



WCA78 Board Meeting

**Wednesday 17 May 2023
10:00 – 12:30 hours (SGT)
Hybrid Meeting
Singapore**

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In-Person Meeting Details

World Coal Association is inviting you to an in-person meeting in Singapore.

Topic: WCA78 Board & AGM38 Annual General Meeting

Time: 17 May 2023 (10:00-12:30 SGT) Singapore General Time

Hotel Fairmont Singapore (Enterprise Meeting Room)
80 Bras Basah Road
Singapore
189560

Virtual Meeting Details

Due to travel complexity the World Coal Association has made provision for a virtual option via the Zoom platform, details as provided below.

Topic: WCA78 Board & AGM38 Annual General Meeting

Time: 17 May 2023 (10:00-12:30 SGT) Singapore General Time

Join Zoom Meeting

<https://uso2web.zoom.us/j/81088361448?pwd=L2ZBc2pRSGpkRE5GMIM3TVdSN TNrdz09>

Meeting ID: 810 8836 1448

Meeting Passcode: 651007

Find your local number

<https://uso2web.zoom.us/u/kdolLpJhIH>

Join by Skype for Business

<https://uso2web.zoom.us/skype/85138089057>

Note

Attachments are hyperlinked in the paper for ease of reference.

1. Opening Remarks

- 1.1 Apologies and Introductions
- 1.2 Approval of Agenda
- 1.3 Noting of Competition Law Compliance Guidelines
- 1.4 Health and Safety

Background and Objectives

- The Notice of the Meeting was previously circulated to all Members.
- The Board to agree the Meeting proceedings.
- The Competition Law Guidelines are to be adhered to during the Meeting.

Papers

- Item 1.2 [Approval of Agenda](#)
- Item 1.3 [Noting of Competition Law Compliance Guidelines](#)

1.1 Apologies and Introductions

Purpose

The Chairman to provide the Board with an introduction to new Directors and Members, and an update of Directors and Members who were unable to attend the meeting to be noted.

1.2 Approval of Agenda

Board Meeting (WCA78)

17 May 2023

10:00 – 12:00 hours (SGT)

Time	Agenda Item	Whom
10:00	1. Opening Remarks 1.1 Apologies and Introductions 1.2 Approval of Agenda 1.3 Noting of Competition Law Compliance Guidelines 1.4 Health and Safety	JN
10:05	2. Minutes of the WCA77 Board Meeting (30 November 2022) 2.1 Approval of Minutes 2.2 Matters Arising and Actions	JN
10:10	3. WCA Reports 3.1 Executive Committee 3.1.1 Minutes – 16 February 2023 3.1.2 Minutes – 20 April 2023 3.2 Chief Executive’s Report 3.2.1 <i>Evolving Coal</i> Key Performance Indicators FY2022-23	JN/MM
10:40	4. Evolving Coal Update and FY2022-23 Work Programme 4.1 Reputation Management 4.1.1 Future Coal 4.1.1.1 “Future Coal” Leaders Forum 4.1.1.2 Reputation Management Project Phase 2:Rebrand 4.1.1.3 Abated Coal Stewardship 4.1.2 Communications 4.2 Advocacy 4.3 Membership	JN/MM
11:15	5. Financials 5.1 Financial and Budget Updates 5.1.1 Report of Directors and Financial Statements FY2021-22 5.1.2 Audit Report FY2021-22 5.1.3 Appointment of Auditors for FY2022-23 Audit 5.1.4 Finance Update FY2022-23 5.1.5 Finance Work Programme FY2023 5.1.5.1 Delegation of Authority (DoA) Matrix Review 5.1.5.2 Membership Tiers & Fee Review	MM/AJ

Time	Agenda Item	Whom
11:35	6. Governance 6.1 Review of Office Holder Positions 6.2 Directors' Appointments and Resignations 6.3 Executive Committee Members Review 6.4 Policy and Engagement Committee (PECo) 6.4.1 Minutes – 5 April 2023 6.5 Brand and Communications Committee (BCCo) 6.5.1 Minutes – 29 March 2023 6.6 Next Meetings 6.6.1 WCA79 Board & Technical Workshop 6.6.2 Executive Committee (ExCo) 6.6.3 Policy and Engagement Committee (PECo) 6.6.4 Brand and Communications Committee (BCCo) 6.7 Secretariat Structure	JN/MM
11:55	6. Any Other Business	JN
12:00	7. Close	JN

*July Ndlovu (JN); Michelle Manook (MM), Andries Jacobs (AJ).

Notes

The Annual General Meeting (AGM38) will commence at 12:00 hours (SGT). Please refer to the AGM Agenda and Papers.

Documents that are underlined are hyperlinked to the relevant background reading related to the item.

1.3 Noting of Competition Law Compliance Guidelines

The Board to note that a review of the Competition Law Compliance Guidelines below are in process (refer section 6.8 of this Board Pack for more details).

Introduction

The following Competition Compliance Guidelines are designed to govern all activities engaged in by the staff and directors and Membership of the World Coal Association ("WCA"). They are designed to ensure compliance with the anti-trust laws of the United States and the competition laws of the EU and the UK, since the World Coal Association is in the UK. They go beyond the minimum requirements of those laws and set a high standard for the Association. The Association is committed to ensuring that its staff and Membership adhere rigorously to the letter and spirit of these guidelines and to the competition laws of all nations*. Even the cost of successfully defending civil and criminal anti-trust actions can be severe. Thus, conduct at all Association related functions must be so clearly beyond question as not even to invite any challenge. The legal penalties and impact on the Association and its Members that can result from a violation of competition laws are severe. Any deliberate breach of these guidelines will result in the expelling of an Association Member or, in the case of an Association staff Member, termination of employment. If you have ANY question about the application of these guidelines to an Association activity, you should contact the Secretary who will seek legal advice on behalf of the Association.

* This guide was prepared solely for the use of the staff and Members of the Association with respect to Association activities and only considers US anti-trust and EU competition laws. If any Member of the Association is aware that any other competition laws applying to it could have an extra-territorial effect which could influence the operations of the Association, it is asked to draw this to the attention of the Secretary. It is not intended to serve as a competition law guide for a Member's individual business operations. Members should seek advice of counsel with respect to individual compliance programs.

1. Basic Principles of US and EU Competition Laws

The jurisdictional reach of competition laws can be broad and, particularly in the case of the United States, national law is often applied extra-territorially based on effects on US commerce.

A. The Basic US Statutes

The Sherman Act, Clayton Act and Federal Trade Commission Act are the basic US anti-trust and trade regulation laws.

The Sherman Act prohibits, among other things, contracts, combinations, and conspiracies in restraint of trade. It is enforced by the Anti-trust Division of the US Department of Justice and by private litigants. The Act may be enforced by criminal penalties. Corporations may be fined as much as the greatest of \$10 million, twice the pecuniary loss of the victims or twice the pecuniary gain of the wrongdoer. Individuals found to be in violation may be liable to serve up to three years in prison and be fined up to the greatest of \$350,000, twice the pecuniary loss of the victims or twice the pecuniary gain of the wrongdoer. The Act may also be enforced by a civil suit seeking an injunction to prevent the continuation of a practice prohibited by the Act. Private parties are permitted to bring

suits under the Sherman and Clayton Acts. These statutes award a successful plaintiff three times its actual damages, plus attorneys' fees.

The Federal Trade Commission Act empowers the Federal Trade Commission (an agency of the US Government), to prevent unfair methods of competition and unfair or deceptive acts or practices. A finding that a respondent has violated the law may result in a cease-and-desist order, which places extensive governmental restraints on the activities of a company, its officers and directors, or on an Association and its Members. Continued violations may be subject to civil penalties of up to \$10,000 per day.

Violation of these laws through trade Association activities may subject not only the Association to these penalties and remedies, but individual Members and their directors and officers as well.

Under US law, anti-trust problems can be divided into two broad categories - those activities that are considered illegal in and of themselves (**per se** violations) and those activities that may, under certain circumstances, be held to impose unreasonable restraints upon competition or acts of unfair competition (rule of reason analysis).

1) Per Se Violations

Certain basic provisions and principles of US anti-trust law prohibit the Association from being a medium whereby:

- Members agree to raise, lower or fix prices or other terms.
- Members agree to control or limit production or capacity.
- Members agree to divide or allocate customers or territories among themselves. This is known as market allocation and is prohibited
- One or more Members agree with another to refuse to deal with any customer or class of customers. Collective boycotts or refusals to deal against suppliers, customers or competitors are illegal.
- Members exchange information on their respective company's future regarding pricing, production or capacity utilisation.

To be illegal, an agreement concerning any of the above topics does not have to be signed or made formally. Any type of understanding or informal arrangement concerning any of the above topics is illegal. A wink of an eye or a knowing glance can be as unlawful as a formal document where an understanding concerning a common course of action was implicitly reached.

2) Activities Governed by the Rule of Reason

In addition to activities that are per se illegal, such as price fixing, limitations of production or division of markets, the US anti-trust laws also prohibit other activities, which, upon considering all pertinent factors, are found to unreasonably restrain trade. Many activities that can have legitimate and pro-competitive purposes also may be found to violate the anti-trust laws under certain circumstances. The anti-trust "rule of reason" governs, among other things, membership policies, statistical reporting, joint research, and development and lobbying or other attempts to influence governmental or international bodies.

B. The Basic EU Competition Laws

The basic EU provisions governing competition are set out in Articles 81 and 82 of the EC Treaty. Previously coal companies were subject to special competition rules contained in the European Coal and Steel Community (ECSC) Treaty. The ECSC Treaty expired on 23 July 2002 and the old regime is no longer valid. Now all coal undertakings are subject to the general competition provisions contained in the EC Treaty.

Article 81 prohibits all agreements between undertakings, decisions by Associations of undertakings and concerted practices which may affect trade between Member States, and which have as their object or effect the prevention, restriction or distortion of competition within the common market. Article 82 prohibits the abuse by one or more undertakings of a dominant position within the common market, or in a substantial part of it, in so far as it may affect trade between Member States.

Certain non-hardcore agreements used to be notified to the Commission for exemption or confirmation that Article 81 did not apply to them. However, this will change when Regulation 1/2003 comes into force on 1 May 2004. The Regulation will remove the current non-binding procedure, replacing it with a system of self-regulation by undertakings. The Regulation will also allow joint enforcement of the EU competition rules by the EC, the national competition authorities and national courts. This means that more agencies will have the ability to investigate suspected breaches of the Treaty.

Each of the EU Member States also has its own national competition laws, which generally contain similar provisions to Articles 81 and 82. Even if anti-competitive conduct is not caught by the EU rules, it may be found to infringe the competition laws of one or more of the Member States. In the UK, the competition provisions (contained in Chapters I and II of the Competition Act 1998) generally follow Articles 81 and 82. However the Enterprise Act 2002 has introduced a criminal offence for individuals who dishonestly enter a cartel agreement. A person found guilty of the offence may be imprisoned for up to five years or fined or both.

Article 81 does not preclude the foundation of trade Associations which do not by their very nature influence competition. Consultations were in fact held with the Commission prior to the foundation of the Association to obtain confirmation from the Commission that it did not object to the foundation of the Association, and this confirmation was duly received. While this confirmation was given in the context of the ECSC Treaty and is therefore strictly no longer valid, it should nonetheless continue to provide sufficient comfort for the operations of the Association (to the extent of the notified operations have not changed).

Article 81 also applies to the practical operation of the Association and here it covers informal co-operation as well as formal agreements; in relation to Associations of undertakings, its scope is accordingly not limited to formal decisions taken under the constitution of an Association and binding on its Members but extends to mere recommendations, if these aim or tend towards determining or influencing Members' competitive behaviour. The prohibition includes agreements, etc., tending:

- To directly or indirectly fix or determine prices.
- To limit or control production, technical developments, or investments.
- To share markets or sources of supply.

An infringement by the Association of the EU competition laws could result in financial penalties being imposed on the Association itself, or on its Members, or on both. The European Commission may impose fines of up to 10% of worldwide group turnover on any undertaking that infringes Articles 81 or 82. Between 2001 and 2003 the Commission has adopted 25 decisions against cartels that infringed Article 81 and imposed approximately €3.2 billion in fines. The Commission has imposed fines in many different industries. For example, in the steel industry, the Commission found that 17 European steel undertakings and their trade Association Eurofer had participated in a series of agreements, decisions and concerted practices designed to fix prices, share markets and exchange confidential information on the Community market for steel beams. The Commission then imposed on 14 of those undertakings' fines exceeding €104 million in total.

The Commission may also impose on undertakings and Associations of undertakings periodic penalty payments not exceeding 5% of their average daily turnover in the preceding business year per day and calculated from the

date appointed by the decision, in order to compel them to put an end to an infringement, comply with an interim order or commitment, or supply information or submit to an inspection.

Member States may also impose fines for breaches of their national competition laws. Consequently, strict adherence to the letter and spirit of these guidelines is of paramount importance.

2. The Compliance Guidelines

A. Association Meetings

The following rules apply to each Association meeting to minimise potential liability under US or EU competition laws:

- 1) Agendas. A detailed agenda must be prepared for each meeting of the Association or any of its Committees or sub-Committees and circulated in advance to participants. Agendas must be reviewed in advance of circulation by legal counsel for competition law implications. Discussions at meetings must be confined to the topics on the agenda. Where an oral presentation is made at meetings, this must be made based on guidelines settled with Counsel and any discussion in such report must be in accordance with these guidelines. The topics of the oral presentations should be approved beforehand by Counsel where practicable.
- 2) Minutes. Minutes must be kept of all meetings and must accurately report what actions, if any, were taken. Minutes must be approved by counsel before adoption. To avoid fragmentary reports, Members should not keep their own minutes.
- 3) Informal Meetings. While it is recognised that lunches, dinners and like social functions may precede or follow Association meetings, Members must be aware that these guidelines apply during such functions. Anti-trust violations occurring at social functions carry the same legal impact as those occurring at formal meetings.
- 4) Literature or Handouts. Whether prepared by the Association staff, individual Members or guest speakers, the topics of any literature or handouts, and where practicable the literature or handouts themselves, should be reviewed by Counsel in advance of distribution for possible competition law implications.
- 5) Prohibited Topics. The following are examples of topics of discussion that must be avoided at all Association meetings and other functions:
 - a) Past, current or future prices of individual coal producers (even the general price level of coal, for example, as compared to other fuels, should not be discussed without prior guidance from counsel);
 - b) What constitutes a "fair" profit level;
 - c) Elements of price, costs or methods of constructing prices;
 - d) Discounts, credit terms or other conditions of sales;
 - e) Individual company's market shares or the allocation of markets or customers;
 - f) Refusals to deal with any supplier or customer;
 - g) Confidential individual company statistical data or competitive plans or forecasts.

In the event a subject is raised at any meeting at the Association which causes an anti-trust concern to an attending Member, that Member should immediately draw his or her concern to the attention of a Member of the Association's staff (and/or counsel if in attendance) and request that the discussion be discontinued until such time as the Member is satisfied as to its propriety.

Guidelines relating to collection and dissemination of information are dealt with in the following pages.

B. Membership Policies

Restrictions upon which firms can become Members of a trade Association have competition law implications, since denial of Membership, with its attendant benefits, could place the applicant at a competitive and economic disadvantage vis a vis Association Members. Unreasonable Membership criteria, attempts to deny Membership to qualified applicants, attempts to expel qualified Members for reasons other than those laid down in the Association's Articles of Association, and attempts to deny non-Members access to important Association services or information can all constitute competition law violations.

The following Guidelines should govern the Association's Membership policies:

- 1) Membership requirements for applicants who comply with the qualifications laid down in the Association's Articles of Association must be applied without discrimination by the Board of Directors;
- 2) No bona fide competitor should be excluded from Membership;
- 3) Procedures for expelling Members must be uniformly and fairly applied by the Board of Directors in accordance with the Association's Articles of Association;
- 4) Information or services offered by the Association must be made available to non-Members (including customers) for a reasonable fee;
- 5) Denial of any Membership application, termination of a Member or any refusal to provide a non-Member with Association information or services should first be reviewed with counsel.

C. Statistical Information Programmes

The US and EU competition laws recognise that the collection and reporting of statistics by a trade Association, when properly done, is a permissible and competitively valuable activity. However, in some circumstances, the exchange of information among competitors can facilitate collusion on prices, other terms and conditions of sale, division of markets, or limitation of production and is under those circumstances prohibited. While each proposed statistical programme must be evaluated on its own, the following are the guidelines the Association applies in its statistical reporting programme:

- 1) With respect to each Association statistical information programme, there must first be established a legitimate, pro-competitive purpose for the collection and dissemination of that information such as to inform and facilitate individual decision making;
- 2) Except where specifically authorised by counsel, data collected should be of past transactions or activities:
 - a) The Association should not, as a general matter, collect or disseminate, in any form a) unpublished current price information or terms or conditions of sale (discounts, warranties, credit terms, allowances and the like);
 - b) unpublished current information on production or capacity utilisation, unless such information is already in the public domain and its collection and dissemination is authorised by counsel. The Association should never collect or disseminate information concerning any Member's intentions or forecasts as to the foregoing unless such information is already in the public domain and its collection and dissemination is authorised by counsel.
- 3) Where possible, information should be collected from public sources. In cases where it is decided to collect information (other than that already in the public domain) directly from the Members, individual Member information should be collected by an independent third party, such as an outside accounting firm, or by outside counsel. Such information should be aggregated before it is delivered to the Association and individual Member data should not be available to the staff or the Association's Members. Given that some countries may have only one producer, in some cases where the information is not already in the public domain it will be necessary to aggregate data by regional geographic areas;

- a) When data is collected and disseminated, even in aggregate form, it should be as factual as possible. The extent of permissible analysis depends on the type of information collected e.g. the more sensitive the data, the less accompanying analysis that is appropriate. Under no circumstances should the Association make suggestions or recommendations as to common business strategies to be undertaken by Members in matters such as future pricing, capacity utilisation or other elements of competition among Members;
- b) Discussion or exchange of or comment on any confidential individual Member's statistical data must always be avoided at meetings. Even with respect to discussion of previously published data or of composite statistical information collected by the Association, counsel should be alerted in advance to any anticipated discussion to consider whether it is appropriate. Discussion must be carried on in such a way as to avoid even the appearance of suggesting any future common business course of action among competitors;
- c) Participation in any statistical gathering programme must be voluntary for Members;
- d) Any information gathered and compiled must be made available both to all Members and non-Members (including customers) with valid business reasons for the information; non-Members can be charged reasonable fees (sharing of the costs) for access to the information. Reports may be withheld, however, from Members and non-Members who are eligible to provide information for the statistical gathering programme but choose not to do so;
- e) Properly structured cost study programmes are acceptable where not used for an illegal purpose (leading to price fixing, price raising or stabilising agreements). Such programmes may include collection of cost data intended to educate Members in costing principles and systems adopted in the industry, and programmes to permit individual Association Members to compare their costs and benefits with industry averages. Any such studies should be done on a historic basis only and released in aggregate (composite) form so as not to identify costs of individual Members. There must be a clear and legitimate purpose for such a statistical gathering programme, particularly if the Association intends to collect, aggregate and disseminate current or future costing information from individual Members. All such programmes should be carefully organised with advance guidance from counsel;
- f) The Association has developed a programme for gathering and disseminating statistical data based on the foregoing guidelines, attached hereto as Annex A.

D. Joint Research and Development

Joint research and development proposals invariably raise issues under US and EU competition laws.

The US Justice Department, in its 1980 Anti-trust Guide Concerning Research Joint Ventures, sets out a three-step analysis to determine whether a research joint venture violates anti-trust laws. These involve examination of the legality of the joint venture itself (for example, whether it unreasonably restricts competition or is used to disguise illegal cartel behaviour among competitors), an examination of whether there are collateral restraints regarding the joint venture (including price and any territorial restriction on use of research results) and whether the restraints are reasonable, and finally an examination of the possible impact upon competitors or any limitations on access to the venture or its developments. The criterion in respect of a joint venture is whether its purpose and effects are reasonable and more pro-competitive than anti-competitive.

In October 1984, the National Co-operative Research Act was passed, which provides that the anti-trust acceptability of joint research ventures is to be judged by the rule of reason analysis. Congress amended the Act in 1993, renaming it the National Cooperative Research and Production Act of 1993. With respect to RandD activity, the Act exempts such activity from treble-damage suits, if the participants in the research joint venture have made certain disclosures to the Department of Justice and the Federal Trade Commission pursuant to a voluntary notification procedure.

The approach of the EU to joint research and development programmes was clarified as a result of Commission Regulation (EC) No. 2659/2000 and the Commission Notice – Guidelines on the application of Article 81 of the EC Treaty to horizontal cooperation agreements (2001/C 3/02). The Regulation provides a block exemption from the application of Article 81 to RandD agreements where the combined market share of all parties to an agreement does not exceed 25%. The Guidelines complement the Regulation and are applicable to RandD agreements not covered by the block exemption. The Guidelines set out the general approach which should be followed when assessing horizontal RandD cooperation agreements.

