



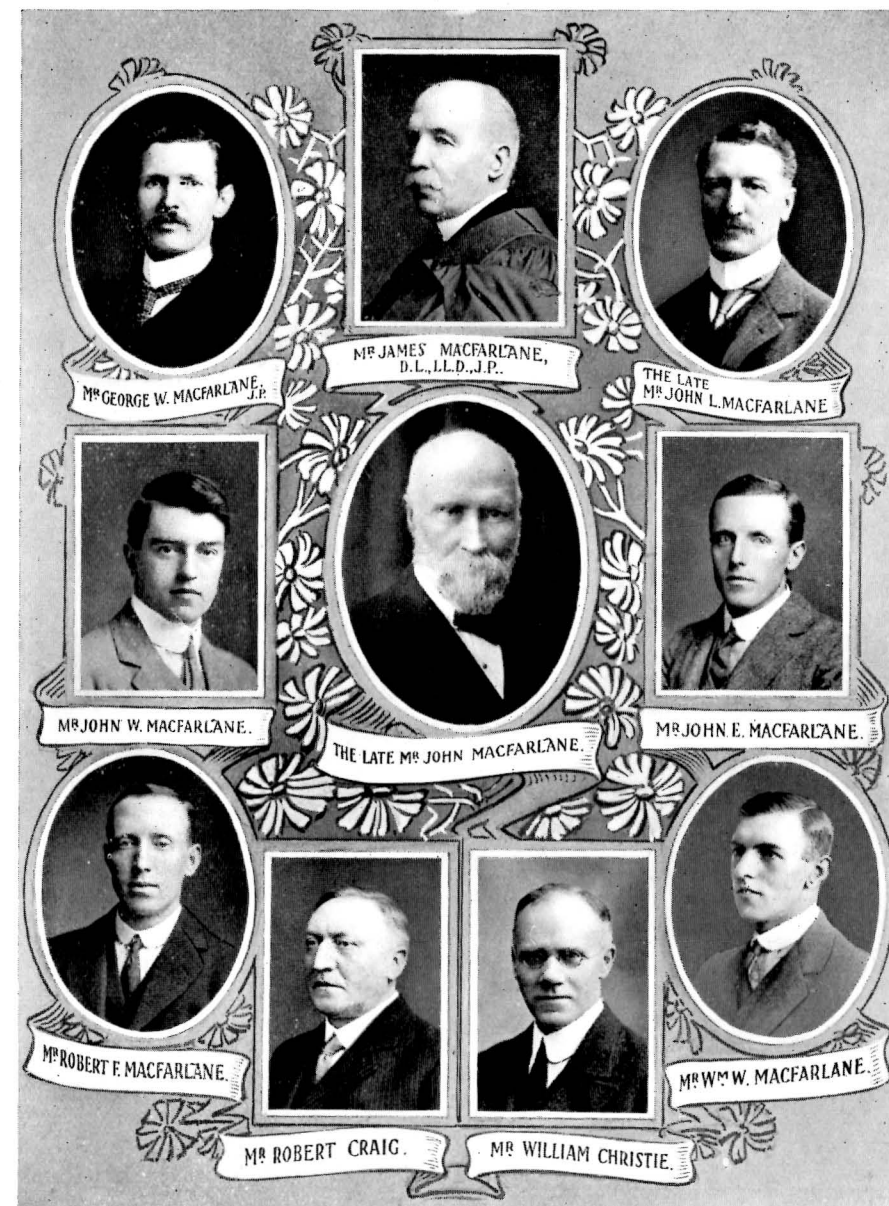
WITH THE  
DIRECTORS' COMPLIMENTS



1817-1925

MACFARLANE, LANG & CO., LTD.  
GLASGOW AND LONDON





THE DIRECTORS—PAST AND PRESENT

## 1817-1925

ON the Centenary of the business, which occurred in 1917, during the dark days of the War, all employees who had ten years' service or over with the Company—290 in all—jointly presented the Directors with an Address of Congratulation, a compliment which they very much appreciated. The following concise history of the progress of the business was embodied in the presentation:—

“One hundred years ago the foundations of the business were laid. On 2nd June, 1817, Mr. James Lang, who had duly served his apprenticeship as a Baker, and been admitted a Burgess and Guild Brother of the Burgh of Glasgow, opened premises in Gallowgate, which was at that period the principal street of Glasgow, both for business and residence. Practically adjoining the premises stood the Saracen Head Inn, from which at that time the Mail Coaches started.



