

Report of the Chairman of the Board of the Canadian Johns-Manville Company, Ltd., on the Asbestos Strike of 1949

[Note from the Editor: This bilingual brochure was published and distributed at company's expense and is dated May 11, 1949. In it, its author, Lewis H. Brown, explained the company's position on the Asbestos strike. On the first page of the Report, it is outlined that "this is a report to our customers and our employees and to those of the Province of Quebec and Canada who are interested in understanding the real issues in this industrial relations dispute."

One is struck by the frequent use, under the pen of a company chairman, of the papal encyclical [*Quadragesimo Anno*](#) of Pope Pius XI. This seems to be suggestive of two things: 1) that this text was primarily directed at the Catholic population of Quebec in an attempt to sway public opinion largely shaped by the Roman Catholic clergy; 2) that, in writing this brochure, it is quite possible that the company chairman received the help of Father Emile Bouvier who was an advisor to the company and who is alleged to have written the *Custos Report*.]

Ten years ago it was my privilege to formulate the Creed of Management as an expression of the aims and objectives of good management. This creed is reproduced on the inside back cover of this report. It is the creed practiced by the management of the Johns-Manville organization.

This creed embodies many of the basic principles of social justice.

We sincerely believe we have made remarkable progress in applying these principles in our Mine, Mill and Factory in Quebec.

Here is a record in part of what has been done:

1. We have insisted that all our Managers, Supervisors and Foremen learn at least a working knowledge of the French language.
2. We have spent more than a million dollars to make the town of Asbestos as free of dust as the average industrial city of the Continent.
3. We have spent another million dollars on hospitals, industrial clinics, safety programmes, recreation centers, etc., all in the interest of improving the health and community happiness of our employees.
4. We have instituted plans for group life insurance, group health and accident insurance, and a retirement plan to improve the security in sickness and old age of our employees.

5. We have secured \$10 million from thousands of small investors who have entrusted their savings to the Company. With this money we have and are continuing to install new mining methods, new and improved mills, improved working conditions and enlargement and improvement in the factory. The over-all result has been to create 1,200 new jobs at Asbestos, Quebec over the past ten years.
6. In the ten years our wage rates paid to our men have almost trebled and in the past five years more than doubled. Today our average worker at Asbestos earns \$55 a week or \$2860 a year. The normal work week is forty eight hours.
7. Less than one-tenth of Johns-Manville business is in Canada. Not more than one-third of the short asbestos fibre produced at Asbestos would ever have found commercial use were it not for the great research, development, production and sales efforts of the other nine-tenths of Johns-Manville.
8. During the past ten years the profits of Johns-Manville as a whole have been about 10¢ per year on each dollar of capital the stockholders have invested in the Company. Almost half of the profits have been plowed back into the business in order to create 9,000 new jobs. Over a period of ten years we have paid almost \$12 in wages and salaries for each \$1 paid to stockholders in dividends. Thus employees have received about 12 times as much as the stockholder-owners.
9. These accomplishments in providing more jobs, more healthful conditions, and greater security for the employees and the owners have been realized in a highly competitive business. We are proud that we are not a monopoly -- that we have been able to increase the sale and use of Canadian asbestos fibre against the competition of a growing list of substitute materials and several hundred competitors who manufacture products from asbestos.

In all this we lay no claim to attainment of perfection nor to having yet accomplished all that we set out to do. But certainly fair-minded persons who value the virtues of truth and justice must conclude, after impartial investigation, that Canadian Johns-Manville Company, Ltd., has gone a long way toward bringing the situation in Asbestos "into conformity with the norms of the common good, that is, social justice."
(1)

We are appreciative of many years of help from the late Father Castonguay, Asbestos parish priest for nearly half a century, with whom we cooperated in trying to improve the home and community life of the town of Asbestos, and it should be natural to think that such mutually constructive feeling should continue.

SOCIAL JUSTICE

In view of all this you can well understand how surprised we were in February to find labor leaders and their advisors, who had come into the Catholic Syndicates within the last two or three years, charging Canadian Johns-Manville with crimes against the common good and social justice as though we had never done anything and were still

among those who "scorn the human dignity of the workers, the social character of economic activity or social justice itself." (2)

When we attempted in good faith to arrive at a common meeting ground by collective bargaining it became quickly clear that those on the other side of the table representing our employees had no intention of bargaining in good faith. Like the tactics used by dictators they said: "Here is what we demand -- sign here -- or else."

