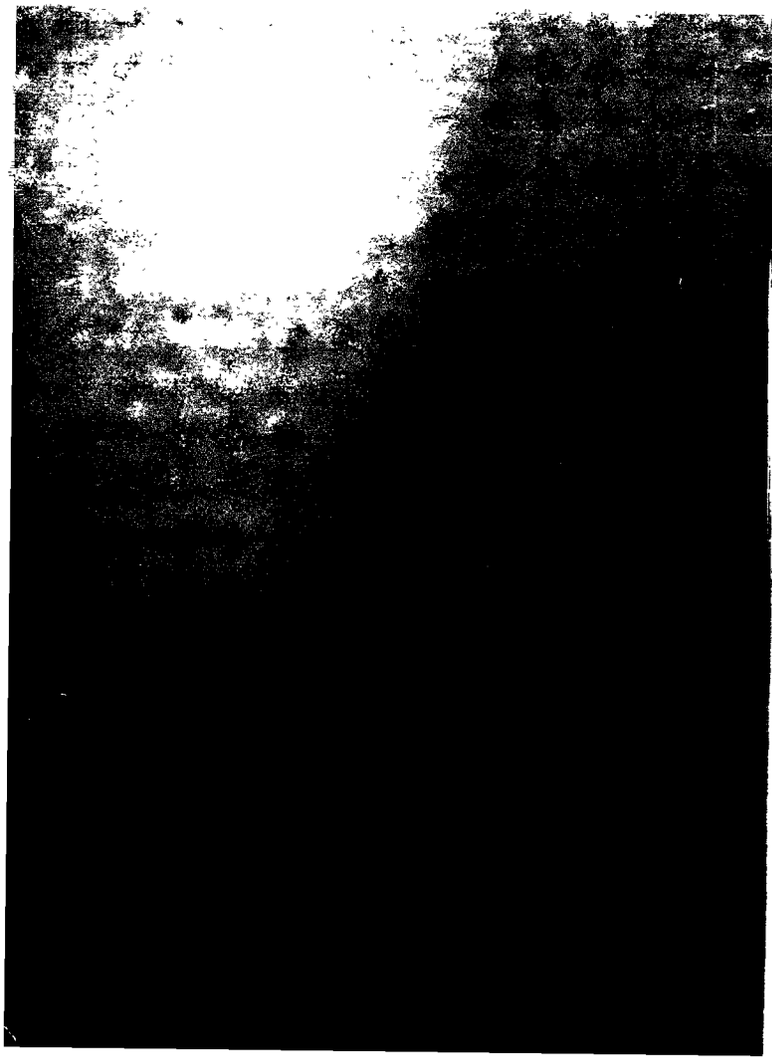
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cies and procedures, and by teaching the employee in every way possible to help him advance. A competent foreman will use every effort to help a deserving workman advance on his job.

Efficiency of the plant depends upon the conduct of each individual employee. Proper observance of all regulations in this section is an important item of employee efficiency.

Employee Relationships - There should be a spirit of cooperation between employees and between employees and supervisors. Bad feelings should never be allowed to exist between employees or between employees and supervisors. Any differences should be straightened out immediately. The foreman must be impartial, should not use sarcasm, should not become involved in arguments with employees, should not criticize an employee in public, and should not talk against other foremen or an employee in the presence of other employees.

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Entering Company Property - Employees are not permitted to enter Factory grounds other than during working hours.

Equipment - Employees using Company equipment should be as careful of it as they would of their own property. Careless use of equipment is dangerous and wasteful and must not be allowed. Employees using equipment improperly must be instructed to use it correctly and careless employees must be warned or disciplined. This is an important duty of the foreman.

Fire - What to do in [redacted] case of fire shall be posted on bulletin boards. It shall be the responsibility of the foreman to make sure that all employees in his department are familiar with the fire regulations, and that all employees know the location of fire extinguishers.

