

SMOKE SIGNALS

The story of Gallaher in Northern Ireland



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Gallaher and JTI factories in Northern Ireland have been led by a number of people in their history:

John Young <i>1940s</i>	Stewart Armstrong <i>1993-1997</i>
Eric Robins <i>1950s</i>	Nigel Dunlop <i>1998-2002</i>
Norman Bass <i>1963-1973</i>	Simon Boyle <i>2002-2004 & 2007-2009</i>
Frank Andrews <i>1973-1978</i>	Brendan McCarney <i>2006</i>
Billy Wilson <i>1978-1984</i>	Andrew Newton <i>2009</i>
Tom Finlay <i>1984-1990</i>	Robert Bisailon <i>2009-2016</i>
Adrian Goodrich <i>1990-1993 & 2004-2006</i>	

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Research & Development

Challenging Times

The JTI Years

Foreword

This book celebrates the people and the history of Gallaher in Northern Ireland, and has been produced to mark the closure of the Lisnafillan factory, which sadly brings to an end more than 150 years of tobacco manufacturing in Northern Ireland.

The research has involved our team investigating the early days of Tom Gallaher selling tobacco in 1857, discovering the size and scale of the operation in Belfast, collecting information on the move to rural Ballymena and the development of the Lisnafillan site.

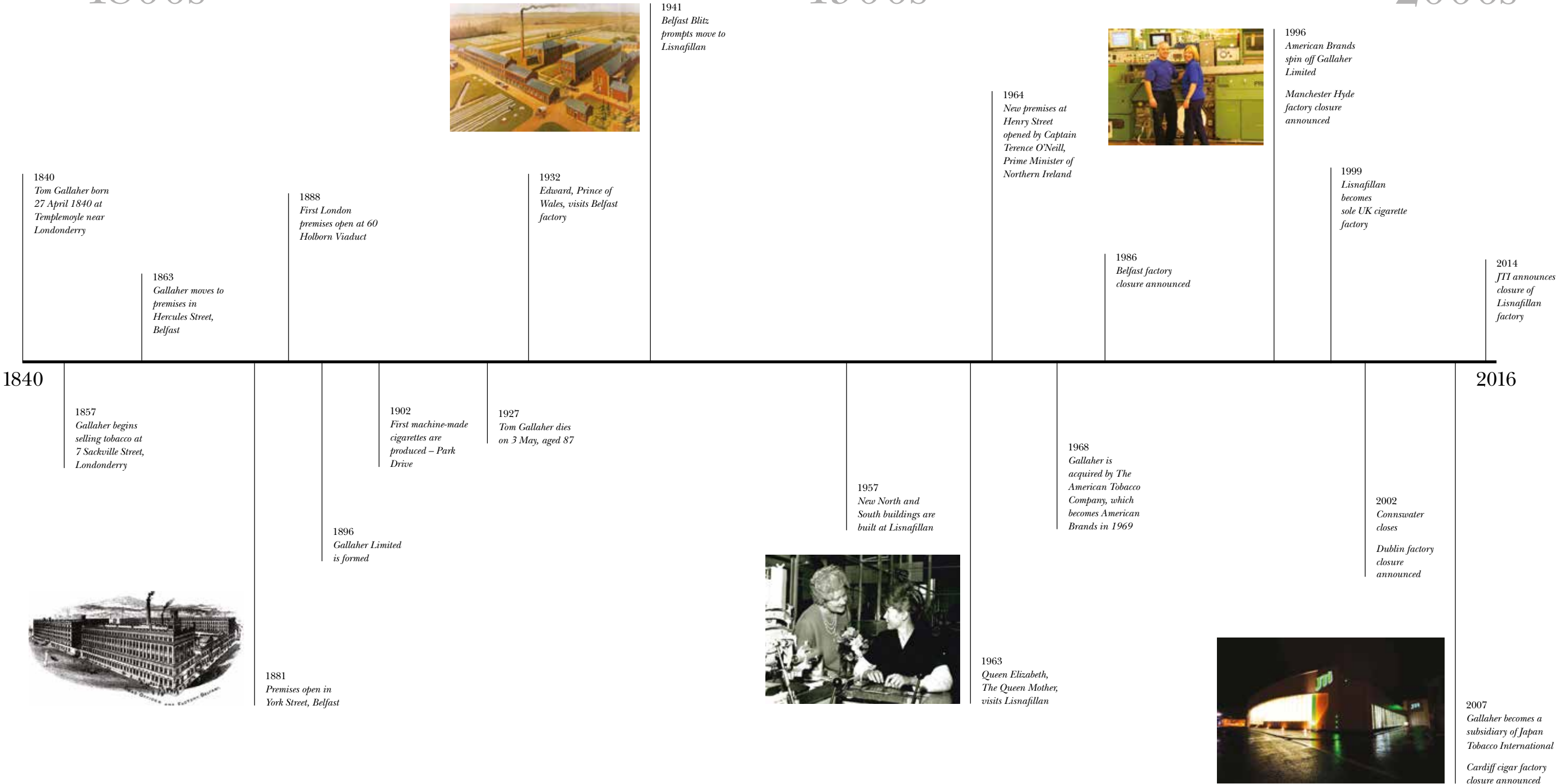
We have uncovered lost photos, interviewed pensioners and current employees and read through copies of *Smoke Rings*, *Smoke Signals* and *INSIDE UK*, the company magazines produced since 1946 – due to the sheer volume of material uncovered, it has been impossible to include everything.

We’re grateful to everyone who has given their time and hope you enjoy reading the end result.

1800s

1900s

2000s



The Beginning

Tom Gallaher started his business in 1857, and began the journey that saw Gallaher expand internationally, becoming part of JTI in 2007 – the third largest tobacco company in the world.

Pigtail Spinning
and Rolling
Department



Tom Gallaher
April 1840 – May 1927



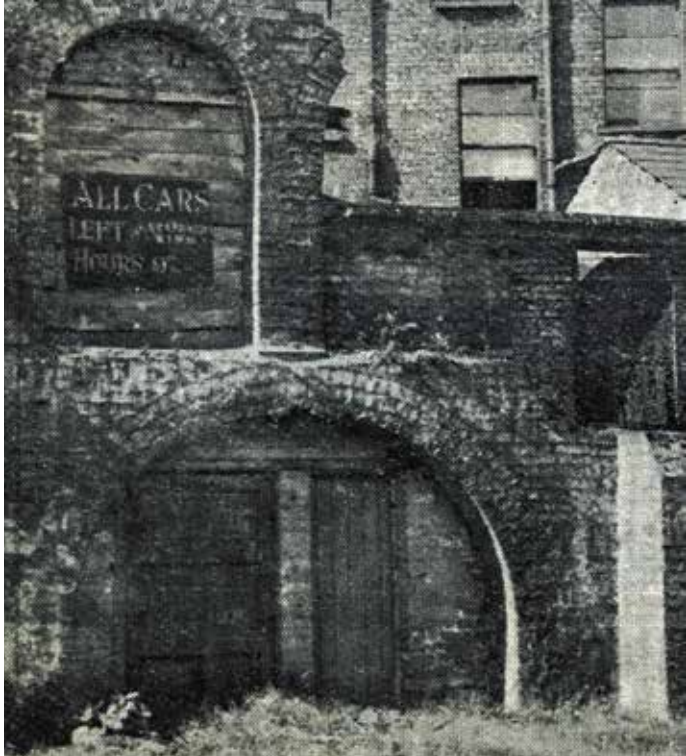
The Tobacco King

Thomas (Tom) Gallaher was born in Templemoyle, Londonderry, in 1840 as one of nine children. He lived with his mother and father – a miller and farmer – and his eight brothers and sisters.

Aged 15, he travelled to Londonderry to serve an apprenticeship at Osborne, Allen and Company, a firm specialising in importing tea and tobacco. It is here that he got a taste for the tobacco trade. In 1857, he set up his own one-man business at 7 Sackville Street, spinning tobacco and selling it from a cart – soon becoming a familiar character on the streets of Londonderry.

By 1863, the company was growing and Gallaher moved to larger premises, at Hercules Street in Belfast. He was soon buying his own tobacco leaf with annual trips to America, making him a well-known figure on both sides of the Atlantic. His shrewd business sense and strong personality earned him the title of ‘Tobacco King’.

Gallaher moved to a much larger factory in York Street in 1881 and just eight years later, Gallaher became a limited company, with a capital of £1 million.



First Belfast premises at Hercules Street

A thriving business

The first London premises were opened in 1888 at 60 Holborn Viaduct and Gallaher became a nationally known company. Business was booming and in 1900 Tom Gallaher wrote a cheque to HM Customs for £142,227, the largest single sum they had ever received. By the end of the decade, Tom Gallaher would become known as the largest independent purchaser of bulk tobacco in the world.

In 1902, the first machine-made cigarette – Park Drive – arrived to meet demand. Cigarettes became increasingly popular and, by the outbreak of World War I in 1914, had overtaken other forms of smoking.

Until his death in 1927 aged 87, Tom Gallaher was a prominent member of the Northern Ireland community, with a number of roles outside the business, including Justice of the Peace, shareholder in the Belfast Ropeworks and Chairman of the Belfast Steamship Company.

After his death, *The Times* said: “When Mr Gallaher passed away he left an enduring monument in the flourishing business with which his name is perpetuated.”



Templemoyle Mill, birthplace of Tom Gallaher

York Street

The fast growth of Gallaher prompted the move in 1881 to York Street in Belfast, where a much larger tobacco factory was built. It was once the heart of the Gallaher empire and by 1896 was the largest cigarette factory in the world.



Hand-stripping tobacco leaf

McLaughlin & Harvey were contracted to build the factory. At the opening ceremony, WH McLaughlin said: “If the bricks were placed end to end, they would make a line from Belfast to Cork and back, then on to Dublin and Galway. And there would still be enough left to build a mansion.”

By 1909, there were 40 spinning machines in operation and employees in York Street numbered more than 1,000.

A large percentage of those workers were the strippers in Primary Process, who carried out a vital part of the manufacturing process. Usually carried out by women, a stripper removed the stem from the tobacco leaf by hand. It was later carried out by machine but still required hand-checking to ensure quality.

In 1935, the York Street factory was extended to meet growing demand and the site would eventually expand to cover a total of 10 acres. At the start of World War II, parts of the site were used as air raid shelters. Much of the factory was damaged in the Belfast Blitz of 1941, and sadly one Gallaher employee, W Lancaster, was killed.

Cigarette packing



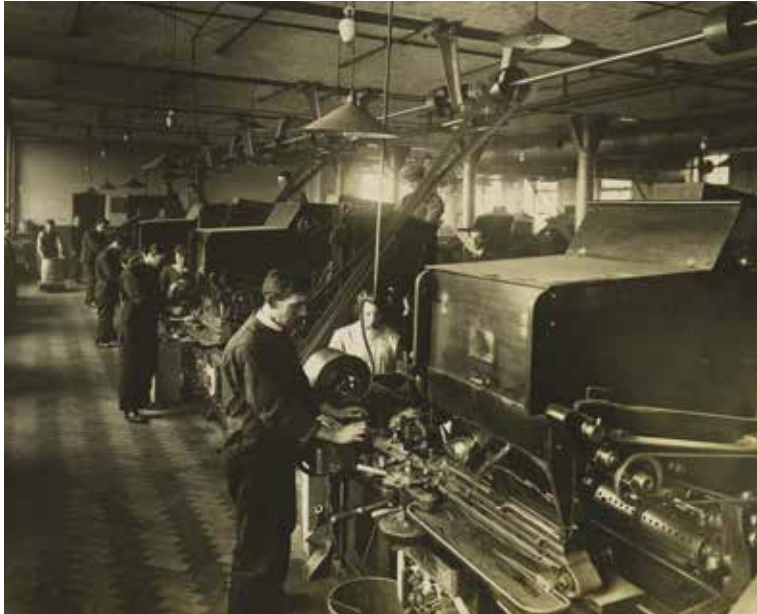
York Street in the heart of Belfast

Jim Watson was born and bred in the shadow of York Street.

“I started in the original York Street building Tom Gallaher built,” he said. “Like the ship building and linen industries in Belfast, everyone knew everyone else. I was following my grandmother and my mother into the factory.

