

Health and Safety – March Report

Recommendation(s)

That the board notes:

- i. The trends in the health and safety performance of the organisation and the measures being taken to improve the robustness of the data.
- ii. The actions being taken to improve the understanding of health and safety risk across the organisation.
- iii. The three significant health and safety incidents that occurred in March and the update provided on the lost time incident that occurred in December.
- iv. The progress against the Health and Safety Strategy Work Programme.
- v. The draft Health and Safety Charter for its consideration.

Executive summary

This report provides a summary of health and safety across the organisation in the areas of:

- Health and Safety Performance. The data needed to provide a full understanding of the health and safety performance of the organisation is not currently available. Two streams of work are underway to capture the required data. A limited snapshot of Lost Time Injuries, Total Injuries, and Near Hits is provided for Staff, Capital Works Projects, and Rail Operations.
- Health and Safety Risk Management. The existing health and safety risk assessment does not accurately reflect the actual organisational risk. A series of workshops are planned to identify and quantify the actual risk. From this, the critical risks will be identified and a review undertaken as to the adequacy of existing mitigation measures.
- Health and Safety Incidents. Three significant incidents were reported in March, two involving violence against Parking Enforcement Officers. An update on the December incident that occurred on the AMETI site identified the lack of a site health and safety induction and non-complying fencing as key factors in the incident.
- Health and Safety Strategy Work Programme. There are eight streams of work under the Health and Safety Strategy. Generally, there has been good progress on the Work Programme.
- Health and Safety Matter Arising from the last Board meeting. A draft Board Health and Safety Charter is provided for comment. The draft Charter is based on local and international examples.

Background

This report provides a summary of:

- The health and safety performance across the organisation inclusive of any contract work;
- Health and safety risk across the organisation;
- Any significant health and safety incidents for the month and any recent updates on past incidents;
- The progress against the Health and Safety Strategy Work Programme.

The report also responds to any matters arising from the last Board Meeting.

Health and Safety Performance

The attached graphs (Attachment 1) provide an overview of the health and safety performance of the organisation inclusive of any contracted work.

The metrics reported are:

- Lost Time Injury Frequency Rate (LTIFR). This is the number of lost time injuries per million hours worked.
- Total Injury Frequency Rate (TIFR). This is the number of injuries per million hours worked.
- Number of Lost Time Injuries (LTI).
- Number of all Injuries inclusive of first aid, medical treatment, and lost time
- Number of Near Hits.

The data used to generate these graphs is incomplete as we are yet to capture consistent reporting from all of our contractors and service providers. Two streams of work are underway to address the lack of consistent data:

1. The identification of any existing health and safety performance reporting and then working with the contract manager to capture at least the last twelve months of data against the above standard metrics;
2. The development of an IT solution that will simplify and standardise future health and safety reporting. Standardising the reporting will also result in capturing data for a wider range of metrics. An example of a health and safety dashboard report is provided in Attachment 1. This example is from London Transport and is a format that we will work toward for future Board reporting.

Notwithstanding the above, the graphs do provide a useful snapshot of current health and safety performance for our staff, our capital works programme, and the rail operations.

Incident Frequency Rate:

- The organisation wide incident frequency rate for both lost time injuries and all reported injuries is relatively stable. This is largely due to the averaging effect of the calculation when taken over a twelve month period, combined with the limited set of data.

- The staff TIFR is showing a steady downward trend. This reflects in the overall reduction in the frequency of injuries over the last 12 months. This trend is offset by a steady increase in the number of contractor incidents reported over the last 12 months giving a total Organisation downward trend.

Total Incidents:

- Based on the information currently available, the number of Lost Time Incidents is averaging around 2.5 per month peaking at 7 for March. The 7 LTIs in March were all as a result of injuries sustained by Auckland Transport Staff (3 ankle sprains, two assaults, a slip, trip, and fall, and a strained leg).
- Total reported incidents for staff are highly variable month to month with no obvious seasonal pattern.
- The contract workforce is providing a good level of near hit reporting. Information as to the nature and cause of the near hit is not collected currently and, as such, no trend analysis is possible. An initiative to improve staff near hit reporting will be rolled out in conjunction with the new reporting tool.

Health and Safety Risk Management

A review of the current Health and Safety Risk Register for the organisation has been completed. The identified risks and the assessment and treatment of those risks does not appear to accurately reflect the actual organisational risk.

A series of health and safety risk management workshops is planned that will develop a risk register that identifies and quantifies the critical risks for the organisation. The first of these workshops will focus on public transport operations and will be completed in the first weeks of May.

An assessment of the organisation's "risk appetite" will also need to be completed to ensure the risk assessment process matches the needs of the organisation.

Health and Safety Incidents

Three significant health and safety incidents occurred in March:

- Two TransDev rail workers received minor injuries after their locomotive left the track as it shunted a carriage to the depot in Westfield near Otahuhu on 2 March. The locomotive was pulling an empty four-carriage train south towards the Westfield depot after the Bruce Springsteen concert. The locomotive derailed and ended up on its side while the following two carriages derailed but remained upright. The investigations by TAIC (Transport Accident Investigation Commission), NZTA, KiwiRail and Transdev are still underway.
- Two Parking Enforcement Officers were assaulted in separate incidents. One of the assaults resulted in hospitalisation of the Officer after he was punched in the head though there was no loss of consciousness. The other assault involved a vehicle being driven onto the foot of an officer. Both incidents have been reported to the Police. A review of the measures for mitigating violence against Parking Enforcement Officers is underway to assess the effectiveness of current measures and to evaluate the potential of other suitable measures. A representative of the Police will be part of the review. The review will be completed by the end of June.

The key findings from investigations into significant health and safety incidents will be reported to the Board in future health and safety reports.

Update on Previous Incidents

Fletcher Construction provided their final incident investigation report for the 13 December incident on the AMETI site that involved a KiwiRail Train and labourer carrying reinforcing steel. The key findings of the report were:

- The site fencing was not correctly constructed and did not conform to the worksite requirements of KiwiRail;
- The labourer (employed by a second tier subcontractor) was not inducted onto the site;
- The train was not required to sound its horn as it approached the worksite.

Corrective actions have been identified for each of the above and assigned to Fletcher staff and KiwiRail. A recent health and safety audit confirmed that the corrective actions assigned Fletcher staff have been implemented.

The time taken for Fletcher Construction to finalise this report is of concern although the corrective actions were largely implemented shortly after the incident.