RIGHTS OF OWNERSHIP

It was apparent beyond doubt that the real issue was not wages and working conditions. The intent of the labor leaders was to deprive the owners of our properties of the right to use them unless we gave to the labor leaders the right to dictate the way in which the property was to be used and who was to manage it.

This is an unjust claim of labor leaders. We do not blame the harassed employees. To them have come these leaders who create this counterfeit claim which they say is vitally necessary to the welfare of the worker. They try to justify this theft of property rights belonging to others by "the equally fictitious moral principle that all products and profits, save only enough to repair and renew capital, belong by very right to the workers." (3)

As was so rightly pointed out in a Papal Encyclical:

"This error, much more specious than that of certain of the Socialists who hold that whatever serves to produce goods ought to be transferred to the State, or, as they say, 'Socialized', is consequently all the more dangerous and the more apt to deceive the unwary.

It is an alluring poison which many have eagerly drunk whom open Socialism had not been able to deceive." (4)

It was when an impasse on such a basic principle was reached that the Minister of Labour under the law ordered arbitration.

The Syndicate agreed. The Company agreed.

Then on February 13th last, 2100 employees of the Canadian Johns-Manville Mine, Mill and Factory at Asbestos, Quebec, under the leadership of the Federation of Asbestos Syndicates, abruptly broke off negotiations and went on strike. They were followed within a few days by strikes at the other principal asbestos mines in the Thetford area. The government declared the strike illegal and decertified the unions, thus declaring them no longer the legal bargaining representatives of the 5,000 workers involved. This was more than twelve weeks ago. The leaders of the Syndicate still hold the workers away from their jobs illegally.

In so doing, the Syndicate leaders disclosed the moral weakness of their position. They lacked faith in the justness of their claims. They refused to come into the open before a tribunal.

We recognize, of course, the right to strike in the sense that no coercion [sic] can or should be used to compel men to work. Nevertheless, the strike was an illegal one and its illegality has been proclaimed by the civil authorities. By calling the strike, the leaders, in effect, decided that defiance could be made to triumph over justice. In other words, these leaders "seek to restrict the individual character of ownership to such a degree that in fact they destroy it." (5)

SYNDICATE DECERTIFIED

No effort was ever made by these newly arrived leaders to determine if in fact some profits had already been shared with workers in many ways in an effort to comply with commutative justice.

No effort was ever made by these leaders to discuss with officials of the Company the practical aspects of finding a line of demarcation between what is today possible as a field of collective bargaining and what are the rights of property ownership which of necessity must be preserved by management who serve as trustees of thousands of small stockholders.

The result was the surprise strike called suddenly and promptly held illegal by the Government.

To reestablish a status of legality the highest authorities of the Provincial Government rightly held that (1) the men must return to work and (2) arbitration must be resumed.

It was when the Syndicate leaders refused to comply with the law that the Labour Board decertified the Syndicate.

From February 13 up until today Canadian Johns-Manville Company, Ltd., has maintained obedience and respect for the law. We have done nothing in violation of the law. We have been ready to negotiate or arbitrate.

From February 13 up until now -- for about three months -- the leaders of the Syndicate have violated the law, have flouted it, have insulted the lawfully constituted authorities and have not only permitted but in some instances encouraged the members to illegal action.

As a result there has been the necessity of unusual police protection to maintain law and order. There have been numerous arrests and suits brought by the Crown for prosecution of criminal acts. There have been injunctions issued by the courts and there have been civil suits for damages instituted by the Company.

WAGE LOSSES \$1,400,000

During these three months as a direct result of the ill-advised leadership of the Syndicate, the employees in Asbestos alone have lost in wages \$1,400,000 and they have spent of their savings perhaps \$600,000. It has cost them \$2,000,000. An increase in wages amounting to \$5 a week would have been granted without any

strike. With such an increase it would take each employee over three years to get back what he has lost, even if he returned to work tomorrow. The losses to the Company are much greater.

If we consider also the losses to the 2,500 workers in the Theford District, it must at sometime become apparent to the employees that their leaders have misled them with tragic consequences.