Garnishee of Wages - Garnishee proceedings against an employee's pay is a

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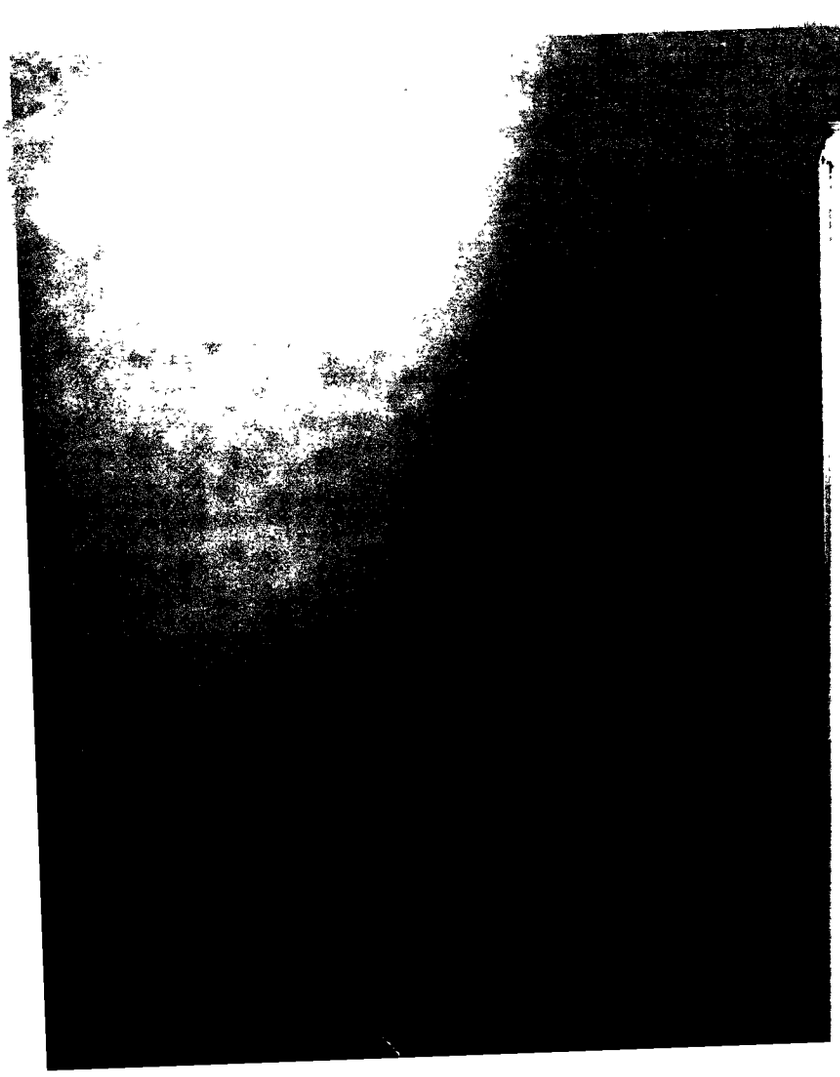
very serious matter. When a garnishee of wages is filed against an employee, a settlement or arrangements for settlement must be made immediately. The employee is to be warned against having it happen again, and a second offense may be considered as cause for discharge.

Health Policy - The Company is constantly striving to create and maintain better working conditions and to keep employees in good health. Report unhealthy conditions to your superintendent. The Industrial Relations Department should be notified of any employees who appear to be in poor physical condition.

Housekeeping - Every effort should be made to keep the plant, and all machines and work areas neat and orderly. Untidy workers are not desirable.

Illness - Medical advice will be provided for employees who are taken sick while at work. Necessary forms

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at each department and must be filled out for all employees being sent to the dispensary or Doctor. When an employee is sent to the Doctor for reasons other than a plant injury, before medical attention will be given him the "Order on the Doctor" slip must have the approval of the local Industrial Relations Manager.

Injury - An employee injured while at work, regardless of the seriousness of the injury, must report immediately to the dispensary. Foremen must enforce this rule and any injury, no matter how slight, must be reported and taken care of.

Inspection - The Company shall have the right to inspect any and all tool boxes, packages, bundles or lunch boxes as they are carried to or from the Company premises.

