

To: Mr. P. Sheehy

CAC VIII : Follow-up

You asked me to review the follow-up from CAC VIII.

1. You requested all full-time participants to let you have their comments on CAC VIII and on the timing for CAC IX "by Christmas at the latest".

So far, Messrs. McCarty, Eriksen, Widdup/Wills, Bruell, Best and Long have replied and Mr. Paré had already written before he received your letter. There are no letters yet from Messrs. Sumner, Symons, Garraway, Dennis, Ricketts and Worledge. Do you wish me to remind them that you are awaiting their comments?

2. Of the non-executive directors only Sir Jasper Hallow has not yet given you his comments.
3. Action agreed by participants was as follows:-
 - (a) Mr. Bruell is to produce, by September 1984, "a compendium of epidemiological studies illustrating the conflicts of evidence, with special emphasis on projections of future mortality rates and factors other than smoking that might influence these".
 - (b) Mr. Bruell is to consult with other CAC companies and recommend actions to improve the effectiveness of innovation (in Tobacco).
 - (c) All companies will seek ways to improve the cost-effectiveness of promotional expenditure (in Tobacco).
 - (d) Mr. Dennis is to make a critical assessment of trends in indirect participation (in companies by employees/unions) through pension funds buying significant blocks of shares.
 - (e) Group Public Affairs were due to produce a paper in October, suggesting ways in which the Centre might assist Operating Groups in disseminating information and in developing a co-ordinated approach to certain common issues. After the paper was agreed, B.A.T. Industries' directors were to use it as a basis for discussing with Operating Groups where co-operative efforts could be beneficial.
 - (f) Mr. Pidding (Mr. McCarty?) is due to follow up on his retail productivity report. He is also due to set up a new team to look at potential improvement to be gained from more co-operation between buying functions.
 - (g) Mr. Garraway will communicate with each of the CAC countries, to bring them fully up-to-date with the work at the Centre on financial services - and to discuss with them possible future directions of development.

Do you wish me to follow up on any of these?

4. I attach a note summarising dates of birth and projected retirement dates for each full-time CAC participant.

If you were to hold the next CAC during 1985, Messrs. Widdup, Symons and Best would already have retired and assuming that Mr. Sumner does not retire at his minimum age in July 1985, Messrs. McCarty, Sumner and Paré would be due to retire during the following year.

RS.

R. Salter

RS/DJA

25th November 1983

201802006