Health and Safety Strategy Work Programme

There are eight work streams within the Health and Safety Work Programme :

1. Leadership. A Board / ELT workshop has been arranged for Tuesday 13 May. This will cover the proposed legislative changes and the implications for the organisation, what good health and safety governance looks like, and establish targets and KPI for health and safety across the organisation.
2. Engagement. A draft health and safety communication plan has been developed with the help of the Communication and Media Team. The establishment of industry fora has been discussed with key industry health and safety managers and is generally supported. The first Rail Health and Safety Forum is tentatively planned for June. A roading forum is being discussed with NZTA.
3. Wellness. The review of the wellness programme is underway with the view to establishing a full calendar of wellness initiatives. "Mother's Day Magic" is the next initiative to be rolled out and will coincide with Mother's Day and run for the month of May. An intranet 'landing page' is planned for Staff Wellness that will provide ready access to the Wellness Calendar and to appropriate support material (articles, video clips etc).
4. Monitoring and Reporting. A review of possible health and safety information management systems is underway. Three potential solutions are being evaluated with a view to rolling out a solution, possibly staged, within the next two months. This solution will provide web-based reporting (performance information and incidents) for staff and contractors and analysis of the collected data using the Business Objects tool. We are also looking to collaborate with NZTA over a mobile reporting application.
5. Compliance Systems. A Request for Quotation was sent to 5 potential management system consultants. The RFQ period closes Thursday 17 April. A number of health and safety policy documents are being developed including Fatigue, Drug and Alcohol, and Incident Management. A review of the Health and Safety SharePoint

'pages' has been completed and will be implemented following the update of the SharePoint software.

6. Risk Management. Health and Safety Risk Management Workshops are being developed in consultation with Risk and Audit. These will help develop a comprehensive Health and Safety Risk Register.
7. Learning and Development. Three potential Learning and Development consultants have been identified that could help support the development of the required health and safety learning and development framework. Their capability to support the required development has yet to be assessed.
8. Continuous Improvements. This work stream will come into effect once the management system development gets underway.

Overall, there has been good progress on the work programme to date.

Matters Arising

The March Board minutes sought the inclusion of a Health and Safety Board Charter in the Health and Safety Report. A draft Charter has been developed for the Board and is attached as Attachment 2.




It is based on a number of international and local examples including Auckland Airport, Chorus, Meridian Energy, Steel and Tube, Fisher & Paykel, Allied Work Force, The Dow Chemical Company, Highland Copper, and Marathon Oil Corporation. Copies of the Fisher and Paykel, Meridian, AWF, Marathon Oil, and Highland Copper Charters are attached as Attachment 3.

The draft Charter will be finalised based on feedback from the Board and provided for approval at the May Board meeting.

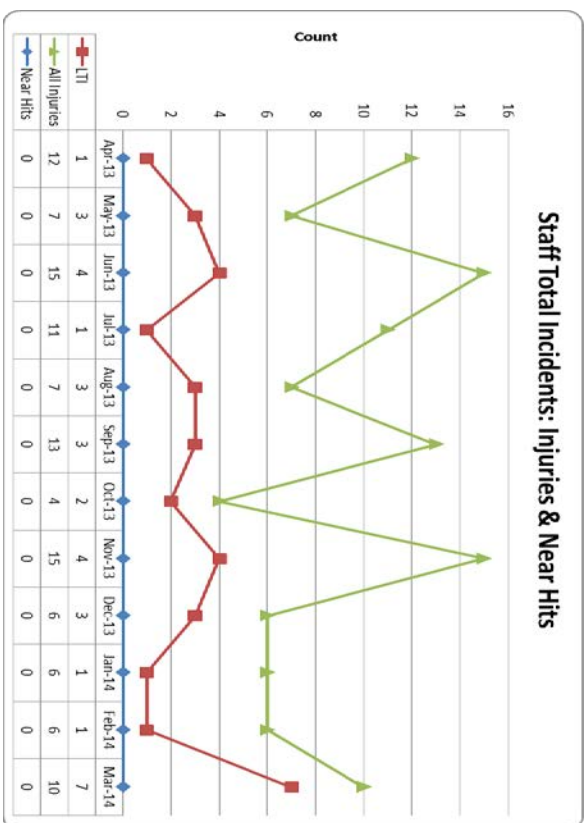
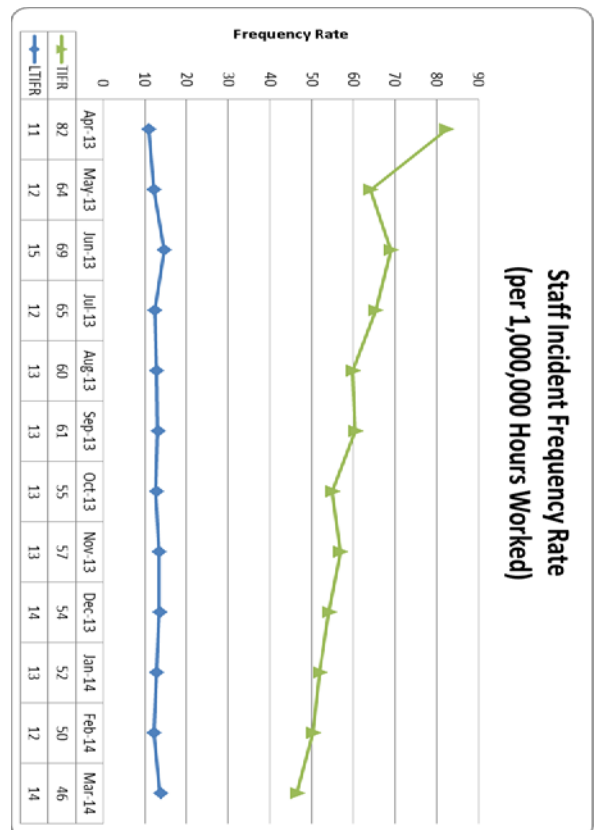
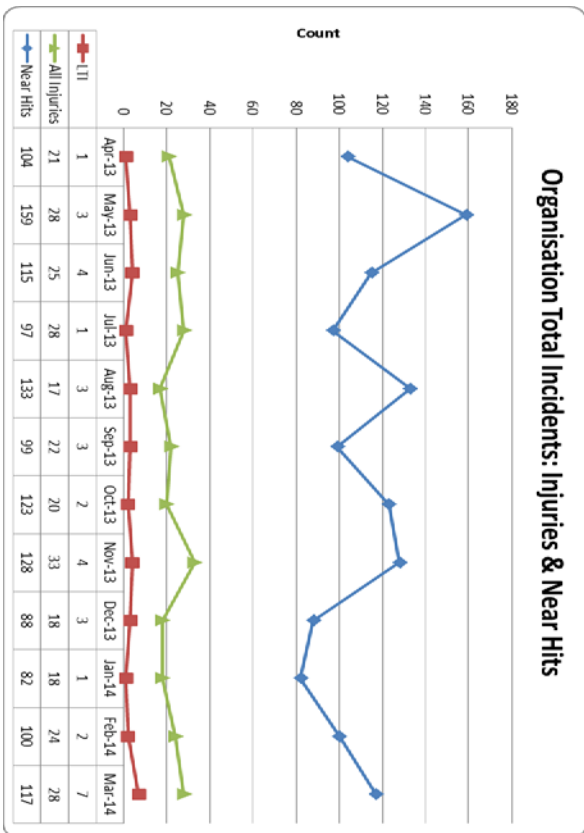
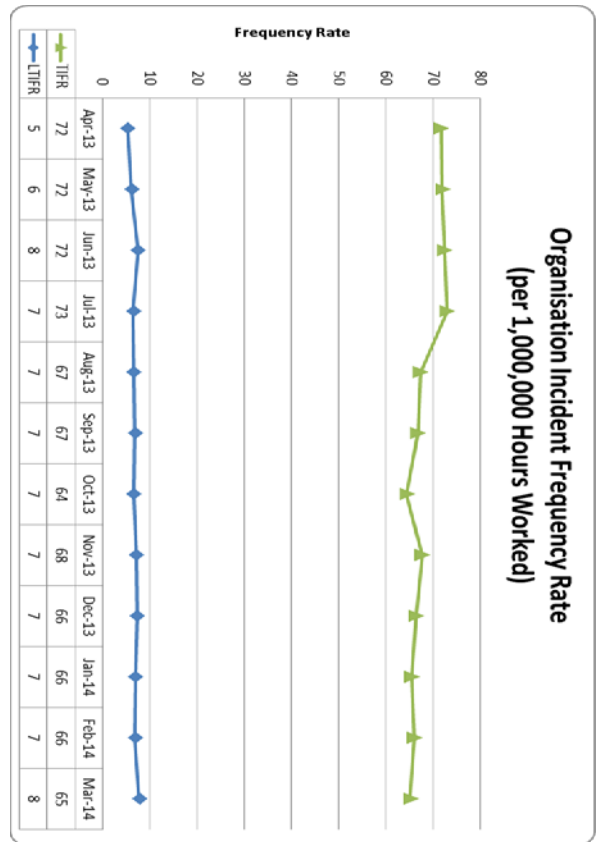
Attachments