Inventions - In the event that an employee invents a product, machine, or process suitable for use by Johns-Manville, all rights to such product,

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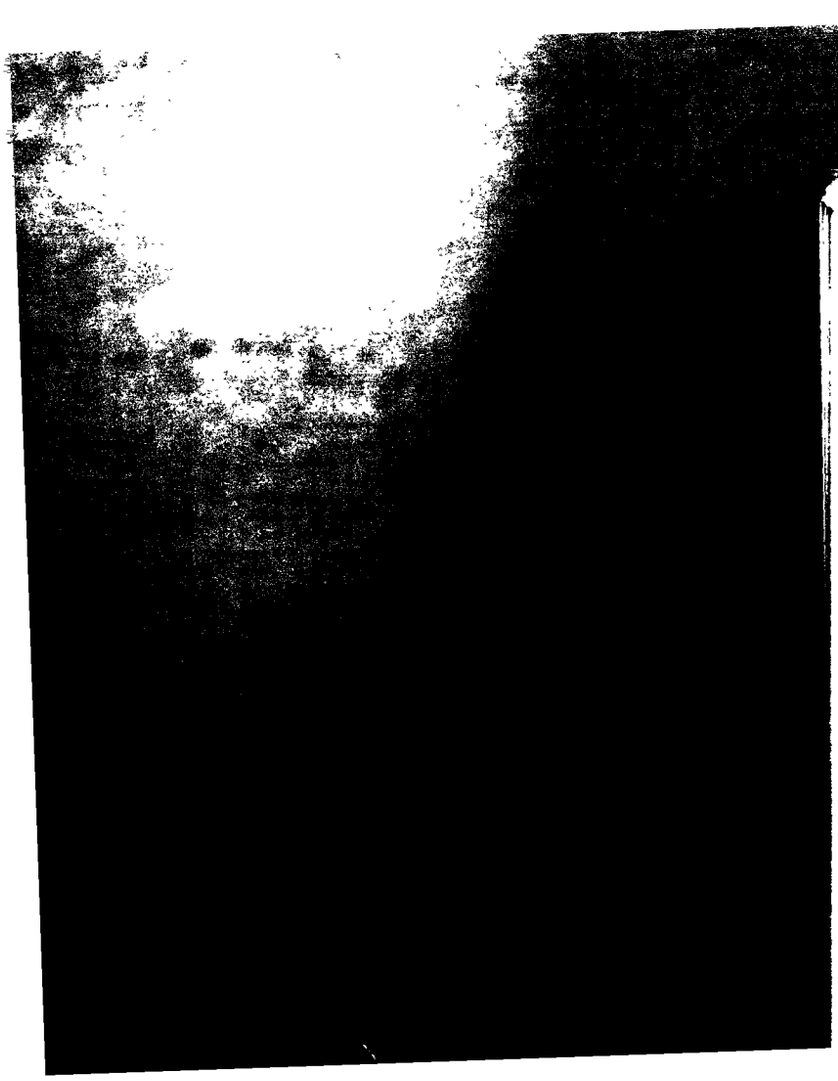
machine, or process, are to be assigned to Johns-Manville.

Leaving Work - Employees will not be permitted to leave the Plant during working hours without a pass signed by their building superintendent. When this leave is for personal business, the employee must register his time clock "out" when he leaves and register "in" when he returns.

Lockers - Employees should not leave any money or valuables in their lockers or in clothing in lockers. All personal property allowed to remain in lockers whether locked or unlocked, or in their clothing, shall be at the employees' own risk. The Company reserves the right to inspect all lockers at any time.

Lost and Found - Lost or found articles should be reported immediately to the Employment Office or Gate House. Employees turning in found articles will be given a receipt for the article by the Police Dept. Found

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articles will be left in the custody of the Employment Office for a period of three months and if unclaimed at the end of that time shall be returned to the finder if he calls for it. The Company will make every effort to return lost articles to their owner but assumes no responsibility for personal property of any employee, while on Company property.

Machinery - It shall be the employee's responsibility to report immediately to his foreman any defects or breakdowns on the machine on which he is working.

Orders to be Given in Writing - All orders which affect safety, or the status of employees are to be given in writing. Foremen shall have the right to request that any orders relative to the above subjects be put in writing. This is to protect the foreman or the person issuing the order, in case of error or misunderstanding.