The Corner Window of the Fish Restaurant was Mr. James Lang's Original Shop



Entrance to Green Street Bakery



Green Street Courtyard, Bread Vans were Loaded at Door on Right

"Upon Mr. Lang's death, his nephew, the late Mr. John Macfarlane, took over the management in 1841, and, developing the business considerably, erected a new Bakery in Great Dovehill, close to the Gallowgate premises, and after a period leased larger premises in Green Street, Calton, where in 1878 he assumed as partners his two elder sons, Mr. James Macfarlane and Mr. John L. Macfarlane. The firm was styled John Macfarlane & Sons, although at that time the business was probably better known as 'Lang's Bread Factory,' and even up to the present time the bread manufactured by the Firm is invariably referred to as 'Lang's Bread.' The Biscuit Department at this time had not been developed to any great extent, and only a few kinds of hand-made Biscuits were made, no machinery specially for Biscuit making having yet been introduced by the Firm. The Bakery in Green Street in turn proving inadequate for the increasing business, in 1880 a site was secured in

Wesleyan Street, on which the present Bread Factory was erected, and in 1884 Mr. George W. Macfarlane, youngest son of Mr. John Macfarlane, also became a partner.

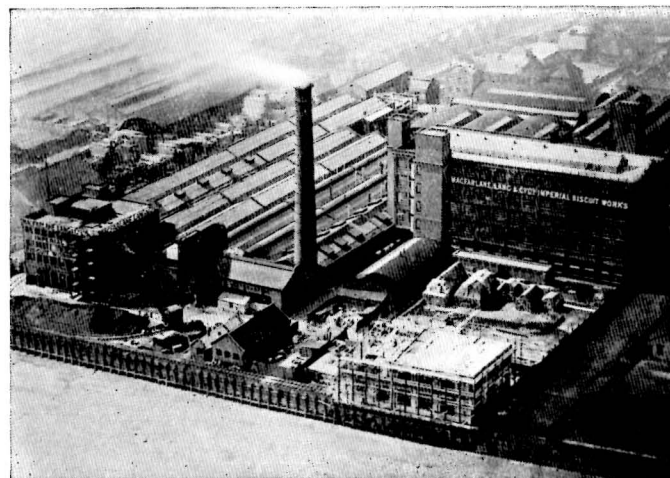


Biscuit Factory, Wesleyan Street

"The Firm having decided to commence the manufacture of Biscuits by machinery, a modernly-equipped Biscuit Factory was erected on the site adjoining the Bread Factory, and named the 'Victoria Biscuit Works,' and the first baking of what was afterwards to develop into a great industry was made in July, 1886. On the commencement of Machine Biscuit Manufacture, the name of the Firm was changed to Macfarlane, Lang & Co. Rapid development was made, and the business, which had up to this time been principally for Bread, and on that account practically confined to Glasgow, now quickly expanded all over the Kingdom, and frequent extensions had to be made both to buildings and machinery to meet the demand for the Firm's products.

"A Depot was established in London in 1894, and during the immediately succeeding years business continued to make such rapid progress that the Glasgow Works, despite the extensions which had been made, were found soon to be inadequate, and it was decided to build a Factory in London to take the place of the Depot. A very suitable site was secured at Fulham, with a frontage to the River Thames and, in November, 1903, the Imperial Biscuit Works were opened, and the manufacture of Biscuits for the London area and South of England

was transferred there, while the Glasgow Works retained the Scotch Trade, the North of England and Ireland and also



London Biscuit Factory

the Export Markets, in which a large business was now being done. During 1914-16 extensive additions were made to the London Works, more than doubling their capacity.