Number	Description
1	Health and Safety Performance Graphs
2	Draft Board Health and Safety Charter
3	Examples of Board Health and Safety Charters
4	Example of a health and safety dashboard report

Document ownership

Submitted by	Chayne Zinsli Health and Safety Manager	
Recommended by	Simon Harvey General Manager People, Service, and Performance	
Approved for submission	David Warburton Chief Executive	

Attachment 1: Health and Safety Performance Graphs



Auckland Transport (the “Organisation”) **Auckland Transport Board of Directors** (the “Board”)

1.0 Introduction

This Charter is approved by the Board to assist the Board to fulfil its governance responsibilities over Health & Safety. This Charter will be reviewed after 12 months.

2.0 Policy Statement

- a) The Board is committed to ensuring a safe and secure environment for its people (employees and contractors), customers, and people in the vicinity of the Organisation’s places of work.
- b) The Board recognises that it has a critical role to play in the implementation of health and safety and the health and safety culture of the Organisation.
- c) The Board will ensure that appropriate policies and procedures are adopted and implemented by reviewing and monitoring the identification, reporting, and management of health and safety hazards and risks.
- d) The Board is committed to having a zero harm culture based on continuous improvement.
- e) All directors are committed to fulfilling their obligations under the relevant legislation (including any amendments) and ensuring the appropriate policies and processes are in place to meet those obligations.

3.0 Responsibilities of the Board

The health and safety responsibilities of the Board will include:

- a) Reviewing and approving all major health and safety policy issues such as any significant proposed changes to the Organisation’s relevant policies and practices including the enterprise wide Safety Management System Framework;
- b) Considering whether any changes to the Organisation’s policies and practices are required as a result of changes to any generally accepted principles or statutory requirements (for example in relation to occupational health and safety management);
- c) Setting health and safety targets in consultation with the Chief Executive and the Health and Safety Manager and assessing performance against those targets;
- d) Ensuring that its Directors are properly and regularly informed and updated on matters relating to health and safety governance, performance, and compliance;
- e) Reviewing the adequacy of the Organisation’s systems for monitoring compliance with both relevant applicable law and the Organisation’s policies;
- f) Reviewing the Organisation’s procedures for identifying and managing relevant risk including, without limitation, monitoring the Organisation’s actual and potential exposure to identified risks and whether those identified risks comprehensively cover the Organisation’s risk profile;
- g) Requiring an annual assessment of the Organisation’s health and safety risk profile and compliance and control processes.
- h) Obtaining regular reports from Management on the operation of the Organisation's performance, risk management, compliance, and internal control processes;
- i) Evaluating the adequacy of the Organisation’s relevant systems for the reporting of actual or potential incidents and breaches, subsequent investigations, and remedial

- actions. This shall include reviewing all health and safety incidents that meet the definition of serious harm under the Health and Safety in Employment Act 1992 occurring across the Organisation's operations and considering the appropriateness and efficacy of any identified corrective actions to minimise the risk of recurrence; and
- j) Evaluating the appropriateness of the functions of internal control and internal audit within the Company as they relate to the Organisation's health and safety obligations.

4.0 Meetings

The Board will receive a health and safety report from the Health and Safety Manager at all Board meetings. The report will contain a comprehensive summary of health and safety activity across the Organisation. The Board will review the report and make any direction it feels is appropriate.

Board meetings dedicated to health and safety will be scheduled for at least two times a year. These meetings will comprehensively review the Organisation's Health and Safety Strategy and its health and safety performance against the relevant KPIs and targets and make any adjustments to the Strategy, KPIs, or targets as it considers necessary.

The Board may, at its discretion, visit any site managed by or for the Organisation.

Fisher & Paykel Healthcare Corporation Limited

Quality, Safety and Regulatory Committee Charter

Establishment of the Quality, Safety and Regulatory Committee

This Charter sets out the basis on which the Board has established a Quality, Safety and Regulatory Committee pursuant to the authority contained in, and subject to the provisions of, the Constitution.

Objectives

The objective and purpose of the Quality, Safety and Regulatory Committee is to assist the Board in fulfilling its oversight responsibilities relating to:

1. the Company's Quality Management System that supports the Company's commitment to providing high quality products and services, supports the Company's goals of continuous improvement and compliance with applicable regulations regarding the manufacture and distribution of medical devices; and
2. the Company's health and safety risk management system that supports the Company's commitment to implementing a best practice health and safety management programme to minimise health and safety risks to our employees and to ensure that resources are available to support the ongoing implementation of the Company's health and safety management programme.