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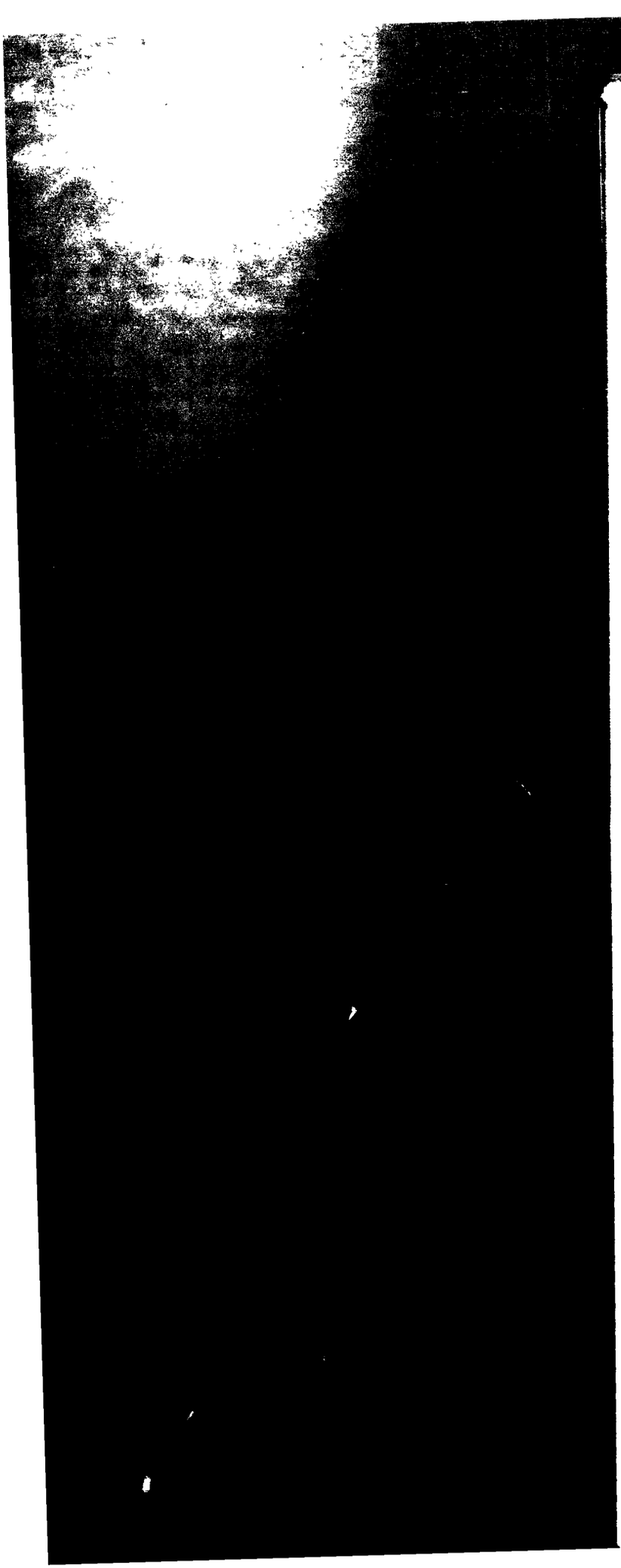
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Passes - All employees, excepting building superintendents and department heads, before leaving the plant during working hours, must be furnished with a pass signed by their supervisor. When an employee is sent to the Plant Dispensary, the "Order on the Doctor" will serve as a pass.

No person will be allowed to visit any Company plant without a pass. Any employee shall have the right to challenge a visitor and ask to see his pass. Persons found within the plant, not having a pass should immediately be reported to the Employment Office.

Pay - Payment of wages earned is made by check and it is expected that these checks be cashed within a reasonable time not to exceed 30 days. Wages earned during the working week are paid on the pay-day following the week during which the work is performed. Regular pay-day is that day specified by the local Plant Manager.

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Purchasing Company Materials - Employees may purchase materials of Johns-Manville manufacture. To purchase such materials, the employee must sign an agreement to the effect that the material is to be used only on his own property or property owned by a member of his family and occupied by him and is not to be resold or given away.