On April 22 the Minister of Labour invited the Company and the Syndicate to agree upon a third member of an arbitration board so that arbitration could proceed under the law after the employees regained legal status by going back to work.

For five days meetings for that purpose went on. As a condition precedent to their agreeing to a third arbitrator, and, before they would have regained legal status by having the men go back to work, the Syndicate demanded :

1. That the Company should not oppose recertification of the Federation.
2. That no discrimination should be exercised by the Company against any of the employees because of the strike and these to be returned to their work as quickly as possible and in accordance with the requirements of production.
3. That the Crown should drop all criminal suits against strikers.
4. That the Company should dismiss all civil suits for damages.

SYNDICATE FLOUTS THE LAW

Our officers and directors considered it unfair that we who had in every way complied with the law should be asked *before* arbitration to be forced to renounce our rights and to make commitments to those who had flouted the law and were still in illegal status.

The Government was desirous of bringing to an end the suffering of the employees and their families.

The Government asked if we would be "magnanimous", overlook the past and concede point one.

We agreed to the Government's request and instructed our arbitrator to concede point one and also point two.

The Government pointed out that no one could make a decision on point three except the Crown.

It was our sincere hope and I am sure it was also the expectation of the Government that agreement would be reached -- the men return to work -- arbitration would proceed and the loss and suffering to the employees and their families would cease.

The newspapers on Saturday, the 30th of April, reported that the leaders of the Syndicate had withdrawn from arbitration. In other words, they decided to continue to flout the law.

This revolt of the leaders of the Syndicate against the majesty of the State constitutes a serious threat against law and order.

The Syndicate by again defying the law has now returned to the status quo ante our concessions. Canadian Johns-Manville acting within the law considers it necessary as a matter of fairness to withdraw such concessions which have been made for the purpose of a quick settlement.

We have repeatedly made it clear that we would prefer to deal with a local Catholic Syndicate. It is not the purpose of the company ever to attempt to destroy the Syndicate. We are simply determined to maintain certain basic principles which we regard as absolutely necessary to the efficient management of the properties owned by the stockholders.

WHAT ARE THE REAL ISSUES

It has been previously said that the real issue of this unfortunate strike was not wages and working conditions. Let us look at the facts, for the citizens of Quebec and of Canada and their Governmental officials should know the truth.

The demands, over and above the previous contracts, presented by the Syndicat National de l'Amiante d'Asbestos Inc. can be divided into five kinds : --

SYNDICATE DEMANDS

1. Wages and Working Conditions --

Increase of 15¢ per hour.

For night work an extra 5¢ per hour.

18% increase to all people on incentives.

9 paid holidays -- no work but full pay.

2 weeks vacation with pay.

Double pay for Sundays and holidays.

COMPANY'S POSITION

The Company has always agreed these matters were proper subjects for collective bargaining. If the Syndicate had been willing to bargain some agreement could have been reached. Canadian Johns-Manville has voluntarily put into effect an increase of 10¢ per hour, \$4.80 per week, and four paid holidays.

SYNDICATE DEMANDS

2. Elimination of Dust --

Include in contract a provision to guarantee elimination of all asbestos dust inside and outside the mills.

COMPANY'S POSITION

Canadian Johns-Manville Company, Ltd. has spent over \$1,000,000 to eliminate dust. Dust in the town of Asbestos is no greater than dust in the average industrial center on the continent. As a practical matter it is impossible to fulfill such an agreement as demanded.

SYNDICATE DEMANDS

3. Welfare Fund -

That an amount of dollars equal to 3% of gross earnings of employees be turned over to the "Federation Nationale des Employes de l'industrie Miniere" for a welfare fund.

That disabled employees be retained on Company payroll.

COMPANY'S POSITION

Canadian Johns-Manville Company, Ltd. already has group life insurance, group health and accident insurance and a retirement plan.

As the Company is already providing and paying for welfare, this is not a matter for discussion now.

SYNDICATE DEMANDS

4. The Rand Formula

This means that the Company must deduct from each employee's pay all Syndicate dues, whether the employee agrees or not and whether the employee is a member or not.

COMPANY'S POSITION

The Company believes that this demand constitutes an infringement of the rights of the individual. We will agree to deduct if each employee signs a card authorizing it. But we do not believe it fair or just to infringe the freedom of the individual.