The rules under both US and EU law are complex, and if the Association were to decide to get involved in research and development programmes, close consideration would need to be given to the terms of any collaboration. It is possible to state in general terms, however, that the Association should be able to undertake joint research and development programmes provided that the arrangements relating to such programmes do not restrict the exploitation of arising technology by those financing them, and permit licensing to third parties.

E. Lobbying

In general, any Association efforts to influence the "passage or enforcement of laws" in the United States - whether before executive, legislative or judicial bodies - are immune from anti-trust challenge. This immunity is based on the right of each person to petition the US Government under the First Amendment to the US Constitution.

There are two important exceptions to this rule. The Association's efforts to influence US governmental action would NOT be immune from anti-trust challenge if its lobbying were a mere "sham" or, in some jurisdictions, if the lobbying related to governmental functions that are purely commercial in nature.

The United States Department of Justice and most courts in the United States are of the general view that it is also protected activity for Associations to lobby governments other than the United States government. The issue is not completely free from doubt, however, and there is no direct precedent under US law concerning whether a trade Association may lobby international or multilateral agencies, such as the World Bank. Even when not directly exempt from application of the anti-trust laws, however, such activities are permissible where they do not unreasonably restrain trade.

There are no specific rules in the EU relating to lobbying and it is generally permitted. Clearly, however, any joint activity of this nature would not be permitted to have any aims or effects which are inconsistent with the EC Treaty. Since the Treaty also imposes obligations on governments, it would not be permissible to undertake lobbying activities aimed at asking Member States to break their direct Treaty obligations.

To minimise the possibility that the Association's lobbying or other governmental work would be subject to anti-trust challenge:

- 1) None of the Association's activities should be for the purpose of deterring others from using any governmental or administrative process;
- 2) Association activities must not be designed to influence the decisions of governmental or administrative officials acting in a purely commercial or proprietary rather than governmental capacity;
- 3) Where lobbying before governments other than the United States or lobbying before multinational bodies is to be considered, counsel to the Association should be consulted prior to undertaking such activities.

F. Association Business

It is important that the Association should be able to demonstrate that its activities are not being used as a cover for anti-competitive practices among its Members. Copies of all communications among Members concerning Association business should be sent to the Association.

G. Report All Possible Violations of these Guidelines

Those who violate any of these guidelines are dangerous, not only to the Association and themselves, but to other Members as well. Thus, if any Member hears or learns of any conduct which violates these guidelines, or is even questionable, it should be reported to counsel for the Association so that it can be dealt with for the protection of all Members. No substantive response should be made to any inquiry received from a law enforcement agency, private attorney or anyone else raising matters of legal concern relating to the Association. Counsel for the Association must be contacted in the first instance and should prepare or approve all responses to such inquiries. No documents should be inspected by or released to any enquirers without the approval of counsel for the Association.

Note: These guidelines are intended for use only by Members and staff of the Association and are not to be relied upon by any other person. The description of the laws as set out herein is current as of the date of publication. Advice on EU, UK and US anti-trust laws has been provided by Shearman and Sterling LLP, London (contact: John Schmidt) and is current as of February 2004.

Annex A

World Coal Association Statistical Reporting Programme

- 1) Reports from national or regional Members (and non-Members) MAY cover the following matters:
 - a) General demand for coal. This may involve collection of public and non-public information regarding i) past production, ii) existing reserves and production capacity, iii) current stocks and inventories at the producer, distributor, and user levels, and iv) current and future demand for hard coal;
 - b) General factors affecting demand which are external to the coal industry. This refers to general economic trends, technical developments and so on;
 - c) General developments in labour relations;
 - d) New government or intergovernmental initiatives or actions (or inactions) impacting the coal industry;
 - e) Development in environmental matters including new laws and regulations (and proposals for change) and pressures for change;
 - f) Reports on new research and development endeavours, developments or discoveries that are non-confidential.

Discussion of these matters is permitted within the guidelines set forth above for Association meetings.

- 2) The following information relating to different parts of the world (including individual countries) may (if desired) also be included in a report, but only if it is public knowledge such as having been established by independent or government investigation or otherwise made public by companies. The source of the information or of its publication should be stated:
 - a) Historic or current production information (including production by non-Members);
 - b) Historic or current coal consumption information (this should not include consumption by individual customers except where the customer has a monopoly of a particular type of consumption - e.g. electricity generation);
 - c) Historic or current coal import and export information;
 - d) Overall historic production costs or future projections for such costs on a per tonne or gigajoule basis.

The information referred to above may relate to an individual Member only in cases where such Member has an effective monopoly of production in a particular country. There should be no discussion of the above information.

- 3) Reports SHOULD NOT cover information regarding individual Members such as:
 - a) Current production or exports or imports (unless permitted under paragraph (2));
 - b) Future production, export, import and marketing plans;
 - c) Past, current or future contracts, prices or terms of sale;
 - d) Any production cost figures not permitted under paragraph (2);

The foregoing applies even if such information is in the public domain.

- 4) If a Member has any doubt about the category into which any particular information may be included in a report, he should consult Counsel to the Association before including it in his report.

1.4 Health & Safety

Purpose

The Board to note that the Health and Safety practices of the virtual Secretariat team were maintained during the period.

Background

Health Protocols

All teams observe the relevant government guidelines relating to their jurisdiction and are supported to work from home.

The team adheres to all safety protocols recommended by airlines and countries that are visited. In addition, the Association ensures that the team members are adequately protected through the placement of appropriate travel insurance.

International SOS (ISOS)

In consultation with the Chief Executive, a review of the International SOS agreement has been concluded and a decision based on cost and efficacy made not to renew for 2023.

Recommendation

The Board to note the non-renewal of the International SOS annual agreement and the Health and Safety practices of the virtual Secretariat.

2. Minutes of the WCA77 Board Meeting

- 2.1 Approval of Minutes
- 2.2 Matters Arising and Actions

Background and Objectives

- The Minutes have been assessed against the WCA's Competition Law Compliance Guidelines by legal consent.
- The Board to approve the Minutes of the WCA77 Board Meeting and consider matters arising from the Meeting not otherwise covered by this Agenda.

Papers

- Item 2.1 [WCA77 Board Meeting Minutes](#)

2.1 Approval of Minutes

Minutes of the WCA77 Board Meeting

Wednesday 30 November 2022
15:30 – 17:30 hours (IST)
Hybrid Meeting
India (Kolkata)

WCA77 Board Directors Meeting

Directors/Alternatives/Members Present

Confirmed	In-Person Attendance
Thungela - July Ndlovu (Chairman)	Yes
Adani – Kate Campbell	
Bowen Coking Coal - Terry Bourke	
CAT - Janpeter Bekkering	
Dyno Nobel - Matthew Flugge	
Gainwell India - Dipankar Banerjee	
Gainwell India - Sunil Chaturvedi	
Komatsu - Doug Blom	
Komatsu - Jason Savage	
Menar - Mpumelelo Mkhabela	
Menar - Vuslat Bayoglu	
Peabody - Matthew Nugen	
Seriti - Mike Teke	
SUEK - Roman Golovin	
SUEK - Maxim Basov	
Thungela - Nikki Fisher	
WCA - Michelle Manook	Yes
Whitehaven - Michael Van Maanen	
Xcoal Energy Resources - Ernie Thrasher	
Yancoal - Matthew Gerber	
Yancoal - Mark Jacobs	
Brazilian Mineral Coal Association - Fernando Luiz Zancan	
Coal Association of New Zealand (Straterra) - Jeremy Harding	
Fossil Fuel Foundation - Rosemary Falcon	
Minerals Council of Australia - Peter Morris	
Queensland Resource Council - Andrew Barger	
The South African Colliery Managers' Association - Nozipho Dlamini	

WCA Secretariat

Confirmed	In-Person Attendance
Andries Jacobs - Director Finance and Governance	
Antonios Papaspiropoulos - Director Global Communications	
Bijal Vaghela - Finance and Governance Officer	
Christopher Demetriou - Digital and Communications Lead	
Daleen Lopez-Ruiz - Director Membership	Yes
Hazel Koen - Executive Administrator	Yes
Paul Baruya - Director Strategy & Sustainability	Yes
Siobhan McCrory - Stakeholder and Events Co-Ordinator	

Absent

Apologies
Bowen Coking Coal - Gerhard Redelinghuys
China National Coal Association - Ms Su Chuanrong
Colombian Mining Association - Juan Camilo Narino Alcocer
Colombian Mining Association - Nasly Salcedo
Dyno Nobel - Greg Hayne
Gainwell Engineering - Sunil Chaturvedi
National Mining Association (NMA) - Ashley Burke
National Mining Association (NMA) - Rich Nolan
National Mining Association - Veronika Shime
Peabody - Jim Grech
Seriti - Doug Gain
No Response
Adani – Paul Fennelly
Erdenes Tavantolgoi (ETT) - Chinzorig Altangerel
Erdenes Tavantolgoi (ETT) - Gankhuyag Battulga
Orica – John Cooper
Orica – Peter Pope
Coal Association of Canada - Robin Campbell
Coal Association of Canada - Sherry Kozak
Coal Association of New Zealand (Straterra) – Josie Vidal
Fossil Fuel Foundation - Dave Collins
Japan Coal Energy Centre - Fujita Toshiko
Japan Coal Energy Centre - Osamu Tsukamoto
Minerals Council of Australia - Daniel Zavattiero
Queensland Resource Council - Ian Macfarlane

Agenda Item 1: Opening Remarks

<p>1.1</p>	<p>Apologies and Introductions</p> <p>The Chair welcomed Members to the WCA77 Board of Directors Meeting and noted apologies received from Members. It was also noted that Acting Assistant Company Secretary Andries Jacobs, would be taking the Minutes.</p> <p>The Chair further welcomed new Members Coal India, Menar and Bowen Coking Coal to their inaugural Board Meeting.</p> <p>The Chair advised the Board that it was a hybrid meeting, with both in-person and a virtual presence and assumed that papers were read. The Chair informed non-Board Members that they were observers to the meeting and were not required to vote.</p>
<p>1.2</p>	<p>Approval of Agenda</p> <p>The Chair noted the meeting Agenda, and it was adopted by the Board.</p>
<p>1.3</p>	<p>Noting of Competition Law Compliance Guidelines</p> <p>The Chair brought the Board’s attention to the Competition Guidelines, and this was acknowledged.</p> <p>The Chair advised that the Competition Law Compliance Guidelines will be reviewed by Company Secretary to ensure that it still aligns with all the relevant laws and obligations.</p>
<p>1.4</p>	<p>Health and Safety</p> <p>The Chief Executive noted that the Secretariat operated from three locations: Australia, London, and South Africa and are supported to work from home and/or serviced offices provided through the WCA/Regus global contract. All relevant government guidelines relating to health and safety in respective jurisdictions continue to be observed.</p> <p>The Chief Executive further advised that when travelling the Secretariat adheres to all safety protocols recommended by airlines and countries that are being visited. In addition, the WCA ensures that travelling employees and contractors are adequately protected through the placement of appropriate business travel insurance.</p> <p>Following an assessment relating to the potential security issues based on the Chief Executive’s increasing global public profile and locations and the Secretariat travelling with her the WCA has signed an agreement with International SOS (ISOS) to provide support when travelling across the globe on business. This arrangement will be reviewed annually by the Director Finance and Governance.</p>

Agenda Item 2: Minutes of the WCA76 Board Meeting (17 May 2022)

<p>2.1</p>	<p>Approval of Minutes</p> <p>The Minutes of the WCA76 Board Meeting, held virtually on 17 May 2022, were approved by the Board.</p>
<p>2.2</p>	<p>Matters Arising and Actions</p> <p>The matters arising from the WCA76 Board Meeting were highlighted by the Chair as follows:</p> <p>6.2 Directors' Appointments and Resignations</p> <p>All Directors' Appointment and Resignation changes had been filed with Companies House and this action was now complete.</p> <p>6.7 Change in Registered Address</p> <p>In accordance with section 87 of the Companies Act 2006, a form AD01 noting the change in our registered office had been filed with Companies House by the Company Secretary and this action was now complete.</p>

Agenda Item 3: WCA Reports

<p>3.1</p>	<p>Executive Committee</p> <p>3.1.1 Minutes – 16 August 3.1.2 Minutes – 25 October</p> <p>The Board noted both the 16 August and 25 October 2022 Executive Committee Minutes with no amendments.</p>
<p>3.2</p>	<p>Chief Executive (CE) and <i>Evolving Coal</i> Key Performance Indicators Report</p> <p>The Chair advised that the Chief Executive (CE) Report and <i>Evolving Coal</i> KPIs (Key Performance Indicators) FY2022 Status Report was taken as read and no further comments were noted.</p>

Agenda Item 4: *Evolving Coal* FY2023

4.1 – 4.3 *Evolving Coal* FY2023

The Chair requested the Board to take note of the FY2023 *Evolving Coal* Strategy following the workshop held 29 November 2022 and take papers and pre-reading materials as read.

The Chairman commented that the workshop discussions were constructive and thanked members for joining. The Chief Executive highlighted the key directions in the *Evolving Coal* FY2023 Strategy including Future Coal direction and rebrand encompassing abated coal stewardship, which was further endorsed by the Chairman.

Widespread support for the Future Coal term, direction and WCA rebrand was received.

Further comments in relation to the “Abated Coal” phraseology were noted and the Secretariat was asked to ensure that the messaging around this, which could be viewed as too technical, and complex was also not misconstrued to just encompass CCS.

The Director Global Communications advised that the ‘Abated Coal’ stewardship terminology would continue to be used interchangeably with other terms as is the general approach for the WCA narrative. Further, this ‘umbrella’ term would underpin Future Coal, which forms the basis of the work that the Director Strategy and Sustainability is undertaking. The intention would be for Abated Coal stewardship to clearly encompass all the relevant processes and technologies supported by the WCA members which allow them to communicate their intention and demonstration to support and deliver on the Responsible Coal Principles.

In addition, it would highlight the many opportunities that the Future Coal industry has to participate in our global society which would seek to go beyond decarbonisation in order to educate the coal industry’s wider contribution to various nations’ development goals. It is envisaged that through defining this suite of opportunities and possibilities a more compelling case for coal’s continued relevance, wider contribution and transformation can be made. This hopefully provides the WCA and current and future members the opportunity to communicate to all stakeholders a broader roadmap which is authentic and aligned to the reality for a modernised future coal business.

The Director Global Communications further commented that in terms of conducting the rebrand he was still in discussions with McCann but if this was not a good fit there were other global providers which could partner to support this work.

The Board voted on the following three *Evolving Coal* FY2023-25 Work Program recommendations, which were duly passed:

1. *Evolving Coal* 2023-2025 Work Programme to adopt The Future Coal narrative;
2. Future Coal Demonstration is defined as “Abated Coal Stewardship” ensuring that this definition is clear ; and
3. Future Coal Differentiation would be initiated through a rebrand, through the completion of Phase 2 of the Reputation Management Project.

4.4	<p>World’s 100 Global Inspirational Women in Mining</p> <p>The Chair congratulated the WCA Chief Executive, Michelle Manook for being recognised as one of the world’s 100 Global Inspirational Women in Mining (WIM100), despite coal’s public vilification, including attempts to cancel coal entirely. He noted that Michelle maintained her stoic and pragmatic approach and was unflappable in having the difficult conversations that no-one wanted to have about coal’s role in the energy transition, energy security and development. He thanked Michelle for compelling the membership as a value chain to continue to focus on the facts and modernisation and transformation through technology.</p>
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Agenda Item 5: Financials

5.1	<p>Financial Statements and Updates</p> <p>The Chair requested the Chief Executive to update and respond to any questions in relation to the:</p> <ul style="list-style-type: none"> • Report on Provisional Results FY2022; • Interim Budget – 1 October 2022 to 31 December 2022; • FY2023 Budget; • Organisational Structure; • FY2022 Audit and Risk Register; • FY2023 Finance Work Program: <ul style="list-style-type: none"> – Membership Tiers & Fee Review; – International Contractor Engagement and Forex Impact; and – Country Chapters and Operational Presence. <p>5.1.1 Report on Provisional Results FY2022</p> <p>The Board was informed that the provisional results for the year ended 30 September 2022 (subject to external audit) showed an income of £1.522m (including interest) with administrative expenses of £1.173m, resulting in a surplus for the year amounting to £349k, bringing the total surplus carried forward to £980k.</p> <p>5.1.2 Interim Budget – 1 October 2022 to 31 December 2022</p> <p>The Board was informed that:</p> <ul style="list-style-type: none"> • the Interim budget was prepared and authorised by the Executive Committee during a meeting held on 25 October 2022 per clause 7 of the Articles of Association; and • the interim budget approval was required to ensure that a framework is provided against which the Secretariat continues to operate in execution of its duties.
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5.1.3 FY2023 Budget

The Board was informed that the budget was prepared in accordance with the Executive Committee's previous direction on applying a base case scenario with the following key assumptions:

- income included only where Chairman / Chief Executive level new membership targets have confirmed intention to join the WCA after the factoring of probability ratios;
- Work Programme will continue to focus on its Flagship Initiatives: Reputation Management; Finance and Investment and Membership Strategy;
- a minimum surplus target of 3 months of expenditure is covered;
- the Reputation Management Project (RMP) Phase 2 (revised) to support continued increases in membership;
- core virtual staffing and hybrid operating model maintained; and
- no change to the legal entity structure maintained given costs.

The Board approved both the Financial Year Budget FY2023 based on the Base Case Scenario, and the FY2023 Work Programme and KPI's.

The Chief Executive confirmed, following a question raised by a Member of the Board, that the RMP Phase 2 costs were unknown as approval was only sought at this meeting and therefore was not included in the budget. It is envisaged that approval would be sought from the Executive Committee.

5.1.4 Organizational Structure

The Chief Executive advised the Board to note the changes to the WCA Secretariat's organisational structure as follows:

- the Secretariat's cross functional virtual operating model covered the key functions of Policy and Government, Communications, Membership and Finance and Governance and would now include the Strategy and Sustainability;
- a new position of Director Strategy and Sustainability was created in July 2022 appointing Paul Baruya to the role effective September 2022. Following the resignations of Liam McHugh and Ewald Botha, the opportunity has arisen to address overlaps and re-organise Policy and Government under the Strategy and Sustainability function to include:
 - Paul Baruya assuming the role of Director Strategy & Sustainability;
 - new appointment of Senior Policy advisor to support Director Strategy & Sustainability and oversee Policy Analyst; and
 - new appointment of Policy Analyst.
- a global search is underway for these additional resources focusing on the key coal markets; and
- a new incumbent is sought to take up the role of Director Finance and Governance following the completion and non-renewal of contract of the Director Corporate and Governance (Hugo Jordaan). In the interim, Andries Jacobs has been contracted in an acting capacity to oversee our financial activities, including audit and a further decision regarding the scope of the role will be made in January 2023, following the migration to an automated accounting format and system which is cheaper and more efficient.

5.1.5 FY2022 Audit and Risk Register

The Chief Executive advised the Board to note the:

- appointment of PKF Littlejohn LLP as External Auditors for the FY2022 audit;
- audit would commence end January 2023 and be presented to the Board at the May 2023 Board Meeting; and
- deferment of the Risk Register to the Executive Committee for their endorsement.

5.1.6 FY2023 Finance Work Programme

The Chair requested the approval of the Financial Year 2022 Work Programme and KPI's, which was duly adopted by the Board.

5.1.6.1 Membership Tiers and Fee Review

The Chair advised the Board to note that the Secretariat continues to advance its understanding towards presenting a Membership fee review, intended to be presented to the Executive Committee for their review during 1H FY2023 in consultation with the Director Business Development and Membership.

5.1.6.2 International Contractor Engagement and FOREX Impact

The Chair advised the Board to note changes to International Contracts to mitigate FOREX impact would be completed in 2Q FY2023.

5.1.6.3 Country Chapters and Operational Presence

The Chair advised the Board to note that the review of operational presence and Country Chapters will be explored during FY2023.

Agenda Item 6: Governance

6.0 New Membership

The Board approved the application for Membership of corporate producing members, Coal India Limited, Bowen Coking Coal and Menar; and noted the termination of Corporate Member Barloworld.

6.1 Review of Office Holder Positions

Appointments

The Board approved the nominations of Shri Pramod Agrawal (Coal India Chairman) and Maxim Basov (SUEK) as WCA Executive Vice Chairs, which will be ratified at the Annual General Meeting (AGM38).