Removing Company Property - Company property, such as finished goods, semi-finished goods, raw materials, tools, scrap materials or equipment must not be taken off the premises without a regular order.

Safety Rules ?

All guards must be in place before a machine is started. If it is necessary to operate a machine with the guard removed, permission must first be obtained from the foreman. Repairs and adjustments are to be made only when the machine is stopped.

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Defects in machines must be reported at once.

Goggles - Where operations warrant the use of goggles or respirators and an employee is so instructed to use them by the supervisor, it is absolutely necessary that he adhere to instruction.

Defective or imperfect tools such as tools with burrs, splits or mushroomed heads are not to be used.

Only regular operators are to operate machines, electric trucks, gasoline trucks, or electric or power equipment, unless permission is given by the foreman.

Use only safe ladders. Do not use boxes, nail kegs, steel barrels, etc. in place of ladders.

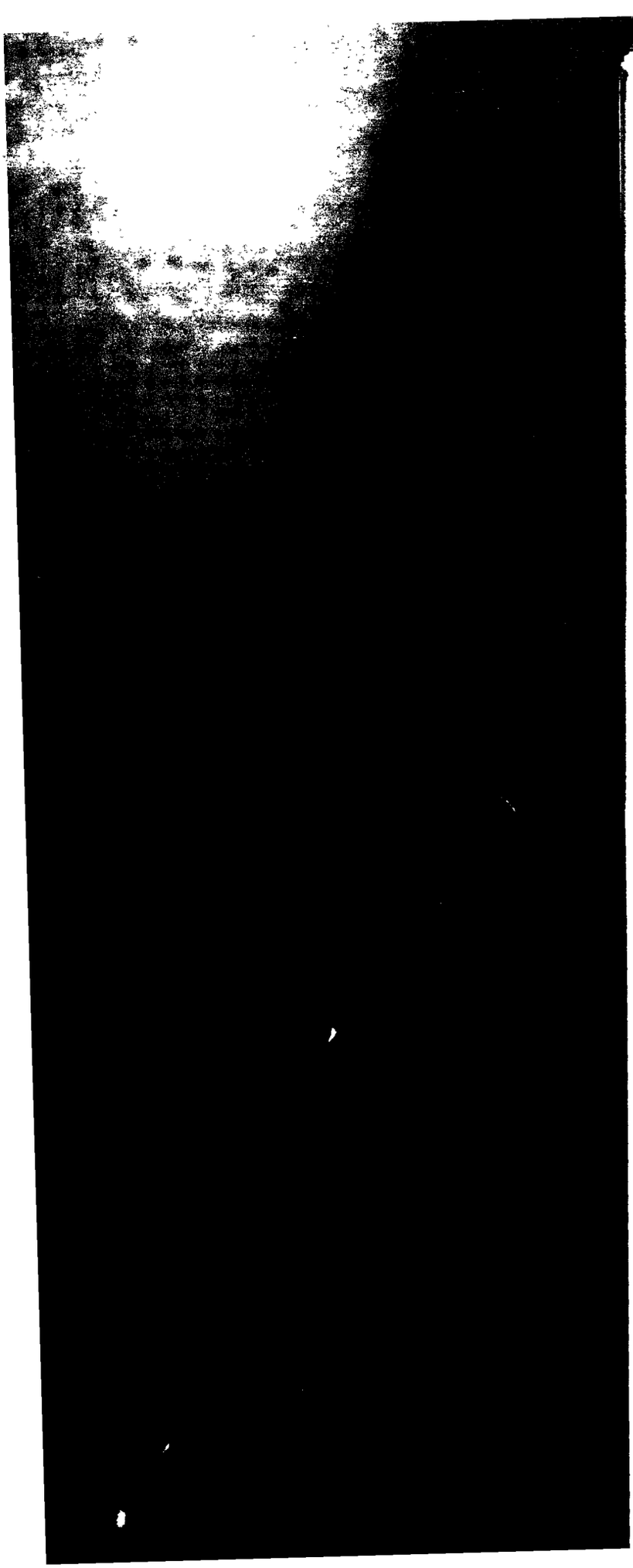
Keep all passage-ways clear.