Authority, Duties and Responsibilities

In addition to any other authorities, duties and responsibilities which have been assigned to it from time to time by the Board, the Quality, Safety and Regulatory Committee has the authority, duty and responsibility to:

1. review and monitor the Company's quality and regulatory risk management framework and health and safety risk management framework to ensure that the Company has in place mechanisms and internal controls to identify and manage areas of material quality, regulatory and health and safety risks.
2. review and monitor the Company's quality objectives to assess the suitability and effectiveness of the Company's Quality Management System.
3. receive and monitor reports indicating the Company's compliance to applicable regulations regarding the manufacture and distribution of medical devices.
4. receive and monitor reports on the Company's compliance to applicable health and safety regulations and the effectiveness of the implementation of the Company's health and safety management programme.

Quality, Safety and Regulatory Committee Composition

The Quality, Safety and Regulatory Committee shall consist of at least three members, each of whom will be appointed by the Board.

All of the members of the Quality, Safety and Regulatory Committee shall be Directors of the Company. The Quality, Safety and Regulatory Committee shall be chaired by an Independent Director and a majority of the members shall be Independent Directors¹.

The Board shall appoint one of the members of the Quality, Safety and Regulatory Committee who is an Independent Director to be the Chairperson of the Quality, Safety and Regulatory Committee. In that person's absence, any member may chair a meeting of the Quality, Safety and Regulatory Committee.

The Quality, Safety and Regulatory Committee may, if it considers it appropriate, appoint a secretary.

Meetings and procedure

The Quality, Safety and Regulatory Committee will meet as frequently as required.

A quorum for a meeting of the Quality, Safety and Regulatory Committee is two members.

The Quality, Safety and Regulatory Committee may invite such other persons to attend their meetings as they consider appropriate and determine the procedures under which this occurs. Quality, Safety and Regulatory Committee meetings will normally be attended by the Chief Executive Officer, Senior VP of Products and Technology, VP of Quality and Regulatory and VP Human Resources.

The Quality, Safety and Regulatory Committee shall ensure that minutes of its meetings are kept and provided to the Board in a timely manner.

The dates, times and venues of each meeting of the Quality, Safety and Regulatory Committee will be notified to all members as far in advance as possible. Supporting papers shall also be sent to members as far in advance as possible.

The proceedings of the Quality, Safety and Regulatory Committee will be governed by the provisions of the Constitution that govern meetings of Directors, in so far as they are applicable.

Consultation

The Quality, Safety and Regulatory Committee shall have unrestricted access to executive management, all employees, company records, financial or legal advisers, and external consultants or specialists.

Reporting

The Chairperson of the Quality, Safety and Regulatory Committee (or a person nominated by the Quality, Safety and Regulatory Committee for that purpose) shall report to the Board on the Quality, Safety and Regulatory Committee's proceedings following each meeting on matters relevant to the Committee's duties and responsibilities.

¹ Independent Directors are as defined in the NZSX Listing Rules

Review

The Quality, Safety and Regulatory Committee shall conduct an annual review of its objectives and activities, inviting comments from all members of the Board. It shall recommend to the Board any suggested changes in the duties and responsibilities of the Quality, Safety and Regulatory Committee and the terms of this Charter.

CHARTER

Safety and Sustainability Committee



26 June 2013

The Meridian Board of Directors (“the Board”) has established a Committee of Directors known as the Safety and Sustainability Committee (“the Committee”). Safety and Sustainability (S&S) for the Meridian Energy Group (Meridian) encompasses all S&S related matters arising out of the activities of Meridian affecting employees, contractors, the public, communities and the environment in which Meridian operates.

OBJECTIVE

- 1.1 The objective of the Safety and Sustainability Committee is to assist the Board in fulfilling its responsibilities and objectives in all matters related to safety and sustainability by having oversight of:
- Meridian’s actions to meet its obligations to maintain the overall wellness, and occupational health and safety of its people.
 - Integration of safety and sustainability in the formulation of Meridian’s corporate strategy, risk management framework, and people and culture priorities.
 - The social, environmental and ethical impacts of Meridian’s policies and practices.
 - Initiatives to enhance Meridian’s safety and sustainable business practices and reputation as a responsible corporate citizen.
 - Meridian’s compliance with corporate governance requirements in relation to safety and sustainability issues and reporting.

COMPOSITION

- 2.1 The Committee is appointed by the Board and comprises a minimum of two Directors.
- 2.2 The Chairperson of the Committee is appointed by the Board.
- 2.3 The Committee may co-opt any other Director in the event that one of the Committee members is absent or unavailable. The quorum of the Committee shall be two, which must include at least one of the named appointed members of the Committee. Any Director so co-opted shall be counted as part of the quorum.
- 2.4 The Chief Executive will attend meetings of the Committee. Other representatives of management as considered appropriate may also attend meetings by invitation.

AUTHORITIES

- 3.1 The Committee does not have the authority to make a decision in the Board's name or on its behalf unless specifically authorised to do so by this charter or as directed by the Board. The Committee will make recommendations to the Board as set out in this charter.
- 3.2 Directors have complete access to Meridian's Senior Executive team through the Chairman, Chief Executive or Company Secretary at any time.
- 3.3 The Committee is authorised by the Board to obtain, at the expense of the Company, outside legal or other independent professional advice as it sees necessary to carry out its responsibilities.

RESPONSIBILITIES

The responsibilities of the Committee will be those delegated by the Board from time to time and shall include (without limitation):

Health and Safety

- 4.1 Periodically reviewing, and recommending to the Board for approval, Meridian's policies related to Health and Safety.
- 4.2 Monitoring compliance with the Company's policies related to Health and Safety.
- 4.3 Reviewing Meridian's health and safety initiatives, the outcomes achieved and considering reports submitted by management on health and safety performance
- 4.4 Ensuring the Company is properly identifying and managing health and safety risks and that there are systems in place to achieve this.
- 4.5 Reviewing and recommending to the Board targets for health and safety performance, and assessing performance against those targets.
- 4.6 Reviewing significant health and safety related incidents and the actions taken by Management to minimise the risk of recurrence

Sustainability

- 4.7 Reviewing and recommending to the Board for approval, Meridian's Sustainability Policy.
- 4.8 Monitoring compliance with the Company's Sustainability Policy.
- 4.9 Ensuring Meridian has an effective sustainability strategy and supporting processes and monitoring Management's execution of that strategy.

- 4.10 Reviewing Meridian's sustainability initiatives and outcomes achieved with regard to enhancing Meridian's reputation both externally and with staff, and in implementing sustainable business practices.
- 4.11 Considering reports submitted by management on sustainability performance and issues.

FREQUENCY OF MEETINGS

- 5.1 The Committee will meet on an as required basis to ensure it fulfils its responsibilities.