	<p>Resignations</p> <p>The Chair informed the Board that:</p> <ul style="list-style-type: none"> • Lucas Dow (Adani) resigned as Executive Committee Vice Chair and Chair of the Brand and Communications Committee (BCCo); • Stepan Solzhenitsyn (SUEK) resigned as Executive Committee Vice Chair to be replaced by Maxim Basov (SUEK); and • a review of the Executive Committee Members will be conducted acknowledging that several Members have exceeded their two-year term to support the Executive Committee during the <i>Evolving Coal</i> transition .
<p>6.2</p>	<p>Directors' Appointments and Resignations</p> <p>Directors' Appointments</p> <p>The Chair informed the Board that Kate Campbell (Adani), Shri Pramod Agrawal and Veera Reddy (Coal India), Mpumelelo Mkhabela and Vuslat Bayoglu (Menar), Maxim Basov (SUEK), and Matthew Gerber (Yancoal) were tabled as new Director appointments.</p> <p>Directors' Resignations</p> <p>The Chair informed the Board of the following Director resignations and thanked the respective Members for the services performed and contribution made over the years of involvement:</p> <ul style="list-style-type: none"> • Lucas Dow (Adani) • Dominic Sewela (Barloworld) • Trevor Quinton McGeer (Barloworld) • Stepan Solzhenitsyn (SUEK); and • David Moulton (Yancoal). <p>The Chair requested the Board to adopt the following Resolutions, which was duly adopted by the Board:</p> <ul style="list-style-type: none"> • the Board approved the appointment of the seven (7) new Directors, and the resignations of the five (5) Directors; and • authorising the Director Finance and Governance to make the necessary changes at Companies House.
<p>6.3</p>	<p>Call for Nominations</p> <p>6.3.1 Executive Committee Vice Chair</p> <p>The Board approved the nomination of Coal India Chairman, Shri Pramod Agrawal as WCA Executive Vice Chair following the resignation of Lucas Dow (Adani). The</p>

	<p>nomination was formally put forward by the Chairman July Ndlovu for ratification at the Annual General Meeting (AGM38).</p> <p>6.3.2 Brand and Communications Committee (BCCo) Vice Chair</p> <p>The Board was informed that:</p> <ul style="list-style-type: none"> • following the resignation of the BCCo Chair, Lucas Dow (Adani), in accordance with our Articles of Association a call for nominations from the Board is hereby sought; and • a nomination for the Chair and Director role has been received for Adani's Kate Campbell. • a formal nomination and election process for BCCo Chair will follow and ratification will occur at the Annual General Meeting (AGM38).
<p>6.4</p>	<p>Policy and Engagement Committee (PECo)</p> <p>The Board was advised to note the Minutes provided in the papers as Item 6.4.1.</p> <ul style="list-style-type: none"> • A motion to note the Minutes was requested from the Board and duly passed.
<p>6.5</p>	<p>Brand and Communication Committee (BCCo)</p> <p>The Board was advised to note the Minutes provided in the papers as Item 6.4.2.</p> <ul style="list-style-type: none"> • A motion to note the Minutes was requested from the Board and duly passed.
<p>6.6</p>	<p>Next Meetings</p> <p>The Chair informed the Board of the proposed dates and locations for the next meetings.</p> <p>The following motions were requested from the Board and duly passed:</p> <ul style="list-style-type: none"> • WCA78 Board Meeting & AGM38 be held in-person over 2-3 days, travel permitting in Singapore on 17 May 2023. This will encompass: (1) Board Meeting and (2) Global Chief Executive Roundtable and Reception for stakeholders and potential Members to introduce them to the WCA and to meet and interact with the WCA member Chief Executives; • WCA79 Board Meeting be held in-person over 2-3 days, travel permitting in Beijing on 16 November 2023 with a roadshow in Mongolia with the support of ETT ahead of this. This will encompass: (1) Board Meeting and (2) Abated Coal Technical Workshop; • Executive Committee Meetings for the remaining year be held on, 15 February, 20 April, 22 August, and 25 October; and • two PECo and BCCo Meetings be held annually, prior to the WCA Board Meetings . Dates to be determined.

	<p>The Secretariat will confirm dates for the WCA78 and WCA79 Board Meetings & AGM38 Annual General Meeting following a review and advise the Members of the outcome.</p>
<p>Agenda Item 7: Any Other Business</p>	
	<p>The Chair informed the Board that the Members Lounge is now live on the WCA website detailing its purpose and functionality, and that a feedback form about the Members Lounge had been sent to Members of the Brand and Communications sub-committee and would be sent to Board Members.</p>
<p>Agenda Item 8: Close</p>	
	<p>The Chair acknowledged and thanked all Members for their understanding regarding time zone challenges and pressures on a small Secretariat.</p> <p>There being no further business the Chair brought the meeting to a close.</p>

2.2 Matters Arising and Actions

Purpose

The Board to note the actions following the WCA77 Board Meeting.

Background

Item No	Action
1.3.	<p>Noting of Competition Law Compliance Guidelines Competition Law Compliance Guidelines to be reviewed by the Company Secretary to ensure that they still align with all the relevant laws and obligations.</p> <p>IN PROGRESS (Refer Section 6.8)</p>
5.1.6.2	<p>International Contractor Engagement and FOREX Impact Changes to International Contracts to mitigate FOREX impact to be completed.</p> <p>COMPLETED</p>
6.1	<p>Review of Office Holder Positions</p> <ul style="list-style-type: none"> • note the resignation of Lucas Dow (Adani) as Executive Committee Vice Chair and Chair of the Brand and Communications Committee (BCCo); and • note the resignation of Stepan Solzhenitsyn (SUEK) as Executive Committee Vice Chair to be replaced by Maxim Basov (SUEK). <p>COMPLETED</p>
6.1	<p>Review of Office Holder Positions A review of the Executive Committee Members will be conducted acknowledging that a number of Members have exceeded their two-year term to support the Executive Committee during the <i>Evolving Coal</i> transition and a number of new Member recruitment.</p> <p>IN PROGRESS (Refer Section 5.1.5.2)</p>

<p>6.2</p>	<p>Directors' Appointments and Resignations Companies House to be updated.</p> <p>Appointments:</p> <ul style="list-style-type: none"> • Kate Campbell (Adani); • Shri Pramod Agrawal and Veera Reddy (Coal India); • Mpumelelo Mkhabela and Vuslat Bayoglu (Menar); • Maxim Basov (SUEK); and • Matthew Gerber (Yancoal). <p>Resignations:</p> <ul style="list-style-type: none"> • Lucas Dow (Adani); • Stepan Solzhenitsyn (SUEK); • David Moulton (Yancoal); and • Quinton McGeer (Barloworld). <p>COMPLETED</p>
<p>6.3.1</p>	<p>Executive Committee Vice Chair</p> <p>The Board approved the nomination of Coal India Chairman, Shri Pramod Agrawal as WCA Executive Vice Chair for ratification at the Annual General Meeting (AGM38).</p> <p>IN PROGRESS (Ratification to take place at the AGM38 Annual General Meeting)</p>
<p>6.3.2</p>	<p>Brand and Communications Committee (BCCo) Vice Chair</p> <p>Following the resignation of the BCCo Chair, Lucas Dow (Adani) a formal nomination and election process for BCCo Chair will follow and ratification will occur at the AGM38 Annual General Meeting.</p> <p>IN PROGRESS (Kate Campbell elected as BCCo Chair and ratification to take place at the AGM38 Annual General Meeting)</p>
<p>6.4</p>	<p>Next Meeting Dates</p> <p>Confirm dates for 2023 Board, Annual General, Executive Committee and Sub-committee meetings.</p> <p>COMPLETED</p>

Recommendation

Items referenced above to be noted.

3. WCA Reports

3.1 Executive Committee

- 3.1.1.1 Minutes – 16 February 2023
- 3.1.1.2 Minutes – 20 April 2023

3.2 Chief Executive's Report

- 3.2.1.1 *Evolving Coal* Key Performance Indicators – FY2022-23

Background and Objectives

- The Board to receive reports from the Executive Committee and Chief Executive.
- The Board to note *Evolving Coal* Key Performance Indicators.

Papers

- Item 3.1.1 [ExCo Minutes – 16 February 2023](#)
- Item 3.1.2 [ExCo Minutes – 20 April 2023](#)
- Item 3.2 [Chief Executive Report](#)
- Item 3.2 (a) [WCA Q1 Update](#)
- Item 3.2 (b) [WCA Q2 Update](#)

3.1.1 Executive Minutes – 16 February 2023

Executive Committee Meeting Minutes

16 February 2023

Executive Committee Minutes of the World Coal Association

ExCo Directors and Alternates Present

Kate Campbell	Adani
Janpeter Bekkering	Caterpillar Global Mining
Pramod Agrawal (Vice Chair)	Coal India Limited
Veera Reddy	Coal India Limited
Mike Teke	Seriti
Maxim Basov (Vice Chair)	SUEK
Roman Golovin	SUEK
Nikki Fisher	Thungela
July Ndlovu (Chairman)	Thungela
Michelle Manook	WCA

ExCo Directors and Alternates Apologies

Paul Fennelly	Adani
Doug Blom	Komatsu
Jason Savage	Komatsu
Jim Grech	Peabody
Matthew Nugen	Peabody
Doug Gain	Seriti
Michael van Maanen	Whitehaven Coal

1. Chair Opening Remarks

Apologies and Introductions

The Chair welcomed everyone to the meeting and congratulated Shri Pramod Agrawal (Coal India Chairman) and Maxim Basov (SUEK) to their position as WCA Vice-Chair and welcomed them to their first official WCA Executive Meeting.

The Agenda was formally adopted.

The Chair noted that apologies were received for Doug Gain (Seriti) and Jim Grech (Peabody).

Noting of Competition Law Compliance Guidelines

The Chair brought the Executive Committee's (ExCo) attention to the Competition Guidelines. The Executive Committee acknowledged this.

2. Minutes of 25 October 2022

2.1 Approval of Minutes

The Chair presented the Minutes of the previous ExCo Meeting.

There being no comments from the Members the Chair proposed that the Minutes be adopted as being formally approved which was supported by Members.

2.2 Matters Arising

All matters were noted as actioned and addressed in detail during the respective Agenda items.

3. Finance, Governance and Membership

3.1 Financial Updates

3.1.1. FY23 Q1 Profit or Loss Actual

The Finance and Governance Director provided an overview of the FY23 Q1 Profit or Loss actual stating that the:

- Membership Fees were positively impacted by tonnage variances and the conversion of Menar as a new Member of the WCA;
- Surplus brought forward remained consistent from what was budgeted pending the finalisation of the external FY22 audit;
- Remuneration, Administration and Governance variances were impacted by timing allocations;

- Financial Charges were negatively impacted by higher than budgeted bank charges as well as the impact of exchange rate differences. It was also noted, the use of FExC contracts to hedge against losses was being considered;
- Depreciation and Amortisation variances were due to incorrect Fixed Asset Register base and audit adjustments in FY21 not effected, as well as Amortisation which was not budgeted for in FY23; and
- the Work Programme expenditure was above budget due to timing differences relating to roadshow costs and recoveries.

3.1.2. FY23 Q2 Cash Flow Forecast

The Finance and Governance Director presented the Cash Flow forecast for Q2 FY23 to the Committee stating that:

- cash management continues to be carefully monitored and optimised ensuring a minimum surplus target of 3 months expenditure is covered;
- Remuneration (£ 298 096), Office Running Costs (£ 36 369), Governance (£ 7 933), Finance Charges (£ 628) and Work Programme Expenditure (£ 64 222) forecasted payments were noted; and
- Forecasted receipts from Membership Income expected by end of March 2023 subject to member and bank due diligence.

3.1.3. External Audit – FY2021-22

- It was noted that PKF will commence the audit at the end February 2023 for presentation to the Board at the WCA78 Board Meeting in May 2023.

3.3 Governance

The Chief Executive presented updates on the following governance matters:

3.2.1 Policy and Engagement Committee (PECo)

New Members were provided with an introduction to the Policy and Engagement Committee (PECo) and advised it was established to serve as a forum for monitoring and evaluating progress in the WCA's projects and engagement activity related to global public policy issues.

It was noted that the Policy and Engagement Committee's (PECo) met on 20 October 2022 with discussions centring around:

- Future Coal and the role of 'Abated Coal Stewardship';
- government relations;
- partnerships of Co-operation (Indian Coal Forum and Indian Steel Association); and
- key policy achievements (Briefings of the IEA 'Coal to Net-Zero' report published end of 2022 and COP27 Nov 2022).

3.2.2 Brand and Communications Committee (BCCo)

New Members were provided with an introduction to the Brand and Communications sub-committee (BCCo) and advised it was established to discuss and build consensus around key brand and communications issues.

The committee were informed that Adani Head Communications, Community and ESG Reporting, Kate Campbell has been elected Chair of the WCA Brand and Communications (BCCo) Sub Committee.

It was noted that the Brand and Communications Committee (BCCo) met on October 20, and acknowledged that they are ready to restart our brand rejuvenation, using the theme: Abated Coal Stewardship as an umbrella statement for a range of work that will ultimately position coal as a versatile commodity of the future.

3.2.3 WCA78 Board / AGM38 Meeting & Events

The Chief Executive advised that the following proposal was endorsed by the Board at the WCA77 Board Meeting in November 2022:

- the WCA78 Board and AGM38 Annual General Meeting be held in-person, in Singapore;
- the Secretariat recommendation that our Members fly into Singapore (Changi) Monday 15 May and fly out the evening of Wednesday 17 May to attend a two-day programme as follows;

Day 1 (Tuesday 16 May 2023)

10h00 - 17h00 (SGT) Workshop / Reception

19h00 - 21h00 (SGT) Pre-Board Dinner

Day 2 (Wednesday 17 May 2023)

10h00 - 12h00 (SGT) WCA78 Board Meeting

12h00 - 12h30 (SGT) AGM38 Annual General Meeting

12h30 - 14h00 (SGT) Lunch

It was also noted that Outlook placeholders were sent to Board Members in early February and that following finalisation of the hotel and venue options, our in-person registration process will open. The Agenda and Board papers will be sent closer to the time.

3.2.4 WCA Committee Meeting Dates 2023

The Chief Executive provided an update on the 2023 meetings:

- following an invitation from CNCA, the Executive Committee endorsed the proposal that the WCA79 Board Meeting be held in Beijing on the 23 October 2023. A China Roadshow, supported by Ms. Su Chuanrong (CNCA) will follow post Board from 24-26 October, coinciding with the China Coal & Mining Expo being held through October 25-28 at Beijing New China International Exhibition Center (NCIEC). The International Coal Forum

will take place concurrently with the Expo;

- WCA Executive Committee (ExCo) Meetings will be held virtually on 20 April and 22 August at 12:00 hours (UK BST). The last Executive Committee meeting for the year was originally scheduled for 25 October, which will be rescheduled following a change to the Board Meeting date;
- Policy and Engagement Committee (PECo) Meetings will be held virtually on 5 April and 4 October 2023 at 11:00 hours (UK BST); and
- the virtual Brand and Communication Committee (BCCo) Meeting dates are currently under review and will be communicated in due course.

3.2.5 WCA Executive Committee Review

The Chief Executive advised that the Secretariat was conducting a review of the current WCA Executive Committee structure, aimed at aligning our Articles of our Association and *Evolving Coal Strategy*, to ensuring a thoughtful, progressive and responsible WCA Executive Committee who can support both the;

- Recruitment of new Members; and
- Retention of current Members.

It was noted that the review will be presented at the August Executive Committee Meeting.

3.2.6 Membership Tiers and Fee Review

The Chief Executive advised that a Membership Tiers and Fee review was currently in process. The review, in consultation with the Director Business Development and Membership, would support the changing profile of global membership, encompassing more of the value chain including technology players.

The outcome of the review is intended to be presented to the Executive Committee for review during 1H FY23.

3.3 Membership

It was noted that no Company or Director resignation were received, and company nominations were received from Menar, Coal India and SUEK.

The Chief Executive advised the following key highlights achieved in the quarter noting:

- our growing profile was attracting a new wave of coal members;
- the World's largest coal producer, Coal India formally joined the organisation in November;
- a successful Australia Roadshow had been concluded, activities included face-to-face membership engagement with existing Members Adani, Whitehaven and Yancoal, as well as new member prospect Q Coal;
- the enrolment of Bowen Coking Coal and Menar, who are very supportive of the *Evolving Coal*

- Future Coal Narrative; and
- a South Africa Roadshow which included attendance at the Mining Indaba in February provided engagement with prospective members and industry stakeholders.

Upcoming activities to support Membership engagement include:

- further discussions with Eskom, Sasol and Exxaro for industry alignment;
- the US Roadshow with the support of US Members was under review for Q3 2023; and
- it was proposed that the China Roadshow take place 23-26 October 2023 to coincide with the China Coal & Mining Expo taking place in Beijing from 25-28 October.

4. Evolving Coal Work Programme Update

4.1 Reputation Management

The Chief Executive acknowledged the continued work by the Secretariat and highlighted the following Reputation Management activities in support of our *Evolving Coal* Work programme.

Two successful roadshows were completed during the first half of FY22 as follows:

Australian Roadshow

- provided the opportunity for face-to-face engagement with existing Members, industry partners and new member prospects;
- interview with The Australian's Business Editor at Large (Ticky Fullerton) gained positive reader feedback;
- WCA Chief Executive identified as one of Australia's most important female leaders in Australian mining by Australia newspaper; and
- announcement of Australian coal producer Bowen Coking Coal (BCC) as a new WCA Member.

South Africa Roadshow

- a keynote address by WCA Chairman July Ndlovu was presented at the South African Coal Conference;
- media leverage with OpEd published in Daily Maverick; and
- Chief Executive and Director Business Development and Membership attended the Mining Indaba held in Cape Town from 6-9 February providing stakeholder engagement opportunities with activities including:
 - Mining Indaba Panel Discussion: Coal in Transition: COP-27, ESG, and Energy Transition – Where are we Heading?;
 - media panel - Energy security and what this means for coal;
 - Newzroom Afrika Interview with Ntokokozo Khumalo;
 - Radio France Internationale (RFI) Interview (Claire Bargelès); and
 - media announcement of South African Menar enlistment.

The committee were advised that:

- greater emphasis was placed on building the organisation's social media presence and our reach continued to expand. The WCA LinkedIn page had reached over 10,000 followers with

- continued engagement and growth in posts and comments;
- a 30% increased opening rate on our Q1 Update Report was noted over the last quarter; and
- the placement of Opinion Editorials to communicate the new narrative which advanced abated coal for sustainable development, were ongoing.

Activities for the next quarter will include:

- a continued refinement and engagement with Members regarding the Reputation Management Project (RMP) brand refresh;
- the completion of Abated Coal Eco-System mapping to support our Abated Coal/Future Coal Strategy;
- preparation for USA and China Roadshows;
- continuation of high-level speaking engagements at in Turkey; and
- the continued development of the WCA Communications Assets Suite.

The Chief Executive provided an update on the Reputation Management Project (RMP) advising that:

- a decision to proceed with the RMP and rebadge the organisation in a way that reflects its modernisation and technological transformation was endorsed at the WCA Board Meeting in India, Kolkata in December;
- the phrase "Future Coal" has been well supported by Board Members; and
- the executive had prepared a pitch document for a brand refresh which can be circulated to brand agencies in the event that McCann is unable to continue its work with the WCA. This will be discussed at the next BCCo scheduled for late February.

4.1 Advocacy

Further updates on our Advocacy program by the Chief Executive included:

- the groundwork for a number of major new themes and initiatives for the *Evolving Coal* strategy had been laid by the Policy and Sustainability space;
- stakeholder engagement included the CIAB Plenary meeting in Paris, Ministerial meetings in both India and South Africa with confirmation received from the Joint Secretary, Ministry of Coal (India) to attend our upcoming event in Singapore, and further engagement with Minerals Council of Australia (MCA) to brief Members on our latest advocacy activity;
- an Abated Coal Workshop was held in Kolkata India with strong support for a WCA rebrand; and
- the quarter was framed by the 27th United Nations Conference of Parties (COP27) in Egypt and the release of two major reports, one by the IEA and the other by the Global CCS Institute.

Activities for the next quarter include:

- a keynote address to the Clean Coal Technologies Summit in Ankara, Turkey by WCA Director Strategy & Development;
- pursue collaborative research with external consultants (formerly Roland Berger) – near

- completion of draft report;
- ongoing discussions with Eskom (South Africa Utility);
 - new appointment of Policy Analyst and Senior Policy Advisor to support Director Strategy & Sustainability and oversee Policy Analyst; and
 - continue to advance partnership work programme with existing MoU partners and scope new opportunities in key jurisdictions.

The Chief Executive handed over to the WCA Chairman for discussions on any further business.

5. Any Other Business

The Executive Committee Members were advised that the next meeting would be held virtually on 20 April 2023 at 12:00 hours (UK BST).

There being no further business the Chair closed the Meeting.