“Gallaher recruited school leavers into non-production jobs such as stores. Then, when we reached 20 or 21, a career path was decided, such as machinist or engineer. York Street especially was a very good training establishment and welfare was great, as originally instigated under Tom Gallaher.

“In 1966, I moved to Henry Street and finally moved to work at Lisnafillan cigarette factory as a Team Leader on ‘C’ shift. It was sad to see the Belfast factories close.”



Cigarette making



Manufacturing bar tobacco



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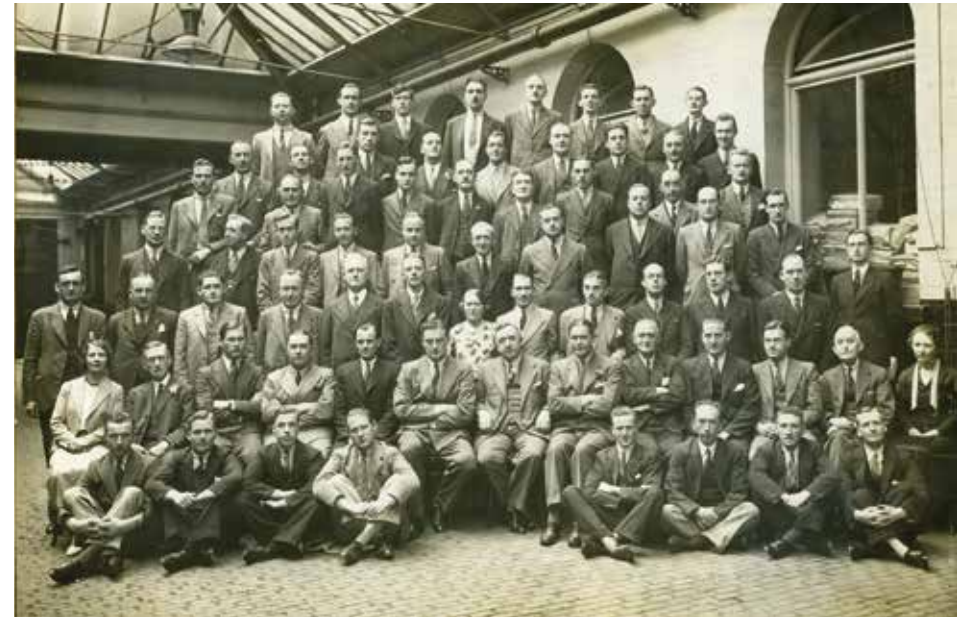


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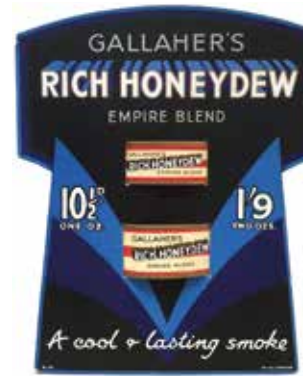
1. Tobacco blending
2. Leaf conditioning
3. Cutting tobacco
4. Pigtail spinning and rolling
5. Packing
6. Pigtail spinning department, 1936



York Street: staff and managers, 1936

This rare picture of Gallaher staff and management was taken in front of the York Street factory in 1936. It features Mr JG Michaels, Managing Director of Gallaher (*row two, seventh from left*), who was also Tom Gallaher's nephew. Also on the back row was Hume Stewart-Moore (*back row, third left*), who became Chairman in 1978.

Examples of early Gallaher advertising



Gallaher has always needed a bonded warehouse for storing tobacco before production. In 1936, it moved from the centre of Belfast to the Connswater warehouse.

Connswater

Tobacco leaf was kept in a warehouse owned by the company but under control of customs until it was needed for production. All tobacco was weighed as it entered the bonded warehouse under supervision of a customs officer.

From 1896 to 1935, the warehouse was in Earl Street next to the York Street factory and was known as Stack H.

Due to rapidly increasing production, buildings on Severn Street near the river Conn were purchased from Distilleries Limited. This Connswater site would expand to cover 11 acres, with operations continuing until 2002 when the site was sold and Leaf Warehousing moved to Carrickfergus.



Connswater warehouse

The Dolway Clock



In 1972, Mrs Margaret McLaughlin presented a beautiful French clock to Mr HF Andrews, Gallaher General Manager, Northern Ireland. Her husband's grandfather, James Dolway, had links with Tom Gallaher in the early days of the business and had received the clock as a gift 100 years earlier. Always known as Tom Gallaher's clock, it would remain displayed within Gallaher premises until the end of production in Northern Ireland.



Branded delivery van, 1939



An early invoice dated 18 December 1924

Belfast Blitz

Two attacks by the German Luftwaffe in spring 1941 hit Belfast badly, with the second stopping all production in the York Street factory and prompting the move to Lisnafillan.

The first attack was recalled in *Smoke Rings*, February 1946: “The first Blitz was comparatively kind to the factory, despite the awful death toll in the city and the general devastation caused.”

A fortnight later, 180 bombers from the German Air Force attacked the city. More than 1,000 people were killed, 1,500 injured and half the houses in Belfast were damaged or destroyed. The bombs damaged many factories, including properties on York Street and Gallaher’s main factory.

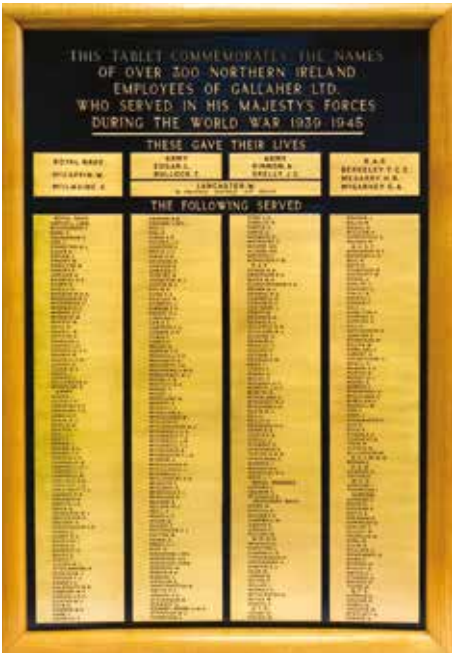
Shortly afterwards, the derelict Sunsheen building was acquired beside the river Maine, near Ballymena. The earliest records of a factory on the Lisnafillan site date back to 1740, when a textile manufacturer owned it. Gallaher began manufacture almost immediately in 1941.

Extensive damage to York Street factory



**GALLAHER LIMITED, NORTHERN IRELAND.
EMPLOYEES' WELCOME HOME PARTY, APRIL 5th, 1946.**

Returning from war



In the first issue of *Smoke Rings* in January 1946, chairman Cecil Mason addressed staff in a letter, just a few months after the end of World War II.

He said: “I am very happy to use this medium to extend a special welcome to all returning from National Service, and to wish a speedy return to those awaiting release.”

Our picture shows a collection of those returning from service.

On 2 June 1948, Lord Amptill, Production Director, unveiled in the York Street workers canteen, a memorial tablet honouring the 300 Ulster employees of Gallaher who served in World War II. At the head of the Roll of Honour are the names of those who made the supreme sacrifice.

Lisnafillan – the early days

Following the devastation of the Belfast Blitz in 1941, Gallaher acquired the derelict Sunsheen building beside the river Maine, near Ballymena, and manufacture began almost immediately.



Blending tobacco:
examining and
hand-stripping

Lisnafillan is born

Moving into the Sunsheen building – a converted flax factory – was not ideal, but by the end of World War II and through the early 1950s, people were enjoying working at the new site.

Maurice Taylor joined Gallaher in 1947 after being demobbed from the Middle East Land Force. He said: “All the trainees learned every job in the factory for their first year. The firm was extremely good at recruiting ex-service personnel at the end of the war.

“I was Chair of the Recreation Club in what was the old Sunsheen factory, and we enjoyed playing football and cricket especially. The industry grew and the factory grew with it.”

John Kernohan joined in 1954: “I joined straight from school and over time became a Shift Supervisor. In those days, everyone learned the machines and training was from the bottom up.”



The Sunsheen building



Lisnafillan *Smoke Signals* committee
(From left) Alice Andrews, Sally Harper, Jim Lilley, JJ Mullen, Kathleen McKendry, Sally Corr and Aileen Campbell

Smoke Rings and Smoke Signals

Smoke Rings, later renamed *Smoke Signals*, was the Gallaher monthly in-house company magazine.

Smoke Rings was launched in 1946 for readers at the York Street factory in Belfast. It was so successful that the print run was increased in January 1947 to make it available across Gallaher.

A volunteer in each department collected news and photographs. Archive copies are held to this day at JTI’s UK head office in Weybridge. This makes it possible to read about births, engagements and marriages of employees, as well as reports of sporting activities and general business news down the years.

A new model factory at Lisnafillan

Lisnafillan factory has been extensively developed several times since the original Sunsheen building was taken over in 1941.

In 1957, the prestigious firm of architects, Sir Alexander Gibb & Partners created the North and South factory buildings. Further developments would continue up to 2010.

These include a ‘link block’ between North and South factories to house Belfast production and Research and Development in 1989, an extension to the Cigarette factory in 1999, a new Cigar factory in 2009 and an extension to the Roll Your Own factory in 2010.



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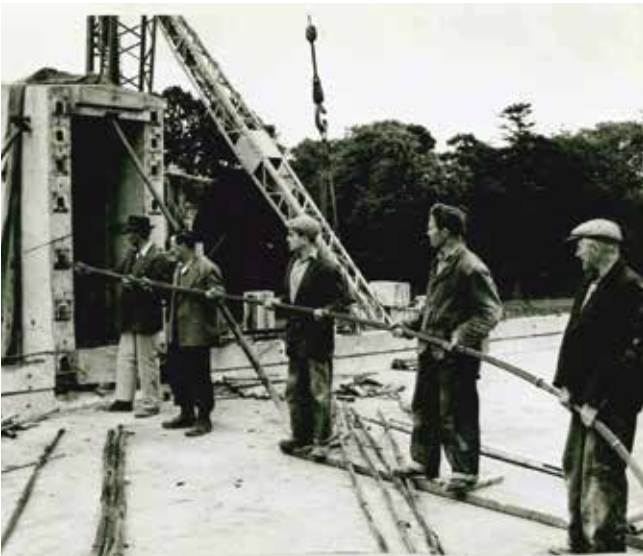


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- 1. South factory construction, November 1957
- 2. Interior of North factory looking west
- 3. An aerial view of the site during construction
- 4. Threading pre-stressing cables into a beam

Francis Scullion was in charge of wages and time-keeping in 1953 as part of the McAlpine team.

“We put up two completely new and unique buildings and, while we were still in construction, the North factory building was extended to meet increasing cigarette demand,” he said.

John Lorimer was Site Services Supervisor and joined Gallaher in 1970.

“The arch-shaped roof beams were made from pre-stressed concrete,” he said. “Cables were pulled through each arch and tensioned to provide structural strength and concrete was used to fill the gaps. It was a building for the future.”

Site Services Manager Lawrence Welch joined the business in 1979.

“The building has stood the test of time,” he said. “Back in the 1950s they chose Canadian maple block wood floor, which is still easier to clean than concrete. Floor sweepings in the factory could be collected with no concrete dust contamination.”



Office block



Aerial view of completed buildings, January 1959

“I told you so!”

This cartoon depicts an incident that occurred during the early stages of the building of the North factory in 1957.

Sir Edward de Stein, then Chairman of Gallaher, would not be convinced that the single span pre-cast roof beams would stay up, and he expressed this view on one of his regular visits. A few weeks after this visit, no.16 beam did, in fact, come down.

The other characters depicted are Pat Jennions, Service Engineer with Sir Alexander Gibb & Partners, Frank Andrews, Head of Production Office and the Gallaher manager responsible for co-ordinating the building activities, and Jack Spottiswoods, Factory Engineer, Lisnafillan.



"Here he comes, now remember, not a word till he gets around to 'I told you so!...'"

Working conditions at Gallaher

Gallaher has always prided itself on providing great employment conditions. This ethos was evident at the Lisnafillan factory.