ADMINISTRATION

- 6.1 The General Counsel or his or her nominee shall act as secretary to the meeting. The Office of the CEO shall provide all secretariat functions for the Committee.

REVIEW OF COMMITTEE CHARTER

- 7.1 The Committee shall undertake an annual self review of its objectives and responsibilities and of its Charter and report back to the Governance and Nomination Committee. The Committee may at any time initiate a review of this Charter and make appropriate recommendations to the Board.

Health and Safety Committee Charter

Approved by the Board: 18 June 2013

Definitions

- “Board” means the Board of Directors of the Company;
- “Company” means AWF Group Limited and its related companies
- “Committee” means the Health and Safety Committee;

Purpose

The Committee is a committee of the Board of the Company. Its role is to assist the Board to fulfil its responsibilities and to ensure compliance with all legislative and regulatory requirements in relation to the health and safety practices of the Company as those activities affect employees and contractors. The principal responsibility and requirement of Board Members is that individually they are informed and satisfied as to the Group’s application of H&S standards in all respects.

Composition

The Committee shall comprise all Board Members. The Board shall appoint a Chairperson of the Committee. The Chairperson will be a director who is not the Chairperson of the Board.

The secretary of the Committee shall be appointed by the Board.

Procedures

A quorum of the Committee is three members. The Chairperson shall have the casting vote in the case of a tie.

The Committee will meet at least quarterly and as it deems necessary to properly fulfil its obligations and discharge its duties. Directors who are not members of the Committee have a standing invitation to attend any meeting of the Committee. Members of management or such other parties may be asked to attend any meeting of the Committee as considered necessary to provide appropriate information, explanation and assistance as required. The Committee may ask any party to withdraw from any part of any meeting.

Notice of Committee meetings and the business to be conducted at such meetings shall be given to the members of the Committee, all other members of the Board, the Chief Executive Officer and the National H&S Manager. The Chairperson shall review the agenda for each

meeting prior to its issue. Any Committee member may require business to be included in the agenda. The agenda and Committee papers will be prepared and circulated to all Directors at least five days prior to meetings.

Minutes of all meetings will be taken and will be circulated to the Board. The Chairperson of the Committee will report to the full Board the recommendations of the Committee at the Board meeting immediately following the Committee meeting.

Responsibilities and duties

The Committee does not take actions or make decisions on behalf of the Board unless specifically mandated. The Board has delegated certain functions to the Committee which is responsible for:

- reviewing and, if necessary, amending the health and safety policies of the Company;
- monitoring the Company's compliance with health and safety legislation and regulatory requirements and the reporting of accidents, incidents and issues;
- receiving from the Chief Executive an annual Health and Safety Plan that outlines the processes and systems of the Company;
- setting health and safety targets in consultation with the Chief Executive and the National H&S Manager and assessing performance against those targets;
- seeking assurance that the Company is effectively structured to manage health and safety related risks, including having competent staff, adequate communication procedures and proper documentation;
- reporting to the Board quarterly on health and safety matters affecting the Company and at other times as determined by the Committee or as directed by the Board;
- reviewing all health and safety incidents that meet the definition of serious harm under the Health and Safety in Employment Act 1992 occurring across the Company and considering appropriate action and recommendations to be made to the Board to minimise the risk of recurrence; and
- ensuring that the employees and assets of the Company are protected by appropriate health and safety equipment.

Powers and authority

The Committee may delegate any of its responsibilities to the Chairperson from time to time and on such conditions as the Committee considers appropriate.

The Committee is authorised by the Board to investigate any activity covered by its roles.

The Committee members may communicate with any Company employee to seek any information they require in order for the Committee to carry out its role.

The Committee and each member of the Committee shall have the authority of the Board to:

- retain, terminate and consult with outside or other independent external advisers and experts (including legal consultants) at the Company's expense. This may include consultation with ACC, media, MBIE and the like;
- secure the attendance at meetings of outside parties with relevant experience and expertise where the Committee or a Committee member deems it necessary to carry out the functions of the Committee.

Committee members are entitled to rely on Company executives in relation to matters within their responsibility and on external professionals in relation to matters within their area of expertise and may assume the accuracy of information provided by such persons so long as a Committee member is not aware of any reasonable grounds upon which such reliance or assumption may be inappropriate.

Accountability and review

The Committee shall undertake an annual self-review of its objectives and responsibilities and this Charter.

The Committee's objectives, responsibilities and this Charter shall also be reviewed by the Board and any other person the Board considers appropriate.

MARATHON OIL CORPORATION

Health, Environmental, Safety and Corporate Responsibility Committee Charter

(Effective November 1, 2011)

Statement of Purpose

The Health, Environmental, Safety and Corporate Responsibility Committee (the "Committee") is a standing committee of the Board of Directors (the "Board"). The purpose of the Committee is to assist the Board with respect to (i) identifying, evaluating and monitoring health, environmental, safety, social, public policy and political trends, issues and concerns that could affect the Company's business activities and performance, (ii) analyzing the Company's global reputation and developing recommendations to strategically position the Company to support its business objectives, and (iii) developing recommendations to the Board for the formulation and adoption of policies, programs and practices concerning health, environmental, safety, social, public policy and political issues.

Authority

The Committee shall have the authority and responsibility to engage and terminate outside legal counsel or other consultants to assist in discharging its responsibilities hereunder. The Committee shall have full access to any relevant records of the Company and may also request that any officer or other employee of the Company, including the Company's outside counsel or any other person meet with any members of, or consultants to, the Committee.

Membership

This Committee shall be comprised of not less than three nor more than six members. Each member shall (i) be a member of the Board, and (ii) be independent and qualified under standards established by applicable law, stock exchange listing standards, and the Company's Corporate Governance Principles. Except in any such member's capacity as a member of the Committee, the Board, or any other board committee, no member shall accept any consulting, advisory, or other compensatory fee from the Company, or be an affiliated person of the Company or any subsidiary thereof.

Meetings

The Committee will meet at least three times each year, with authority to convene additional meetings as circumstances require. All Committee members are expected to attend each meeting, in person or by teleconference. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes of each meeting will be prepared. If requested by any member of the Committee, time shall be allotted for an executive session of Committee members only and any executives or outside advisors they might want to invite.

Quorum

A majority of the total number of Committee members then in office shall constitute a quorum for the transaction of business at any meeting. All matters shall be decided by the affirmative vote of a majority of members present in person or via teleconference at a meeting duly called and held.