6. Close

Matters Arising

Executive Meeting
16 February 2023

ITEM NO	ACTION	BY WHOM	DUE DATE
3.2.4	The final date and location for the WCA79 Board Meeting to be finalised.	Secretariat	April 2023
3.2.4	The Executive Committee meeting scheduled for 25 October has to be rescheduled following a change to the Board Meeting date.	Secretariat	April 2023
3.2.5	A review of the WCA Executive Committee structure to be presented at the August Executive Committee Meeting.	Secretariat	August 2023
3.2.6	Membership Tiers and Fee review is currently in process. The outcome of the review is intended to be presented to the Executive Committee for review during 1H FY23.	Secretariat	1H FY23
3.3	Changes to our current Office Holders noted, and Companies House to be updated.	Secretariat	

3.1.2 Executive Minutes – 20 April 2023

Executive Committee Meeting Minutes

20 April 2023

Draft Executive Committee Minutes of the World Coal Association

Executive Committee Directors and Alternates Present

Kate Campbell	Adani
Janpeter Bekkering	Caterpillar Global Mining
Brian Thompson	Komatsu
Roman Golovin	SUEK
July Ndlovu (Chairman)	Thungela
Nikki Fisher	Thungela
WCA - Michelle Manook	WCA
Michael Van Maanen	Whitehaven Coal

Executive Committee Directors and Alternates Apologies

Paul Fennelly	Adani
Pramod Agrawal (Vice Chair)	Coal India Limited
Veera Reddy	Coal India Limited
Jim Grech	Peabody
Matthew Nugen	Peabody
Doug Gain	Seriti
Mike Teke	Seriti
Maxim Basov (Vice Chair)	SUEK

1. Chair Opening Remarks

Apologies and Introductions

The Chair welcomed everyone to the meeting and the Agenda was formally adopted.

The Chair noted that apologies were received for Doug Gain and Mike Teke (Seriti), Pramod Agrawal and Veera Reddy (Coal India), Maxim Basov (SUEK) and Jim Grech (Peabody).

Noting of Competition Law Compliance Guidelines

The Chair brought the Executive Committee's (ExCo) attention to the Competition Guidelines. The Executive Committee acknowledged this.

2. Minutes of 16 February 2023

2.1 Approval of Minutes

The Chair presented the Minutes of the previous ExCo Meeting.

There being no comments from the Members the Chair proposed that the Minutes be adopted as being formally approved which was supported by Members.

2.2 Matters Arising

All matters were noted as actioned and addressed in detail during the respective Agenda items.

3. Finance, Governance and Membership

Finance & Governance

3.1 Financial Updates

3.1.1. FY23 Q2 Profit or Loss Actual

The Finance and Governance Director provided an overview of the FY23 Q2 Profit or Loss actual stating that the:

- Membership Fees were negatively impacted due to timing differences in realisation of new fees budgeted;
- Surplus brought forward from the FY22 unaudited figures, as well as the Surplus / (Deficit) for the Q1 FY23 (actual and budget);
- Remuneration, Administration and Governance variances were impacted by timing allocations;

- Financial Charges were negatively impacted by higher than budgeted bank charges as well as the impact of exchange rate differences. It was also noted, the use of FExC contracts to hedge against losses was being considered and an update would be provided in Q3;
- Depreciation and Amortisation variances were due to incorrect Fixed Asset Register base and audit adjustments in FY21 not effected; and
- the Work Programme expenditure was above budget due to timing differences relating to roadshow costs and recoveries.

3.1.2. FY23 Q3 Cash Flow Forecast

The Finance and Governance Director presented the Cash Flow forecast for Q3 FY23 to the Committee stating that:

- cash management continues to be carefully monitored and optimised ensuring a minimum surplus target of 3 months expenditure is covered;
- Remuneration (£ 298 096), Office Running Costs (£ 36 494), Governance (£ 6 933), Finance Charges (£ 628) and Work Programme Expenditure (£ 64 222) forecasted payments were noted; and
- Forecasted receipts from Membership Income expected by end of May 2023 subject to member and bank due diligence.

3.1.3. External Audit – FY2021-22

It was noted that PKF Littlejohn had commenced the audit and results presented to the Board at the WCA78 Board Meeting in May 2023.

3.1.4. Delegation of Authority (DoA) Matrix Review

It was noted that expenditure or contracts delegation limits had been reviewed and the following new limits approved:

- Board Approval - Unlimited;
- Executive Committee - £120 000;
- Chief Executive after consultation with Chairman - £100 000;
- Chief Executive - £75 000; and
- Director Finance & Governance - £25 000.

3.2 Governance

The Chief Executive presented updates in conjunction with the Chairs of PECo and BCCo on the following governance matters:

3.2.1 Policy and Engagement Committee (PECo)

New Members were provided with an introduction to the Policy and Engagement Committee (PECo) and advised it was established to serve as a forum for monitoring and evaluating progress in the WCA's projects and engagement activity related to global public policy issues.

It was noted that the Policy and Engagement Committee's (PECo) met on 5 April 2023 with discussions centring around:

- Future Coal and the role of 'Abated Coal Stewardship';
- review of Industry and Government engagement over the past 6 months;
- upcoming Asia engagement (Singapore & China);
- forward strategy and rebranding; and
- Members Lounge.

3.2.2 Brand and Communications Committee (BCCo)

New Members were provided with an introduction to the Brand and Communications sub-committee (BCCo) and advised it was established to discuss and build consensus around key brand and communications issues.

It was noted that the Brand and Communications Committee (BCCo) met on 29 March 2023, with discussions centring around:

- meeting attendance and if there is a better way to increase participation (a survey to BCCo Members to be circulated).
- company, industry, and country updates from committee Members;
- rebrand process update;
- WCA media research;
- digital performance update;
- WCA website development; and
- Members Lounge.

3.2.3 WCA78 Board / AGM38 Meeting & Events

The Chief Executive advised that registration for the WCA78 Board and AGM38 Annual General Meeting being held in-person at the Fairmont Hotel, in Singapore on 17 May 2023 were open and the Agenda and Board papers would be sent closer to the time.

The following events planned over the two days:

Day 1 (Tuesday 16 May 2023)

10h00 - 17h00 (SGT) "Future Coal" Leaders Forum

19h00 - 21h00 (SGT) Networking Reception

Day 2 (Wednesday 17 May 2023)

10h00 - 12h00 (SGT) WCA78 Board Meeting

12h00 - 12h30 (SGT) AGM38 Annual General Meeting

12h30 - 14h00 (SGT) Board & Members Lunch

The Chief Executive further advised that the "Future Coal" Leaders Forum is attracting an esteemed audience from across the Asia Pacific region to discuss the future of coal, and features

an Opening Address given by WCA Chairman July Ndlovu and the following four sessions covering:

- Energy security roundtable;
- Advanced Coal Power Solutions;
- Sustainable Coal Production; and
- Advanced Coal Applications.

It was noted that SUEK were sponsoring the “Future Coal” Networking Reception and Board dinner and were thanked accordingly.

3.2.4 WCA79 Board Meeting & Events

The Chief Executive advised that the WCA79 Board Meeting & Events, would be held in-person, in Beijing over two days from 24-25 October 2023. The WCA79 Board Meeting and Board Dinner will be held on day one, followed by a WCA Technical Workshop / International Coal Forum on day two. Further details on venue and accommodation will be provided in due course.

The Executive Committee were also advised that the China Coal & Mining Expo 2023 will be held at the New China International Exhibition Center (NCIEC) Beijing, China from 25-28 October 2023.

3.2.5 Secretariat Movements

The Chief Executive advised that following a global search for additional resources which focused on the key coal markets, Shyam Pallav as International Policy Analyst (India) and Brandon Jenniker as International Government Engagement Officer (South Africa) had been appointed to support Paul Baruya, Director Strategy and Sustainability.

The Executive Committee were also provided with an overview of the WCA Secretariat structure. Janpeter Bekkering (CAT) requested a copy of an updated secretariat organogram to include country of operation and distributed to Members with the minutes.

3.3 Membership

The Chief Executive updated the Executive Committee on the following quarter highlights:

- no Company or Director resignation, or company nominations were received during Q2;
- South African mining investor Menar were welcomed as a new WCA member in February, and we are delighted to have their innovative and passionate involvement in carving out a new niche for coal;
- we also welcomed Exxaro as a Corporate Member and American Coal Council as a new Associate Member and are looking forward to working closely with Emily Arthun and her team, as well as our US Members, including Peabody, Komatsu and Xcoal, as we plan for our upcoming US Roadshow and start rebuilding our US network, which remains a coal powerhouse; and
- Membership engagement continues and plans are in trend to support a China Roadshow at the end of the year; and a special note of thanks to our Executive Committee Members who support, both the recruitment of new Members as well as the retention of current Members was noted.

The following upcoming activities to support Membership engagement were also noted:

- discussions with China Energy who have signalled their intent to re-join under their new leadership were progressing; and
- Maxim Basov (SUEK), our Vice Chair, and Roman Golovin received a special thanks for delivering on a key action to re-engage China Energy as well as other stakeholders.

4. Evolving Coal Work Programme Update

4.1 Reputation Management

The Chief Executive advised that progress on WCA's Future Coal Strategy has started to take shape and that the Reputation Management Q2 activities in support of our *Evolving Coal Work* programme included:

- media engagements following on from our successful Roadshows;
 - Australian Op-ed: "Energy Debate Falling into an Alternate Reality,"
 - This successful op-ed by Chief Executive compared the blurring lines between fact and fiction in the energy debate and how coal is routinely undermined through extremist media reporting.
 - South African OpEd: "An Uncomfortable Reality is Dawning..." as translated into a social media post received the most reactions in its history with over 775 reactions on LinkedIn.
- Bowen Basin Mining Club Yearbook - We are proud to have been asked again to provide the Bowen Basin Mining Club with a review of the year that was in its BBMC Yearbook 2022. In this article, our Chief Executive maintains that 2022 will go down in history as a stand-out one for coal, with coal's unexpected re-entry as an energy stabiliser and security blanket.
- continuation of high-level speaking engagements and keynote addresses:
 - Turkish Clean Coal Summit (Ankara, Turkey 24-25 April 2023); and
 - American Coal Council's Coal Market Strategies (CMS) conference (Utah, USA 8-10 August 2023).
- completion of Abated Coal Eco-System mapping to support our Abated Coal/Future Coal Strategy; and
- the continued development of the WCA Communications Assets Suite.

The Chief Executive provided an update on WCA's Media success as follows:

Media Report

Independent media research confirms cut-through across key themes (Just Transition, Cost of Transition, Sustainable Development Coals, Carbon Footprint) with audience exposure of 17,153 mentions for a reach of 42.2 billion (for 14 month-period).

Overall media sentiment was 19% positive, 79% neutral (for 98%) and 2% negative. Reach was highest in - Major news, by country, was ranked in order: USA, India, UK, South Africa, Australia and Switzerland. Research indicates that the time is right for a Future Coal communications campaign in the United States.

Social Media

The WCA's LinkedIn account has continued to grow exponentially. Since the start of 2023, the WCA has achieved three monumental targets - over 10,000 followers, the most reacted post in its history with 774 on Chief Executive op-ed in the Sunday Times.

Further analysis is available in the [WCA's Q2 Report](#) on the Member portal.

Website

The WCA's website update will include clean coal technologies that exist, how they work, and supporting case studies. A further section will include coal's versatility, the critical minerals it contains and coal to hydrogen and agriculture. Once completed, the website will undergo another SEO project to optimise performance.

Upcoming Q3 Activities to be noted included:

- Bowen Basin Mining Club Crib Room - Podcast (April 2023);
- Brazilian Coal Association - Virtual presentation at their May 2023 strategy meeting, their audience will include government officials, congressman and Mine and utilities owners; and
- VI IEA-IEF-OPEC Symposium on Gas and Coal markets (May 2023- Paris) – Key Address (under consideration).

The Chief Executive provided an update on the Reputation Management Project (RMP) advising that:

- WCA's rebrand process had been reignited with a global pitch to identify a boutique agency which can rebrand the organisation by name, logo, and identity;
- from eight global organisations, two agencies were shortlisted, and the Chairman was asked to consider four final concepts (two from each agency); and
- the preferred concepts (Future Coal and Coal Next) were provided by Indian-based advertising agency, Chlorophyll and these concepts will form a video pitch that will be sent out to all sub-committees and board members for their early review ahead of the May Board meeting in Singapore on May 17.

The Executive Committee were advised that a rebranded WCA would validate our members' strengths, leveraging their commitments to abatement, environmental, social and governance (ESG), responsible Coal Principles and the Paris Climate Change Agreement.

4.2 Advocacy

Further updates on our Advocacy program by the Chief Executive included:

- the WCA continues to track emerging issues, organisations and policies worldwide to target engagement opportunities with key policy-stakeholders, reinforced with the recent appointment of an International Government Engagement Officer and International Policy Analyst;

- opinion editorials in major media (Sunday Times, Daily Maverick) by the Chief Executive and the Chair were effectively used to disseminate the key coal narrative;
- Abated Coal Stewardship continues to form a strong component of our advocacy efforts. Through our media channels, we will showcase the impressive efforts our Members are undergoing to spearhead Environmental and Social Governance (ESG) to demonstrate Responsible Coal Principles among our Members. We will continue to foster an enthusiasm to inspire collaboration and innovation among all member no matter what stage of the ESG ladder they are on. Stewardship advocacy will also look to engage with members with government and financial stakeholders to unlock new potential; and
- the WCA is also investigating a scheme to showcase, our Members, and how Responsible Coal Principles are being demonstrated in a variety of ways, acting in the spirit of the UN SDGs and as an inspiration to others.

Upcoming Q3 Activities to be noted included:

- WCA Director Strategy, Sustainability & Government (SSG) to provide Keynote address to the Clean Coal Technologies Summit in Ankara, Turkey (24-25 April);
- present to the IEA Symposium on Gas and Coal Markets (11 May);
- collaborative research report with external consultants Roland Berger on effective measures to decarbonise energy systems using advanced coal plants;
- "Future Coal" Leaders Forum, Singapore 16th May – assembling the world's future thinkers in responsible coal production;
- advancing the Responsible Coal Principles to showcase ESG among the Members; and
- advance partnership work programme with existing MoU partners and scope new opportunities in key jurisdictions.

The Chief Executive handed over to the WCA Chairman for discussions on any further business.

5. Any Other Business

There being no further business the Chair closed the Meeting.

6. Close

Matters Arising

Executive Meeting
20 April 2023

ITEM NO	ACTION	BY WHOM	DUE DATE
3.1.1	The use of FExC contracts to hedge against losses was being considered and an update would be provided in Q3.	Secretariat	Q3
3.2.5	Secretariat organogram including Secretariat members country of operations to be distributed to ExCo and shared at the May Board Meeting	Secretariat	April 2023
5.0	Provide Brian Thompson (Komatsu) with Members Lounge login to access in particular WCA speeches, presentations and asset suite.	Secretariat	April 2023

3.2 Chief Executive Report

Purpose

To provide the Board with the activity highlights, key issues for discussion, pursuant to the Key Performance Indicators (KPIs) and Work Programme for the first half of FY 2022-23. This report should be read in conjunction with the detailed activity recorded in the attached WCA Q1 and Q2 Update papers.

Overview

The Secretariat continued progressing with its flagship initiatives including: (1) Reputation Management; (2) Finance and Investment Strategy; and (3) Membership Strategy, highlighting the following key issues for discussion.

Papers

- Item [WCA Q1 Update](#)
- Item [WCA Q2 Update](#)

Chief Executive Report WCA78 Board Meeting

17 May 2023

Seizing the New Reality

As we gather together in Singapore for the 78th meeting of the WCA Board, I am particularly mindful of how far we've come on our coal journey over the past four years - and where we are at the moment.

I think there's a substantial weight of evidence that shows how we've moved the dial in terms of the realistic coal dialogue which can be achieved, and how we can build our reputational standing at the same time through transparency.

In fact, a former and highly reputable Australian oil and gas colleague was in London recently and commented on our narrative, noting the fact that we have escaped any attack from the extreme green constabulary.

"How do you do that?" he asked.

"Stick to the facts," I said.

The Media Maelstrom

Consider some of the conversations, and the messages communicated over the past two and a half years:

"Enough of this madness," I said to the UK's Financial Times in November 2021: "Because, every day we spend distracted by climate politics and diplomatic wordsmithing to save face is just another day where emerging and developing nations contend with the social, economic and environmental costs of not accelerating the deployment of abated coal, which involves the generation of electricity with carbon capture and storage."

Media reports have painted a fascinating picture of coal's energy re-entry with countries like Austria, Finland, France, Germany, Italy, Holland and the United Kingdom, several of which had previously vowed to "kill coal", suddenly doing complete U-turns and re-starting coal plants to help Europe through its energy catastrophe.

With some irony the German Greens Chancellor (Robert Habeck) announced that Germany must reduce natural gas consumption and increase the burning of coal in order to help fill gas storage facilities for winter.

By November, the headlines rather hypocritically read: "Germany is dismantling a wind farm to make way for a coal plant." That made a few of us scratch our heads.

In the United States, the Energy Secretary (Jennifer Granholm) urged fossil fuel companies to "cut to the chase" and increase their production to stabilise the market following the global energy crisis.

Japan avoided blackouts over summer by relying on output from its significant but aging coal-fired power fleet. It is noteworthy that coal has become even more vital amidst the global energy crisis and the shutdown of Japan's nuclear reactors since the Fukushima disaster.

As you all know I do not believe we should pretend that we're not in the business of fossil fuels. Nor should we be naive enough to think that we can stay the same. We must address the global community's expectations for us in both development and decarbonisation.

Equally, let's not over promise about our ability to get there. But let's genuinely move the demonstration dial, one legitimate step at a time.

At the so-called "COP to end Coal" in Glasgow, that same month, we captured the front page of the New York Times by challenging Michael Bloomberg's call for coal's demise:

"Coal is a critical source of energy for hundreds of millions of people across the world," we said. "We believe it is important for those calling for any phase out of coal use to appreciate that coal is part of the climate change solution through the phase-in of clean coal technologies."

Cut to December last year, 2022, when I was interviewed by The Australian newspaper during our Australian Roadshow:

"Cancelling fossil fuels and replacing them with renewables in a simplistic cut and paste operation will not solve the energy problem," I said. "Emissions from coal can be up to 99 per cent abated and the fuel will remain fundamental to the energy mix, create new industries beyond combustion and become part of a new integrated value chain."

The Editor of The Australian challenged the 99% assertion.

"IEA Clean Coal Centre and The International Centre for Sustainable Carbon," Antonios answered.

"Happy to verify." And so, we did.

It was a good example of how slanted the energy debate has become and the level of distrust there is in a "coal hard fact."

In my Opinion Editorial in the same newspaper three weeks later, I hit home the fact that renewables, as good as they are, have failed to provide the continuous, reliable and affordable energy security that was always envisaged.

"Trillions have been invested in a renewables-only solution," I wrote. "That's probably your superannuation or government subsidies which are at risk of eroding during times of high inflation."

Hundreds of readers, the Ted's and John's and Mary's of interested Australia, wrote in to support our stance.

"The walk back from populist principles and passionate precepts is more than a lesson in how not to lose face – it's a genuine moment of pause to address the reality."

In a separate Opinion Editorial, I wrote for South Africa's Sunday Times, I drew attention to that country's calamitous problems - reduced rail freight, train shortages, spare parts, derailment, crippling strikes, cable theft, and vandalised infrastructure.

Added to this, the increase in organised crime, especially along the transport routes between the coal belt in Mpumalanga and coastal ports, reduced the country's ability to monetise coal exports. This is one top of the rolling blackouts that continue as you read this report.

It tells us that when energy instability compounds the effects of food scarcity, dire unemployment, and unpredictable political, economic and social circumstances, including in South Africa, the poorest and most vulnerable are hardest hit.

And, as I wrote: "To add insult to injury, the Global North, in the guise of the G7, is now dangling \$ 8.5 billion in South Africa's face if it commits to closing South Africa's coal plants ahead of schedule and investing in clean alternatives.

If I sound cynical, I am.

South Africa, which depends on coal for 80 per cent of its energy, is being offered a ransom (or ransom?) sum of money to abandon an abundant fuel source which is its lifeblood, in favour of a single energy solution – renewables - which is intermittent and exposed.

This is a fuel source which employs almost 100,000 people and keeps communities and economies prospering.

Also went on to underscore. It beggars' belief.

Future Coal Takes Shape

Amidst this pandemonium, a new and very deliberate message started to emerge and gain weight. As The Australian's Business Editor reported:

"Manook says within the coal sector there is a desire to see 'future coal' emerge: uniting the value chain in coal and innovation beyond combustion to create coal hydrogen, coal fertilisers, and high carbon products from coal waste like fly ash."

That's a positive statement in a country which has on the one hand been trying to eradicate coal at the same time as it tries to become 100 per cent renewable and somehow keep all the lights on. It feels like we still have a long way to go in the land down under.

I wanted to recall these public utterances because they chart a journey, albeit a rather long and arduous one, to a very different and future point in time.

Three years ago, we found ourselves staring at the embers and wondering how and why coal had been so massively displaced.

The advertising agency, McCann, showed us a video which many of us found uncomfortable, distasteful even. It spoke about “dirty coal” and depicted the industry as irresponsible. “That’s not us,” we said. “We’re better than that.”

And we are, but we hadn’t been saying anything to anybody, nor demonstrating.

We were a largely silent and disparate opposition facing off against an effective very well-funded anti-coal lobby and a belief system which claims that fossil fuels are dead.

Today, I believe we have been given a second chance.

We are at a new juncture with a very clear narrative and some very obvious choices to make.