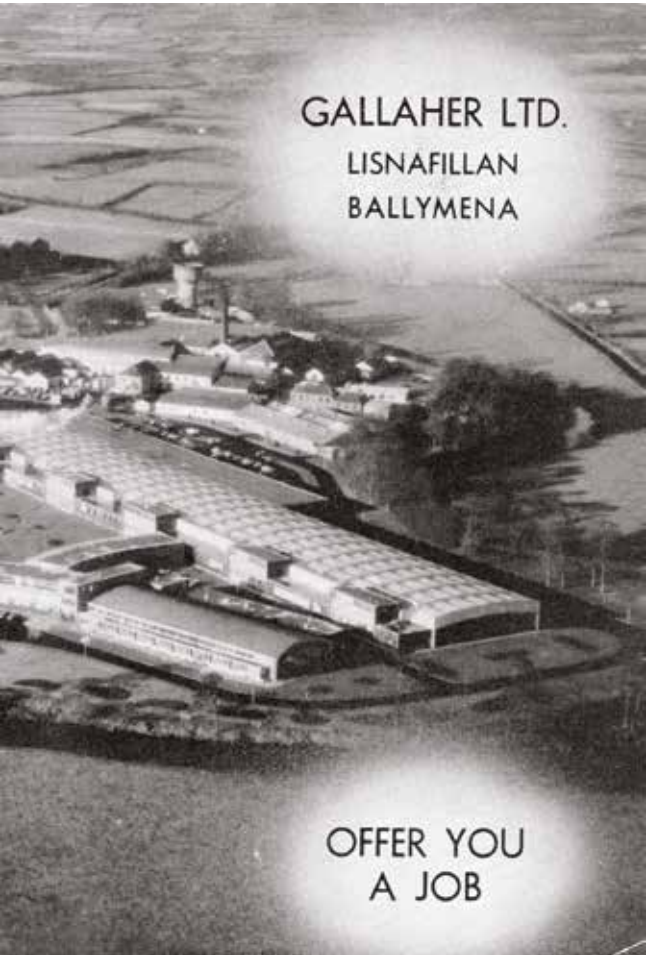
Tom Gallaher is credited as being the first employer in the tobacco industry to introduce a 47-hour working week – down from 57 – and annual paid holidays.

A booklet issued to schools in April 1960 encouraged girls to consider joining Gallaher at Lisnafillan. Working conditions were outlined, including facilities to “make your day as pleasant and as easy as possible”.

The 1960 recruitment booklet also talked about the importance of the training every employee received.

Roisin Ramsey is the current Training Manager at Lisnafillan. “It’s wonderful looking at this old booklet and great to see the focus on training,” she said. “Of course, training and development has evolved, but the intention is still the same. We want to help our people achieve their potential.”

A recruitment booklet from 1960



Marie, Maud and Mary

Gallaher Girls

Attracted to work at the factory by its reputation for good pay and working conditions, many women working in Lisnafillan at that time have fond memories of those days.

Old friends Mary Rainey, Maud Henry and Marie McKeown recalled what life was like.

Maud Henry joined Gallaher in 1941. “I was the country girl. I brought my own soda bread with me and buttered it under the table for my break.

“I was always rushing to get home for my dinner; my foreman, Maurice Taylor, used to say to me, ‘Galgorm Races haven’t started yet.’”

Marie McKeown joined in 1956 and worked at the factory for 38 years. “It was a wonderful place to work,” she recalled. “If someone was retiring we would have a bit of a party in the tea bar, and my friend Mary made the loveliest pancakes.”

While buses took hundreds of workers to and from the factory from Ballymena, Antrim and the surrounding towns, Marie cycled the six miles to and from work on a bicycle she

paid off at £1 a week. “There wasn’t much traffic on the roads then,” she said.

Working at the factory for 38 years until 1994 meant she witnessed many changes to the site.

“It became more modern and the machines got quicker as the years went on. We had to move with the times and there was a big demand for cigarettes. I remember the new factory being built; even then there were so many more people than there are today.

“While the pay and facilities were good, the best thing about working at Gallaher was the people. The factory closing is an end of an era and it is sad to see, but everyone that worked there will remember it fondly.”

Mary Rainey worked in Lisnafillan for a short time in 1941 and then again from 1955 to 1983. “When I came back, I was making Park Drive. We had a bonus every month, which was wonderful. People were always having fun and playing tricks – I remember one Halloween someone made an apple cake with parsnips in it.”

Being known as a ‘Gallaher Girl’ was a badge of pride for many of the women who worked in Belfast and Lisnafillan in the early days.

The Roll Your Own (RYO) and Pipe tobacco process at Lisnafillan

1.



- 1. Escudo wrapping: Irene Rock (Simpson) applying Virginia leaves to sticks of Escudo
- 2. Fancy tobacco pressing: 'Yankee' presses for turning Rich Dark Honeydew
- 3. Old Holborn packing: operating the automatic weighing machine and packing

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- 4. Hand-panning: panning Old Holborn shag
- 5. Fancy hand stripping: removing the stem from the leaf for Rich Dark Honeydew
- 6. Fancy packing: Old Holborn or Rich Dark Honeydew Rubbed Out 2oz airtight tins
- 7. Old Holborn export packaging: sealing airtight tins for the Channel Islands

7.

The Cigar process at Lisnafillan



1.

- 1. Cigar making: manikins are filled automatically from the hopper, with wrappers laid and cut
- 2. Laying leaves: a very delicate operation to ensure the leaf isn't torn



2.

The Cigarette Primary Process at Lisnafillan



1.



3.

- 1. Blended filler store: two milli-cutters in the background
- 2. Blending tobacco: examining and hand-stripping
- 3. Cigarette tobacco cutting
- 4. Conditioning: feeding Georgian leaf into a conditioning cylinder
- 5. Machine stripping: examining the filler for remaining pieces of stalk before the conveyor takes the stripped product to conditioning

5.



2.



4.



The Cigarette process
at Lisnafillan



Making: cigarettes are placed on trolleys and moved to drying



Packing: a wide view of the packing floor



The offices at Lisnafillan



Henry Street

The Henry Street factory was actually owned by the York Street Flax Spinning Company until it became part of the growing production site of Gallaher in Belfast city centre.

Bought in 1961, the first people to move into the building were members of the Chief Engineer's Drawing Office, who planned the new Cigarette factory layout. Once the engineering team and contractors had completed their task, the Prime Minister of Northern Ireland, Captain Terence O'Neill, opened the building on 3 November 1964.



Prime Minister of Northern Ireland Captain Terence O'Neill opened the new Henry Street factory



A highlight of Lisnafillan's early days was the visit of Queen Elizabeth, The Queen Mother, on 31 October 1963.

Royal visitor

The royal guest saw many of the 3,000 employees on site and lots of local people lined the route to the factory.

Mr MP Norman, Chairman of Gallaher, and other senior managers and local dignitaries met the Queen Mother, but so did several employees, including Tilly Burnett.

Looking back at the day, Tilly explained how she'd joined Gallaher in 1954 at the age of 14 and was transferred to the tobacco factory after a few months. She moved to become factory clerk in 1956 until 1986.

"I was a very keen Irish dancer and had been to the Edinburgh Festival and toured America," she said. "The Queen Mother asked about my dancing. I was given a brand new overall and time to go out and have my hair done. It was a surprise to be chosen to meet her and it was great that we were showing off the fantastic new buildings."

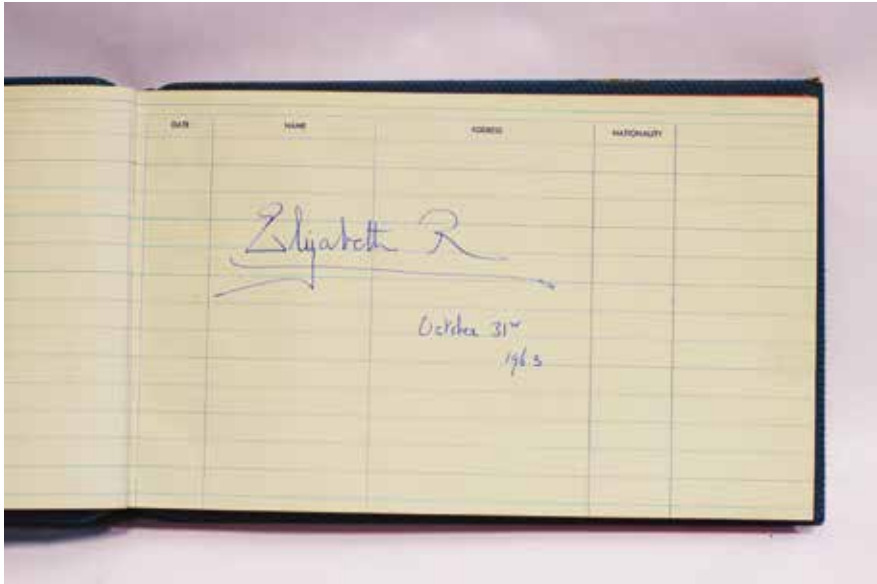
Beside Tilly was one of Lisnafillan's characters, 65-year-old Ballymena born and bred Pat O'Hara, due to retire from the Engineering department on the day of the visit. Pat told the Queen Mother that he started working at the age of 14, had been at Lisnafillan since the factory opened early in the recent war and now looked forward to retiring to a new bungalow on the outskirts of his home town.



Tilly meets the Queen Mother and (right) pictured today



Kathleen McAuley



The Queen Mother's signature in the visitors book

Faces of Gallaher

Working for the company was a unique experience, and one remembered fondly by the thousands of people who worked for Gallaher and JTI in Northern Ireland over the years. From the family atmosphere to the sporting and social activities, everyone had their own story to tell.

The Lisnafillan football team in 1971. (Front row, from left) Bertie Smyth, Joe Young, Jim McCallion, John Evans and Alan Owens. (Back row, from left) Don Smallman, John McKendry (company chauffeur), Brian Craig, Billy Weir, Victor Adams, Davy Kyle and Sammy Workman



Sporting teams

The factory was buzzing with many sporting and recreation societies, covering everything from football, hockey and squash, to table tennis.

The Lisnafillan badminton team
(Back row, from left) Billy Allen, Ruth Campbell, Davy Kyle, Eileen Elliot, Jack Morrison, Unknown and Ronnie Wallace
(Front row, from left) Betty Dennis, Jim Lilly, Pat Reid, Olive McVeigh, Donny Smallman, Maud Reid and Joe Jamieson



Gallaher's 'B' table tennis team (South Making) won the Ballymena and District (Minor Section) League, by four clear points in 1960. They were presented with the cup at a dinner in the Adair Arms Hotel
(Standing, from left) Wes Smith, Drennan Kennedy, Wilbert Elliott
(Seated, from left) Alan O'Loan, Alex Wilson, Eddie Fleming, Derek Holmes and Jackie Brown



The two hockey teams that took part in the 1948 Annual Boxing Day Hockey Match

In the 1960s and '70s, the Lisnafillan team played in the inter-company football tournament.
Below are the winners from the Engineering department in 1961
(Front row, from left) R Wallace, R Marks, T Ashcroft, S Gamble, N Ascroft, J Henry and S Gilfillan. (Back row, from left) K Gillen, B McKnight, H McCartney, J Small, S Kelly, W Herbinson, G Gillespie and J O'Hara



Lisnafillan 'B' squash team winners
Ulster Junior League 1965-66
(From left) S McKinney, J Small, GWM Taylor, PM Scott (Chairman Rec Clubs), W Smyth, H Cook



Clay pigeon shooting
(From left) Francis McClintock, Billy Donnelly, Stephen Braniff, Norman Gilmour and Ester Clyde (kneeling)



1988 women's hockey team. (Back row, from left) Anne Burnett, Frances Johnston, Sharon McClure and Alana Coey. (Front row, from left) Carol-Ann Cairns, Maggie Johnston and Eileen Wier



The 1985 Belfast women's squash 'A' team triumphed in the fifth division of the Ulster Women's Squash Racket Association, winning promotion to the fourth division.
(Back row, from left) Lorraine Magill, Jo McCaffrey, Maureen Symington.
(Front row) Genny Clarke and Florence McCaw



1970 Top Firm Gallaher rugby 1st XV
(Back row, from left) unknown, Bertie O'Neill, Dermot McKee (Ulster), Alan Bolan, Jack Reid, Roy Bolan, Barry Bamber, Referee Gougie Duffin
(Front row, from left) Barton McCallan, (Ireland & Ulster) Willie Hogg, Jim Reid, Tommy Russell (captain), Bert Jordan, John Adrain, Mike Friend
(Front seated, from left) Graham Jackson, and John Kinnear (Ulster)



(Front row, from left) Helen Shiels, Jennifer Magill, Irene Cook, Diane McKendry (*coach*), Sandra Carleton, Mary Dinsmore, Anna Kennedy, Linda McClintock
(Middle row, from left) Roberta Lennox, Maureen Sands, Hilary Gordon, Marilyn Tait, Rhonda Wylie, Marbeth Spence
(Back row, from left) Joanne Lennox and Gillian Greer

Gallaher: the first Top Firm

From 1969 and into the 1990s, Gallaher competed in the Top Firm competition – a regular sports contest involving companies from across Northern Ireland.