"In 1904 the business was converted into a Limited Liability Company and registered as Macfarlane, Lang & Co., Ltd. Mr. John Macfarlane acted as Chairman of Directors until 1908. He had intimated his intention to retire on 30th April of that year, but his death took place on the day previous. He was thus actively engaged in the business for the long period of 67 years. Upon Mr. Macfarlane's death, his eldest son, Mr. James Macfarlane, became Chairman, and with his brothers, Mr. John L. Macfarlane and Mr. George W. Macfarlane, continued to direct the affairs of the Company.

"On the 16th March, 1912, Mr. John L. Macfarlane, who was proceeding to Gibraltar on business, was drowned through the sinking of the P. & O. Liner, 'Oceana,' after collision in the English Channel with a German sailing vessel. Thereupon Mr. James Macfarlane's elder son, Mr. John E. Macfarlane, who had entered the business in 1900, was appointed a Director, while a few years later his younger son, Mr. Robert F. Macfarlane, also joined the Board, along with Mr John W. Macfarlane and Mr. Wm. W. Macfarlane, sons of the late Mr. John L. Macfarlane.

"At the present time Mr. Robert F. Macfarlane and Mr. Wm. W. Macfarlane are serving in the Army in the Great War with Germany."

The foregoing is the history of the business down to 1917. Both Mr. Robert F. Macfarlane and Mr. Wm. W. Macfarlane served until the end of the war. Mr. William was severely wounded, but fortunately made a good recovery. Mr. Robert on his return to business took up residence in London and has since devoted his whole time to the work of the London Factory, particularly to the technical and manufacturing side, Mr. William taking up similar work at Glasgow.

In 1922 the Directors decided to add to the Board Mr. Robert Craig and Mr. William Christie. Mr. Craig at that date had a record of thirty-nine years' service with the Company, and he had not only been a loyal helper to the senior Directors, but his cordial co-operation has been highly valued by the younger members of the Board. Mr. Christie joined the Company about the time the London Factory was being built, and, as General Manager of that Factory, was largely responsible for the building up and consolidating of the large business carried on in London and the South.

In 1919 the necessity of securing more space for the proper development and expansion, not only of the Biscuit business, but of the extensive Bread business carried on by the Firm, became pressing. It was then decided that it was impossible to develop adequately the two businesses on the old site at Wesleyan Street. The Bread business was therefore formed into an entirely separate Company under the name of Lang's Bread Company Limited, Mr. James Macfarlane being appointed the Chairman of the new



Company and Mr. George W. Macfarlane the Deputy Chairman. The new Company, in addition to taking over the greater part of the old Wesleyan Street buildings, came to an arrangement whereby they acquired the old-established Bread businesses of Mr. James Dunlop, Glasgow, and Messrs. J. & M. Swan, Paisley, the proprietors of these businesses—Mr. A. J. Ferguson (James Dunlop) and Mr. John and Mr. Robert Swan (J. & M. Swan)—joining the Board of Lang's Bread Company Limited, an arrangement which brought very valuable help and experience to the direction of the new Company. Lately, largely through the energy and initiative of Mr. John W. Macfarlane and the new Directors, the Bread Factory has been completely re-equipped and re-organised, and is at the present moment unique in having the only entirely Automatic Scotch Bread-baking Plant in this country.