But in my view there is no choice but to ‘shed the old coal skin’ and become a credible and responsible force for change.

I truly believe and continue to that it is apathy that caught the coal community out before and it will be its inability to unify, promote and support the good that comes for our CONNECTED industry.

The surfeit of energy insurgencies over the past 18-months has demonstrated that the world cannot live without coal, and it cannot just “disappear.”

The latter would be a physical impossibility.

According to IEA data, there was still 2184 GW of coal power capacity operating around the world in 2021. While coal plants remain earmarked for closure in Europe after 2024, pending ongoing energy security concerns, at the end of 2022, 151 GW of new coal plants were under construction and will come online by 2026 across 16 countries. Regionally, 85 GW will come online in China, 27 GW in India, and 40 GW elsewhere.

Globally, the trend towards HELE coal is evident, with 110 GW using USC technology, 31 GW are SC, and just 10 GW being subcritical. Almost all new capacity additions remain in Asia, exemplifying the solidity and reliability of coal power as a driver for expanding electricity demand and economic development. But we know that coal technology is advancing all the time.

As we meet together at this high watermark, it seems appropriate that we gathered together in a landmark country which punches way above its weight.

Because we are literally and figuratively yet another crossroads where we can either choose coal and sign on to its sustainable future or stand back and let it slip fulfil the fate put on it by others.

I hope that our activities over the past three and a half years have proven that we can change the debate and present a credible, alternative viewpoint.

Since my last Chief Executive Report, we have not relented.

We have continued to engage, enrol and educate across all key regions, notably in India, South Africa and Australia. The remainder of this calendar year will be dedicated to East Asia and the US. An impactful period ahead.

Media Impact

We know we have been making a difference.

Independent media research provider Agility tells us that we are making strong headway.

In our latest research (January 2022-February 2023), we tracked four key subject areas in which we have been focusing our debate:

- Just Transition
- Cost of Transition
- Sustainable Development Coals
- Carbon Footprint.

These topics have received total media mentions of 17,153 for an audience reach of 42.2 billion.

In terms of specific WCA mentions against those topics, we reached an audience of 24.3 million.

To put that in context, the potential impressions are the sum total of all mentions and the platforms they appear on with their impression rate. In theory it means that each person in the world has been exposed to messages included in our search five times (with ups and downs for different regions and populations). It does not mean that everyone has read every word of content, it is an average related to exposure.

As we wanted, and based on our regional approach, we are achieving major cut-through in India, South Africa, and Australia. However, research also tells us that the United States is the leading country by placement of coal-related content.

It is pertinent to note that there are very low levels of negative sentiment being recorded. This because we are using fact-based content which cannot easily be challenged.

High level findings are as follows:

- Overall media sentiment was 19% positive, 79% neutral (for 98%) and 2% negative.

- Negative coverage focused on the impact of coal mining on the environment, and the way some countries were prioritising energy security and economic development over global climate goals.
- The top 10 publications were (in order): Reuters, Forbes, Hindustan Times, Daily Mail (South Africa), Economic Times (India).
- Research identifies several journalists who are not amongst our existing target group and are therefore now added to our top tier list (Associated Press, the Pretoria News and the Canberra Times).
- Highest mentions were accorded as follows: - Cost of Transition (5,590 mentions), United Nations Sustainable Development Goals (5,329 mentions), Just Transition (4,101 mentions) Carbon Footprint (2,541 mentions).
- Gainwell's enrolment as a WCA member in April 2022 ranked highly in the Just Transition section with quotes attributed to Michelle Manook.
- The WCA was heavily referenced under the Carbon Footprint category, quoting July Ndlovu at the South African Coal Conference, who said that up to 99% of coal emissions can be eliminated through abatement technologies and processes which currently exist.
- The WCA was highly referenced in the Sustainable Development category with commentary identifying the message that all fuels and all technologies are needed to get us across the finishing line.

Social Media

Our social media activity continues to complement our media advance and research shows that this is also meeting targets.

Since the start of 2023, the WCA has achieved three monumental milestones - over 10,000 followers, the most reacted post in its history with 774 on Michelle's op-ed in the South African Sunday Times, and the most impressions to date, with an 84% increase on the previous quarter with 364,525 organic impressions and 20,991 sponsored impressions.

Analysis informs us that interest is being driven by succinct and relevant content especially that which relates to abatement technologies and government announcements on extending coal's life.

Three LinkedIn advertising campaigns were also conducted – two which leveraged the WCA's presence at Mining Indaba in South Africa and the third which boosted a post of about Australia's need for coal to ensure energy security and quoting think-tanks and government sources. All three campaigns achieved the aim of enhancing impressions and the reach of the posts while boosting brand awareness of the WCA and our messaging.

Consistent with our aim to target key companies and organisations, these posts reached Business Development professionals.

All three campaigns resonated the most with United States stakeholders in terms of reach and impressions, showing that is an appetite for this type of messaging in the US.

When the WCA is in America for its August roadshow, it will be interesting to see how stakeholders, policymakers and audiences across social media gauge our messaging.

The Rebrand

This research tells us that the time is right to refresh our brand identity.

At our Singapore meeting, we will be unveiling three new concepts to consider as part of our new a new brand identity and your participation will be vital in providing a final seal of approval to this process.

There is no doubt that we need a new and rejuvenated brand which speaks to climate change (not climate catastrophe), and coal's evolving role as a commodity of security, abatement and modernisation.

The two examples have the endorsement of our Chairman and I believe they are formidable in their ability to present a modern, sustainable coal future.

You will hear from our recommended agency and its proposals at this meeting, and we are inviting the agency to engage with you directly so you can understand the thinking behind the idea.

Engagement is a key word.

Engagement remains the cornerstone of all that we do.

Since I last updated you, we have been engaging widely – at the Mining Indaba in South Africa and with members and stakeholders across Australia.

In both countries, we have witnessed a very noticeable change in how coal is being discussed and debated.

The Changing Debate

Government leaders, previously committed to a full scale and immediate renewables transition are now referring to coal as a much needed and necessary bridging fuel.

In Australia, the Government is talking about coal's important "fallback role" so the power grid is not exposed.

A major Australian think tank, the Grattan Institute, said that not having enough dispatchable renewables in place before coal exits would be a "recipe for disaster."

In March (March 22), the Johannesburg-based African Energy Chamber said that environmental concerns related to coal usage should not dictate South Africa's energy decisions.

It said making a strategic, gradual move away from coal makes sense for South Africa, but to abruptly cease coal usage at this juncture would be detrimental to the nation and its people.

African Energy Chamber's Executive Chairman NJ Ayuk said coal has a crucial role to play in stabilizing the country's energy sector and business environment.

"I'm convinced that what South Africa needs, at the moment, is *more* coal power generation and the regeneration of existing coal facilities while the country accelerates its renewables and natural gas sectors. Prematurely abandoning coal use altogether will only further cripple the economy."

South African President Cyril Ramaphosa waded into the debate, rightly saying 80% of the country's energy comes from coal-fired power stations and this could not be ignored.

"I have made it clear that in this transition there is no way that South Africa can shut down coal-fired power stations – we can't shut down Medupi and Kusile."

He said the country needed an energy mix that included coal, nuclear, solar, wind and biogas if it was to transition to a cleaner form of energy.

This diversity argument has been ours for a for a long time, but we have only a limited amount of time to sustain it.

Impossible Targets: The IPCC Synthesis Report

The latest Intergovernmental Panel on Climate Change (IPCC) Synthesis Report (Report) provides a sobering assessment of our ability to meet the Paris climate change targets. The Report combines assessments from the past seven years and advises that emissions and atmospheric concentrations of greenhouse gases are at record highs. To limit warming to 2C above pre-industrial levels, all greenhouse gas emissions must decline by an average of 21% by 2030 and 35% by 2035. Achieving the more ambitious target of limiting warming to 1.5C requires even greater effort, with reductions averaging 43% by 2030 and 60% by 2035. Given our efforts to date and our limited view on the technologies which could address decarbonisation, achieving these targets appears unfeasible. It is further interesting to note that these targets are likely to have been predicated on the assumption that some energy transition technologies are yet to be demonstrated or proven at a commercial scale.

As we know it is imperative that we innovate and implement a plethora of universal abatement technologies and practices, including abated coal. Decarbonised coal plants are already within

reach, and advanced coal technologies and other coal applications must be part of this innovation path.

According to the modelling, the report highlights the urgent need for increased investments in low-emissions technology and systems, which are currently three to six times lower than that required to keep temperatures to 1.5C or 2C. The IPCC also underscores the importance of climate adaptation policies prioritising social justice, equity and a "just transition" to help achieve other global goals, such as the United Nations Sustainable Development Goals. As the WCA, we already recognise the importance of these goals and the link between climate action and sustainable development. We will continue to emphasise this link as we roll out our plan for Abated Coal Stewardship.

Abated Coal Stewardship

This integrated strategy builds on the WCA's *Evolving Coal Strategy* and the separate Reputation Management Plan (RMP), aiming to deepen the understanding of the strategic value of coal in the energy transition and "raise the Coal IQ" even further.

For instance, we will continue to remind stakeholders that coking coal is an essential process material in the production of coke for steelmaking, a precursor to the production of most objects that surrounds us, not least the construction of wind turbines, solar power plants and electric batteries.

But we will also be exploring Beyond Coal aspirations - more far-reaching and future forms of coal in areas where coal has non-energy applications. These include areas such as *reclaimed coal waste* where coal acts as an ore body that can produce a wealth of energy transition materials such as rare earth elements/metals (REE/REM), carbon products for the aluminium industry, graphene, carbon fibres, activated carbon, and coal use in agriculture (for food).

In this way, our narrative palette is very broad and incredibly compelling, but the mission – should we choose to accept it – is to *Evolve Coal* - Enrol more of our value chain - be Vocal in support of our industry and communities- be a better industry than we were 5 years ago. Mission Impossible? Not at all. Mission Possible.

I look forward to seeing you in Singapore where we discuss the very 'possible' and thriving future coal global industry.

Thank You

Michelle
April 2023

3.2.1 *Evolving Coal* Key Performance Indicators FY2023

FY 2023 – *Evolving Coal* Year 3 – Key Performance Indicators (“KPIs”)

Background

The Year 4 - Work Programme and Key Performance Indicators (KPIs) sought to advance the Purpose, Vision and Goals outlined in *Evolving Coal*.

The following considerations and adjustments were applied to Year 4:

- Year 4 KPIs continued to be categorised by three flagship initiatives:
 1. Reputation Management (included all communications, digital and brand activities, Membership attraction);
 2. Advocacy (renamed and included all Policy, Government and Finance and Investment engagement); and
 3. Governance (renamed and included all finance, corporate, Board and Committee, Membership activities).
- The flagship initiatives housed key projects and activities largely in line with Year 2 and prioritised to address the identified opportunities and risks impacting the achievement of the *Evolving Coal* goals. All supporting activities continued to leverage both internal and external WCA relationships and resources.
- The cross functional virtual operating model continued to be maintained by Policy and Government, Communications, Membership and Finance and Governance functions.
- Accountable Officer for the initiatives remained the Chief Executive. Various actions were assigned to the Responsible Officer within the Secretariat structure, which is subject to change.
- Factors considered as potentially impacting the delivery of the Work Programme and KPIs included increased momentum and activity putting pressure on an under-resourced Secretariat; attrition; lower than expected membership income and/or travel restrictions.
- KPIs continued to form part of the Chief Executive’s reporting to the Executive Committee and Board.

Papers

- Item 3.2.1 [Evolving Coal Key Performance Indicators FY2023](#)
- Item [WCA Q1 Update](#)
- Item [WCA Q2 Update](#)

Evolving Coal Key Performance Indicators FY2023

	At Risk
	Postponed/Under Review
	On Track

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>1. Reputation Management</p> <p>The reputation of coal as a product and a global industry continues to be compromised by misinformation and a fragmented sector. Michael Bloomberg’s foundation alone reports that it spends US150 million to end coal and retire coal assets. The <i>Evolving Coal</i> objectives and goals will require an industry led global movement – larger than the existing Membership and beyond the realistic capability of the WCA Secretariat given the finite budget and resources. While in 2021 the WCA made exceptional headway in informing and changing the nature of the debate to include broader consideration of energy security, affordability and reliability issues, the industry will need to coalesce to determine its future beyond the rhetoric.</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. Influence the industry to join as a collective ‘first mover’ encouraging collaboration among relevant stakeholders to support the future of coal through a modernisation programme and transition through technologies. 2. Continue to build gravitas and influence as a ‘global facilitator’ actively seeking to credibly change the debate and providing a pathway for the industry’s inclusion in the clean transition. <p>Supporting Activities</p> <ul style="list-style-type: none"> • Strategy • Brand (product, industry and the WCA industry organisation) • Advocacy (government engagement, industry participation) • Membership • Communications (media, digital, speeches, conferences) 				

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
Brand				
Reputation Management Project (RMP) 1 Develop Framework for 'Future Abated Coal' <ul style="list-style-type: none"> • Subject to Board November Discussion and integration into the RMP overall Phase 2 reworked objectives. • To reinforce future campaign statements and equip the secretariat with robust data to fulfill their objectives. • To broaden the scope of 'future abated coal' from HELE technology to include a greater emphasis on wider technologies, processes and Sustainable Development Goals. 	Director Strategy & Sustainability International Policy Analyst International Government Engagement Officer	Q2		<ul style="list-style-type: none"> • Integrated Strategy and Comms into a single branding campaign combining efforts of both Secretariats. • Greatly enhanced internal research efforts into HELE coal, CCS creating content to feed Global and Digi Comms and Business Development. • Secured membership-prospect participation of non-energy and power sector stakeholders to 3rd Future Coal Leaders Forum. • Created a new initiative RCP in Action socialized to Secretariat and introduced to PECO.
1.1 Initiate Phase 2 RMP – Design and Develop Phase 3 RMP – Implementation <ul style="list-style-type: none"> • Subject to Board November Discussion– confirm the Phase 2 global branding campaign to support cohesion among the coal value chain providing a demonstration of the relevance of coal and associated clean coal and abatement technologies and processes. • Subject to the outcomes of Phase 2 develop a campaign implementation plan which continues to support the Director of Business Development and Membership in: <ul style="list-style-type: none"> – direct approach to an identified group of new member prospects to create a critical mass of 	Director Global Communications co-lead with Director Strategy & Sustainability	Q3 Q4		<ul style="list-style-type: none"> • Global branding campaign continued efforts for messaging and engagement relating to embrace value chain cohesion. • Successful pitch process to select new brand agency (Mumbai-based "chlorophyll" to oversee rebrand (as presented to Board at Singapore meeting). Tracking in accordance with timetable but subject to Board approval process. • Strategy and Business Development

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>support across the coal value chain underpinning a broader campaign; and</p> <ul style="list-style-type: none"> - initiate a wider public campaign to agreed audiences and channels. 				<p>combined strategy to engage with coal mining, geophysics, financial sectors and MOUs.</p> <ul style="list-style-type: none"> • Extensive intellectual support to DigiComms to mark a beginning of WCA research and analytical thought-leadership with new staff.

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
Advocacy				
<p>Targeted Engagement</p> <p>1.2 Key Coal Market Governments</p> <ul style="list-style-type: none"> • Engagement <ul style="list-style-type: none"> – Develop systems and processes underpinning an integrated approach to policy engagement across the organisation to support the tracking, communication and coordination engagement on policy trends and emerging issues across the full coal value chain. – Establish and maintain WCA-owned relationships with key government ministers and high-level Executive's, in the strategic coal-producing and consuming nations. – Achieve at least one ministerial or strategic stakeholder meeting per quarter within each region. – Continue to leverage the growth coal story in South and Southeast Asia engaging these stakeholders in an 'advisory' capacity. – Support greater cohesion in developed markets and establish relationships in frontier markets such as, but not limited to, the Middle East, Mediterranean, and Balkans. • Promote Strategic Partnerships <ul style="list-style-type: none"> – Continue to advance partnership work programme with existing MoU partners and scope out new opportunities in key jurisdictions (Refer to item 2.2). 	<p>Director Strategy & Sustainability</p> <p>International Policy Analyst</p> <p>International Government Engagement Officer</p>	<p>Q1-Q4</p>		<ul style="list-style-type: none"> • On track, with the year started with a campaign to engage with wider stakeholders with event-led engagement preparing 3rd Future Coal Leader's Forum. • Attending international conferences remains a central platform for in-person or virtual engagement. • Ongoing engagement with MOU-related research programme in Asia and investigated member sponsorship of external studies. • Presented in member prospect country Turkey - liaising with industry, ministers, and coal industry association stakeholders. • Strengthened capabilities with the appointment of two analysts on International Ministerial/Government Engagement and International Policy, both supporting the Director of Strategy & Sustainability in partnership programme.

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>1.3 Forums</p> <ul style="list-style-type: none"> • Key Coal Markets Forum <ul style="list-style-type: none"> - Leverage research, studies and relationships to create opportunities for WCA-led or supported forums to the finance and investment sector and within the finance and investment sector to educate on the clean coal and abatement technology opportunities. • Coal Leaders Forum <ul style="list-style-type: none"> - Continue development and engagement with a view to enhancing opportunities for Global Coal Leaders to unite in a Future Coal vision. - Seek event sponsorship opportunities. • Continue participation in national and international energy, steel and mining forums: <ul style="list-style-type: none"> - Actively participate at key forums of relevance across jurisdictions. 	<p>Director Business Development and Membership</p> <p>Co-lead with</p> <p>Director Strategy & Sustainability</p>	<p>Q1-Q4</p>	<p style="background-color: #92d050;"></p>	<ul style="list-style-type: none"> • Engagement with the finance and insurance sector continued with meetings while also pursuing involvement in the Future Coal Leaders Forum. • Creation of an event schedule to set the foundations for engagement and participation with a wider Abated Coal Stewardship network. • Roadshow priorities (see 1.7) set the path for participation in a jurisdiction, key emphasis remains on Asia and US.

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
Membership				
1.4 Establish a global business development platform <ul style="list-style-type: none"> Facilitate and build a global responsible business development platform for the coal value chain through a more focused marketing and business development approach supporting modernisation and transformation through the Future Coal vision. Establish Membership portal as an internal business development platform and tool to advance collaboration and engagement amongst existing members. Review Membership Fee structure to support changing profile of global membership which encompasses more of the value chain and early-stage technology businesses. 	Director Business Development and Membership	Q1-Q4		<ul style="list-style-type: none"> On track to establish a global business development platform through direct engagement and initiatives such as the “Future Coal” Leaders Forum. Membership Portal and Members Lounge have gone live and socialised with BCCO. Fee review to be presented to the Executive Committee in August and the Board in May 24.
1.5 Develop Regional Attraction and Retention strategies <ul style="list-style-type: none"> Develop country strategies for China, India, and Indonesia recognising that the value propositions require a different regional emphasis through: Leverage and build on existing relationships with members in respective regions; Seek support from existing members to facilitate in-country introductions with government, industry bodies and key stakeholders; Seek the development of Strategic Partnerships to support the deployment of the clean coal and abatement technologies; Progress other Prospects continuing to identify and initiate 	Director Business Development and Membership	Q1-Q4		<p>In support and in an effort to advance the respective strategies:</p> <ul style="list-style-type: none"> the WCA79 Board meeting will be held in Beijing with the support of CNCA; we continue to attend and engage in key events; we continue to engage and establish relationships with key stakeholders including the finance, investment and insurance community. 4 new Corporate Members have been recruited thus far (Bowen Coking Coal, Coal India, Exxaro, Menar) – 2 short of

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>discussions with additional targets across the coal value chain including the finance and investment sectors.</p> <ul style="list-style-type: none"> Continue Chief Executive/Chairman 1-1 engagement with Members outside of the formal governance forums to ensure Members can brief on matters of specific relevance to them. 				<p>the set KPI of 6.</p> <ul style="list-style-type: none"> As it stands all Corporate Members to be retained for FY24 with the exception of Aurizon who have given notice at the start of Fy23.
<p>1.6 Roadshows</p> <ul style="list-style-type: none"> Leverage membership introductions and conversion into planned quarterly Stakeholder Roadshows to include: <ul style="list-style-type: none"> - speaking engagements / panel discussions; - networking opportunities; and - in country introductions. 	<p>Director Business Development and Membership</p>	<p>Q1-Q4</p>		<p>Roadshows prioritised for FY23 and Q1 Fy24 include:</p> <ul style="list-style-type: none"> India; Australia; Singapore; US; and Southeast Asia.

