

Board and Committee Meeting Attendance (1 January - 31 December 2015)¹

	Board of Directors	Audit and Finance Committee	Human Resources and Compensation Committee	Corporate Governance Committee	Capital Projects Committee	Executive Committee	Pension Committee	Special Committee
Number of Meetings	6	7	3	2	6	1	4	0

Attendees (Independent Directors)

Norman M. Betts	6/6	6/7					4/4	
Alan A. Borger	6/6			2/2	6/6			
Phyllis Clark	6/6	6/7			6/6	1/1		
Colin Dodds	6/6		3/3				3/4	
Monique Jérôme-Forget	5/6		3/3	2/2		1/1		
Claire M. C. Kennedy	6/6	7/7	3/3	2/2				
Derek D. Key ³	6/6			2/2	6/6	1/1		
Hassan Khosrowshahi	4/6	6/7			4/6			
Wes Scott	6/6	6/7					3/4	
Jean Simon ²	3/3		2/2	2/2				
Greg Stewart	5/6		3/3		5/6			
Martin Sullivan	4/6		2/3		4/6			

Notes:

An empty space indicates that the Director is not a member of the Committee

1 Also includes meetings attended by telephone.

2 Jean Simon was appointed to the Board in June 2015.

3 Lead Director Derek D. Key may attend any committee meetings.