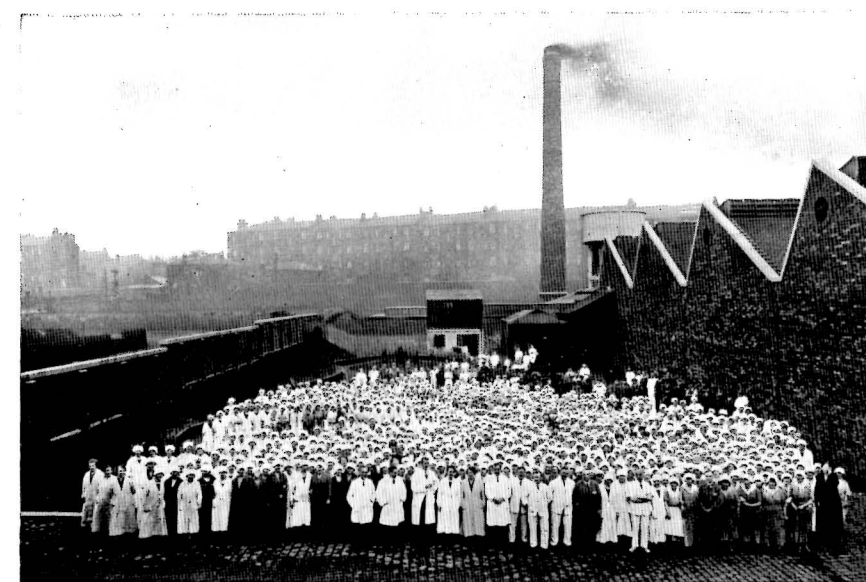
In April, 1921, a start was made with the erection of the present Biscuit Works on a site of more than 15 acres at Tollcross, the general direction and supervision of the building of these Works being entrusted by the other Directors to Mr. John E. Macfarlane.

The following photographs give some indication of the extent and character of the new Biscuit Works.