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
Communications				
<p>1.7 Implement Communications Media and Digital Campaigns</p> <ul style="list-style-type: none"> • Media <ul style="list-style-type: none"> - Continue to build enduring relationships with global media, responding to requests and engaging on a proactive basis across issues of direct relevance to the WCA. - Manage the media data base and ensure that WCA messaging, and narrative addresses the strengths of the WCA membership. - Ensure that Members are appraised of key media milestones through monthly updates and, where relevant, direct contact. - Design and deploy coordinated stand-alone media campaigns (print and broadcast) to promote the relevance of both domestic and international coal issues and co- operation. - Conduct off and on-record briefings, including proactive re-engagement with established and new contacts to ensure that the misconceptions of coal are being addressed with a focus on economic development, clean coal technologies, coal investment and sustainable development media coverage. 	<p>Director Global Communications</p> <p>Digital and Communications Lead</p>	<p>Q1-Q4</p>		<ul style="list-style-type: none"> • Continued success in disseminating the Future Coal narrative and key messaging through targeted placement of Opinion Editorials (Op-eds) to coincide with participation at key events (Indaba, Australia Roadshow, Southern African Coal Conference, Clean Coal Technologies Conference in Ankara) • Communications support and outreach to the Chairman new members to ensure alignment of key messages. • Commissioning of media research to ensure that WCA messaging is achieving positive neutral to response with minimal adverse reaction. • Identification of key commentators in targets followed by contact and information exchange. • Communication updates shared through more regular meetings of Brand and Communications sub Committee (BCCo).

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<ul style="list-style-type: none"> - Build third party industry networks which can be enlisted to support the Future Coal (i.e., clean coal and abatement technologies) narrative across media and social media platforms. - Leverage speeches and keynote addresses through relevant regional media interaction. - Identify credible coal-specific global summits, symposiums, conferences, and virtual forums at which the WCA can participate. - Support the media requirements and requests of the Chief Executive, the Chairman, and members (as directed by the Chief Executive) - Support the Director Strategy and Sustainability and third-party suppliers (e.g., McCann) regarding issues of reputational relevance. - Update messaging and Q&A's on a regular (monthly) basis, ensuring that facts, figures, and other core information is relevant and up to date. - Identify issues of reputational sensitivity and threat to the WCA and respond to these through issues/crisis management planning (e.g., top drawer media statements, messaging, strategic plans). - Produce speeches and associated collateral (including briefing notes) for public dissemination. 	<p>Director Global Communications</p> <p>Digital and Communications Lead</p>	<p>Q1-Q4</p>		<ul style="list-style-type: none"> • See above update

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<ul style="list-style-type: none"> • Social Media <ul style="list-style-type: none"> - Implement the Social Media Strategy including scoping geotargeting for digital advertising campaigns (such as Google Ads and LinkedIn) to support education and advocacy which seeks to increase awareness and engagement with WCA content. - Continue to review metrics against the specific social platform which meet digital engagement campaign objectives, increasing following on WCA social media networks. - Liaise with media monitoring agency to ensure capture of all relevant media reportage. 	<p>Digital and Communications Lead</p>	<p>Q1-Q4</p>		<ul style="list-style-type: none"> • Regular use of graphic content on social media to embed messaging, dispel myths, explain technology and emphasise participation at key events. • Social media analytics show dramatic increase in followers and interaction with almost 1000 new followers joining month on month. • The total number of followers as at 14 March stands at 11,789.
<p>1.9 Develop and Maintain WCA Communication Assets</p> <ul style="list-style-type: none"> • Develop foundation narrative and communication toolkit including: <ul style="list-style-type: none"> - Key Messages - Q & A - Master Slide Deck • Develop interactive visual content to embed on website and use on social (ongoing). • Embed Members Portal into Membership cadences. 	<p>Digital and Communications Lead</p>	<p>Q1-Q4</p>		<ul style="list-style-type: none"> • Monthly review of messaging to integrate new fact-based information being generated by the Chief Executive and Director Strategy & Sustainability and refresh content to make it topical.

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>2. Advocacy</p> <p>In the wake of rising global energy prices, energy security concerns and the actual costs relating to the decarbonisation agenda coupled with further questioning around the carbon footprint of the future facing minerals and green technologies, coal has been at the forefront stabilising the issues related to the energy trilemma.</p> <p>Across the global coal value chain, governments and companies will now have to address increasing regulation, restrictive finance regimes, non-inclusive coal policy frameworks and disincentives impacting establishing viable energy systems, coal businesses and clean coal deployment plans, in order to support a more responsible and achievable transition. Coal stakeholders have communicated concerns of a diminishing range of diverse, available and/or affordable funding options. A core belief is that the exclusion of coal is underpinned by both vested interest in renewable-based financial instruments and/or a low Coal IQ among the finance and investment sector. The role of Advocacy will continue to reinforce the total contribution of coal to economies, energy security and economic development. It will now also under the Future Coal vision chart a way forward for coal beyond just electricity and steel. It will initiate and create opportunities for a global dialogue regarding the modernization and changing face of the coal value chain through transformation and technology encouraging inclusivity in all approaches.</p> <p>Further, key coal market governments are starting to coalesce around their central goals of economic development, stability and growth.</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. Continued engagement of key coal market governments and the finance and investment sectors. 2. Find opportunities for collaboration supporting a 'joint venture' approach supporting a robust global market and transformation to abated and clean coal technologies agenda. 3. Establish the foundations for a level playing field for coal, based on its contributions to the achievement of the UN SDGs, not just climate impacts. 4. Continue to offer the UN SDGs as the counter to finance and investment stakeholders to use against divestment arguments through the sharing of messaging, resources, statistics, and a range of materials which enables them to make the investment case for coal. <p>Supporting Activities</p> <ul style="list-style-type: none"> • Advocacy • Communications • Responsible Coal Principles 				

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>2.1 Key Coal Market Forum Series</p> <ul style="list-style-type: none"> • Coal Finance and Investment <ul style="list-style-type: none"> - Conduct a joint forum bringing together key opinion leaders from the insurance, banking, and non-traditional funding sector to discuss the policies and innovative financing models needed to deploy clean coal technologies and innovation across the region. This event will be significant deliverable to advancing the Coal Leaders' Summit and follows the success of the inaugural Key Coal Market Forum in 2020. • Coal Leaders Forum <ul style="list-style-type: none"> - Advance and leveraging the growing links with governments in Australia, Southeast Asia and Russia, the WCA will build out proposals for a 'Coal Leaders' Summit' with the aim of advancing objective one and two of this flagship initiative. Consideration will also be given to merging with the WCA+CNCA Technological Conference. <p>2.2 Strategic Partnerships</p> <ul style="list-style-type: none"> • WCA and ASEAN Centre of Energy (ACE) MOU Programme <ul style="list-style-type: none"> - Continue to align mutually strategic deliverables with the ACE five-year plan to maximise outcomes for the benefit of the entire ASEAN coal value chain. - Continue Work Programme detailed in MoU engagement strategy, including ministerial outreach, webinars, and media. 	<p>Director Strategy & Sustainability</p> <p>International Policy Analyst</p> <p>International Government Engagement Officer</p>	<p>Q2</p> <p>Q4 Q1 – 4</p>		<ul style="list-style-type: none"> • See section 1.2 – forum for finance, insurance and banking to be considered for a later event, possibly 4th Coal Leaders Forum (China), or 5th. • Strategy and Business Development will maintain momentum on gathering a database of finance executives. • New analysts work programme to incorporate supporting Directors to expand financial sector advocacy. • Efforts have been concentrated on the success of the 3rd Coal Leaders Forum, Singapore to build a network with new and existing members in the Asia jurisdiction. • This serves as a platform to align all stakeholders towards a common objective of collaboration and connecting disparate thinking along the coal value chain. • Maintain high-level engagement with ACE with event-led strategy based on reciprocal participation of workshops and conferences. • Offer joint ownership of internally commissioned research on HELE

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<ul style="list-style-type: none"> - Leverage Report 1 – VALCOE study among coal power producers and within the finance and investment sector - Commission Report 2 - in conjuncture with rescope of MoU. • Progress Russian Federation Financial University MOU Programme <ul style="list-style-type: none"> - Initiate Work Programme detailed in MoU engagement strategy, including ministerial outreach, webinars, and media. - Commission Report 1 – 'Case study in the economic implications of substituting coal-fired energy generation with alternative energy options. • Identify and establish Strategic Partnership with an Indian Thinktank and GE Power (India) <ul style="list-style-type: none"> - With the support of GE Power identify partnership opportunities with supportive business bodies/ academic institutions to build WCA's influence in Indian energy, steel sector and climate policy development areas. - Formalise working relationship with Indian Coal Forum (ICF) and Indian Steel Association (ISA). 				<p>coal potential to foster ownership sharing of thought leadership between WCA and MOU partner.</p> <ul style="list-style-type: none"> • Offer joint ownership of internally commissioned research on HELE coal potential and create a platform or become Report 1. • Establish greater involvement via event-led engagement opportunity, GE Power (India) to participate in 3rd Future Coal Leaders Forum. • New analyst based in Ranchi to support Directors to firm up and strengthen advocacy with existing and new Indian stakeholders.
<p>2.3 Intergovernmental Agencies and Other Stakeholders</p> <ul style="list-style-type: none"> • UNECE: Leverage to seek further opportunities for collaboration. • IEA: Continue efforts to develop closer alignment to 	Director Strategy & Sustainability	Q1-Q4		<ul style="list-style-type: none"> • Engagement with every possible speaking/attendance opportunity (virtual and in-person). • Ongoing exploration of legacy

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>reinforce messaging and future collaboration.</p> <ul style="list-style-type: none"> • CIAB: Actively work to support and promote the work programme. • International Centre for Sustainable Carbon: Explore potential Memorandum of Understanding. 				<p>MOUs</p> <ul style="list-style-type: none"> • Invited peer reviewer of IEA World Energy Outlook, IEA Coal Outlook, and CIAB publications. • Regular participation in IEA and CIAB sub-committee meetings. • ICSC engagement via CIAB, work towards strengthening one-to-one engagement between the ICSC and WCA on coal technology matters.
<p>2.4 Responsible Coal Principles (RCP) Phase 2 – Public Launch</p> <ul style="list-style-type: none"> • Develop video campaign in collaboration with Members around the message of "We live our principles by" - Videos promoted on WCA's and member digital platforms. (subject to RMP- Phase 2). • Embed RCP in Membership and Finance and Investment advocacy strategies. 	<p>Policy and Digital and Communications Lead</p>	<p>Q3</p>		<ul style="list-style-type: none"> • Creation of RCP in Action document socialised to secretariat by Director of Strategy and Sustainability (see also 1.1)

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>3. Governance The WCA Governance practices is critical to ensuring we build and maintain a sustainable organisation.</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. Maintain a sustainable business and funding model which provides for delivery of the <i>Evolving Coal</i> strategy and objectives. 2. Strengthen the WCA value proposition supporting a diverse membership base representative of the entire coal value chain. 3. Signal to governments and investors that WCA Members are the 'partners of choice' which support responsible, sensible and sustainable economic and environmental transition. 4. Mobilise current membership in support of recruiting at least six (6) new corporate Members in 2023. 5. Retain current membership. <p>Activities</p> <ul style="list-style-type: none"> • Finance • Membership • Governance 				

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
<p>3.1 Financial and Corporate Management</p> <ul style="list-style-type: none"> • Produce annual and quarterly financial reporting as required including management accounts, budgets, cashflows, etc. • Oversee WCA independent external annual audit and ensure that audit is concluded with an unqualified audit opinion. • Manage systems in relation to income invoicing and collection including withholding taxes. • Establish efficiency, sound health and safety and security practices for the WCA virtual team. • Manage appropriate banking relationships and processes to ensure efficient cash flow management. 	<p>Director Finance and Governance</p> <p>Finance and Governance Coordinator</p>	<p>Q1-Q4</p>	<p style="background-color: #92d050;"></p>	<p>The areas of finance and corporate management continued during the year;</p> <ul style="list-style-type: none"> • the new automated accounting system Xero was introduced to reduce the number of manual activities; • annual audit by PKF Littlejohn in progress and await final audit report; • in consultation with the Chief Executive, a review of the International SOS agreement has been concluded and a decision based on cost and efficacy made not to renew for 2023.

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update
3.2 Governance <ul style="list-style-type: none"> • Embed the WCA transparent culture and operating principles. • Embed PECO and BCCo Committees into WCA governance cadences. • Support Chief Executive and Chairman with Board and ExCo meetings including preparing the relevant documentation and reports for Board, AGM and Executive. • Manage and keep updated all requirements in relation to company secretarial matters. 				Governance cadences updated to support; <ul style="list-style-type: none"> • WCA Code of Conduct • Sub-committees (PECO / BCCo) • Executive Administrator supporting ExCo, Board and AGM preparation. • Current Company Secretary under review to provide support which is more aligned to our organisational requirements.

4. *Evolving Coal* Update and FY2022-23 Work Programme

4.1 Reputation Management

4.1.1 Future Coal

4.1.1.1 “Future Coal” Leaders Forum

4.1.1.2 Reputation Management Project Phase 2: Rebrand

4.1.1.3 Abated Coal Stewardship

4.1.2 Communication

4.2 Advocacy

4.3 Membership

Background and Objectives

The Board to note updates on the *Evolving Coal* Flagship Initiatives and FY2022-23 Work Programme.

Papers

- Item [WCA Q1 Update](#)
- Item [WCA Q2 Update](#)
- Item 4.1.1 [Future Coal Direction FY2023-2025](#)
- Item 4.1.2 [Q1 & Q2 WCA Media Report \(2023\)](#)

Policy Briefs

- Item 4.3 (a) [Global Status of 2022](#)
- Item 4.3 (b) [IEA Coal 2022 Report](#)
- Item 4.3 (c) [COP27 Report](#)

4.1 Reputation Management

Purpose

The Board to note the progress made in terms of Reputation Management which encompasses all communications activities (i.e., media, social media, speeches, member communications) and the Reputation Management Project (RMP) and to discuss matters in relation to these activities.

Background

The Reputation Management activities in support of our *Evolving Coal Work* programme are highlighted in the following:

- Item [WCA Q1 Update](#)
- Item [WCA Q2 Update](#)

Recommendation

The Board to note the Reputation Management activities.

4.1.1 Future Coal

The following provides an overview of the “Future Coal” Leaders Forum, Abated Coal Stewardship Strategy and Rebrand including the Reputation Management Project (RMP).

Papers

- **Item 4.1.1.2** [Future Coal Direction FY2023-2025](#)

4.1.1.1 “Future Coal” Leaders Forum

Background

At the request of many leaders, we are hosting our second in the series of planned Forums as an in-person event, intended to bring together our most senior global leaders to share their opinions on the outlook that will shape the coal value chain in the next decade.

Purpose

To continue our efforts to establish a global coal value chain business development platform.

Recommendation

The Board to note the in-person “Future Coal” Leaders Forum taking place on 16 May (09:00-17:00 SGT) at the Fairmont Hotel Singapore.

4.1.1.2 Reputation Management Project Phase 2: Rebrand

and

4.1.1.3 Abated Coal Stewardship

Purpose

The following “**Future Coal Direction FY2023-2025**” paper provides a summary of the progress made in the Direction’s amalgamated activities which will be presented to the WCA78 Board Meeting in Singapore on May 17, 2023.

Specifically, it will highlight and seek feedback and endorsement of the:

- Refined definition and presentation of Abated Coal Stewardship; and
- RMP Phase 2 rebrand concepts of which it is envisaged that one option will be selected and recommended by the Board to be finalised as the WCA’s new identity.

Recommendation

The Board to endorse the Strategy along with its branding recommendation.

Future Coal Direction FY 2023-2025

May 2023

Executive Summary

- 'Future Coal' was coined by the WCA Chief Executive's presentation to the WCA76 Board in May 2022, where she outlined what she believed to be the industry's current journeys and the opportunity for it to seize the moment to 'thrive' and not just survive.
- In November 2022, the Future Coal Direction (Direction) was developed and sought to expand on those journeys where, we highlighted to the WCA77 Board three headline recommendations that form this report's foundation and will be addressed throughout.

The **Recommendations** are as follows:

1. That *Evolving Coal 2023-2025* Work Programme adopts the Future Coal narrative.
 2. That Future Coal **Demonstration** is defined as "Abated Coal Stewardship" - a phrase used to encompass all coal abatement technologies and processes across the value chain; and
 3. That Future Coal **Differentiation** is initiated through an RMP Phase 2 rebrand campaign of the World Coal Association, which visibly breaks from any long-held legacy issues.
- The WCA77 Board agreed, in principle, with the proposed Direction and for further work to be undertaken to ensure that both the Demonstration and Differentiation components were elaborated on and progressed.
 - This paper provides a summary of the progress made in the Direction's amalgamated activities which will be presented to the WCA78 Board Meeting in Singapore on May 17, 2023.

Specifically, it will highlight and seek feedback and endorsement of the:

- Refined definition and presentation of Abated Coal Stewardship; and
- RMP Phase 2 rebrand concepts of which it is envisaged that one option will be selected and recommended by the Board to be finalised as the WCA's new identity.

Introduction

- Among the Global North, the WCA and its members find themselves in an energy conversation committed to phasing out coal. That conversation is permeating government policy in the developing and developed Global South. Even in an energy crisis, it perceives the use of coal as a threat to the climate rather than a valuable contributor to the energy ecosystem. Amongst Asian governments, the coal phase-out has been advocated, and in some quarters, it has been endorsed with coercion from Western governments. The Asian Development Bank and many other multilateral development banks have eschewed investments in coal, even clean coal technology.
- Further, the total contribution of this critical resource is little understood beyond coal power. Whether it's steel, cement, aluminium, critical minerals, fertilisers and a raft of other key products and industries facilitated by the existence of coal, including renewables, the industry has suffered a brand crisis which has rippled adversely throughout the industry and our global community producing a misinformed set of stakeholders.
- The WCA faces a stigma associated with its past, but under the *Evolving Coal Strategy 2020-25*, the WCA is now well positioned to differentiate itself from its latter 20th Century image; a past dominated by the Global North's profligate consumption of energy and the widening gap between the rich and poor worldwide.
- We approach the third decade of the 21st Century with a growing awareness of climate and an anti-fossil fuel sentiment, both of which are imposed on the world's poorest, most economically and socially vulnerable regions. In addition, the world is witnessing a change of guard with economic power shifting away from OECD countries and towards non-OECD Asia and Africa.
- There now exists because of a raft of events, a growing reality that all is not what it seems. This reality is a dawning that will not happen quickly as there is much-vested interest to continue to espouse a sentiment that appears to emanate from righteous emotion and an edited selection of convenient facts which only tell part of a story. It is also a story chapter that has not sought to understand its key and biggest affected audience – those of the developing and emerging nations.
- This 'reality transition in train', we believe, provides the timely and relevant opportunity for the **Future Coal Direction** to emerge and be implemented with its full intention. In short, this is the opportunity for our industry to take back and lead its narrative.

Before discussing the Direction's progress, it is worth outlining the WCA's role and position in the global energy conversation, which guides our Strategy and rebranding efforts.

The WCA Vision and Goals are presented in a backdrop of being uniquely positioned as a lone agent representing its members across a large global energy landscape. In a simple assessment to examine our strengths, weaknesses, opportunities, and threats (SWOT), the WCA can demonstrate agility to adapt to the current energy conversation, which guides its rebranded mission as follows:

- **Enhance the strength** of the rebranded WCA as a leading independent think tank for coal innovation and energy security. It has support from members from every continent and a good, rapidly rising following on social media, e.g., LinkedIn.
- **Reduce the weakness** attributed to the silent or quiet voice of the coal value chain in the energy conversation by generating active participation in abated coal investments. We will showcase our members' ESG efforts and encourage them a proactive approach to demonstrating WCA Responsible Coal Principles and monitor and showcase positive progress towards ESG and climate objectives of their national governments. The WCA aims to achieve a more global presence by carefully engaging with non-members in Asia. It needs to be acknowledged that engagement with China and Indonesia, as prominent centres for the global coal industry, will take time and effort.
- **Identify and realise opportunities** by identifying weaknesses and gaps in RCP and assisting those members requiring assistance to remedy any shortfalls so they can reach world-class ESG standards. A rebranded WCA and its alliance of members will aim to become more resilient to current and future market challenges by setting out sustainability and climate pledges that are cognisant of their current economic and operational circumstances.
- **Prepare for threats** where lacklustre international support for clean technology solutions and CCS impedes decarbonisation efforts in the fossil fuel sector. For example, the Just Transition is seen by many stakeholders as an inevitable programme of dismantling coal communities by the Global North, with piecemeal rebuilding using disjointed attempts at (unproven) regeneration. Thus, the powerful economic influence of the wealthy Global North is steering middle-income Asian economies such as Vietnam, Indonesia, and Southern African nations to adopt pledges to phase- out coal power with the enticement of financial assistance for renewables, so new markets would need to be realised. Our advocacy efforts continue highlighting this and using data where members feel the threat of long-term decline.

