



Briefing Paper for Barry Bramley

KEY ISSUES COUNCIL

A meeting was held in July 1994 with representatives of the TSG companies to consider Group communication relating to smoking issues. The precise issue addressed was to determine what needs to be done to cause consumers, employees, the public at large, the media, governments, investors etc. to adopt a balanced view on tobacco products. The meeting concluded that there is a need for central co-ordination of the Group's effort in relation to smoking issues. The co-ordination should deal with:

- . determination of positions and strategy
- . mechanisms for sharing information
- . co-ordination of global responses on developing issues
- . rapid clearance of documents and strategies
- . the facilitation of rapid responses to issues in the public environment

Following a more focused meeting with representatives from BATCo, B&W, BATCF and Imasco, a Key Issues Council was established by BAT Industries to ensure that there is sufficient framework to facilitate the sharing of knowledge and experience and to meet a number of identified objectives and to provide a focus for agreed initiatives. This council, with a small membership from the Operating Groups plus additional specialists as required, would meet at least twice a year with Mr Herter in the chair. The potential work and its group-wide co-ordination was considered to be of sufficient importance to the Group for the Council to be accountable to the TSG. It was concluded that only after a proper inventory had been taken of all the dispersed and isolated experience and knowledge of common utility within the group and a means for sharing that had been established, could we sensibly address the question of the Group's capacity to achieve other initiatives which may be identified.

The first meeting of the Key Issues Council took place in London on the 3rd and 4th of November 1994. The attached paper lists the action points and responsibilities which were assigned to the members of the Key Issues Council and which will be considered at the next meeting on 31st January and 1st February. A copy of the Agenda is also attached.

BATCo senior personnel were assigned the majority of the tasks set in November and therefore have devoted a significant proportion of their time in developing the draft papers required. It is likely that the conclusions of the Key Issues Council will also generate a substantial additional workload on BATCo Smoking Issues, Corporate Affairs and Legal departments if the objectives identified are to be achieved.

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