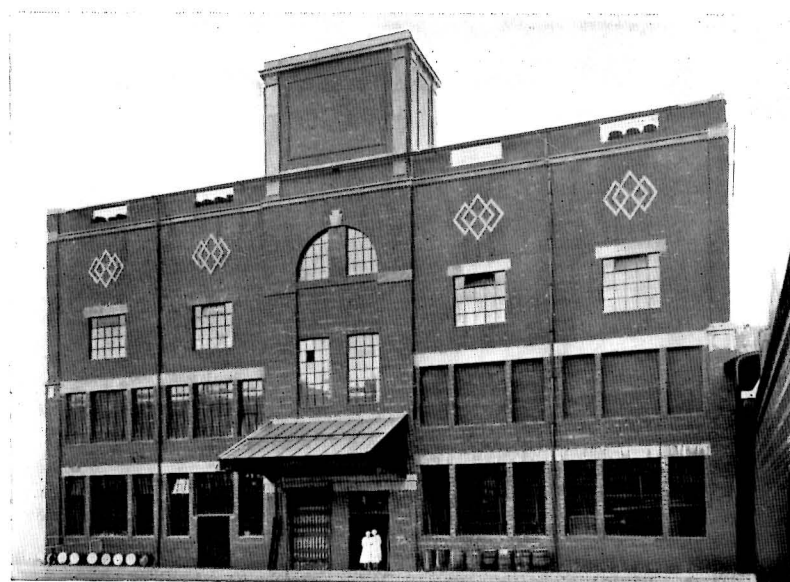
## THE NEW WORKS



Administrative Block



Some of the Workers

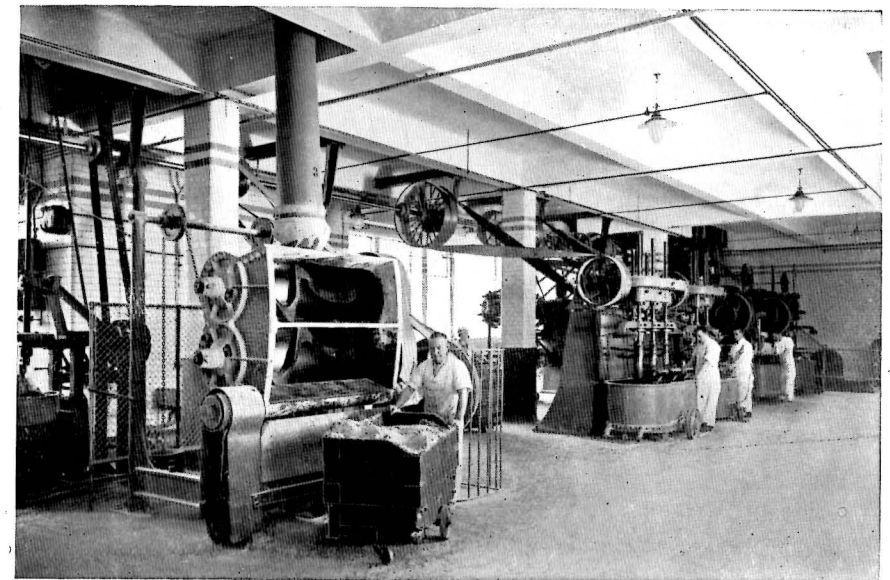


The Stores (Flour, Sugar, &c.) Block

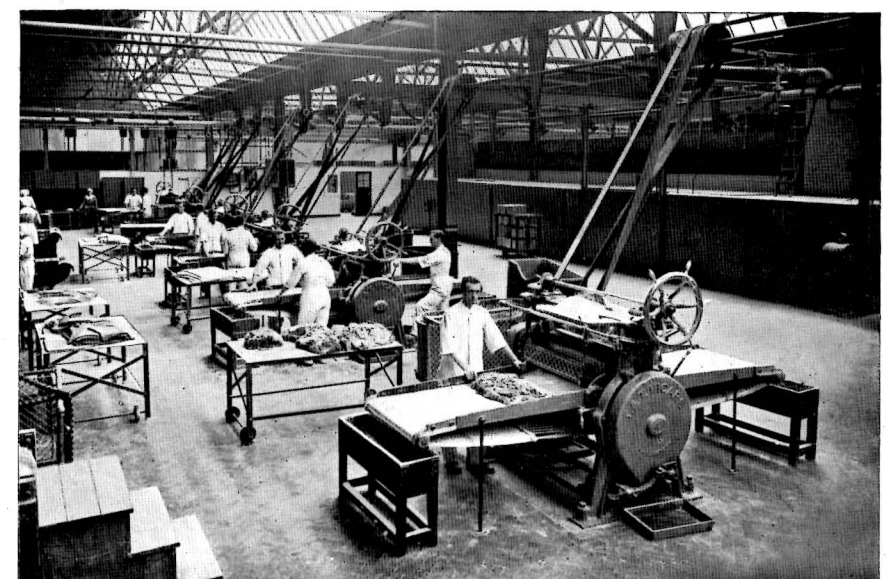


The Laboratory  
where all Raw Materials are checked to ensure a Uniform Standard of Quality

8



The Doughing Room



The Brakes which reduce the Rough Masses of Dough to Thin Sheets

9





Cutting Machines Stamping the Biscuits  
On extreme right Girl is placing Pan on Chains of Travelling Oven



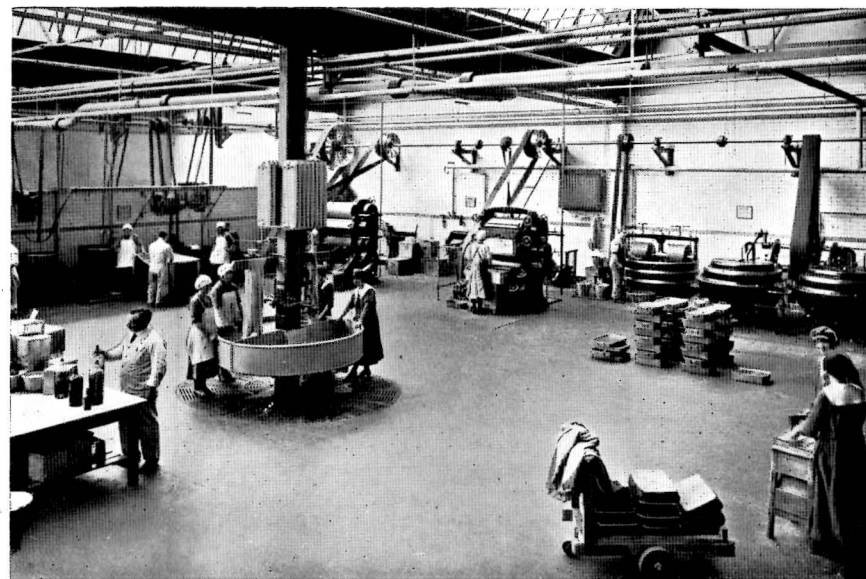
After their 50-foot journey through the Gas Heated Ovens the Pans are being taken off and placed on Racks to cool