SYNDICATE DEMANDS

5. To Take Over Management Rights --

a. Promotions to be approved by the Syndicate.

b. Disciplinary actions by management to be approved by the Syndicate.

- c. No incentive installed on any job unless approved by the Syndicate.
- d. No changes in job methods or rates unless approved by the Syndicate.

COMPANY'S POSITION

These are the rights necessary to the efficient management of the private properties owned by stockholders who have delegated to management the responsibility to manage. When a Captain of a ship is responsible for safely navigating a ship through stormy oceans, a committee from the crew cannot be permitted to tie the Captain's hands behind his back and still hold him responsible for getting the ship safely to shore.

THE REAL ISSUE IS NOW CLEAR

Even citizens not familiar with mining and manufacturing but who apply just ordinary judgment can now see clearly that if the real issues were wages or working conditions or dust or welfare the members of the Syndicate could have proceeded with collective bargaining in the ordinary way. If an agreement could not be reached they could have had conciliation and arbitration under the Quebec Trade Disputes Act.

But those are not the real issues. The new leaders of the Syndicate and their advisors knew that their unfair and unjust demands to take over management rights and to force management to agree in advance to give up these rights are so radical a departure from the just claims of employees that no reasonable arbitration board would ever agree with these Syndicate leaders who "seek to restrict the individual character of ownership to such a degree that in fact they destroy it."(6)

So it is that the leaders of the Syndicate by their refusal to arbitrate under the law, by their defiance of government and by their resort to brute force and violation of law and order make clear to all their concealed purposes to confiscate the property that rightfully belongs to others.

Yet the leaders of the Syndicate and their advisors justify to the members of the Syndicate their defiance of the law by a form of reasoning that is almost impossible to understand.

THE INTERVAL BEFORE THE RIOT

During the first ten or eleven weeks of the strike we waited for our old employees to return to work. Except for two or three hundred, they were prevented by the Syndicate leaders. About two hundred new employees who were unemployed in the neighboring communities came to work. These with our office force, staff, superintendents and foremen made up about 700 who operated a portion of the mine and mill producing at the rate of about one-third capacity.

About May 1 word was spread that at a Syndicate meeting in Asbestos one of the advisors of the Syndicate suggested to the strikers that they stay out until the leaves fall from the trees.

This continued attitude of the advisors of the Syndicate left us with little reason for hope that the Catholic Syndicate under its present leaders would in the near future again seek to have the men at work.

THE FACTS ABOUT THE RIOT

Early in the morning of May 5 approximately 800 agitators imported from other areas, entered the town of Asbestos in trucks and established a reign of terror. Armed with clubs, pipes, knives, guns and dynamite they put the town in a state of siege and for the next 24 hours the Provincial Police were unable to cope with it.

Other strikers and strike sympathisers joined in the mob violence and approximately 4,000 were engaged in the riot by the end of the day.

To complete the state of siege, barricades were erected by the mob on all highways leading in and out of the town.

Workers were prevented from entering the mine, mill and factory.

When eight Provincial Police attempted to run the blockade in two automobiles, they were seized, their arms were confiscated and two of them were locked in the city jail which had been taken over by the strikers. Whereabouts of these officers was unknown until hours later when medical assistance was requested for them.

Other Provincial Police after being beaten up by the mob were lined up before strikers in union headquarters in the basement of the Catholic Church, where they were hooted and booed even though bloody and in need of hospital treatment.

Until 2:30 a.m. on May 6, it was impossible for any relief to break through the road blocks and give assistance to those imprisoned by the reign of terror. All C. J.M staff members with their wives and children remained in their homes to avoid bodily harm.

At 2:30 a.m. May 6, a large force of Provincial Police broke into the town. In a few hours, order was restored and all violence was under control.

At 7 a.m., Mr. Hertel O'Brady, deputy sheriff and clerk of the peace for the District of St. Francis, mounted the Catholic Church steps and read the Riot Act of Canada, an exceptional measure resorted to in cases of excessive violence of a riotous nature.

With peace and order established, workers resumed production in the mine, mill and factory that morning.

SUCH LAWLESSNESS CANNOT BE CONDONED

Such lawless activity by organized gangs constitutes more than mere "labor trouble." It constitutes rioting for which the laws of Quebec provide.