Pile materials so that they will not tip, slide or fall over and so that parts do not fall off.

Look where you are going, as the other fellow may not be looking.

When lifting heavy objects squat and

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lift with the legs. Ruptures and strains are caused by trying to lift with the back and arms.

Do not wear clothing having ragged, torn or baggy sleeves or legs, to catch in machinery.

Remove Finger Rings when operating machines.

When working above or below other employees, notify those above or below you as to what you are doing and see that the area is properly posted with danger signs.

Employees will not be permitted to ride on any moving machines such as hand trucks, electric trucks, gas trucks, etc., except in the performance of their assigned duties.

Employees should not use any machine or tool on which they have not been fully instructed by their foreman. Employees shall not remove or make ineffective any safeguards around or attached to machinery, unless for the purpose of making repairs. All

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safeguards so removed must be replaced at once.

Repairmen, when completing a job on new work or repairs, shall remove all materials left over as well as all tools and equipment, also any old machinery or equipment which may be obsolete.

* * * *

Sanitation - Employees are expected to refrain from any practices that tend to make the building and grounds dirty and unsanitary. Do not throw rubbish such as lunch papers, fruit peelings or other waste on the floor or through windows. Receptacles are provided for such objects. It is the responsibility of every employee to keep the washrooms and toilets in a clean and sanitary condition. Report unsanitary conditions at once.

Speed - The speed of any vehicle on the Company's premises is not to exceed 10 miles per hour.

Suggestions or recommendations from employees in regard to safety measures,

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sanitation and good housekeeping are welcome.

Telephone Calls - Telephone calls are not to be made or received by employees during working hours, except in case of emergency.

Time Cards - Employees must register their own time cards. Time cards must not be taken from the racks by employees. Employees punching in late will have their time figured from the next even quarter-hour. Those punching out early will be figured from the last quarter-hour. Employees failing to punch their time cards will be penalized one quarter-hour.

Toilets - It is every employee's responsibility to help keep toilets clean. Gloves, rags, waste, food, tobacco, etc. must not be thrown into bowls of drinking fountains or urinals. Employees are forbidden to take newspapers or magazines into toilet rooms.

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Visiting other Departments - Employees are forbidden to visit other departments during working hours except when delegated to do so by their supervisor.

Visitors - Employees are not permitted to bring visitors into the building or grounds at any time.

Employees have the right to challenge any visitor (or other employee) smoking or carrying a camera in the building or on Company premises.

Waste - Waste must be curtailed. Instruct employees as to the best method to utilize material and equipment most effectively. Consider waste both from the stand-point of dollars and cents and from the stand-point of lost time. If there must be waste, see that it does not become an accident hazzard.

Work and Storage Areas are to be kept neat and orderly. Machines must be cleaned and material must be orderly before the workman leaves his job each day.

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Supervisor's Responsibility - To acquaint his employees with all the above rules and regulations and to see that they are carried out.

Particular emphasis is to be placed on rules governing Safety, Good Housekeeping and Accident Prevention.

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VI EMPLOYEE SERVICES, PRIVILEGES, AND BENEFITS

ACCIDENT COMPENSATIONS

The Company pays compensation for its employees in case of accident according to the laws of the state in which the factory is located.