The Hand Oven Room for Baking Cakes, Shortbread, and Small Goods



Sawing Wafer Sheets into Finished Shapes



Chocolate and Icing Preparation Room



Main Packing Room, looking West

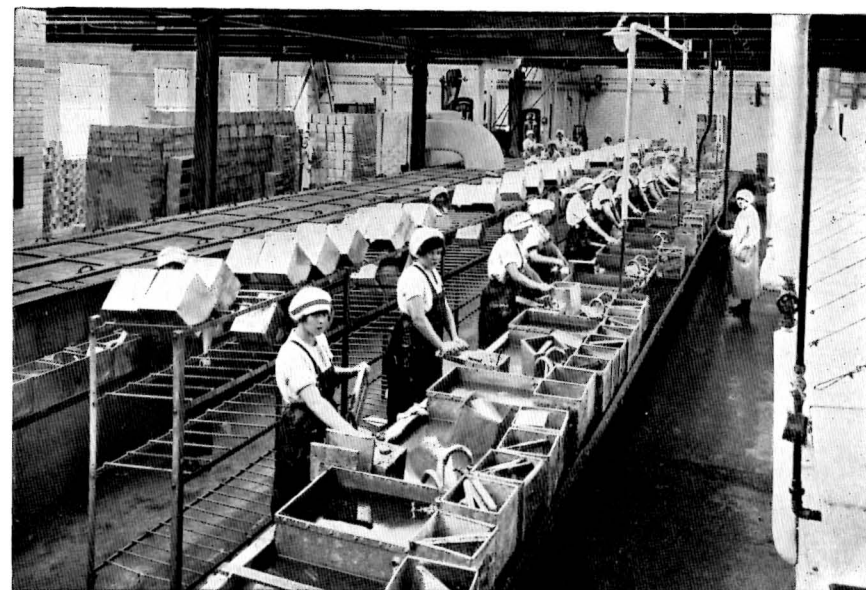


Main Packing Room, looking East

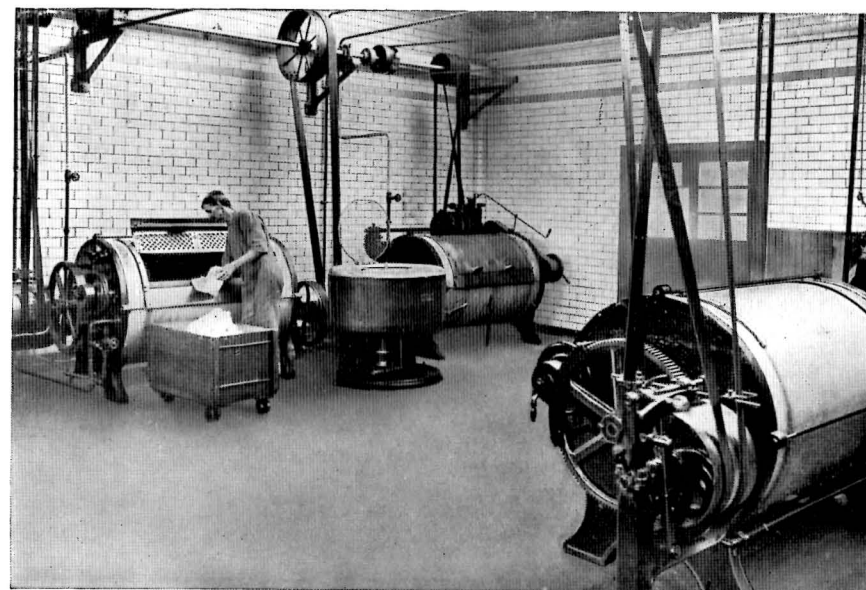


Dispatch Room for Finished Goods





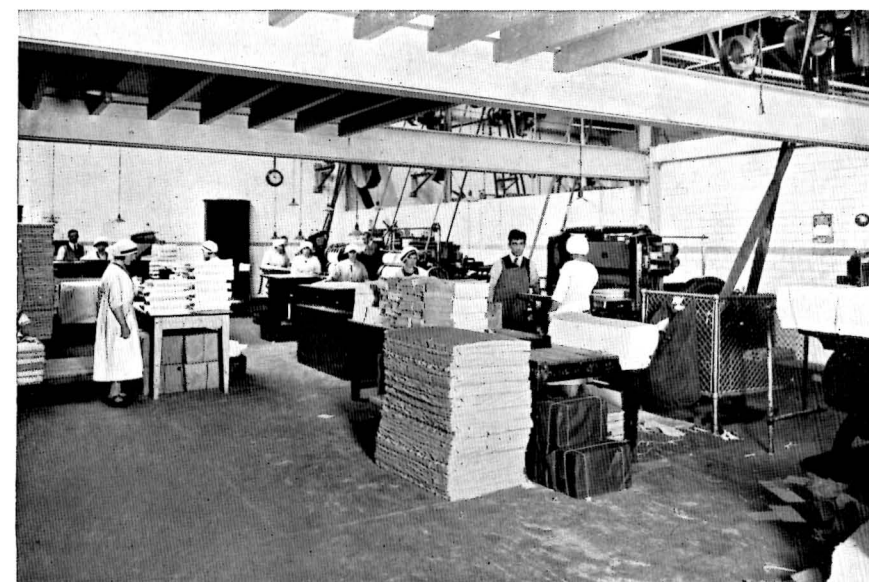
Cleaning Returned Empty Tins



Laundry Department—Cleaning Workers' Overalls, &c.



