

SMOKING AND HEALTH

H - Spring Copy

PART II

STRATEGIES AND CONSTRAINTS

Introduction

For the purposes of this plan the companies may be divided into three categories.

First there are those where smoking and health is still a dormant issue. In these cases, of course, companies should not bring the issue to the fore by initiating any action at all.

Second there are those companies where the smoking and health issue is very much alive (S & H Companies).

Third some companies subscribe to cost and risk sharing in their research and development activities (C-S Companies). This last group include companies operating in U.S.A., Canada, Brazil, Australia and Germany.

"R & D" refers to divisional R & D resources as co-ordinated by R & D Millbank.

"Cigar" Cos refer to those companies in which cigars constitute a significant proportion of their total tobacco business.

Relations with Government, Medical Authorities, Industry and the Media

Because there is sensitivity in respect of our products per se we should be particularly vigilant in ensuring that we remain beyond reproach with respect to the ordinary duties both to consumers and to our workers. For example, we should be particularly sensitive to industrial hygiene factors, environmental noise, ordinary industrial toxic hazards, etc.

In general we should maintain our companies in the public mind as socially useful and responsible - as suppliers, as buyers, as employers, etc. Above all we must not <sup>mislead</sup> our consumers.

Regardless of our wishes or our interpretations of the nature or origins of our problems Government interest and action in

Companies/Depts Concerned

( All Companies  
( All Depts

All Companies

( All Companies  
( Div. HQ

/2...

110069867

Companies/Divs:  
Concerned

respect of smoking is expected to increase. Because we would not wish to appear intransigent and recognising the status of some of the medical research on which the case against smoking is based, we would not be wise to attempt to contest publicly the validity of the bulk of the evidence against smoking. Nevertheless in special cases we should challenge interpretation where we are convinced it is wrong and certainly we should challenge inaccurate and dishonest statements.

Wherever possible Millbank must be consulted before any interpretation or statement is challenged.

All Companies except C-S

In the present climate it is considered quite undesirable to encourage children to smoke or to encourage heavy smoking by anyone.

All Companies

We should state, quite properly and responsibly the case in favour of smoking.

All Companies  
(C-S Companies  
(Div. HQ)

We should also influence as far as possible medical and official opinion against incautious imposition of constraints and any unnecessary restriction on smoking. To do this we must talk to medical authorities and Government agencies.

(C-S Cos.  
(S & H Cos.

To be effective we must be seen to be responsible and, within our field, authoritative.

(C-S Cos.  
(S & H Cos.  
(with Div. HQ involvement)

Our legitimate objectives must include protection of the interests of our consumers, many of whom find smoking beneficial in one way or another. Where the question of smoking and health is active and where the industry is sponsoring health research it should keep medical authorities informed and invite their collaboration and views.

C-S Cos.

An industry in one country might also make known the research in other countries even where such research is not sponsored by health authorities.

(C-S Cos.  
(S & H Cos.  
(with Div. HQ involvement)

BAT research should be communicated outside the Group only where agreement by Millbank is obtained.

(All Companies  
(Div. HQ)

/3...

110069268

If it can be achieved it is better to speak as an industry and where this is possible BAT companies should seek to get the industry in any particular country to speak with one voice on policy matters.

In a country where there is no problem, as seen by the authorities, it is not the job of the tobacco industry or of a BAT company to raise the issue.

If ~~Government issued~~ warning notices on packs it is essential that the warning notice should be attributable to the Government or some other official body.

We should resist restrictions on media advertising. ~~We should also resist the introduction of product league tables (since this leads to implied health claims) but league tables are preferable as an alternative to media restrictions.~~ In any event if publication becomes inevitable we should co-operate in setting up procedure and influence this as best we may.

Because it is believed that nicotine will be considered by some leading doctors to be less harmful than tar or possibly carbon monoxide and because it is believed that nicotine is the main attractive ingredient for many smokers, BAT aims to get nicotine separated from tar in the minds of those in authority and of the public. To do this co-operation with competitors may be desirable. So far we have not been noticeably successful. Published tables should preferably be compiled by an independent laboratory and ~~if possible data on brands should be given in alphabetical order.~~ If necessary we should point out that a reduction of nicotine below a level satisfactory to the consumer may lead to increased per capita consumption of cigarettes and possibly tar.