The first round of the competition was held in 1969. Nine companies competed in 10 sports, with Gallaher just clinching victory in the final event.

The trophy was received by Mr CWD Hackett on behalf of Gallaher. Commendation for their wins went to Tommy Jamison (golf), Tommy McAllister (badminton), James Murphy (swimming) and Ingrid Brown (women’s hockey).

Kirk Dalrymple, Cigarette Production Team Leader, was one of the organisers who helped pull the Gallaher team together. He saw many wins over the years. “All the top companies took part through the years,” he said.

“We competed against Michelin, Post Office, BT, various banks and Ulster Weavers and often won the trophy. We had a strong ethos of sport in the factory and playing in teams gave us fantastic camaraderie and friendship.”



1. Northern Ireland Top Firm champions 1983, winners for the 11th time in 15 years. (From left) Tom McAllister, Eileen Weir, Harry Douglas, Tom Clarke, John Kinnear, Seamus Martin and David Logan
2. Walter McKinley illustrates an exhibition shot for fellow snooker enthusiasts John Ritchie, Norman Leckey, Jim Maybin, Herbie Surgenor, Billy Russell and Frankie O'Neill in 1973
3. Darts. (From left) Jim Wylie, Dennis Keenan, John Elder, Billy Hull, Jim Lennox and Tommy Johnston
4. Fishing. (From left) Stephen Braniff, Mervyn Weir, Ted Graham, Jim Cullingworth and Bob McCombe



Netball

Netball was also a popular sport at the factory. Marbeth Spence, who started working for Gallaher in 1974, was the treasurer of the netball association for many years.

She said: “I always played netball at school so when I found out Gallaher had a team, I joined with my friend Jennifer Magill. Gallaher paid for our tracksuits and equipment and we had really good fun. We had as much fun going to the matches and socialising as we did playing; it was good craic.”

One of the most popular groups was the Lisnafillan Golfing Society, which celebrated its 50th anniversary in 2016.

Lisnafillan’s 2009 Hindhead team
(From left) Neil Ramsbottom, Mark Hardy, Eric Sands, Dave Elliot, Michael Scroggie, Gregory Kerr, Michael Arbothnot, Hugh Moore, David McCullough, Mike Montgomery, James Maybin and Derek Allen



1983 Ulster Societies champions (from left) Gallaher’s Jimmy Millar, Jack Morrison and Vince Greenwood receive their shield from Belfast Round Table Chair Leslie Mills and Roger Maultsaid

Golfing greats

With a membership fee of £1, the Lisnafillan Golfing Society was open to everyone, and at its peak there were 82 members.

Jimmy McCloy was the Secretary for the Society’s entire 50-year history, and continued to play an active role into his retirement.

Jimmy said: “It was a great leveller. It was a good way to introduce new people to the site, and it brought everyone together. People from different departments rarely crossed paths, but the society meant you got to meet people from all over the factory.”

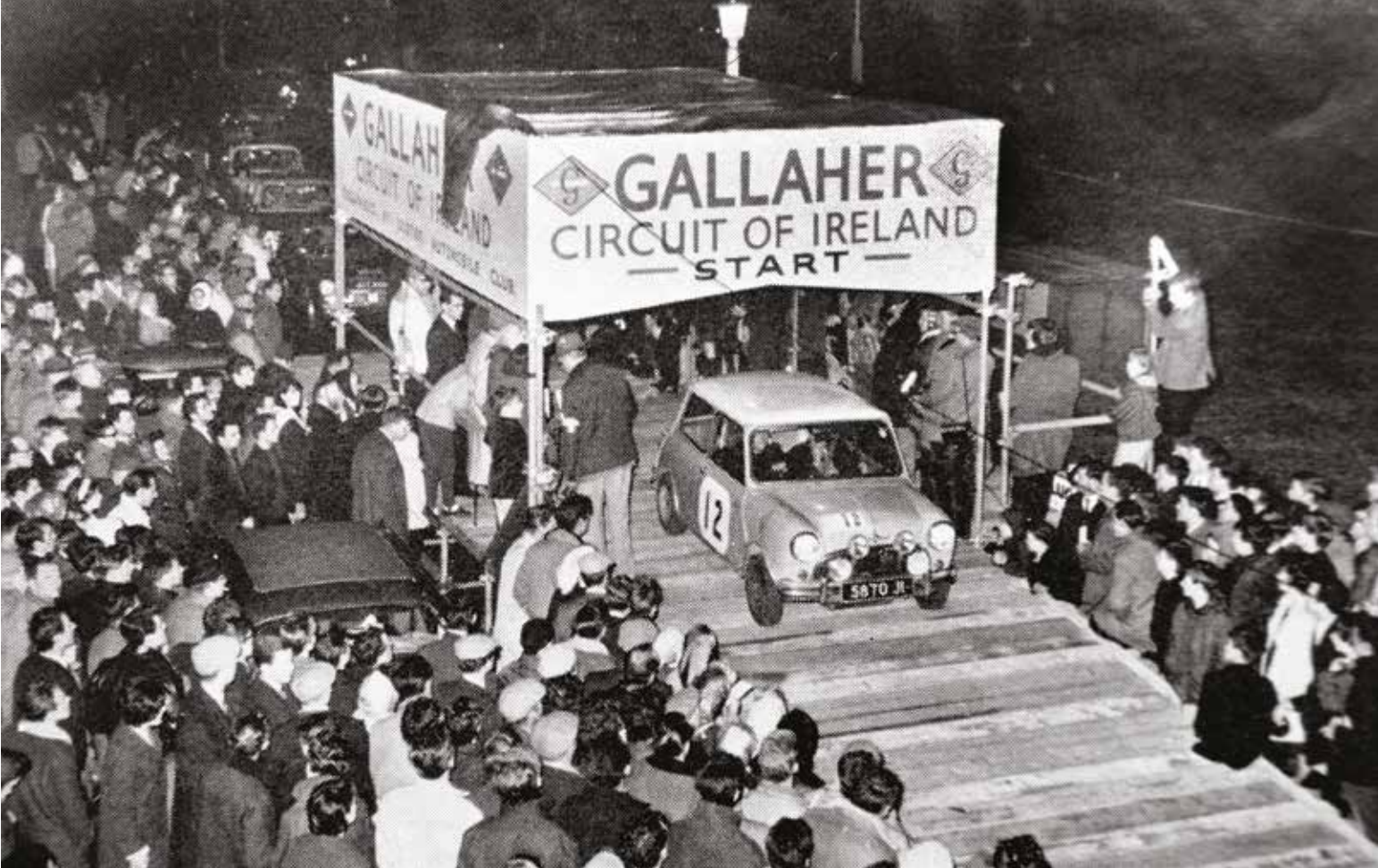
Its biggest annual event was the Hindhead Tournament – a company-wide competition bringing together around 20 teams from across the business.

Jim Nixon, Society assistant secretary, added: “We would travel around Northern Ireland playing at different courses to decide who goes to Hindhead.”

Originally started in 1959, the team at Lisnafillan has won the competition 10 times since then, starting with N Collins, AJ McCarroll and W Wilson winning the inaugural event. Most recently, Lisnafillan golfers Michael Scroggie, Orville Black, Stuart Barker and Colin Lorimer beat teams from the other UK sites, Geneva and Trier to win the 2015 event.



AJ McCarroll (right), member of the 1959 winning team, with S Bibby at Hindhead in 1970



Circuit of Ireland

Gallaher was proud to sponsor the Circuit of Ireland rally for several years in the 1960s and ’70s.

The 1966 race was televised by the BBC, who took over the Lisnafillan factory canteen for three days during Easter, transmitting two live shows – one of which was aired across Britain – and recording another two.

At its peak, the event was the longest tarmac rally in the world, and more than 5,000 people saw the 1966 start as the cars left through the factory gates.

Future world rally champion Paddy Hopkirk went on to win the 1966 event in his Mini Cooper.



Brake check for Paddy Hopkirk before setting off



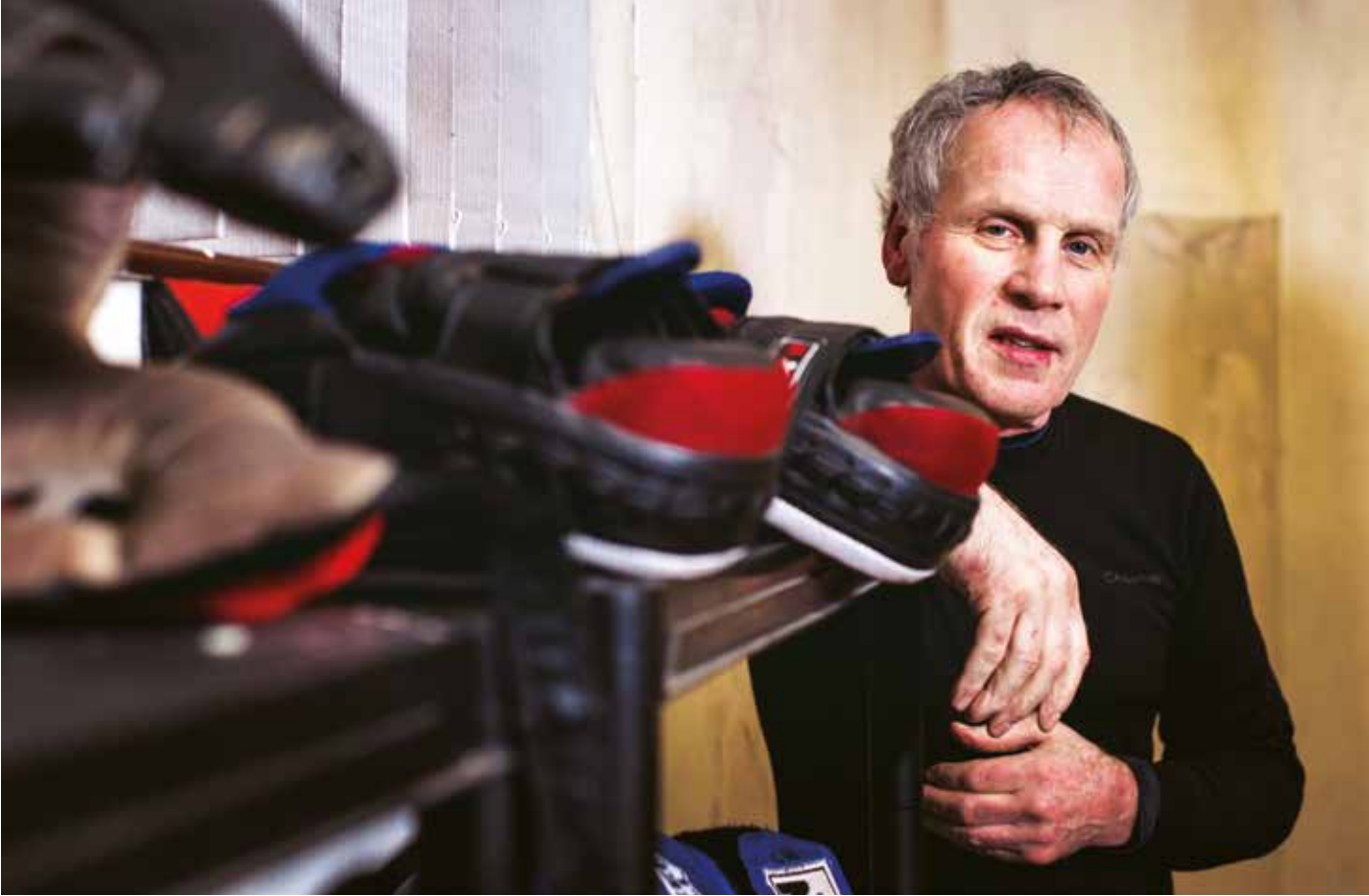
Champion cyclist

From the minute cycling enthusiast Billy Kerr first sat in the saddle, he never looked back.

