

Board and Committee Meeting Attendance (1 January - 31 December 2016)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) ²	Special Committee
Number of Meetings	7	6	5	2	6	1	4	1

Attendees (Independent Directors)

Norman M. Betts	6/7	6/6					4/4	
Alan A. Borger	7/7			2/2	2/2			
Phyllis Clark	7/7	6/6			6/6	0/1		1/1
Colin Dodds	7/7		5/5				4/4	
Monique Jérôme-Forget	7/7		5/5	2/2		1/1		1/1
Claire M. C. Kennedy	7/7	6/6	5/5	2/2				
Derek D. Key	7/7			2/2	6/6	1/1		1/1
Hassan Khosrowshahi	6/7	5/6			4/6			
Wes Scott	7/7	6/6					4/4	
Jean Simon	6/7		4/5	2/2				
Greg Stewart	6/7		3/5		2/6		2/4	
Martin Sullivan	7/7		5/5		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 - Greg Stewart was added to PC and removed from CPC in May 2016

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