Responsibilities

The following shall be the principal responsibilities of the Committee:

1. Health, Environmental, Safety, Social, Public and Political Policies, Programs and Practices. The Committee shall periodically review and make recommendations to the Board on, and monitor the Company's compliance with, the Company's policies, programs and practices concerning broad health, environmental, safety, social, public policy and political issues.
2. Health, Environmental, Safety, Social, Public Policy and Political Trends. The Committee shall identify, evaluate and monitor the health, environmental, safety, social, public policy and political trends, issues and concerns, domestic and international, which affect or could affect the Company's business activities, performance and reputation by generating expectations of the Company by its constituencies, including shareholders, employees, customers, vendors, governments and the public.
3. Review of Legislative and Regulatory Issues. The Committee shall periodically review legislative and regulatory issues affecting the Company's businesses and operations.
4. Political, Charitable and Educational Contributions. The Committee shall review the Company's political, charitable and educational contributions.
5. Report of Compliance and Effectiveness. The Committee shall receive periodic reports to:
 - a. monitor compliance with the Company's system of internal controls over health, environmental, safety, social and political regulatory requirements, industry standards, and internal policies, programs and practices;
 - b. monitor the effectiveness of systems necessary to ensure compliance with applicable legislation, regulatory requirements, industry standards, and internal policies, programs and practices related to health, environmental, safety, social and political matters;
 - c. review the findings of regulatory agencies in respect of health, environmental, safety, social and political matters, as well as management's responses thereto;
 - d. review significant health, environmental and safety risks and exposures, including mitigation and remedial actions; and
 - e. review emergency response planning procedures for the health, environmental and safety areas.

6. *Performance Evaluation.* The Committee shall evaluate its performance on an annual basis and develop criteria for such evaluation consistent with the responsibilities set forth in this charter.
7. *Delegation.* The Committee may delegate any of its responsibilities to a subcommittee comprised of one or more members of the Committee.
8. *Other Delegated Responsibilities.* The Committee shall also carry out such other duties that may be delegated to it by the Board from time to time.
9. *Review of Charter.* The Committee shall reassess and report to the Board on the adequacy of this charter on an annual basis.



Charter of the Environment, Health, and Safety Committee

Approved on November 27, 2012

Purpose

1. The environment, health, and safety committee (the “**Committee**”) is appointed by the board of directors (the “**Board**”) of Highland Copper Company Inc. (the “**Company**”) to assist the Board in fulfilling its responsibilities related to environment, health and safety matters concerning the Company and its wholly-owned subsidiary Keweenaw Copper Co.

Composition

2. The Committee will be composed of three or more directors as designated by the Board.
3. The chair of the Committee will be designated by the Board from among the Committee members.
4. At least one member of the Committee will be a non-executive director.

Meetings

5. The Committee will meet at least annually and otherwise at the discretion of the chair or a majority of its members.
6. A majority of the members of the Committee constitutes a quorum.
7. The time and place at which meetings of the Committee are to be held, and the procedures at those meetings, will be determined by the Committee. A meeting of the Committee may be called by notice given at least 48 hours in advance by means of telephone, facsimile, email, or other communication equipment, provided that no notice of a meeting will be necessary if all of the members are present either in person or by means of conference telephone, or if those absent have waived notice or otherwise indicated their consent to the holding of the meeting.
8. Committee members may participate in a meeting of the Committee by conference telephone or other communication equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting pursuant to this section will constitute presence in person at the meeting.
9. The Committee will keep minutes of its meetings which will be available for review by the Board.
10. The Committee may appoint any person, who need not be a member, to act as the secretary at any meeting.
11. The Committee may invite those officers, directors and employees of the Company and any other advisors and persons as it may see fit, from time to time, to attend at meetings of the Committee.

12. Any matters to be determined by the Committee will be decided by a majority of votes cast at a meeting of the Committee called for that purpose. Actions of the Committee may be taken by unanimous written consent of the members of the Committee and actions so taken will be effective as though they had been decided by a majority of votes.
13. The Committee will report its decisions to the Board at the next scheduled meeting of the Board, or earlier if the Committee deems necessary.

Resources and Authority

14. The Committee has the authority to:
 - (a) engage, at the expense of the Company, independent counsel and other experts or advisors as it determines necessary to carry out its duties;
 - (b) set and pay the compensation for any independent counsel and other experts and advisors retained by the Committee; and
 - (c) conduct any investigation appropriate to its responsibilities, and request any officer of the Company, or outside counsel for the Company, to attend a meeting of the Committee or to meet with any members of, or advisors to, the Committee.

Responsibilities

15. The responsibilities of the Committee are to:
 - (a) review and recommend to the Board, for approval, changes in or additions to environment, health and safety policies and programs to reflect the Company's commitment to environmental stewardship, social responsibility, and the health and safety of the Company's workers and the general public;
 - (b) review and recommend to the Board, for approval, changes in or additions to environment, health, and safety policies and programs in the context of legal and operational risks and considerations;
 - (c) review management reports on the nature and extent of compliance or any non-compliance with environment, health, and safety policies and programs, applicable legislation, and industry standards, and plans to correct deficiencies, if any, and to report to the Board on a quarterly basis on the status of such matters;
 - (d) review with management whether environment, health, and safety policies are being effectively implemented; and
 - (e) review any other environment, health, and safety matters that the Committee may consider appropriate or the Board may specifically direct.

Chair

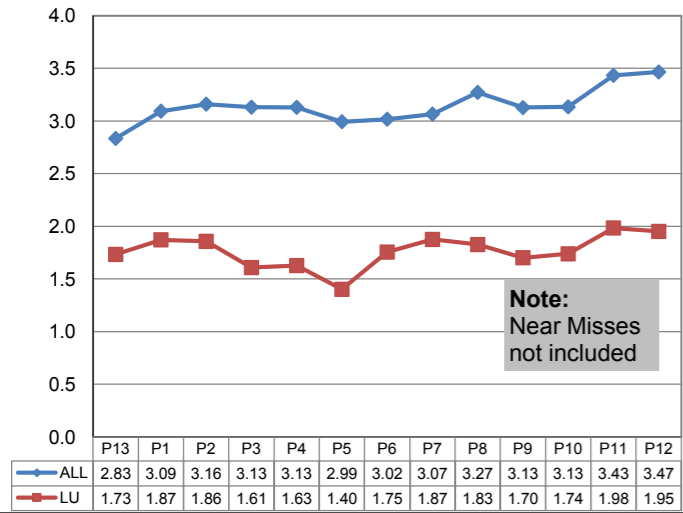
16. The role of the chair of the Committee is to:

- (a) provide leadership to the Committee with respect to its functions as described in this charter and as otherwise may be appropriate, including overseeing the operation of the Committee;
- (b) chair meetings of the Committee, unless not present, including *in camera* sessions, and report to the Board following each meeting of the Committee on the activities and any recommendations of the Committee;
- (c) ensure that the Committee meets at least once per year and otherwise as considered appropriate;
- (d) set the agenda for each meeting of the Committee, with input from other Committee members, the chairman of the Board, the lead director, if there is one, and any other appropriate persons and provide to the Committee appropriate information from management to enable the Committee to function effectively and fulfil its mandate;
- (e) act as liaison and maintain communication with the chairman of the Board and the Board to coordinate input from directors and to optimize the effectiveness of the Committee; and
- (f) perform such other duties as may be delegated to the chair by the Board from time to time.