Billy, who worked in cigarette making, won championship after championship, had the honour of representing Northern Ireland twice at the Commonwealth Games, and even rode for Ireland at the Moscow Olympics in 1980.

In 1982, Billy was named the All-Ireland road champion, and won the Tour of Ireland. By 1985, he held the All-Ireland 100-mile title with a record-breaking time of four hours eight minutes.

In a 1985 issue of *Smoke Signals*, Billy said: “My brother Sammy won many championships and he persuaded me to join the Ballymena cycle club. I used to cycle about 300 or 400 miles a week when I was in training.”



Knockout success

Former Commonwealth Games boxer; and Filter-making Operator at Lisnafillan, Tony McAvoy put his talent to good use coaching the next generation of champions.

Tony started boxing when he was nine and has been involved with the All Saints amateur boxing club in Ballymena from the day it opened its doors. He’s competed around the world and now trains a new generation at the club.

Long before he became a Hollywood star, Liam Neeson was among the boys who joined at the same time as Tony. “I started getting to competition finals when I was about 14, and when I started winning them, I realised I might have a talent for it,” said Tony.

“I won the Ulster and Irish junior titles, and then a British one – the National Association of Boys’ Clubs title – in 1969.”

Tony was part of the ‘Magnificent Seven’ team selected for the 1978 Commonwealth Games.

“It was a really strong team, with Barry McGuigan probably the most famous name,” said Tony. “We won two golds, a silver and a bronze, and I made the quarter-finals. It was a great experience.

“I love teaching the young ones. You get a different buzz and a sense of pride. We’ve created Irish and British champions, and that’s so satisfying. Our most recent star is Steven Donnelly, who won bronze at the Commonwealth Games.”

Tony joined Gallaher in 1983, and fitted his double life into a packed week.

“I usually managed four evenings a week at the club, plus Saturday mornings. It’s hard when you do shift work, but the company was always very supportive and helped me work around it.”



Indoor bowls winners of the Early Riser Shield and the Picken Cup in June 1975

Bowling them over



James Talbot

James Talbot spent many years playing international bowls, and colleagues at Lisnafillan are proud to work alongside a world champion.

With the Irish International team, James won the British Isles series three times and from 2007-2015 was a member of the Irish Elite squad. “I was picked to represent Ireland in several tournaments around the world.

“My first tournament was the European Championships, Cyprus, in 2008, where I came fourth. Then I won the World Cup men’s singles in Australia in 2011. In 2012, I was invited back to defend my title, but lost in the final.

“At the World Outdoor Bowls Championships in Adelaide in 2012, we lost to South Africa at the semi-final stage of the fours and lost to Scotland at the same stage of the triples, finishing with two bronze medals.”

James now plays for the Old Bleach Bowling Club in Randalstown. “It’s a very social sport and I’ve made lots of friends around the world.”

Skills Olympics

Engineering Technician Barry Graham began his career with Gallaher as a high-flying apprentice, representing Northern Ireland against other trainees from across the UK in the Skills Olympics.

Barry’s first competition was in 1996 – his first year as a Trainee Technician – where he won the Northern Ireland competition, going through to compete against representatives from England, Scotland and Wales at the Electronic Components Industries Fair in London.

“I joined Gallaher as a mechatronic apprentice and it was a real challenge to compete in Belfast against trainees from small and large companies, as well as the university,” he said. “There were four days of competition for the UK final, including a written exam at the Institute of Electrical Engineers and three days in workshops on the floor of the Olympia Conference Centre.”

Barry and Steven Galloway, another trainee, were proud to again beat off competition in Belfast to represent Northern Ireland at the 2000 Mechatronics show at Birmingham’s NEC.

“It was our last year as apprentices. We were given an interesting problem to solve using mechanics, robotics and pneumatics and we managed to come second, winning a tool box each. It was a good experience, with interesting challenges and we met lots of new people.”

Barry Graham



Lisnafillan training officer Jim Luney with David Hatton, Steven Galloway, Barry Graham and Nigel Dunlop

The McAdorey sisters in 1978, and opposite in 2016



A family affair

The factory was often described as one big family, and in some cases this really did ring true, with many generations of the same family working there across the decades. One family that stands out is the McAdoreys.

Six sisters from the McAdorey family all worked at Gallaher in the late 1970s. They found relative fame in *Smoke Signals* in February 1978, when they appeared on the front page.

The article responded to a challenge from Tom Burley in the Cardiff factory to find the site with the most siblings from the same family.

Edna, Esther, Helen, Sandra, Sylvia and Vivian came out on top, with all six working across the factory – two in tobacco, two in cigarette and two in cigar. Vivian and Edna were the first to join Gallaher straight out of school in 1965 and 1968 respectively, with Esther and Sandra following soon after.

But Sylvia, who was working at a shoe factory until it closed in 1976, took a little bit of persuasion to join the ‘Gallaher Heroes’ as she dubbed her sisters.

She said: “Esther kept telling me I should work for Gallaher, but I used to say, ‘I’m never going to work in that place’. I would walk home from work with my friend – we always rushed to try to beat my sisters back for crispy buns and a cup of tea.

“Eventually I went for an interview, which involved the ‘pen test’, where we had to see how quickly we could put pens in different holes. I got the job and absolutely loved it! I ended up staying there longer than anyone else until I retired in 2005.”

Esther, known as ‘Snowy’ by her workmates for her pale complexion, remembers going to visit her sisters around the site.

“We had to get a pass to go from room to room,” she said. “In cigarette making we had a good laugh. The machinery was in an ‘L’ shape and there were always two machines together so you had a neighbour to chat to. Then if you wanted to pop out for a short break, you could ask them to watch your machine.”

Helen, who was the last to join in 1977, said although the work in Cigar was difficult, the people made up for it.

“We wore big headphones for health and safety because of the noise,” she said. “They were fitted with three radio stations so we could listen to them while we worked. We would run to the phone to request songs for people if it was their birthday.”

(Front row, from left) Vivienne, Sylvia and Edna (Back row, from left) Esther, Helen and Sandra





Miss Lisnafillan 1988, Catherine Crilly. (Also pictured, from left) Nickola Esler, Ken Hood, Howard Smyth and Elsie Armstrong



Gallaher Girls, 1947

Miss Gallaher

Beauty contests were part of factory life for many years until at least the mid-1980s, and they were fiercely contested.

Eileen Lyttle, a member of the Laboratory staff, was Miss Lisnafillan for 1963 and 1964.

In January 1965, she came third in the first Miss Gallaher for the global company, entered by 77 girls. The winner was Maryanne Harland from Southern Rhodesia.



Eileen Lyttle

Christmas for pensioners

Since December 1946, pensioners have got together for dinner just before Christmas.

There were 150 people at the December 1946 dinner, with that number rising to almost 400 people at the final get-together in December 2015.



1.



2.



3.

1. (From left) Gilbert Lynn, Sammy Campbell and James Carson
2. (From left) Irene Smyth, Olive Redmond and Hilary Boyd
3. Vera Owens (left) and Ellen Stewart

Many pensioners wrote to thank the company for the occasion:



1949 Pensioners' dinner

"Just to let you know I enjoyed the Christmas lunch and also meeting up with all my friends.

"It is sad that it has to come to an end, but the memories will always be with me on meeting all the nice people. Maybe we will run into each other some day."

– William Barham

"I thoroughly enjoyed the occasion and know that I speak for many when I say how grateful we are that the company continued to fund such an event."

– Reg J Magowan

Long and faithful service

Celebrating long service has always been a feature of life at Gallaher, with employment anniversaries often marked.

For many years, those who reached 30 years of service received a commemorative gold watch as a token of appreciation for their dedication to the company.



- 1. Harry Johnston presents Hugh Wilson with a gold watch, celebrating 30 years of service
- 2. Thirty-two people with a combined service of 1,148 years retired from Belfast in January 1979. A number of them are pictured here.
- 3. John Mairs celebrates retirement with his Supply colleagues in 1988



Taking pride – for 48 years

As the factory approached closure, the longest serving employee was Mary Aiken in Cigar packing, who joined Gallaher in the Tobacco factory on 30 April 1968.

Mary started off weighing and pressing one ounce and half-ounce tobacco portions, and has worked on just about every machine in the factory since. After moving to the Cigarette factory, she went into Cigar when the new factory opened in 2010.

“I’ve seen people come and go and enjoyed learning to work on all the new machinery as it’s come in,” she said. “Gallaher has always been good to me and now I’ve worked long enough to have a break.

“I’ve always taken pride in doing a good job and I’m proud to have achieved such long service here.”



Sammy Kirkpatrick celebrates his retirement with his factory colleagues after completing 36 years

The Lisnafillan factory teams, 2016



Cigar



Factory
managers

Factory teams



Primary
A Shift



Primary
C Shift



Primary
B Shift



Primary
D Shift

Factory teams

Smoke Signals



Cigarette
A Shift



Cigarette
C Shift



Cigarette
B Shift



Cigarette
D Shift



OTP A Shift



OTP B Shift



OTP C Shift



OTP D Shift

Factory teams

Smoke Signals



R&D staff



Factory
staff



R&D managers

Supporting the Community

Gallaher has a long history of support for the community in Northern Ireland – from charitable giving by employees to the work of the Lisnafillan Community Care Committee today.

People line the streets to watch the Cavalcade at Galgorm



Payroll Giving

Fundraising for good causes has always been part of life at Gallaher.

In September 1950, the Cigarette Factory Committee at York Street set up a Penny-a-week scheme.

By November 1950, it had raised £413 1s 11d – the equivalent to £10,000 today. A similar scheme at the Lisnafillan factory raised £113 6s 11d in the same period (around £2,800).

By 1962, the combined total from York Street and Lisnafillan was £4,305 (around £85,000), with 26 charities receiving donations.

In 1987, Gallaher was one of the first companies in the UK to launch a Payroll Giving Scheme, enabling employees to donate to charities of their choice in a tax-efficient way.

In September 1991, the company announced an exciting development to the scheme: a promise to match contributions each month to support and encourage employees to give back to their communities.

Fast forward to 2015, where 32% of the Lisnafillan workforce participated in the scheme, helping the company to win a National Payroll Giving Excellence Award.



Lisnafillan Accountant Bill Parkinson (third from left, front row) proudly holds the Link award in 1994. The Ballymena Samaritans nominated Lisnafillan after receiving £27,000 from the Gallaher Cavalcade. Also pictured are representatives of Lisnafillan management, members of the Cavalcade committee and the Ballymena Samaritans



Fundraising

Employees have regularly set themselves challenges to raise money for charity by running marathons, climbing mountains, swimming lakes and getting involved in many team pursuits.

Portrush Raft Race 1991. David McClean, Karl Kernohan, Ronnie Purdy, Alistair Stewart, Gordon Henry and Norman McGreer

- 1. Celine Watson, Laura Gibson and Nickola Esler
- 2. Mandy Turner fundraising for the children’s hospice
- 3. Paul Tilson raised £3,000 by running marathons
- 4. Alistair Kirkpatrick and Gareth Rogers took part in Movember 2015



A real spectacle

The Gallaher Cavalcades were renowned events in the Ballymena area, raising more than £106,000 for local charities.

Cavalcades were the brainchild of Gallaher employee John Mairs, who started them in 1982 to raise funds for Ballymena Waveney Hospital.

During the spectacle, more than 500 vehicles paraded through the town to streets lined with spectators.

The first Cavalcade was so successful it was held every two years, with the seventh and final event in 1994, raising a record £27,000 for the Ballymena branch of the Samaritans.

A committee organised the Cavalcades with JJ Mullen looking after the commercial and floats section, Rodney Stewart responsible for the vintage cars and motorbikes and Bertie Johnston controlling the agricultural vehicles.

Tommy Lowry was the Chair of the Cavalcade Committee from 1992 to 1994.