Aims and objectives

- The Secretariat continues to inform and guide the WCA rebranding strategy to ensure Future Coal (sustainability, innovation, development, modernisation and ESG) is a credible direction which becomes the core themes/messages of a rebranded image, and a call to action of the key stakeholders - not just representative of mining and acting as a lobby group.
- To create the industry's representative body that demonstrates a strong ethic towards investing in and practising Responsible Coal Principles (RCP), a vital component of Future Coal Stewardship that will differentiate itself from the coal industry of the past.
- Become a respected voice in the energy and beyond the energy conversation to garner understanding of the total contribution of coal to many critical industries and inquisitive and positive interest, influence, and reportage in abated coal technology discussions on the international stage.
- Promote constructive dialogue between members, thus demonstrating value to new members, underpinning further business development and deeper member engagement across the coal value chain.
- Promote more discussion at the Ministerial level and among the finance, investment and insurance community and international organisations, including policymakers, guiding them to become more technologically agnostic and concede a 'clean energy' role for zero-emissions coal, which is currently excluded in the Global North. But to also look beyond energy and across the coal value chain to the many opportunities which exist to abate coal and make deeper contributions to society through innovative sustainability practices.
- Seek wider membership opportunities across the value chain as well as deeper engagement with MOU partners, noting that the business development and strategy teams have been expanded to achieve this.
- New members acting alone in their jurisdictions may feel powerless in the energy and beyond energy discussions with their ministries, provincial governments, international organisations (such as the IEA) and NGOs. However, the rebranded Future Coal Direction will seek out these players to redress any imbalance and bias in such conversation and create an alliance with emerging and existing members under the principles of inclusiveness.

Future Coal: The New Proposition

- As we approach the halfway mark for the year, Recommendations 1 and 2 (refer Executive Summary) remain ongoing activities where we continue to advocate our vision for Future Coal among all stakeholders and new member prospects as part of the RMP.
- The WCA is a unique voice whose philosophy and accent believe there is a way to counter the coal phase-out mindset which has beset the global energy conversation at the highest political level in the Global North. However, there needs to be a visible break from the past and a behaviour model which delivers credible demonstration.
- The WCA research and messaging will resist drastic changes and seek a path of Abated Coal Stewardship which represents all coal participants' and demonstrates a realistic pathway to support and invest in a coal value chain underpinned by the Responsible Coal Principles, abated coal innovation, from coal production to consumption, the vision of Future Coal.
- The Direction continues to depend on robust research, evidence, and data gathering to support every stage to showcase coal innovation. This approach is intended to disarm and deflect the narrative of 'phasing out coal' towards a Future Coal-based 'phasing-in' of advanced coal solutions and reducing technological and attitudinal barriers against coal. Our increasing number of speaker invitations to high-level international events and our collaboration with MOU partners further demonstrate this. The ASEAN Centre for Energy (ACE) in comparing the total system cost of electricity (VALCOE).
- Following on, Recommendation 2 stated that the Future Coal Demonstration was to continue to be defined as "Abated Coal Stewardship". This has not altered; the term has served as an overarching term to encompass the practice of RCP, advanced coal technology innovation in a broader coal ecosystem, and provides further scope to expand the definition beyond what we see in see Figures 1 and 2 (below) if the need so arises.
- Those with prior knowledge of the energy sector will be comfortable with this term, meaning a value chain with minimal environmental impact while extracting maximum value. The WCA is exploring other interpretations and alternatives to "Abated Coal Stewardship", whereby the rebrand may help guide us. Whatever terminology we land on must not diminish the value of what "Abated Coal Stewardship" stands for.
- The Abated Coal Maps and scope of Abated Coal Stewardship (see Figures 1 and 2), continue to be finessed which set the intellectual groundwork for the Direction and part of our RMP.

Demonstrating Abated Coal Stewardship

- *Demonstration* was a key theme of the *Evolving Coal Strategy* and also the Future Coal Direction.
- The world business economy is increasingly being viewed through a lens of Environmental and Social Governance, ESG. The Responsible Coal Principles (RCP) continue to be the WCA's tether to UN Sustainable Development Goals (SDGs); RCPs themselves remain unchanged but will lend themselves to allow WCA to showcase Member demonstration of ESG called RCP in Action (working title).
- RCP in Action will promote member efforts in the key areas of environmental and climate protection, employee welfare and safety, a positive contribution to the local community and economy, and so on. Moving forward, the WCA will seek advice and inspiration from members to formalise RCP in Action (similar to the World Steel Association's Step-Up campaign).
- RCP in Action will inspire and encourage collaboration among our members in this learning process to drive forward stewardship in all its forms. The WCA wants to track, commend and showcase these globally via our vast audience on social media platforms.

Staff additions to Strategy, Sustainability and Government Engagement

- Adding two new analysts has strengthened the Strategy Secretariat; Mr Brendan Jenniker joins as the International Government Engagement Officer, and Mr Shyam Pallav as the International Policy Analyst. Together with the Director of Strategy and Sustainability, the new team reinforces the WCA's internal capabilities to carry out think tank-style research under the sole WCA brand. For example, we produced original abated coal research comparing the economics of CO₂ reduction from HELE coal upgrades with selected renewable power. The draft is close to completion and will be published in due course with support from our MOU partners.
- Government Engagement in late 2022 meant this part of the work programme was paused, but the Secretariats responsible for organising the Future Coal Leaders Forum, Singapore took advantage of the opportunity to use the event as a vehicle to reach out to Ministers across Asia.
- The recent staff appointments mean we can strengthen efforts to a specific campaign solely aimed at connecting with senior-level persons in Ministries, state energy departments, and think tanks. Simultaneously, the Strategy and Sustainability and Business Development

Secretariats can continue to pursue prospects and the creation of a new stakeholder network in the financial and insurance sectors with the expanded team.

- So far, we have discussed the ongoing direction and vision of Future Coal, to create a new energy conversation, to be a thought leader, to drive the coal value chain in a new era of change, and to reach out to a broader audience. The remainder of this report will discuss how Future Coal will inspire a rebrand of WCA and to include a reimagined vision and purpose.

**Stewardship takes
several forms
including
Abatement**

**But embraces the
SDGs**

A Extraction

- ❖ Dust and Water Management
- ❖ Management of Surface Subsidence
- ❖ Land Disturbance and Rehabilitation
- ❖ Methane Management
- ❖ Green Power procurement or onsite generation
- ❖ Electric Haulage Vehicles
- ❖ Coal Fines Recovery and Remediation of coal mining tailing



B Combustion

- ❖ HELE
- ❖ CCS/CCUS
- ❖ Coal Gasification
- ❖ Coal Biomass Co-Combustion
- ❖ Pollution Control Technology
- ❖ Waste reuse – fly ash in cement, CO₂,

C Advanced applications

- ❖ Coal to Hydrogen
- ❖ Coal to Fertilisers
- ❖ Coal to chemicals
- ❖ Coal to polymers
- ❖ Coal to pitch carbon fibre and foam
- ❖ Extraction of Rare Earth Materials



D Strategic value of coal

- ❖ Poverty eradication
- ❖ Community through projects
- ❖ Community through Employment
- ❖ Health
- ❖ Training and Education
- ❖ Support domestic business and enterprise
- ❖ Tax and royalties to local and regional government
- ❖ Export foreign currency

Figure 1 Abated Coal Stewardship and SDGs

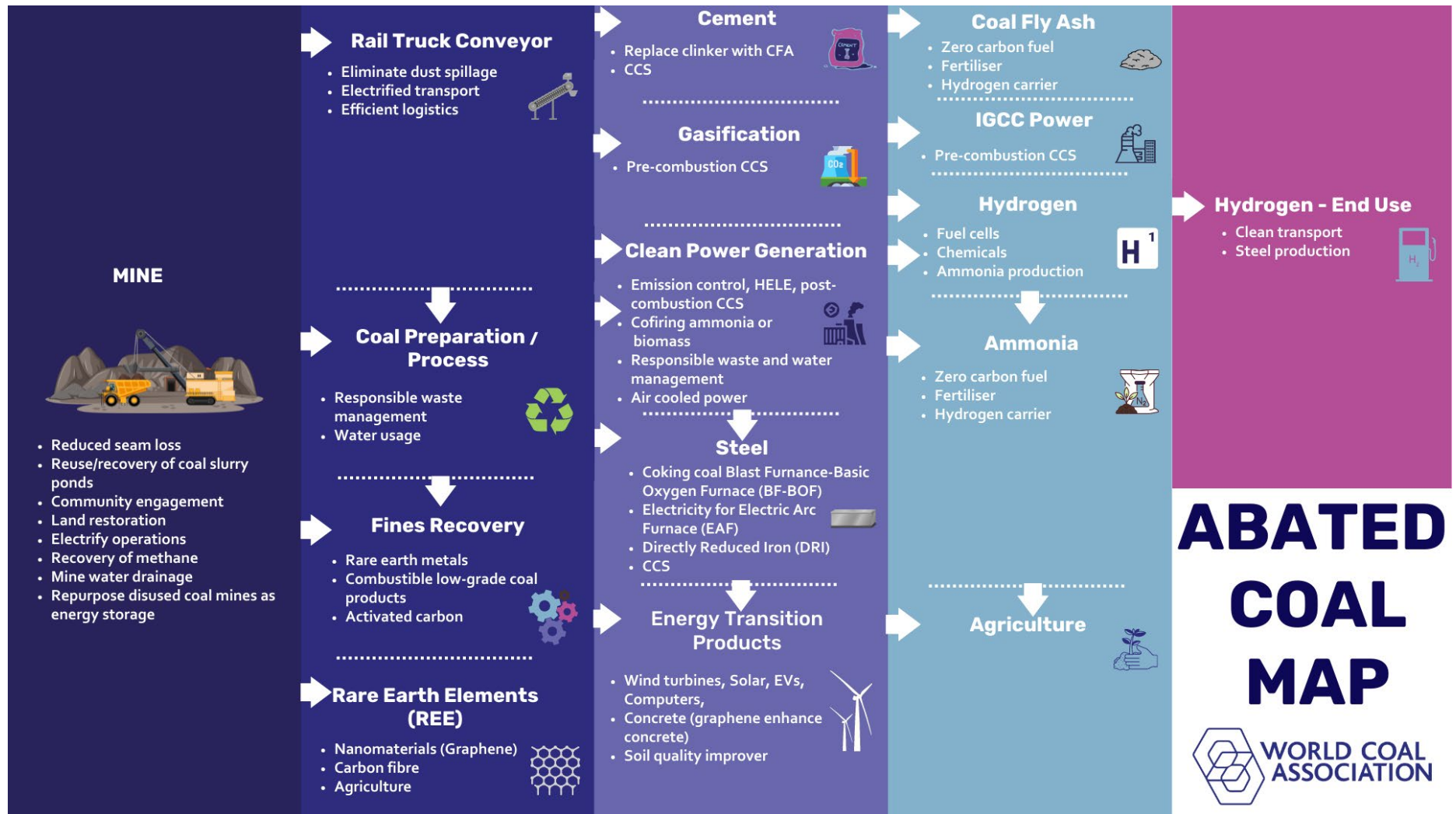


Figure 2 The Abated coal Map (working title) illustrating the coal ecosystem from mine to end user.

Executing the RMP Phase 2 - Rebrand

- This Rebrand Plan supports the rebranding of the WCA to Future Coal under the mantle of “Abated Coal Stewardship”, which will support a brand refresh and a new brand identity.
- The term Future Coal has been endorsed by the WCA Board as a name which best reflects coal’s long-term abated and sustainable future under an alliance of responsible and innovative participants.
- The Association adopted the “Abated Coal Stewardship” expression to define: “The responsible and reputable management of coal towards zero-impact outcomes.”
- It provides a checklist of new activities against a 2023 timeline for the approval of the Branding Agency at the WCA78 Board Meeting in Singapore.
- The rebrand will leverage the dramatic change in energy politics over the past year and how this has refocused attention on coal as a secure, sustainable, and abated energy provider.
- The Plan acknowledges that it is not enough to simply “rebrand” coal and call it by another name. Any rebrand must be supported by an “epic” underlying storyline which speaks to coal’s wide-ranging attributes and total contribution as well as demonstrates the coal industry’s commitment to a “new coal age” that will reinforce the RCP.
- Where previous plans have targeted “building a new IQ” through Tier one media-led outreach, this Plan identifies “enhanced IQ” activities aimed at conscripting a new powerbase of key influencers and stakeholders who will speak in coal’s support. With an increased focus on more specific tiers of stakeholder engagement, this could be interpreted as “Building a Higher Coal IQ”.

Brand Agency Requirements

- With the background provided, the WCA believes the case is made, and the time is right to unveil a new and dynamic brand identity.
- To that end, the WCA has commissioned Mumbai-based global brand agency *chlorophyll* to assist in a full rebrand.
- *chlorophyll* is a 24-year brand pioneer and the only significant independent Indian-born & bred brand consultancy with its own patented models and processes.

- Specifically, the agency has provided the following:
 - Strong evidence of brand-related work in the energy/environmental sector.
 - Recommendations regarding a new name for the WCA, noting that both existing as well as Prospective Members support the term “Future Coal”.
 - Three brand concepts to review, two relating to the phrase Future Coal and one which considers a new name, Coal Next. 101
 - Recommendations regarding all other brand identity nomenclature (taglines, catchphrases, etc.).

Timeline



- The WCA and *chlorophyll* pitch video [“Rebrand Concept Video”](#) is provided as a pre-reading material for the WCA78 Board on 17 May 2023 in Singapore.
- This video explains the background to this work and introduces *chlorophyll* and the three key concepts they have developed, as endorsed by the Chairman and Secretariat, to take us forward.

- These concepts will be presented to the Board for consideration and ratification.
- chlorophyll will be available to answer questions on the brand concepts.
- Once endorsed, the agency will be given three months to refine its concept development and final recommendations.
- Given the limited scope and clarity provided to agencies, we do not believe this is an extensive piece of work; however, it remains politically sensitive due to a strong and vociferous anti-coal lobby.
- For this reason, the chosen agency has proven that it has no impediments to working with a fossil fuel NGO.
- Similarly, the WCA does not want the rebrand to be perceived by stakeholders as an expensive piece of commissioned “greenwash.”
- Some media sensing of the phrase “Future Coal” has been made in media/social media reportage from November 2022-March 2023, with no backlash.
- The rebrand will be supported through a communications campaign which contains the following elements.

The Core Pillars

The core pillars of this campaign are:

- Stakeholder engagement – notably with key governments (India, South Africa, China, USA), industry (steel/concrete/aluminium), and policy makers including finance, investment and insurance.
- Technological knowledge-sharing – of all abated coal solutions (pollution and emission control, value-added enhancements).
- Sustainable Development demonstration – by WCA Members.
- Conference participation (keynote only)
- Country Roadshows (USA and China)
- Media Outreach (mainstream, specialist, digital)

Headline Action Plan

This will be achieved by undertaking the following activities:

- (Soft) auditing of member abatement and sustainable development actions for use in content.
- Prescriptive identification of key stakeholders by region to target in 2023, in line with Roadshows and Key Events.
- Completion of abatement mapping (identifying all abatement permutations and subsequent wave applications).
- Drafting of a supportive rebrand/abatement suite of communications which addresses Future Coal and Abated Coal Stewardship in its entirety (messages/Q&A's/themes, ready reactive material).
- Securing ongoing endorsement of the Campaign Plan through the Board and sub-committees (PECo and BCCo).

Socialisation / Launch of the New Brand Named

The timeline will include the efforts from Director Global Communications and Digital Communications Lead as the primary spearheads. In most circumstances, circulation among the Strategy and Business Development secretariats will be carried out before the Chief Executive's approval throughout each milestone. Support from the Executive Administrator and Business Development support team will also be sought when necessary.

The critical phases of the Plan are the following:

- search and approval of the Branding agency and the;
- socialisation of the action points to the secretariat and the various member committees; and
- then finalisation by the Chief Executive for Board approval.

Table 1 Key action plan and milestones for the rebranding mission from the agency

TASK	ASSIGNED TO	PROGRESS	START	END
Branding Project Milestones				
Draft Briefing Document	AP	100%	06-Feb	01-Mar
Scope out agencies	CD/AP	100%	13-Feb	17-Feb
Send Agencies branding document	CD	100%	01-Mar	01-Mar
Meet with agencies	CD/AP/PB	100%	06-Mar	10-Mar
Agencies submit proposals	Agency	100%	10-Mar	22-Mar
Proposals reviewed and candidates shortlisted	AP/PB/MM	100%	22-Mar	24-Mar
Meet with shortlisted agencies	AP/PB/MM	100%	27-Mar	31-Mar
Select an agency	AP/MM	100%	03-Apr	03-Apr
BCCo Meeting	AP	100%	29-Mar	29-Mar
PECo Meeting	PB	100%	05-Apr	05-Apr
Agency to present concept to WCA	Agency	100%	07-Apr	17-Apr
WCA to present concept at Board	AP/PB/MM	0%	17-May	17-May

Conclusions

This Plan forms the final stage in the WCA *Evolving Coal* Strategy and extends over 2023-2025.

It acknowledges that if the WCA does not move to reposition itself now, against a fast-changing tide of energy infractions, it is likely to lose the momentum it has and be unable to gain ground again.

The past three years have proven that through a positive and proactive narrative and through the enrolment of a new wave of innovative partners and members, the WCA can change perceptions about coal and make its future truly sustainable.

Recommendations

The Board to endorse the Strategy along with its branding recommendation.

4.1.2 Communications

Background

The *Evolving Coal* communications activities, including media, social media, speeches and member communications are summarised in the following WCA Q1 and Q2 Update.

The Q1 & Q2 Media Report (2023) highlights the WCA's recruitment of Coal India, Bowen Coking Coal and Menar to its ranks. The WCA's success at Mining Indaba, which resulted in widespread media attention, as well as viral op-eds from WCA Chairman July Ndlovu in the Daily Maverick and WCA Chief Executive Michelle Manook's South Africa Sunday Times article.

Papers

- Item [WCA Q1 Update](#)
- Item [WCA Q2 Update](#)
- Item 4.1.2 [WCA Q1 & Q2 2023 Media Report](#)

Recommendation

The Board to note the *Evolving Coal* communications activities.

WCA Q1 & Q2 2023 Media Report

Portal	Headline	Link
PSU Connect	Coal India Joins World Coal Association 28 November 2022	https://www.psuconnect.in/news/coal-india-joins-world-coal-association/35334/
Australia's Mining Monthly	BCC joins WCA 9 December 2022	https://www.miningmonthly.com/sustainability/news/1444820/bcc-joins-wca
The Australian	World Coal Association chief Michelle Manook calls for 'rigour' in carbon debate 12 December 2022	https://archive.ph/Y7f1l#selection-181.0-181.80
Bowen Basin Mining Club Yearbook 2022	Coal's dramatic turnaround in a historic year 16 December 2022	https://issuu.com/bbminingclub/docs/bbmc_yearbook_2022_web
The Australian (print)	Energy Debate Falling Into Alternative Reality 25 January 2023	https://www.worldcoal.org/energy-debate-falling-into-alternative-reality/
Mining Review Africa	World Coal Association calls for rationality amidst energy uncertainty 2 February 2023	https://www.miningreview.com/coal/wca-chairman-calls-for-reason-and-rationality/

Portal	Headline	Link
Mining Weekly	Ndlovu reflects on coal's continued, changing role in society 2 February 2023	https://www.miningweekly.com/article/ndlovu-reflects-on-coals-continued-changing-role-in-society-2023-02-02
ESI Africa	World Coal Association calls for practicality amid energy uncertainty 3 February 2023	https://www.esi-africa.com/industry-sectors/future-energy/world-coal-association-calls-for-practicality-amid-energy-uncertainty/
Daily Maverick	As we move towards a just transition and a resilient energy system, we mustn't abandon coal — yet 5 February 2023	https://www.dailymaverick.co.za/opinionista/2023-02-05-as-we-move-towards-a-just-transition-and-a-resilient-energy-system-we-mustnt-abandon-coal-yet/
Mining Weekly	World Coal Association adds Menar to its ranks 7 February 2023	https://www.miningweekly.com/article/world-coal-association-adds-menar-to-its-ranks-2023-02-07/rep_id:3650
African Mining News	Future Coal Expands With Enrolment Of South African Innovator, Menar 7 February 2023	https://www.africanminingnews.co.za/?p=7107
Newzroom Afrika	World Coal Association calls on the industry to 'calm down' 8 February 2023	https://youtu.be/zP7X6gcNLhw
Mail & Guardian	Coal bulls fight for relevance at Mining Indaba 8 February 2023	https://mg.co.za/business/2023-02-08-coal-bulls-fight-for-relevance-at-mining-indaba/

Portal	Headline	Link
Mining Weekly	Seriti wins plaudits for decarbonising its coal while keeping coal lights on 8 February 2023	https://www.miningweekly.com/article/seriti-wins-indaba-plaudits-for-decarbonising-its-coal-mines-while-keeping-coal-lights-on-2023-02-08
News 24	Coal to remain a big part of energy mix, despite move towards renewables – experts 9 February 2023	https://www.news24.com/citypress/business/coal-to-remain-a-big-part-of-energy-mix-despite-move-towards-renewables-20230209
South Africa Sunday Times	MICHELLE MANOOK: An uncomfortable reality is dawning as rich countries turn back to coal 12 February 2023	https://mcusercontent.com/c35475364a541a1bdee7dc50b/files/f3ddao89-673c-e73b-7ae0-f716436a72bc/Michelle_Manook_Op_ed_SA_Sunday_Times_12_Feb_23.pdf

4.2 Advocacy

Purpose

The Board to note the progress made in terms of Advocacy activities and to discuss matters in relation to these activities.