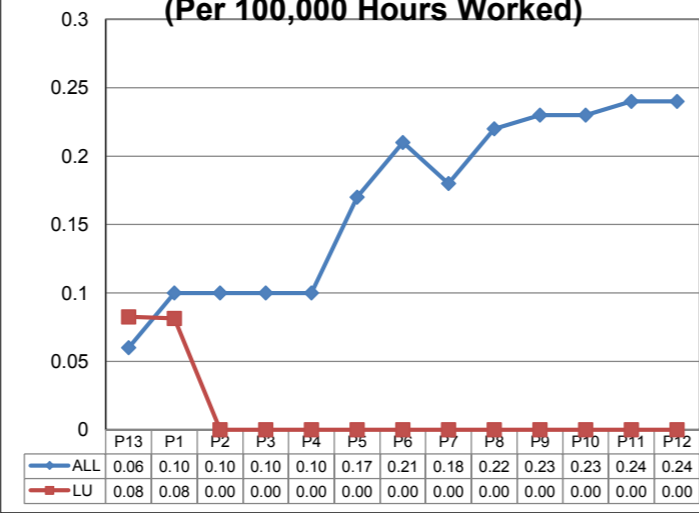
Other Responsibilities

- 17. The Committee will review and assess the adequacy of this charter from time to time and at least annually and submit any proposed revisions to the Board for approval.
- 18. The Committee will annually review its performance relative to this charter.
- 19. The Committee will perform any other activities consistent with this charter and applicable law, as the Committee or the Board deems necessary or appropriate.

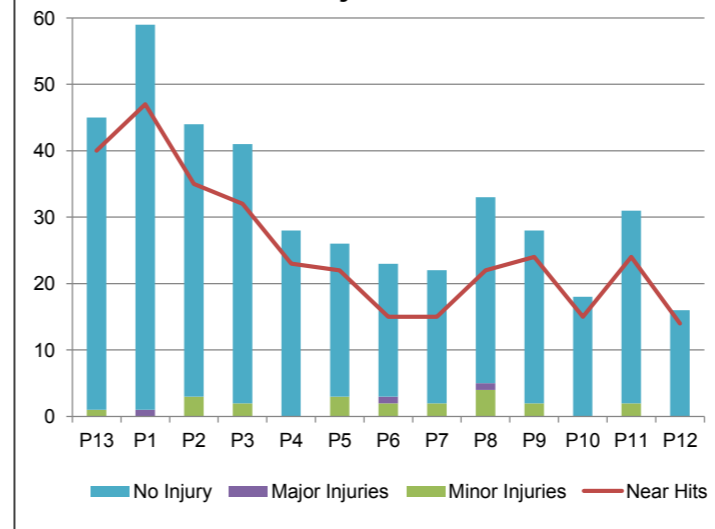
Incident Frequency Rate (Per 100,000 Hours Worked)



Lost Time Injury Frequency Rate (LTIFR) (Per 100,000 Hours Worked)



Total Incidents, Near Misses & Injuries



SUP (Overall) HSE Dashboard Period 12/13-14

Executive Summary

Incidents Reported

In Period 12, there were 16 Incidents reported via the Incident Line - this is the lowest number reported for 16 periods. There was 1 incident of asset/infrastructure damage, 1 loss of process and 14 Near Misses.

Period Hours

The total number of hours reported by LU and the supplier teams on the SSR Upgrade Project in Period 12 was 172,840.

Incident Frequency Rate (IFR)

The IFR for the overall SUP Programme increased slightly in Period 12 to 3.47 Incidents causing Injury, Damage or Loss per 100,000 hours worked. The IFR for those Incidents for which LU was responsible (including all those where no contractor has been specified) fell slightly to 1.95.

Lost Time Injury Frequency Rate (LTIFR)

Although there were no Lost Time Injuries in Period 12 and the LTIFR for the overall SUP Programme was stable at 0.24 LTIs per 100,000 hours worked (to 2 d.p.).

Incident Causes

'Not following procedures / rules' remains the Root Cause of the greatest number of Incidents over the last 13 Periods (30 per cent), followed by 'Poor Asset Condition' (24 per cent).

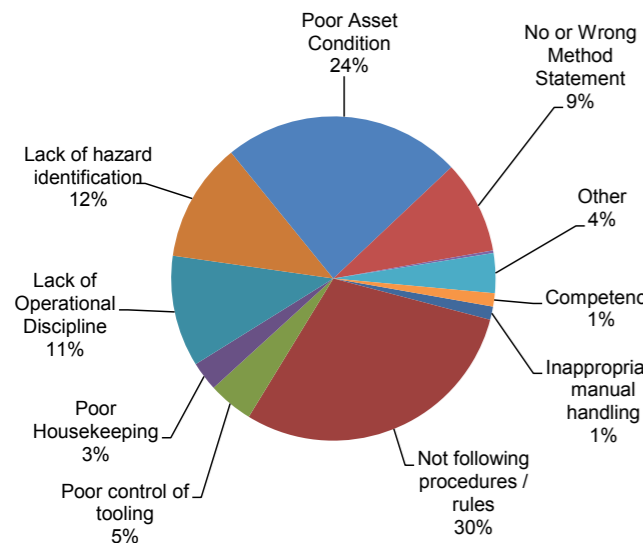
Waste and Recycling

During Period 12, the target of 87 per cent for the reuse, recycling or recovery of construction, demolition and excavation waste generated by the SUP Programme was met with nearly 99 per cent of the waste recycled etc.

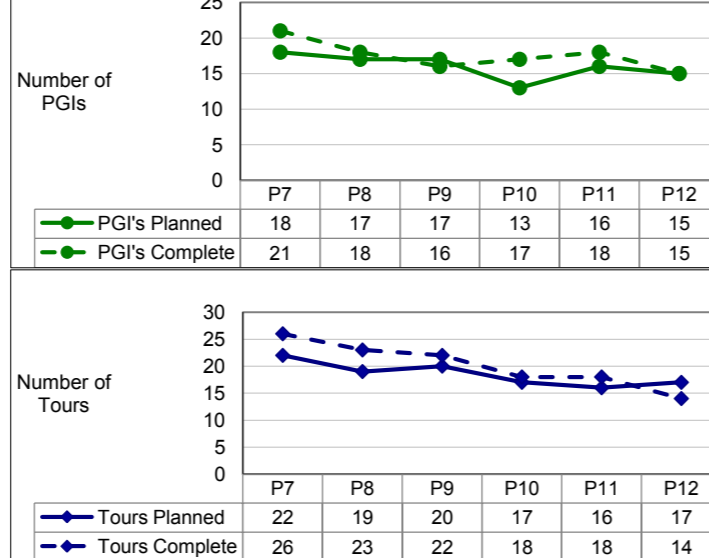
Planned General Inspections (PGI) and HS&E Tours

In Period 12, across the whole of the SUP programme there were 15 PGIs planned with 15 carried out. Rolling Stock & Depots carried out exactly the number planned with Enabling carrying out one more than planned and ATC one fewer. There were 17 Safety Tours planned in Period 12 of which only 13 were completed, ATC completed 3 less than planned, Enabling 1 less and Depots 1 more than planned.