He said: “The whole town came to a standstill, it was one of the biggest days of the year. Everyone believed in it and we made it a success – that’s something to be proud of.”

Vintage cars, tractors and motorbikes left the factory to tour the town, while a raffle

supported by businesses Gallaher worked with raised thousands for good causes.

Committee member Bertie Johnston said it was a real team effort: “Gallaher had a float of its own and we spent our spare time decorating it, while the Gallaher employees and pensioners sold raffle tickets in the shopping centre.

“Everyone involved got a free meal in the factory canteen afterwards. At the final Cavalcade, the canteen staff catered for more than 1,600 people in 90 minutes.”



Tommy Lowry with the Silk Cut Jaguar race car



Fancy dress at the 1988 Cavalcade.

(From left) Lorraine Weir, Jean Allen, Barbara McQuillan, Margaret Robinson, Ena Lilley, Billy Kerr, Lorraine McFetridge, Alec Walker, Ciaran Corbett and Isobel Bell. (Kneeling) Frances Gordon and Robert Bartley

Crowds come out in force to watch the Cavalcade in Wellington Street in 1982



James Stevenson with his daughter in his 1909 Renault AX



The Mayoral party leaves the factory in May 1994



Around 2,000 employees took their friends and relatives to a Fun Day in 2008



Fun times

Thousands of friends and relatives were invited into the factory for several years through its history.

Entertainment included fun fairs and bouncy castles, pony rides and face painting. The activities varied from year to year, but there seemed to always be lots of burgers, ice creams and soft drinks.

Children's entertainment within the restaurant area and, below, the 1991 Fun Day in the Bulk Store area



The Ulster Orchestra at the Belfast Ulster Hall in 1991



The sound of success

Lisnafillan's work with the community was recognised in 2003 when the site was awarded the Commitment to Ballymena award at the inaugural Ballymena Borough Business Awards.

In 1981, Gallaher helped to launch a new enlarged Ulster Orchestra, with almost double the number of musicians.

Over the years, Gallaher and then JTI have helped the orchestra to continue to perform and increase access to classical music.

Gallaher funded a series of concerts, UK tours and commercial recordings, with the partnership growing to become one of the longest prevailing arts/business partnerships in the UK. It won the ABSA UK National Long Term Development Award for Orchestra Sponsorship in 1997.

Gallaher's brand sponsorship of the orchestra came to an end in 2001 due to the introduction of new regulations affecting branded support.

But this relationship was renewed in 2008 as part of JTI's approach to Community Investment, and included the award-winning *Move to the Music* scheme, which offered free tickets and transport for older people.



The Lisnafillan Production team won the 2003 Commitment to Ballymena award. (From left) Liam McClean, Stephen Douglas, Yvonne Wylie, John Wilson, Evelyn Palmer, Simon Boyle, Jim McMaster, Catriona McBride, Rodney Stewart and Roisin Ramsey

The Lisnafillan
Community
Care Committee



Charities supported

The CCC has provided long-term support for:

- Ahoghill Traders' Association
- Alternative Angles (Triangle Housing Association)
- Ballymena Samaritans
- Broughshane Improvement Trust
- Harryville Partnership Initiative
- North Belfast Senior Citizens' Forum
- Women's Aid (ABCL&N)

Community Care Committee

Lisnafillan's Community Care Committee (CCC) was launched in 2008 as part of JTI's commitment to contribute to the communities in which it operates. It carried on the Gallaher ethos of supporting local charities to help local people.

The employee-led group supported a number of charities and good causes in Ballymena and Northern Ireland, aimed at improving the quality of life of disadvantaged adults.

Heather Murray, Quality and Assurance Manager at the factory, volunteered as the Secretary of the CCC since its launch.

She said: "We formed long-term partnerships with a number of local charities, all dedicated to helping disadvantaged adults in our local community. It's not just about giving support in financial terms, but also about going to see them and building a relationship.

"It's been one of the most rewarding things that I have been involved in and we are all very proud of the impact of our support."

The Lisnafillan CCC is made up of Rodney Stewart, Phyllis McLroy, Tracy Blacker, Heather Murray, Valerie Donnelly, Laura-Jane McCloy, Billy Millar, Kirk Dalrymple. They are seen here with Robert Bisaillon, factory head (*fourth right*).

The work of the Lisnafillan CCC was recognised in 2015 when JTI was a finalist in the Community Impact Champion category at the Business in the Community NI's Responsible Business Awards.

Laura-Jane
McCloy and
Heather Murray
volunteering for
the *Move to the
Music* scheme



Supporting older people

One of the causes close to the hearts of Gallaher people is supporting older members of the Northern Ireland community. The JTI and Age NI partnership, formed in 2009, has helped more than 80,000 older people.

With JTI's help, Age NI provided specialist one-to-one support through a team of five caseworkers, as well as four Advice and Advocacy officers who man the telephone helpline.

From 2009 to 2015, JTI's support helped Age NI to identify £4.8 million in previously unclaimed benefits, transforming the quality of life of many older people.



Kirk Dalrymple with
Catherine, a trainee at
Alternative Angles

Lisnafillan Grows

Following the closure of Henry Street, Lisnafillan would receive huge investment, become the sole Gallaher Cigarette factory in the British Isles and be recognised as one of the most modern and efficient factories in Europe.



Jim McCormick and Moira Donnelly at a new UHS cigarette-making machine



Construction on the third floor at Henry Street, which would become the new home for roll and bar production



Working on the new Condor primary line on the third floor, Henry Street: Carol Thompson (left) and Janet Bowers

Henry Street in the 1980s

The Henry Street building saw expansion in 1980 before its closure in 1988, when all production moved to Lisnafillan, signalling the end of Gallaher in Belfast.



Then Prime Minister John Major meets Production Director Bill Curry at the North City Business Centre in 1996

In 1980, the business spent £7 million to transfer production from York Street and introduce new technology into the more modern Henry Street building. Production in Henry Street continued throughout the 1980s until its closure was announced in 1986. Of the 1,150 Belfast jobs affected by the closure, 450 employees had the opportunity to relocate to Lisnafillan, and more than 200 took early retirement. Margaret Whiteside began work in the Cigarette factory at York Street on 1 July 1974. She said: “There was work if you needed it. The factory was well known for offering jobs to people in need, such as women who were widowed. As soon as the announcement was made in 1986, I moved to Lisnafillan.”

After the Belfast factory closure, Gallaher made a commitment to help regenerate the area. The building itself was sold at the end of 1988 and became a shopping centre within the city. In April 1993, Gallaher donated £300,000 to establish a Business Centre close to Tom Gallaher’s first factory. This aimed to help establish and grow new businesses and replace the jobs lost by the closure. British Prime Minister John Major opened the North City Business Centre in February 1996. It’s still operating in 2016, supporting small and large businesses as a one-stop shop for business advice, enterprise and employment.



Cigar Factory Manager Jimmy Thompson (left) and Department Manager Sean Healy

End of Cigar

June 1985 saw the last batch of cigars roll off the production line in the South factory at Lisnafillan, as production moved to the factories in South Wales. At its peak, in the late 1970s, the Lisnafillan Cigar factory produced 1.25 million cigars a day, employing more than 800 people. Jimmy Thompson, Cigar Factory Manager for its final nine years, said: “You couldn’t

have wished for a better bunch of workers.” Pearl Killen remembers having fun on the buses that brought people in from far afield. “I joined the Cigar factory in 1979 and remember my pay doubling at 16. It was a really friendly atmosphere, especially as most of us had family on the site. My mum and dad, sister and aunt all worked there.”



The last cigar packing line and, in the top left of the picture, the RYO machinery transferring in from the West factory

RYO and Pipe

When Cigar left Lisnafillan, £4 million was invested to streamline RYO production within the South factory. All RYO moved from the West factory and, following the Belfast closure, Pipe production also moved in.



As part of the Belfast closure, Condor Pipe tobacco manufacture moved to Lisnafillan



An automatic RYO weighing machine at work in the West factory packing room in 1979, where section man Jim Cullingworth makes some adjustments

Roll Your Own – faster

RYO production line turned speedy in 2004 as opportunities for growth were recognised by Gallaher.

In total, £9 million was invested in a brand new Primary Process and two high-speed pouch packing lines, operating at 120 packs per minute – twice the speed of the existing machines installed in the West factory in 1978.

New high-speed line installed in South factory



Automatic bin filling and delivery area within Cigarette Primary



Forklift driver Trevor Allen loads a Euro bin into the tipper

Cigarette Primary Process

The Primary Process conditions, mixes and cuts different grades of tobacco leaf, to form consistent tobacco blends.

In 1985, Gallaher engineers developed the EVA high temperature drying process, which has since become industry best practice.

Following the Belfast closure, a £3.2 million investment in the Lisnafillan Primary Process was completed. This not only introduced EVA drying, but also included automatic tobacco bin filling, storage and delivery.

Primary Process Manager Peter Glover explained: “A major part of the engineering and electrical work was carried out by employees with assistance from the manufacturers. It is estimated that up to 40 miles of cabling was used in wiring the bin filling system.”



Ronnie McFall at the new Primary Process control centre

Filter Making

The Belfast closure would bring Filter Making to Lisnafillan for the first time.

Cigarette filters had traditionally been made in Belfast, and when the closure was announced, the original plan was to switch Filter Manufacture to the Hyde factory in Manchester. Then came a change of plan – filter making was moved to Lisnafillan.

Cheryl Elliott joined Gallaher in Belfast in 1977 as a Security Searcher. After five years, she was offered a role in the factory where she became a Filter Making Operator – traditionally a male role.

Cheryl moved to Lisnafillan from Belfast in 1987 and her experience stood her in good stead. She started up No.1 machine and produced Lisnafillan’s first filters. She never regretted the move, saying: “The people here have been tremendously warm and friendly and never for one minute have I been made to feel a stranger.”



Cheryl Elliott at work on her filter-making machine



Bernie O'Hagan operates high speed Focke 350S packer in 1991

Cigarette Making and Packing

Just as Park Drive revolutionised the market when it was introduced in 1902, as the first ever machine-made cigarette, so technology has continued to have an impact on production.

Up until the 1980s, Making and Packing departments were physically separated by a cigarette storage area.

The first of six 7,000 cigarettes per minute (cpm) Hauni making and Focke packing lines arrived in Lisnafillan in 1985 and revolutionised production. This now meant that making and packing were directly linked and large-scale trolley storage was no longer required.

In 1988, and well ahead of its time, Lisnafillan introduced 144-hour working – utilising a four-shift production pattern.

Work started at 6am Sunday and continued, uninterrupted, until 6am the following Saturday. Each employee would work three 12-hour shifts.

Marbeth Spence, Cigarette Dispatch, remembers the first time Gallaher made 100 million cigarettes in one day.

She said: “Howard Smyth was the manager at the time. He was at a management away day and rang to ask how we had done. Everybody in the factory received special navy scarves or ties to mark the milestone and there was a real buzz.”



(From left) Sammy Wilson, William McCaughey and John Grey from the Maintenance team, installing one of the final Protos 70 cigarette-making machines in 1995



Karl Kernohan (left) and Wolfgang Nicklas at the new UHS packing line



UHS packing line within new extension



David Russell operating the new Direct Filter Reservoir feed system in 1999

New cigarette investment

In December 1996, Gallaher announced the closure of its Hyde factory in Manchester, to consolidate UK manufacturing at Lisnafillan.

A 6,765 sq m extension was added to the Cigarette factory in 1999 to house eight Ultra High Speed (UHS) lines, each operating at speeds of up to 16,000 cpm.

The Filter Making department was also modernised, and direct filter reservoir feeding introduced. Finally, a fully automated robotic dispatch system was installed to eliminate manual handling of the finished product.

In 1999, a world record 20 million cigarettes were produced on one UHS line within 24 hours, and in the following years production increased, year-on-year, peaking in 2002 with an annual production of almost 35 billion cigarettes – 120 million cigarettes per day.

The highest daily output ever achieved by the Cigarette factory was 162 million cigarettes.

Following a series of visits by stock market analysts in 1999, Charles Pick of West LB said: “Lisnafillan is now considered to be one of Europe’s most efficient factories.”



The world production record plaque

Research & Development

As early as the 1930s, Gallaher recognised the importance of Research & Development (R&D) to the business, with experts working on improving processes, finding the best raw materials and ingredients and exploring modern products.