Various tactical moves are possible for achieving low league table positions either generally, e.g. to adopt figures for tar-less-nicotine and water, or specifically, e.g. decreasing the smoke in later puffs, modifying filter plasticiser. The considerable experience in the Group is available to all associated companies. All companies should have available at least one acceptable brand favourably placed. Filter versions of brands should always show lower tar and nicotine than plain versions.

Companies/Dents  
Concerned

( C-S Cos.  
S & H Cos.

Other Cos.

All Companies

All Companies

( C-S Cos.  
S & H Cos.

All Companies

110069369

Companies/Dents  
Concerned

Where imposition of maximum tar and nicotine yields is likely, as for league tables, this should be resisted but if resistance is not successful attempts should be made to get levels fixed sufficiently high to cover the majority of brands.

All Companies

Requirements to put <sup>tar and nicotine</sup> ~~tar and nicotine~~ figures or tar groups on packets or advertising should be resisted as long as possible.

All Companies

In any case before any voluntary agreement to print figures or groups on packets or advertising is made the territorial director should be consulted.

All except  
C-S Companies

On legal grounds alone, we should not make explicit health claims for our products. ~~For the same reason we should be careful to ensure that health claims may not be implied from any statement made relative to our products.~~

All Companies

~~We should also aim to get agreement with other tobacco manufacturers and with suppliers of additives, substitutes and cigarette components that they too will not make or imply health claims. The aim is to keep health out of the competitive arena as far as possible.~~

( C-S Cos.  
( Div. HQ

Research and Development

Research and development plays a key role in our reaction to the attacks on smoking.

All Companies

It is incumbent on a responsible manufacturer of smoking products to understand the allegations against smoking products, and to acquire on a continuing basis as much knowledge as possible of his products and their interaction with the consumers.

We should examine diligently all suggestions, from any source, which are claimed to enhance the safety or diminish the hazards of smoking.

All Companies  
via R & D

We should accept responsibility to ensure if we can that product modifications do not lead to a reversal of the effects intended because of a change in smoking behaviour. We should attempt to identify any consumer groups for whom smoking is likely to involve special risks.

R & D

/5...

110069870

Research across a wide area and development of new and modified products is essential in understanding, interpreting and reacting to the problems arising from the association of smoking with diseases. It is essential that the research effort of industry and company is seen *highlighted*

Publication in reputable scientific journals of research findings of industry and company research should be encouraged. Publications must represent work of a high scientific standard and maintain a totally objective approach.

But neither company nor industry research workers should involve themselves publicly in interpretation of scientific research in wider fields, outside the appropriate disciplines, nor should they allow themselves to be involved in releasing information of this kind in the ordinary news media. Interpretation and publicity for research results should be left to others: there is enormous public interest which will ensure this is done.

For the research role to be effective it is necessary to keep in the forefront of knowledge across a wide area not only of products and laboratory testing but also of the reaction of smokers to products new and old and of factors which influence their smoking behaviour.

Much of this can be done on an industry basis and this should be encouraged but experience has shown that co-operation on work that can lead to product developments in the short term is not practicable among those competing in the same market.

Nevertheless BAT will work with any group with coinciding objectives where this is possible in order to further the interests of the tobacco industry and its consumers.

In particular the various research facilities of the group will work together towards common aims and have agreed to co-ordinate their research and development programmes. This co-ordination is effected by Group research directors conferring regularly and accepting the co-ordinating role of Millbank R & D. At its lowest this implies due diligence in examining all suggestions made to group companies, sharing

/6...

Companies/Dents  
Concerned

R & D

C-S Cos.

( All Companies  
( R & D

R & D

C-S Cos.

( C-S Cos.  
( R & D

R & D

110069371

Companies/Depts  
Concerned

developments in technique and communicating fall-out from company projects. At its highest there are joint projects such as tobacco substitutes, reconstituted tobacco and the work of the biological research committee. There is also sharing of smoking and health research information which is organised from R & D Millbank.

Apart from getting some insight into smokers' motivation and the way people smoke and being sufficiently involved in research into smoke properties, smoke generation and the life sciences in order both to make advances in these areas and to appreciate and assess the contribution of others, the main thrust of Group research relevant to smoking and health is related to products. In accordance with such biological evaluation procedure as is available at any time R & D will concentrate on the following to reduce the biological activity per cigarette:

R & D

- i. Cigarette design
- ii. Reconstitution of tobacco and tobacco based 'substitutes'
- iii. Non-combustible fillers
- iv. Non-tobacco substitute materials

Cigarette design requires an intensive study of the combustion process and in some other areas such as filtration. In turn these studies provide background for shorter term product developments aimed, for example, at league table situations.