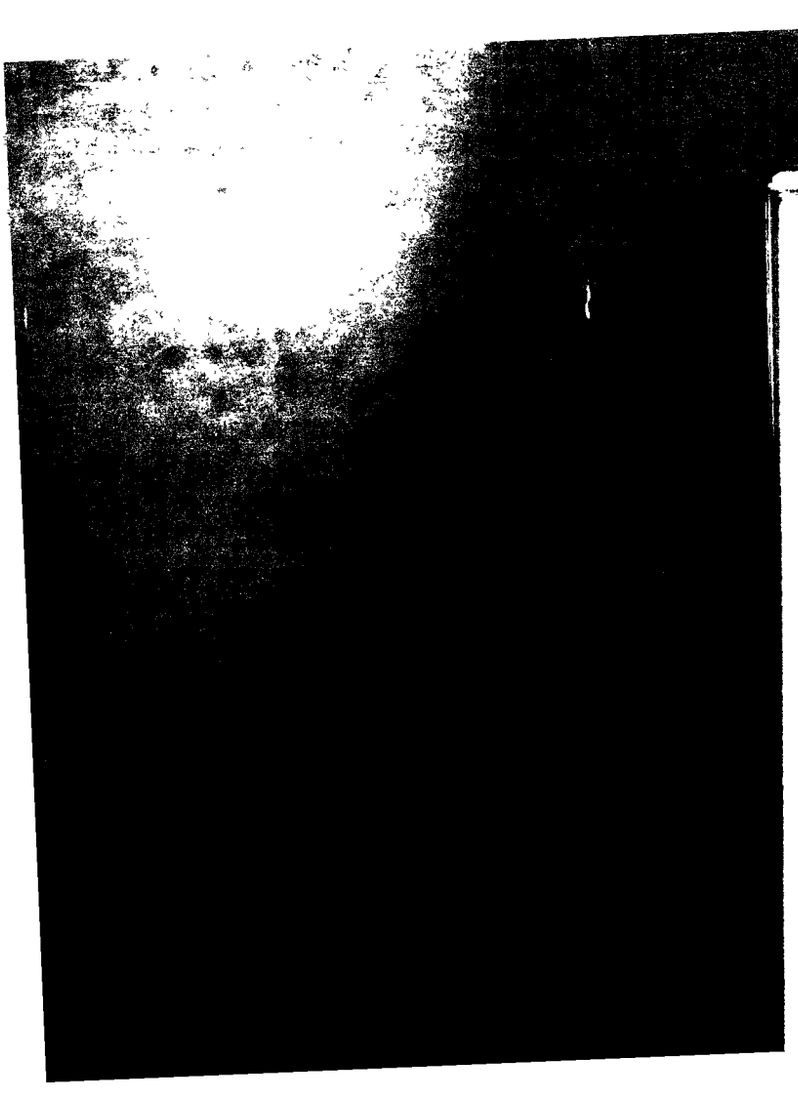
In case of accident requiring medical attention and necessitating loss of time, a report must be made immediately.

This is very important and all accidents must be reported immediately to the Employment Office.

EMPLOYEE PUBLICATION

There shall be published periodically, a pictorial bulletin of company activities. This bulletin will be distributed to all Johns-Manville employees and will show events by and for employees. Employees are asked to submit information and pictures suitable for publication in this bulletin and should be urged to do so by their supervisors.

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CREDIT UNIONS

The assignment of wages by an employer or the attachment of wages by a creditor is a serious matter. Every one should plan so that he will be able to pay his bills promptly. Wherever Credit Unions are in operation, employees should join them as a help to save as well as to borrow money.

INSURANCE

All employees of Johns-Manville may take out life insurance under a Co-operative Group Insurance Plan. To participate, the employee must have at least six months employment, and must make written application to Johns-Manville while actively employed, authorizing a deduction of fifty cents per month per each one thousand dollars of insurance. The amount of insurance which an employee may carry depends upon his annual earnings.

Supervisors should urge employees to take out this insurance. Complete details of the plan are given in a booklet

entitled "Group Life Insurance Plan", which may be obtained on request at the Employment Office.

LOANS TO EMPLOYEES

In case of necessity and where the employee is in good standing, and upon approval of the Factory Manager, the Company may make small loans to factory employees. Any requests for financial help or loan of money should be referred to the Employment Office. Loans granted to employees will be paid off through payroll deductions agreed upon by the employee at the time the loan is made.

SERVICE CLUB

In appreciation of long and loyal service, Johns-Manville rewards each employee at the completion of twenty-five years continuous employment, by making him a member of the Quarter Century Club. Continuous service is determined according to Company policy as stated in the section entitled "Continuity of Service".

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Awards of the Service Emblem and a gold watch are made each year to each employee who completes his twenty-fifth year of service during that year.

Date _____ 19____

I have carefully read all that is contained in this book and agree to abide by the rules and regulations contained therein as long as I remain in the employ of Johns-Manville.

Signed _____

Book No. _____

Tear out and return this page to Employment Office

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