Steven Tait at
the rotary dryer



Henry Street, Belfast

Early days

Mervyn Hall was the first person to take a role similar to that undertaken by today’s R&D team. He became an Analytical Chemist in the early 1930s in the Central Laboratory at the York Street factory.

Dr Hall’s early work concentrated mainly on tobacco moisture measurement; both for incoming leaf and also throughout the various manufacturing stages. This was due to the importance of moisture on factory duty payments.

By the early 1950s, there were around 20 people researching tobacco leaf and Gallaher processes in the factory in York Street.

During these early years Dr Hall, took on additional responsibilities for the supply, use and quality control of tobacco flavours.

R&D was housed in the Henry Street building from 1964 until 1988, when it



moved to Lisnafillan, under the leadership of Dr JA ‘Bertie’ O’ Neil – R&D’s first General Manager. Reflecting on his early days in Belfast and heading up the move to Lisnafillan, Bertie said: “The team in the 1970s and ‘80s saw huge achievements and we’ve always been experts in our field.

“We’re always proud of the new brands we’ve helped develop. Working with the teams in the factory at all stages of production is vital and we all aim for a high quality product.”

R&D at Lisnafillan

R&D’s home has changed greatly since the original move to Lisnafillan in 1988.

The main R&D building, known locally as the Link block, underwent two significant refurbishments in 2004 and 2009 to create today’s state-of-the-art facilities.

The R&D structure today in Lisnafillan consists of Product Development, Quality Assurance, Scientific & Technology Research, Packaging and Regional Services. After 2007 and the integration with JTI, Ingredient Management and Regulatory Affairs were combined with Scientific and Regulatory Affairs within the Legal and Regulatory Affairs Department.

Product Development

R&D interacts with and provides a service to multiple departments across the business.

The Product Development team covers specification development and maintenance for cigarettes, Roll Your Own (RYO), pipe, cigars and filters. It also develops and maintains blend and flavour recipes, as well as supporting cigar wrapper leaf development.



Pilot Plant refurbishment

Global support

Although the initial focus was mainly on the UK and Ireland markets, the R&D team supported factories around the world as Gallaher acquired and developed new production facilities.

In many cases, new markets were supplied by Lisnafillan until sales reached a certain level and production moved closer to that region. R&D members made many overseas visits to places such as Kazakhstan, Russia, Ukraine, Sweden and Singapore.



The R&D team in 1988



The refurbished building in 2010

Pilot Plant

The Pilot Plant prepares prototypes for manufacture, and over the years, the team has explored many new process technologies, including expansion, cutting and drying techniques, as well as casing application methods.

The first Pilot Plant was set up in the York Street factory before being relocated to Lisnafillan.

From June 1988, 18 employees with a range of scientific and engineering skills worked in a dedicated building in Lisnafillan.

JTI invested heavily in building improvements and machinery upgrades. This included adding Snus manufacturing, RYO pouching and radio frequency drying capabilities. By 2015, the facility had a dedicated team of 10, making a range of OTP prototypes.

Scientific & Technology Research

In 2004, Gallaher created a new section, with dedicated research into innovative products, following increasing external pressures and competitor activity.

Under Mike Hollywood’s leadership, this section grew to encompass product design and testing studies related to the company’s potential future portfolio.

Over time, the Product Research section provided additional support to strategic projects, such as low ignition propensity and Snus.

From 2010 onwards, the team’s focus shifted to Emerging Products such as electronic cigarettes, and heat-not-burn tobacco products like Ploom.



The STR team

Quality Assurance

After moving to Lisnafillan, the Quality Testing team responsibilities included factory and prototype sample analysis for chemical and physical parameters. It also supported colleagues internally with work, such as analysing competitor products, consumer complaints and testing counterfeit products on behalf of UK enforcement agencies.

From 1990, the team maintained ISO accreditation for all key test parameter methods, providing customers with confidence in the reported testing results, and to support further product development.

In 2007, the team became known as the Quality Assurance (QA) and service team, focusing on ensuring all of JTI’s products were of the highest quality and consistency.

They did this by carrying out a rigorous monthly testing program for the 13 assigned factories for cigarette and OTP, as well as continued prototype sample testing support to both the Product Development and STR teams.



Greg Alcorn in chemical testing



Barry Mooney examines a competitor product, 1985

Cutting edge

R&D developed many well-known products such as Sobranie Slims, Mayfair, Amber Leaf and Old Holborn.

The Sobranie brand traces its origins back to 1879 and has always portrayed quality and distinction.

Over the years, there have been various new Sobranie product developments from Lisnafillan with the majority of launches happening in Asia and Russian markets. The Sobranie Pink and Mints products, launched initially in the 90s for the Japanese market, were the first Slims products produced by Gallaher and incorporated carbon filters and distinctive tipping logos.

Within Russia, the Sobranie Classic range was developed with bevel edge packaging being introduced for the first time and also incorporated carbon filter technology.

In 1977, the UK method of tobacco taxation changed from being weight-based to a per stick basis. This historic change opened up the UK market to more direct competition from overseas manufacturers but also allowed opportunities for Gallaher in export markets.

During this time, the R&D focus was very much on cigarette brand development. The work and efforts paid off with Benson and Hedges King Size reaching the number one sales position in the UK market not long afterwards.

The development of flash drying for cigarette tobacco provided a very tightly controlled process and has become industry standard technology. The Pilot Plant in Lisnafillan still has the first operational prototype model developed by Gallaher, installed and operational.

Geoff Banks has been part of the R&D team since 1984, undertaking a number of roles. He said: “In the early days following the move to Lisnafillan, development focused mainly on pipe tobacco and Old Holborn, a key RYO product.

“Pipe tobacco blends numbered from the mid-teens to the high twenties at least, depending on the combinations of spun, bar, pigtail or plug tobacco. Our RYO activities mainly involved maintenance quality and consistency and we had five flavoured cigarette products and five snuff brands.



Sobranie advert

“Snuff disappeared around the early 1990s, with flavoured cigarettes gradually disappearing following our acquisition of Austria Tabac and the associated transfer of American blend product production to other plants.

“We worked on Amber Leaf to compete with Imperial’s Golden Virginia, with Old Holborn Blonde being the last Gallaher development before JTI’s acquisition in 2007.”

OTP Product Development

Product Development Manager Donnah McKeown talks about how R&D supports the Marketing teams around the world.

“Over the years, we have supported many Marketing briefs and have continually used consumer benchmark testing to provide clear results,” said Donnah.

“When a niche or omission in our portfolio was identified, we immediately followed through with a development strategy. Our years of hands-on product development experience and knowledge of what works and what doesn’t really came to the fore.

“Our goal has always been to ensure consumer satisfaction. Every launch is exciting and some have been extremely successful, especially Amber Leaf and Old Holborn Yellow.”



Donnah McKeown

Scientific & Regulatory Affairs

The Scientific and Regulatory Affairs (SRA) Team at Lisnafillan forms part of a Global SRA Team and has a presence in all of the Company’s regions.

SRA helps to protect the Company’s interests by:

- Ensuring JTI products comply with relevant regulations worldwide
- Contributing to the understanding of the regulatory and scientific environment
- Applying scientific expertise to all of JTI’s products



The SRA team 2016

First computers

Stephen Loughins is a former member of the R&D team, now working with GSC IT. As technology developed in the 1980s, he remembers how R&D began to introduce computers to help with analysis.

“Our first PCs came in during the mid-1980s,” Stephen said. “I remember using an old IBM in an office in Henry Street. I began using Lotus 123 and an HP Plotter to generate graphs for cigar competitor brand analysis.

“Desktops were introduced more generally at the end of the 1980s to run Project Manager Workbench software.

“Gordon Smith asked me to be a guinea pig for Excel testing without a mouse or Windows. I moved to Computers and Statistics in early 1994. Excel was introduced to everyone around then and I did a lot of spreadsheet support. A network was installed around 1994.”



Head of R&D Shibayama-san (fourth left) visits the pilot plant

Out and about with R&D

R&D employees have always been involved in charitable events, with thousands of pounds raised over the years for local and international charities.

There have been many visitors to R&D Lisnafillan, particularly since the acquisition by JTI, when the team welcomed more international visitors than ever before.

“We are fortunate to have such talented and hardworking employees. I think that our expert range of product knowledge and excellent reputation encourages other colleagues and external visitors to visit our location.”

– Joanne Finney

Challenging Times

Trade unions played a big role in life at Gallaher, both in dealing with changes at the factory and as part of an industry responding to Government plans for increasing tobacco legislation and regulation.

Lisnafillan Multi-Union group
(From left) John Wilson,
Rodney Stewart, long-term
factory supporter Ian Paisley
MP, Pat McCallion, Erwin
Armstrong and Liam McLean



United front

There were a number of key figures at the factory in Lisnafillan negotiating on behalf of their colleagues.



Pat McCallion

Pat McCallion was a senior shop steward for the Transport and General Workers Union at Lisnafillan for 20 years from 1985-2005.

He first became active in the union during the seven-week strike of 1979, where he joined many of his colleagues on the picket line.

He said it taught him that industrial action isn't always the answer: "After that we ended up talking to the company in a lot more detail about the future of the factory and as result were able to bring about other changes in production and protect jobs in the longer term."

From 1985, Pat was elected 10 times to represent the concerns of employees throughout the factory.

He said: "I spent my time talking to people about their problems, and negotiating on their behalf at the factory and in London; it could be a demanding job. But the company

was progressive in their approach to the unions – they wanted to talk and work with them. In turn, there was a fierce loyalty to the company from many employees on this site."

Pat continued: "We were the last cigarette factory in the UK. Surviving longer than our competitors, the BAT and Imperial factories in England, because we accepted change and changed with it."

This included a change in working practices, with employees' roles becoming more varied and departments required to work more closely together as the years went on.

Jim Bonar, who joined Gallaher in 1959, was Pat's Deputy Senior Shop Steward for many years.

"We had to integrate for the good of the company and we accepted that because we wanted to keep the factory here," he said.

"Pat was one of the best senior shop

stewards we ever had. He was sensible, not militant and he knew all the agreements inside out. He often said, 'why fight if you don't have to?', and we always picked the cases we thought we could win."

In 1988, the Multi-Union Tobacco Workers Group met with HMRC in London.

Cecil Scullion, an employee at the factory since the 1960s and Secretary of the ASTMS supervisory union, recalls the role he played.

"Led by the late Dr Ian Paisley MP, we travelled to the House of Commons to meet with Treasury officials and put forward a compelling case to help protect employment in Northern Ireland.

"My experience as a union rep was a learning curve. At first we seemed to be mere information carriers between the management and workforce. But as we became more experienced in mediation, we were trusted by both sides."

Legislation timeline

1965 UK Government bans cigarette advertising on television 	1974 Health warnings introduced in cinema advertisements 	1977 All packs obliged to carry a health warning from UK government. All press and poster advertisements must carry reference to the warning	2002 Tobacco advertising banned on radio. New-style health warnings introduced	2005 EU-wide ban on tobacco sponsorship of sporting events 	2007 Smoking in public places banned in Wales, Northern Ireland and England	2010 Pictorial health warnings added to Other Tobacco Products	2015 Display ban introduced in small stores	2016
1965	1971 Health warnings introduced on cigarette packs and advertisements	1976 Tar warnings introduced to packs and advertisements 	1990 Advertising Standards Authority Code introduced for tobacco	2003 Tobacco Advertising and Promotion Act passed. EU Tobacco Product Directive introduced 	2006 Smoking in public places banned in Scotland	2009 Pictorial health warnings added to cigarette packets	2012 Display ban introduced in large stores. Plain packaging consultation in spring 2012 	2016 EU Tobacco Product Directive 2 (TPD2) and Plain Packaging Regulations

From 2000, the pace of regulation and legislation increased dramatically and the unions at the factory continued to play a key role in defending jobs and bringing balance to the debate on tobacco.

Rodney Stewart has been a Shop Steward for more than 30 years. In that time a wave of regulation has changed the face of the industry; from the smoking ban and the introduction of pictorial health warnings, to the display ban, plain packaging and TPD2.

“There are many more issues being discussed now than there were when I first started many years ago,” he explained.