Incident Causes Last 13 Periods



PGIs and HS&E Tours



Details of Significant Details

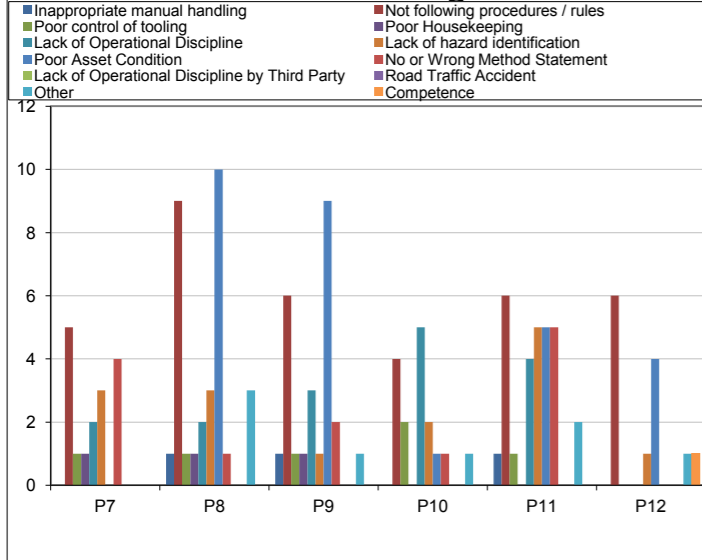
53098; 01/03/2014; Ealing Common Depot; Asset Damage

The delivery vehicle coming into the depot misjudged the gate resulting in the removal of the rubber strip on the gate itself.

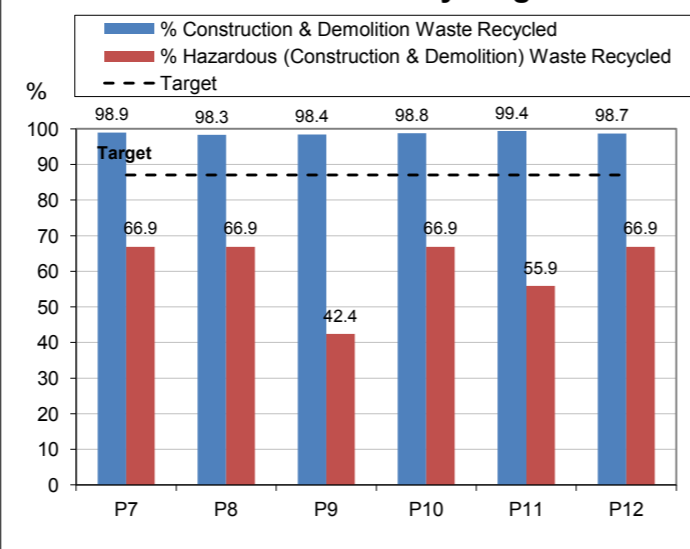
52695; 06/02/2014; Euston Square Stn; Cable Route Management System; Loss of Process

Contractors doing work in the invert and their breathing apparatus were not in date. Therefore the work was not carried out.

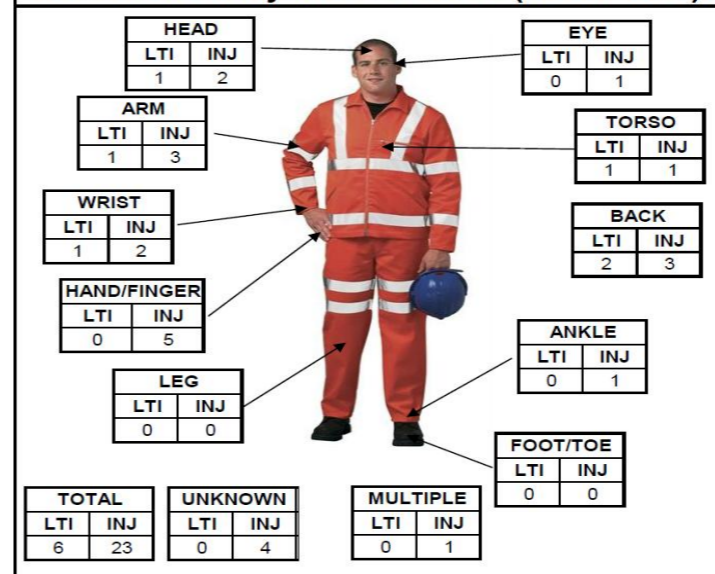
Incident Cause Rolling 6 Period



Waste & Recycling



Location of Injuries 2013/14 (Total YTD)



SUP (Overall) HSE Dashboard Period 12/13-14

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SUP (Overall) HSE Dashboard Period 12/13-14 Incident Details

Injuries

52200; 08/01/2014; 172 Buckingham Palace Road; Programme Management; Minor Injury

The IP was walking towards a colleague in the corridor and though each tried to move out of the way, the IP tripped over the colleague's foot, causing a fall to the ground landing on her left side and hands. The IP went to hospital as a precaution.

52588; 29/01/2014; 172 BPR; S7 Programme and Engineering Management; Minor Injury

While sitting down the IP's chair moved causing the IP to fall to the floor. The chair's movement was due to the IP sitting on the edge of the seat.

Asset/Infrastructure Damage

52264; 13/01/2014; Ealing Common Depot; Programme Management; Damage

There was a collision of S7 test train with a fixed wall on 21 road. No one injured.

52546; 28/01/2014; Service Control Centre Building; Damage

Whilst carrying out an intrusive survey on the emergency lighting system a bare wire was found within the high level trunking.

52544; 28/01/2014; Service Control Centre Building; Damage

Contractor carrying out intrusive survey of emergency lighting system, when removing trucking lid they found a bare live wire.

52541; 28/01/2014; Service Control Centre Building; Damage

Fd/f18 fire damper control cable damaged, cable outer sheathing has been split and damaged.

52526; 24/01/2014; Back Up Service Control Centre; Damage

Delatim were digging foundations for an electrical switch room and a cable ducts located approx. 250mm below the foundation level collapsed.