Every law-abiding citizen in Quebec realizes the seriousness of this revolt and will want to back the Government. For the policy of the Government is clear.

1. The law must be respected and obeyed.
2. Order must be preserved.
3. Property must be protected.

WHAT OF THE FUTURE

At some time -- whether it be one week, one month, or several months -- we hope that a true understanding will come to the leaders of the people involved in this strike as to the real issues, and how foolish it is to try to settle these issues by force instead of by reason.

Under right leadership this strike never would have occurred. Every issue that affects the working man and his family could have been and now can be settled by collective bargaining.

The question, therefore, remains as to what the attitude of the Company is to be in reference to resuming work at the mines in Asbestos.

We must take as an assumption for any plan that law and order will be maintained, for otherwise is to assume that chaos is to prevail and revolution is to take over government in the Province of Quebec.

It must be clear to all that the worker on strike, for a reasonable time while negotiations take place, has a recognizable claim to his job. This claim cannot in justice continue forever.

This is more than ever true when for three months the leaders of the Syndicate and their advisors have refused to negotiate according to law, have defied the law, have refused to permit old employees to work and have created riots to prevent new employees from being hired.

Assuming the maintenance of law and order by the Government, there are but three choices:

1. The men must go back to work and the dispute settled according to law.
2. We must open the mines and factory and take on whatever old or new employees are required to operate them.
3. The mine and factory must remain closed indefinitely.

FIRST ALTERNATIVE

The first alternative has been tried twice and failed. It is doubtful if a third attempt would succeed.

SECOND ALTERNATIVE

The action of the Syndicate leaders leaves us but two choices. Let us make clear the second choice.

We propose to go about operating the mine and factory. From now on we take on old or new employees without discrimination. When the required number is reached, no one should blame the Company if former employees go on a waiting list for possible employment at some future time.

Business has declined a great deal in the last few months. We will not require as many employees as we did in January. I am inclined to believe that in the United States and Canada we are heading for an economic depression, perhaps such as we experienced in 1921. If my guess on this is correct, the total requirements of man-power at Asbestos may not exceed 75% of the pre-strike force now, and perhaps 60% next fall or next year.

It is my purpose to make clear that unemployment at Asbestos is inevitable and it will not be because of discrimination on our part but because of the rapidly changing economic conditions.

Weekly earnings at Asbestos rank with the highest paid anywhere in the Province of Quebec. These rates are inducements to potential new employees. This is especially true as unemployment is developing in other industries. The longer the regular employees remain away from work, the more new employees will be put on the job, and the more difficult the situation will become.

Such unemployment of old employees will surely present a problem to the community, the Company, the Syndicate, the Church and to the State.

THIRD ALTERNATIVE

As to the third alternative, we are making plans to obtain many of the products formerly made at our Asbestos Factory from other sources. This will greatly reduce the number of employees required there.

We might find it necessary to move equipment from the factory at Asbestos to Toronto.

We are today proceeding to develop a very large new asbestos deposit located elsewhere in Canada and this work is already well under way.

After years of doing our utmost at Asbestos to operate in accordance with the principles of social justice, the action of the Syndicate leaders and their advisors leaves us with no confidence as to the long-range future. Instead of expanding further at Asbestos, as we had planned, we will spend our efforts to develop a second mine so that we will not have all our eggs in one basket and be at the mercy of such unsound Syndicate leadership.

**"CAPITAL CANNOT DO WITHOUT LABOR --
NOR LABOR WITHOUT CAPITAL"**

The Syndicate leaders and their advisors and also some misinformed persons not acquainted with the facts and who are clearly uninformed as to the labor policies of Canadian Johns-Manville, have sought to justify the strike and to criticize the Company by invoking a justly famed encyclical of His Holiness Pope Pius XI.

We state with sincerity and confidence that our record of improving the welfare of our employees has been constantly in the spirit of social justice and the common good. And one who reads this report and studies the booklet issued with it entitled "Facts and Figures About Canadian Johns-Manville Company, Ltd.", will admit that many untruths and unfair statements have been published about Johns-Manville during this strike.

Moreover, the interdependence of owner and employee and the need of the latter to recognize the rights of ownership and management is clearly revealed in the following quotations from this encyclical of His Holiness Pope Pius XI, "Forty Years After", issued in 1931.

