

Board and Committee Meeting Attendance (1 January 2013- 31 December 2013)¹

	Board of Directors	Audit and Finance Committee (A&F)	Human Resources and Compensation Committee (HRC)	Corporate Governance Committee (CGC)	Capital Projects Committee (CPC)	Executive Committee (EXE)	Pension Committee (PC)	Special Committee
Number of Meetings	6	6	4	2	5	2	4	3

Attendees (Independent Directors)

William Black ²	4/6		3/3	1/1		1/1	0/1	3/3
Phyllis Clark	6/6	5/5					3/3	3/3
Philip Deck ³	6/6		4/4		5/5	0/1		3/3
Colin Dodds ⁴	1/1						0/1	
Douglas Emsley	6/6	5/6			5/5	1/1		3/3
Jock Finlayson ⁵	4/4		1/1	1/1			2/2	3/3
Brian Henley	6/6			2/2	5/5	1/1	1/1	3/3
Monique Jérôme-F. ⁶	2/2			1/1				
Daniel Johnson ⁷	4/4	4/4	2/2			1/1		3/3
Claire Kennedy	6/6	4/5	2/3	1/1				3/3
Derek Key	5/6			2/2	4/5			3/3
Hassan Khosrowshahi ⁸	2/2	1/1			1/1			
David Laidley ³	4/4	1/1			1/1	2/2		3/3
Leo Ledohowski	6/6		4/4		5/5			3/3
Richard McGaw	6/6		3/3				4/4	3/3

Notes:

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

¹ Also includes meetings attended by telephone.

² William Black ceased to be a member the Board in September 2013.

³ Lead Directors, David Laidley (January - September) and Philip Deck (September 2013 to present), may attend any committee meetings. David Laidley ceased to be a member of the Board in September 2013.

⁴ Colin Dodds was appointed to the Board in October 2013.

⁵ Jock Finlayson ceased to be a member of the Board in September 2013.

⁶ Monique Jérôme-Forget was appointed to the Board in October 2013.

⁷ Daniel Johnson ceased to be a member of the Board in October 2013.

⁸ Hassan Khosrowshahi was appointed to the Board in October 2013.