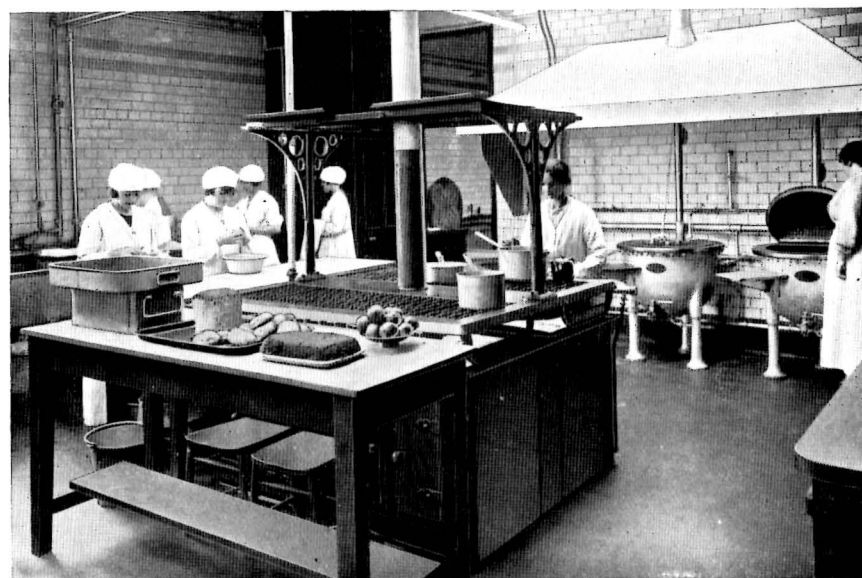
Laundry Department—The Sewing Room



Printing Department



First-Aid Room, where a Trained Nurse is always in Attendance



Dining-Room Department—The Kitchen



Part of No. 1 Dining Room—In the Two Dining-Rooms 600 People can be served at one time



The Office—Entering Department





The Office—Ledger Department



The Telephone Exchange

On the right is the Automatic Exchange which deals with the Internal Factory Calls from upwards of 40 Stations