"Far different is the nature of work that is hired out to others and expended on the property of others . . . For is it not plain that the enormous volume of goods that makes up human wealth is produced by and issues from the hands of the workers that either toil unaided or have their efficiency marvelously increased by being equipped with tools or machines? Every one knows, too, that no nation has ever risen out of want and poverty to a better and nobler condition save by the enormous and combined toil of all the people, both those who manage work and those who carry out directions... And in the application of natural resources to human use the law of nature demands that right order be observed. This order consists of this; that each thing have its proper owner. Hence it follows that unless a man is expending labor on his own property the labor of one person and the property of another must be associated, for neither can produce anything without the other (7) . . . However the earth may be apportioned among private owners, it does not cease to serve the common interests of all . . . the division of goods which results from private ownership was established by nature itself in order that created things may serve mankind in fixed and stable order (8) . . . Hence the class of the wealthy violates this law no less, when, as if free from care on account of its wealth, it thinks it right for it to get everything and the worker nothing, than does the non-owning working class when, angered deeply at outraged justice and too ready to assert wrongly the one right it is conscious of, it demands for itself everything and attacks and seeks to abolish all property and returns or incomes whatever the function they perform in human society, for no other reason than that they were not obtained by labor. (9) Certainly the condition of the workers has been improved and made more equitable especially in the more civilized and

wealthy countries where the workers can no longer be considered universally overwhelmed with misery and lacking the necessities of life." (10)

HOW TO PREVENT RECURRENCE IN FUTURE

It is our hope that every leader of every group in the Province of Quebec will read this report and from it obtain a clear understanding of the revolution that has been attempted by the leaders of the Asbestos Syndicate.

Once the properties are again operating, it is of vital importance that the top leaders of the Province get together and find a way to develop a logical line of demarcation between what is collective bargaining and what is management's rights, as a means of preventing a future recurrence of this problem, not merely at Asbestos but in the other industries of Quebec.

The issues of the rights of ownership and of management cannot be settled locally.

To any group who may come together to study this problem, I recommend the following as a basis for discussion in their effort to find a proper line of demarcation:

"Those, therefore, are doing a work that is truly salutary and worthy of all praise who, while preserving harmony among themselves and the integrity of the traditional teaching of the Church, seek to define the inner nature of these duties and their limits whereby either the right of property itself or its use, that is, the exercise of ownership, is circumscribed by the necessities of social living. On the other hand, those who seek to restrict the individual character of ownership to such a degree that in fact they destroy it are- mistaken and in error." (11)

I wish to express my appreciation for the Government's unfaltering devotion to the maintenance of law and order; for its early understanding of the real issues that underly [sic] this situation; and for its comprehension of the economics of creating wealth which under the guiding principle of just distribution, can in the future as in the past, increase the welfare of the citizens of the Province of Quebec.

Lewis H. Brown,

Chairman of the Board,
Canadian Johns-Manville Company Ltd.

May 11, 1949

(1) *Quadragesimo Anno*, 58.

(2) *Quadragesimo Anno*, 101.

(3) *Quadragesimo Anno*, 55.

(4) *Quadragesimo Anno*, 48.

(5) *Quadragesimo Anno*, p. 48

(6) *Quadragesimo Anno*, p. 48

(7) *Quadragesimo Anno*, 53.

(8) *Quadragesimo Anno*, 56.

(9) *Quadragesimo Anno*, 57

(10) *Quadragesimo Anno*, 59

(11) *Quadragesimo Anno*, 59.

THE CREED OF MANAGEMENT

We who are responsible for the management of business 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 more of the world's goods.

THAT we should strive to develop the efficiency of industry so as to earn a fair return for the investing public and provide the highest possible reward for the productivity of labor.

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

THAT management 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 management's duty to be alert to its own shortcomings, to the need for improvement, and to new requirements of society, while always recognizing the responsibility of its trusteeship.

THAT business in this country 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.

*(From a speech by Lewis H. Brown, President, Johns-Manville Corporation, before the Seventh International Management Congress, at Washington, D.C.), **September 20, 1938.***

Source : Lewis H. Brown, *The Asbestos Strike. A Report on the Underlying Issues and on the Position of Canadian Johns-Manville Company, Ltd.*, May 11, 1949, 18p.

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