Rodney has travelled across Europe to meet with MPs, MEPs, committees and industry officials to speak on behalf of the workforce at Lisnafillan. Jim Nicholson MEP was a key supporter for the industry within Europe.

Rodney said: “One of the main advantages of being part of a union is that politicians from all sides are more open to sitting down with us than the management of big companies. In a workforce of this size, we have enormous strength in numbers.”

The involvement of employees was also crucial throughout this time. A postcard campaign, gaining more than 2,500 signatures opposing regulation around plain packaging, helped to keep the debate going.

Rodney added: “Regulation has been unrelenting. Throughout this time, and right up until the announcement of the factory closure, the unions have worked with employees and the company to try to push back and preserve jobs. In the end, it was too much, but our efforts were instrumental in giving our workforce a voice.”



Multi-Union Tobacco Workers Group, 1987, including (back row, from left) Sam McQuiston, Cecil Scullion, Jim Bonar, Ronnie Hook and Derek Randall. (Front row) Hugh Ewing, Jane Calver and Pat McCallion



National tobacco supply chain representatives visit Westminster, spring 2012. Included are JTI employees Rodney Stewart (back row, third left), Henry Doherty and Matthew Craig (front row, second and third left)



Gareth Rogers welcomes Jim Nicholson MEP in 2014



Gary Baird welcomes Mayor Audrey Wales, MBE and Ballymena councillors to Cigarette factory, 2014



Secretary of State Dr John Reid MP greets Peter Owens in 2001



Secretary of State Owen Patterson MP and Ian Paisley Jnr MP welcomed by Robert Bisailon and Paul Williams in September 2010

Political engagement

Many Secretaries of State for Northern Ireland have visited the factory while in post.

Owen Paterson MP was the last Secretary of State for Northern Ireland to visit Lisnafillan in September 2010, and praising JTI’s factory on Ulster radio, he said: “JTI is a spectacular example of an incredibly good business absolutely in the forefront of world technology in what they do.”

Since the very early days of Gallaher, many high profile politicians have been invited to the factories to better understand the industry. They were impressed by the highly skilled workforce.



Secretary of State Roy Mason MP visits Belfast factory in 1979

The JTI Years

In 2007, Gallaher was the world's fifth largest global tobacco company, and when Japan Tobacco acquired it, Lisnafillan became part of a much larger company, with more than 25 factories operating around the world.



A new global step

At the time of the acquisition, Mr Hiroshi Kimura, President and Chief Executive Officer of Japan Tobacco, said: “Combining the world class brands and expertise of Japan Tobacco and Gallaher will create a leading global tobacco company with strong positions in both Europe and the CIS region.”

Gallaher shareholders received £11.40 in cash for each share. Compare this to the original share option price offered to employees in 1997 of £2.34.

Lisnafillan became the lead factory of the newly formed UK/Canary Islands/ Americas/OTP region with a further three factories in Canada, Canary Islands and Sweden. Over the next eight years, JTI would invest significantly in growing the business, spend more than £200 million in the Lisnafillan factory, and create an additional 150 jobs.



JTI President and Chief Executive Pierre de Labouchere (third right) meets factory employees after the acquisition. (Also from left) Nigel Northridge, Yasushi Shingai, Tom McCoy, Barbara Peters, Simon Boyle and Norman Carson

Hamlet returns

A new £11.4 million purpose-built factory was constructed on the site of the overflow car park behind the R&D link block.

Geoff Wilson, Head of Engineering at the time, recalls this project with great pride: “Site preparation commenced with hill excavation in April 2008, and a mere 140 days later on 14 October, the completed building was handed to production.”

The first cigars were produced and shipped the following month.

Since that time, production peaked at more than one million cigars per day, and the factory was recognised as a world-class facility, hosting the International Cigar Manufacturers annual conference in June 2013.

After a gap of 24 years, in 2009 cigar manufacture came back to Lisnafillan following the closure of the JR Freeman factory in Cardiff.



Top: Excavation work for the Cigar factory begins in April 2008

Middle: The completed Cigar factory building

Bottom: Inside the completed Cigar factory



Cigar factory team at their team-building event at Galgorm Manor Hotel, June 2014

Other Tobacco Products (OTP) expansion

A 2,300 sq m extension was added to the OTP factory in 2010 to house six of the 10 high-speed RYO pouch-packing lines, purchased during this period. Production peaked in 2015, when more than 8,800 tonnes of tobacco were packed – the equivalent of 30 tonnes per day. A record 35.8 tonnes of tobacco were produced on 20 January 2015.

Building on the success of the innovative crush proof box (CPB), introduced in 1998, Amber Leaf boomed to become the UK’s number one tobacco brand in 2012. To support this growth, an additional four bespoke lines were also purchased. At the same time, the OTP workforce increased by 100 to 178 employees.

Derek Douglas, OTP Factory Manager, remembers these challenging times: “My team and I had many head-scratching moments as we grappled with the biggest change since the factory opened in the 1940s. However, the supportive family atmosphere continued and everyone rose to the challenge.”



OTP employees complete Total Productive Maintenance training, November 2013

From 2009, more than £80 million was invested to expand the OTP factory to meet unprecedented market demand.



Top: High-speed line is installed in the factory extension
Middle: Ian Logan operates the high-speed packing line
Bottom: Aileen Kennedy and Paul Fullerton on a CPB line



Sammy McDowell checks the tobacco feed on the new high-speed line

Moving news

In 2013, a fleet of nine Automatic Guided Vehicles (AGVs) were introduced to transport tobacco, packaging and waste within the South factory.

Ross McMillan, the Engineering Project Manager, explained: “The factory was transformed. All forklift trucks were removed and the AGVs did everything, improving safety and housekeeping standards.”



The new AGVs



(From left) Toyama Takaya (JT), David McClure, Michael Mitchell, Sam Jamison, Jim Loughlin, David Gray, William Marks, Alan Featherstone, Ian Hewitt, Gareth Rogers, Roland Baeumler and Abe Yuya (JT)

New Cigarette Primary Process

In 2008, JTI started a £12 million investment in a new Cigarette Primary Process, employing state-of-the-art technology to bring tobacco processing at Lisnafillan in line with Japan Tobacco global standards.

Gareth Rogers, Primary Engineer, explained: “The project was completed in five different phases over two years, with the key challenge of maintaining full cigarette production during this period.”

The investment was successfully completed on schedule in 2009 and included the first qualified ‘EVA’ High Temperature Dryer within any JTI factory.



Top: EVA high temperature dryer
Bottom: David Bell operating a new Hauni tobacco leaf-cutting machine

Kaizen, meaning change for the good in Japanese, is a concept where all employees are actively engaged in creating a culture of continuous improvement.

Hughie Stevenson



Kaizen – the Japanese influence

In 2008, one of the first actions was to introduce an Employee Suggestion Scheme. During the next eight years, more than 8,200 suggestions were implemented.

A fundamental element of Kaizen is 5S – Sort, Straighten, Scrub, Standardise and Sustain – a methodology that creates and maintains a safer, cleaner and more organised working environment for everyone. Rolled out in Lisnafillan in 2012, as part of a company-wide initiative, Lisnafillan employees achieved a Best in Class status in 2015.

“5S has improved the environment we work in and increased safety by removing unnecessary items. We are increasing our efficiencies by having everything we need in its correct place, which means we now spend less time looking for items.”
Hughie Stevenson, Technical Lead, OTP Factory

Elsie Armstrong



“5S has made such a difference, it is a pleasure to come into a well-organised working environment. Our success stems from the fact that everyone worked together to make it this way.”
Elsie Armstrong, Quality Coordinator, Cigarette Make Pack

Derek Swann



“The transformation in our workplace has been amazing, basic processes are now under control, items are where they should be and we have a much more efficient and pleasant working environment.”
Derek Swann, Cigarette Making Machine Operator



Felix O’Connell and
Colin Ferguson

Safety first

The Kaizen approach generated many imaginative improvements by employees.



The Primary team that developed the award-winning idea
(Front, from left) Gareth Weisner, Stephen McDowell and Felix O’Connell
(Back, from left) Colin Ferguson, Gareth Rogers, Ciaran Corbett and Alan Featherstone

Improvements to the factory’s Direct Cylinder Conditioning and Casing (DCCC) – large cylinders used for applying moisture and steam to cigarettes – reduced the risk to employees completing routine maintenance. They installed moveable platforms and handrails inside the cylinder, so employees could clean the machinery without fear of coming into contact with the dangerous spikes used to loosen the tobacco during operation. The project won the Global Safety category at the 2014 Environmental, Health and Safety Excellence Awards in Geneva, Switzerland.

Better quality cigars

A new process for drying cigars enhanced their quality and improved efficiency during manufacturing.



Cigar Improvement team
(From left) Stephen Leese, Allan Pierce, Heather Burns, Glenda Kerr, Helen Flanagan, Laura-Jane McCloy, Keith Boreland, Colin Stewart and Ann McGrath

Make Pack Improvements

In 2013, an employee task team developed manual handling improvements for heavy machine parts.



Nigel Wallace (front) and Derek Bones

Factory closure

The rationale for the factory closure was declining cigarette sales combined with the implementation of the Tobacco Products Directive (TPD2) approved in the European parliament, which banned the manufacture of small pack sizes from 20 May 2016.

These changes had a disproportionate impact on production levels at Lisnafillan where the bulk of small packs were produced. Lisnafillan cigarette

volumes were forecast to drop by a third and OTP volumes by almost half.

The announcement confirmed the closure of Lisnafillan factory by mid-2017, with production moving to factories in Poland and Romania.

While the closure may have removed the physical presence of Gallaher in Northern Ireland, fond memories will remain for many of the people who contributed to the success of this great company over the years.



A newspaper cutting from the Irish Mirror

900 jobs lost as cigs plant shuts

DARK DAY
Plant in Ballymena, Co Antrim

Regulations blamed for closure

BY LISA SMYTH

UP to 900 jobs are at risk at a firm hit by efforts to cut the number of smoking deaths.

Japan Tobacco International, which employs almost 900 people at a plant in Ballymena, Co Antrim, has announced a plan to restructure its manufacturing facilities.

The company, which blames the move on an increase in regulation of the tobacco industry banning the sale of cigarettes in packs of less than 20 and handrolling packs under 30g, has started a 90day consultation process. It could result in the closure of its factories here and in Belgium, with production moving to other facilities, potentially in Poland and Romania.

North Antrim MP Ian Paisley said it would result in the loss of £60million from the local economy.

A spokesman for the firm said he could not speculate on the outcome of the consultation.

However, politicians have described the announcement as a devastating blow for Northern Ireland.

Mr Paisley said it was a "very dark day for our province". The DUP representative added: "I have spent the past two decades in public life working with the employees in my constituency who have contributed to the local economy.

"Today my heart goes out to these people, many of whom are personal friends, who have been effectively told that the Gallaher era is coming to an end.

"From May 2016 the first redundancies will commence and the key will be turned for the last time in the factory a year later.

"Those who championed over-regulation of this industry, and I am prepared to name them, should today hang their heads in shame.

"They have effectively accelerated over 800 local bread winners onto the ranks of the unemployed."

A spokesman from the firm said he could not comment on whether any jobs will be saved. He added: "It is a consultation so it is impossible to say"

The UUP's economy spokesman, Danny Kinahan, said the news of redundancies is a "major blow for Northern Ireland and for all those who will feel the effects".

He continued: "It has a long tradition in Northern Ireland, I myself have family links to it, with my father being a former director. I find this closure deeply shocking.

"I look forward to hearing from the DETI Minister Arlene Foster, on what the long-term plans are for the Ballymena area to mitigate the effects of this closure."

SDLP MLA Patsy McGlone said it was imperative that support is offered to those who are at risk of losing their jobs.

“My heart goes out to these people, many of whom are friends”

IAN PAISLEY
CO ANTRIM, YESTERDAY

ANGER
Ian Paisley

losing their jobs.

irish@mpg.co.uk



An aerial view of the Lisnafillan factory site in 1949, and above, in 2012

In memory



We would like to make a dedication in this book to the memory of our colleague, Trevor Allen, who passed away after a tragic accident at the Lisnafillan factory in July 2011.

Trevor was a much-loved colleague and friend who devoted 33 years' service to the company.

This dedication is made with the kind permission of Trevor's family.