R & D

It is regarded as a BAT rather than an industry problem to consider alternatives to nicotine.

R & D

Our research programme and some industry research programmes necessitate the use of laboratory animals. The use of animals in this way is properly of great concern to the authorities and particularly to the public in some parts of the world. We have concise guidelines for the use of animals which ensure that research workers and company managements shall be seen to be acting responsibly. These guidelines should be reviewed regularly.

( T.D.B.  
( R & D

/7...

110069872

One area for research which is basic to our thinking both in the context of health and in developing and promoting our products is that of the benefits associated with or derived from smoking. These may be limited to consumer perception or may be real and measurable. So far very little has been achieved and, indeed, little has been attempted. But we intend to encourage more industry effort where we can to commission some background studies and to keep this area under consideration within our Group research activities.

Products

While it might be maintained that consumers are fully aware of the alleged risks of smoking they have little or no knowledge of the non-tobacco constituents. We should therefore have as much knowledge as is available on the composition of our products.

In particular this means we should not use additives unless the composition is known to us. Further we should take such steps as are appropriate for a responsible manufacturer to ensure satisfactory control over all input materials and to establish formal procedure to ensure that we do not use additive materials unless they are judged to be safe or against which allegations may not be reasonably sustained that they are harmful. For this reason we established the Additive Guidance Panel. This provides an objective view, using the best information available to us, or if necessary initiates suitable investigations.

In all respects we shall demonstrate a responsible attitude to product modifications. We shall not adopt product modifications unless we are satisfied it is in the interests of our consumers to do so. Further, while the addition of nicotine would give more freedom of cigarette design in some circumstances, because of the legal and public relations problems (nicotine is scheduled as a poison) and the real danger in the case of production errors, nicotine, as an isolated identifiable chemical material, should not be added in our products. However these objections do not refer to tobaccos or tobacco extracts which contain nicotine.

/8...

Companies/Dents  
Concerned

( C-S Cos.  
( R & D

R & D

All Companies

All Companies

110069873

Tobacco substitute materials will not be sold in our products unless, after reference to territorial directors,

- (a) The composition is disclosed by suppliers..
- (b) We are satisfied that it has no disadvantages on health grounds.
- (c) It gives a reduction in biological activity per cigarette.
- (d) The specific activity of smoke from the material has been measured where this is applicable.
- (e) There are sound commercial reasons for its use.

It is the intention at present not to use substitute materials until their use has been tested in the market place by others.

But we shall continue our co-operation with selected suppliers and the development of our own non-combustible filler. Further we shall initiate a study of smoking behaviour arising from the use of any tobacco substitute we use in the Group.

Carbon monoxide and the oxides of nitrogen will be increasingly regarded as health hazards for smokers and other gaseous constituents will be similarly identified. We shall aim to reduce these constituents in our products and in many cases it would be wise to do this before league tables include these compounds.

As a broad generalisation cigars are seen by medical authorities to be less hazardous than cigarettes. This arises from the main epidemiological studies and a general assumption that cigar smoke is not inhaled or at least is inhaled far less than cigarette smoke. Laboratory evidence suggests that the tar from cigar smoke is more tumorigenic than that from cigarettes and among medical authorities there is great concern that cigarette smokers may switch to cigar smoking and inhale cigar smoke. Any attempt therefore to exploit the position of cigars vis-a-vis cigarettes will be self-defeating in the long run if this leads to increased inhalation of cigar smoke.

/9...

Companies/Dents  
Concerned

All Companies  
except C-S Ccs.

R & D

All Companies

R & D

{ All Companies  
{ R & D

{ "Cigar" Cos.  
{ R & D

110069874

In the development of new cigars or cigar-like products care should be taken both in the product formulation and in the presentation of products to the public to discourage inhalation of the smoke.

In the Group care should also be taken to ensure that nothing done in promoting cigars should prejudice the position of cigarettes.

We should try to prevent league tables for cigars. When this is shown not to be possible, we should co-operate with others in establishing the conditions of test which are favourable to our products. However, because of our position in cigarettes, when this stage is reached we should try to get smoking conditions which conform to human smoking of cigars rather than of cigarettes.

Companies/Depts  
Concerned

( "Cigar" Cos.  
( R & D  
( Mktg. Dept.

All Companies

( "Cigar" Cos.  
( C-S Cos.

110069875