Background

We continue to track emerging issues, organisations and policies worldwide to target engagement opportunities with key policy-stakeholders. This work is reinforced with the recent appointment of an International Government Engagement Officer and an International Policy Analyst.

Stakeholder engagement included the CIAB Plenary meeting in Paris, Ministerial meetings in both India and South Africa with confirmation received from the Joint Secretary, Ministry of Coal (India) to attend our upcoming event in Singapore, and further engagement with Minerals Council of Australia (MCA) to brief members on our latest advocacy activity.

The Quarter was framed by the 27th United Nations Conference of Parties (COP27) in Egypt and the release of two major reports, one by the IEA and the other by the Global CCS Institute.

Abated Coal Stewardship forms a strong component of our advocacy efforts, Through our media channels, we showcase the impressive efforts our Members are undergoing to spearhead Environmental and Social Governance (ESG) to demonstrate Responsible Coal Principles among our Members, but also foster an enthusiasm to inspire collaboration and innovation among all member no matter what stage of the ESG ladder they are on.

Stewardship advocacy will also look to engaging members with government and financial stakeholders to unlock new potential.

Topics of Stewardship will include ESG, while being mindful of a theme including, but not restricted to:

- Community and Society
- Energy Security
- Sustainability
- Value - Added Products Beyond Energy

We will use our media channels and attendance at events to foster:

- Member Alliance
- Reputation Management/Public Perception
- Inform to raise the Coal IQ of
- Communication
- Member Engagement

The WCA is also investigating a scheme to showcase, our Members, and how Responsible Coal Principles are being demonstrated in a variety of ways, acting in the spirit of the UN SDGs and as an inspiration to others.

Policy Briefs

- Item 4.3 (a) [Global Status of 2022](#)
- Item 4.3 (b) [IEA Coal 2022 Report](#)
- Item 4.3 (c) [COP27 Report](#)

Recommendation

The Board to note the *Evolving Coal* Advocacy activities.

4.3 Membership

Purpose

The Board to approve the application for Membership.

Background

The WCA's growing profile is attracting a new wave of coal members. World's largest coal producer, Coal India formally joined organisation in November 2022. Further enrollment included Bowen Coking Coal following a successful Australia Roadshow which included face-to-face membership engagement with existing Members Adani, Whitehaven and Yancoal, as well as new member prospect Q Coal.

During the second quarter we welcomed South African mining investor Menar and Exxaro as a Corporate Member and American Coal Council as a new Associate Member and are looking forward to working closely with Emily Arthun and her team, as well as our US Members, including Peabody, Komatsu and Xcoal, as we plan for our upcoming US Roadshow and start rebuilding our US network, which remains a coal powerhouse

Membership engagement continues and plans are in trend to support a China Roadshow at the end of the year. We are progressing discussions with China Energy who have signalled their intent to re-join under their new leadership.

A special thanks to Maxim Basov (SUEK), our Vice Chair, and Roman Golovin for delivering on a key action to re-engage China Energy as well as other stakeholders.

Member Application / Termination

The following new Membership applications received require Board approval:

- Exxaro as a Corporate Member; and
- American Coal Council (ACC) as a new Associate Member.

No Membership termination notifications received during the period.

Recommendation

The Board to approve the application for Membership from Exxaro as a Corporate Member and American Coal Council as a new Associate Member.

5. Financials

5.1 Financial and Budget Updates

5.1.1 Report of Directors and Financial Statements FY2021-22

5.1.2 Audit Report FY2021-22

5.1.3 Appointment of Auditors for FY2022-23 Audit

5.1.4 Finance Update FY2022-23

5.1.5 Finance Work Programme FY2023

5.1.5.1 Delegation of Authority (DoA) Matrix Review

5.1.5.2 Membership Tiers and Fee Review

Background and Objectives

The Board to consider items for discussion and decision.

Papers

- Item 5.1.1 [Report of Directors and Financial Statements FY2021-22](#)
- Item 5.1.2 [Audit Report FY2021-22](#)

5.1.1 Report of Directors and Financial Statements for FY2021-22

Purpose

The Board to note the Report of Directors and Financial Statements for FY2021-22 that has been submitted for approval at the AGM.

Background

The Companies Act of 2006 requires all UK companies to file annual Statutory Accounts at Companies House and for an annual independent Audit to be conducted.

The Financial Statement for the year ended 30 September 2021, has been compiled and audited by the independent auditors of the WCA, PKF Littlejohn LLP, and an unmodified audit opinion will be issued when the annual financial statements are signed.

During the financial year ended 30 September 2022 the WCA realised a surplus amounting to £ 90 881 which brings the cumulative surplus of the WCA to £ 721 873 as of 30 September 2022.

Recommendation

Report of Directors and Financial Statements for FY2021-22 for approval at the AGM.

5.1.2 Audit Report FY2021-22

Purpose

The Board to review and note the Audit Report issued by the independent auditors based on the results of the audit procedures performed during the external audit of the financial records for the year ended 30 September 2022.

Background

Based on the external audit performed by the independent auditors, PKF Littlejohn LLP, on the financial records of the WCA for the financial year ended 30 September 2022. Audit report to be provided and any actions by secretariate to be completed.

Recommendation

The Board reviews and notes the contents of the Audit Report for FY2021-22.

5.1.3 Appointment of Auditors for FY2022-23 Audit

Purpose

The Board to consider the continued appointment of PKF Littlejohn LLP as external auditors to the WCA to audit the financial year ending 30 September 2023.

Background

PKF Littlejohn LLP have finalised the WCA Audit FY2021-22 and have indicated their willingness to continue in office as the external auditors for the financial year ending 30 September 2023. Given the knowledge of the organisation they gained during the previous external audit engagement, and its successful outcome, it is hereby recommended that PKF Littlejohn LLP continue as the WCA external auditors for the ensuing financial year.

Recommendation

Members are requested to approve the appointment of PKF Littlejohn LLP as WCA auditors for the year ending 30 September 2023.

5.1.4 Finance Update FY2022-23

Purpose

To enable the Board to review the financial position of the WCA.

Background

The provisional FY2022-23 (H1) Profit and Loss Forecasted Financial Results and the FY2022-23 (Q3) Cash Flow Forecast are detailed below:

FY2022-23 H1 Profit or Loss Forecast (1 October 2022 to 31 March 2023)

	HalfYear			FY23
	Actual (£) *	Budget (£)	Variance (£)	Total Budget (£)
Membership Fees	700 500	693 454	7 046	1 485 490
Interest Received	5 516	252	5 264	504
Closing Surplus FY22**	721 873	979 735	(257 862)	979 735
Other income	0	0	0	0
Total Income	1 427 889	1 673 441	(245 552)	2 465 729
Remuneration	522 973	587 703	(64 730)	1 183 899
Administration	89 824	70 656	19 168	143 511
Governance	3 838	14 793	(10 955)	29 661
Financial Charges	17 433	1 215	16 218	2 469
Depreciation & Amortisation	8 740	4 812	3 928	9 624
Work Programme	169 665	128 052	41 613	256 500
Total Expenditure	812 473	807 231	5242	1 625 664
Net Profit / (Loss)	615 416	866 210	(250 794)	840 065

** Subject to audit finalisation

- Total income £ 1 427 889.
- Surplus brought forward has been aligned to the final external auditor report for FY2021-22 and represents a negative variance from initial estimates, due to system finalisation and final prelim figures not yet available at time of preparation of budget.
- Total remuneration variance to budget is largely due to timing differences between budgeted expenditure and actual expenditure that will be incurred throughout the year.
- Total administrative (office) expenditure can be summarised as timing difference in the actual recognition of the operating expenses.
- Total Governance expenditure is below the budget and are expecting to meet the budget halfway during Q3 in terms of auditor's remuneration and legal expenses.
- Financial charges impacted mainly by foreign exchange losses. Hedging to protect the WCA against unexpected foreign exchange losses are under review.
- Total depreciation and amortisation expenditure is above budget mainly due to the incorrect fixed asset base used for budgeting purposes. Foreseeable estimates will be more in line with expectations due to an accurate fixed asset base where depreciation will be based on. No amortisation budgeted for in FY2022-23 budget.
- Total Work Programme expenditure is above budget due to uncertainties of travel restrictions are unknown at time of the FY2022-23 budget preparations. Difference can be further defined as timing variance of recognition of actual expenses to the budget.

FY2022-23 Q3 Cash Flow Forecast (1 April 2023 to 30 June 2023)

	Q3
Opening Balance – 1 April 2023 (£ 25 000 + £ 150 883)	1 175 883
Forecasted Payments for Q3	(406 373)
Forecasted Receipts for Q3	183 879
Forecasted Closing Balance – 30 June 2023	953 389
Actual Closing Balance – 30 June 2022	1 043 076

- Forecasted balance for Q3 is slightly below prior years driven mainly by the timing differences of expenses and revenue budgeted for.
- Cash management continues to be monitored carefully.

Recommendation

The Board is requested to note the provisional FY2022-23 (H1) Profit and Loss Forecasted Financial Results and the FY2022-23 (Q3) Cash Flow Forecast.

5.1.5 Finance Work Programme Fy2023

Purpose

To inform the Board of the FY2023 Finance Work Programme.

5.1.5.1 Delegation of Authority (DoA) Matrix Review

A review of the delegation limits, which apply to items of expenditure or contracts incurring expenditure was conducted by the Secretariat and approved by the Executive Committee at the meeting held on 20 April 2023.

1. Board Approval - Unlimited;
2. Executive Committee - £120 00 (previously £100 000);
3. Chief Executive after consultation with Chairman - £100 000 (previously £75 000);
4. Chief Executive - £75 000 (previously £50 000); and
5. Director Finance & Governance - £25 000 (previously £10 000)

Recommendation

The Board to note the updated delegation limits.

5.1.5.2 Membership Tiers & Fee Review

As the WCA progresses the respective country recruitment strategies, the Secretariat is gathering data and findings of which will inform a Tier and Fee Review Proposal that is fully reflective and considerate of the global market, including regional and country value chain participants and their respective objectives.

Recommendation

The Board to note that that the Secretariat continues to advance its understanding towards presenting a Membership fee review, intended to be presented to the Executive Committee for their review during H2 FY2023 in consultation with the Director Business Development and Membership.

6. Governance

- 6.1 Review of Office Holder Position
- 6.2 Directors' Appointments and Registrations
- 6.3 Executive Committee Members Review
- 6.4 Policy and Engagement Committee (PECo)
 - 6.4.1 Minutes – 5 April 2023
- 6.5 Brand and Communication Committee (BCCo)
 - 6.5.1 Minutes – 29 March 2023
- 6.6 Next Meetings
 - 6.6.1 WCA79 Board and Technical Workshop
 - 6.6.2 Executive Committee (ExCo)
 - 6.6.3 Policy and Engagement Committee (PECo)
 - 6.6.4 Brand and Communications (BCCo)
- 6.7 Secretariat Movements
- 6.8 Competition Law Compliance Guideline Review

Background and Objectives

The Board to consider items for discussion and decision.

Papers

- Item 6.1 [Review of Office Holder Position](#)
- Item 6.2 [Director's Appointments and Registrations](#)
- Item 6.3 [Executive Committee Members Review](#)
- Item 6.4.1 [PECo Minutes – 5 April 2023](#)
- Item 6.5.1 [BCCo Minutes – 29 March 2023](#)
- Item 6.7.1 [WCA Organogram](#)

6.1 Review of Office Holder Positions

Purpose

The Board to note the Articles of Association guidelines in relation to current Office Holders.

Background

The WCA Articles of Association currently provides that the Office Holders and Executive Committee to be elected for a two-year term. A review of the Executive Committee Members will be conducted acknowledging that several Members have exceeded their two-year term to support the Executive Committee during the *Evolving Coal* transition and a number of new Members have been recruited.

Appointments

Dr Nombasa Tsengwa and Kgabi Masia (Exxaro) and Brian Thompson (Komatsu) as Executive Committee Members.

Resignations

Resignations received from Doug Blom and Jason Savage (Komatsu).

Resolutions

The Board to:

1. note the appointment of Dr Nombasa Tsengwa and Kgabi Masia (Exxaro) and Brian Thompson (Komatsu) as Executive Committee Members;
2. note Director resignations from Doug Blom and Jason Savage (Komatsu); and
3. note that a review of the Executive Committee Members will be conducted to align with the Articles of Association in support of the strategy and objectives.

6.2 Directors' Appointments and Resignations

Purpose

The UK Companies Act 2006 legally requires Directors' Appointments and Resignations to be updated on the Company Register at Companies House.

Background

The WCA outsources its Company Secretarial duties to the M & N Group for legal and advisory guidance.

Appointments

The following Director appointments require Board approval:

1. Brian Thompson (Komatsu);
2. Dr Nombasa Tsengwa and Kgabi Masia (Exxaro); and
3. Gerhard Redelinghuys and Nicholas Jorss (Bowen Coking Coal).

Resignations

The following Director resignations require Board approval:

1. Doug Blom (Komatsu);
2. Jason Savage (Komatsu);
3. Chinzorig Altangerel (Erdenes Tavantolgoi); and
4. Gankhuyag Battulga (Erdenes Tavantolgoi).

Resolutions

1. The approval of the appointment of Dr Nombasa Tsengwa and Kgabi Masia (Exxaro), Brian Thompson (Komatsu), and Gerhard Redelinghuys and Nicholas Jorss (Bowen Coking Coal) as WCA Directors.
2. Note Director resignations from Doug Blom and Jason Savage (Komatsu) and Chinzorig Altangerel and Gankhuyag Battulga (Erdenes Tavantolgoi).
3. Authorising the Director Finance and Governance to process the necessary changes at Companies House.

6.3 Executive Committee Members Review

Purpose

To ensure a thoughtful, progressive and responsible WCA Executive Committee who can support both the:

- Recruitment of new Members; and
- Retention of current Members

the WCA Secretariat is conducting a review of our current WCA Executive Committee to align with our Articles of our Association and *Evolving Coal Strategy*.

Recommendation

The Board to note the Executive Committee Members Review is currently being conducted and the outcome of the review will be presented at the August Executive Committee Meeting.

6.4 Policy and Engagement Committee (PECo) Minutes – 5 April 2023

Policy and Engagement Committee (PECo) Meeting Minutes

5 April 2023

Policy and Engagement Committee (PECo) Minutes of the World Coal Association

Policy and Engagement Committee Attendees

Roman Golovin (Chair)	Bravus
Paul Baruya (Lead Secretariat)	WCA
Sam Deans	Whitehaven
Mpumelelo Mkhabela	Menar
Daleen Lopez-Ruiz	WCA
Chris Demetriou	WCA
Tina Potgieter	WCA

Policy and Engagement Committee Apologies

Nick McDermott	Yancoal
Nikki Fisher	Thungela Resources

1. Chair Opening Remarks

Apologies and Introductions

The Chair welcomed everyone to the meeting and the Agenda was formally adopted.

The Chair noted that apologies were received for Nick McDermott (Yancoal) and Nikki Fisher (Thungela Resources).

2. Minutes of 19 October 2022

2.1 Approval of Minutes

The Chair presented the Minutes of the previous PECO Meeting.

There being no comments from the Members the Chair proposed that the Minutes be adopted as being formally approved which was supported by Members.

2.2 Matters arising from previous Minutes:

One matter arose from the previous meeting:

'Abated Coal Stewardship'

- PECO committee Members expressed strong support for the Abated Coal Stewardship Strategy and the term: Future Coal.
- Nick McDermott noted support for the emphasis on abatement opportunities.
- Peter Morris requested ongoing deliberation around the consideration of a name change, suggested 'Future Coal Alliance' and cautioned on the assumption and implications of 'fully abated' in reference to the use of the term 'abated'.
- Representatives acknowledged and agreed that the time was right for a step-change in the coal narrative and image.

3. Ratification of Terms of Reference

The Terms of Reference of the committee, ratified at the inaugural meeting of 14 April 2022, were flighted as introduction for the meeting and comments or questions were invited, should anything be unclear. No additional inputs or comments were received.

4. Review of Government Engagement and Industry Participation over the past 6 months

Secretariat Lead Paul Baruya provided an overview of the progress made in the *Evolving Coal* strategy for government engagement and industry participation from the WCA.

The following progress was noted and feedback from Members provided:

WCA Geographical Focus This Year

- In the last six months, we've seen more evidence of coal acting as a stalwart for energy security than almost any other fuel.
- Coal continues to be strong in Asia, where more than half the world's population lives and half the world's aspirations for economic growth remain.
- Yet, policymakers and commentators in the green machines of Europe and North America still do not concede the error of converging their energy pathways towards reducing technology choices by phasing out coal;
- While simultaneously, they sought fossil fuels in regions such as Africa and Asia while dictating fuel choices via forcing financial leverage towards renewables, demonstrating continued illiteracy in advanced coal technology.
- Rather than remaining powerless, the WCA sharpened its teeth and responded to the Global North's tightening grip on African and Asian energy policy by concentrating efforts on advocating the importance of coal to global energy security and a future for advanced coal technologies and applications.

India Roadshow 2022

- WCA77 Board Meeting held in India.
- Recruited new Member in the form of Coal India Ltd.
- Hosted the Inaugural 'Future Coal' Leaders Forum. Attendees included coal mining, steel, and power sector stakeholders.
- We also pursued opportunities to connect with one of India's leading policy institutes and embarked on a recruitment drive for talented youth with expertise in government, international affairs and policy analysis, our first appointment being based in India.

Australia Roadshow 2022

- During December, WCA undertook first Australian roadshow since COVID-19.
- The WCA announced the recruitment of Bowen Coking Coal.
- WCA attended a range of face-to-face meetings with existing Members and a plethora of new prospects assembled at the Minerals Council Australia Forum.
- Opened line of communication with Minister Of Resources and Queensland Resource Council.
- Michelle's interview with The Australian led to an enormous groundswell of positive feedback from readers.

South Africa 2023

- WCA attended South Africa's Mining Indaba.
- WCA Chief Executive Michelle Manook, WCA Chairman July Ndlovu, WCA Member Mike Teke from Seriti Resources and WCA Menar Chairman Mpumelelo Mkhabela participated on a panel together, 'Coal In Transition: COP-27, ESG, And Energy Transition – Where Are We Heading?'
- Received plaudits from news media, social media, and audience for participation on the panel.
-

- Op-eds from WCA Chief Executive Michelle Manook and WCA Chairman July Ndlovu in South African newspapers on innovative opportunities for coal that goes beyond coal to power and the existing abatement solutions that enable coal to support the Just Energy Transition.
- WCA presented to the SA Colliery Managers Association (SACMA).
- Presentation and knowledge exchange with council for geoscience.
- Opened line of communication with sustainability and climate teams at Eskom and Sasol.

MOU and Other Engagements

- WCA continues to communicate with existing partners in MOUs and create new avenues of knowledge exchange and participate in possible future events in Indonesia as part of our MOU with the ASEAN Centre for Energy, along with engagement with several other MOUs with India and Russia to jointly increase each other's knowledge, support advocacy efforts and augment our credibility as 'think tanks' on matters to do with entire coal value chain.
- WCA is also engaging with the finance community, including insurance, underwriters, private equity finance and capital management.

Upcoming Engagements – Asia and US Campaigns

- WCA will be in Singapore in May for the WCA78 Board Meeting and AGM.
- WCA hosting the "Future Coal" Leaders Forum at the Fairmont Hotel on 16 May.
- The Forum will feature four panel sessions from expert panellists.
- The WCA will host the next WCA79 Board Meeting and workshop in Beijing on 24-25 October as part of the China Coal and Mining Expo 2023 (25-28 October) in Beijing.
- The WCA will be in the US for a roadshow in the second half of 2023.

5. Group Discussion

Menar Chairman Mpumlelo Mkhabela asked if Members reported issues with the WCA and how the challenges can be overcome.

Director of Business Development and Membership Daleen Lopez-Ruiz replied that the Future Coal vision has been successful in recruiting more new responsible Members, has enabled the WCA to broaden its Membership to finance and insurance and the WCA are in discussion with other value chain players, companies that are looking for a change, and to embrace the future and technology solutions for coal in the future.

Mpumlelo asked for a list of companies that will be attending the Singapore event, which Daleen confirmed will be communicated with him.

6. Forward Strategy – Rebranding

Digital Lead Chris Demetriou (WCA) provided the Committee with an update on the rebrand process.

Due to McCann's departure, the WCA has met with six agencies and have now shortlisted it to two

candidates.

The first candidate is Eleven Miles. They are a strategy, brand & content agency based in the UK who are currently overseeing our website development. The second agency is Chlorophyll. They are based in India and have worked with major companies, including Tata Group and their subsidiaries.

Once recommendations have been finessed, the Lead Secretariat will advise PECO of the proposed way forward.

Menar Chairman Mpumelelo Mkhabela asked what the deadline is for deciding. Digital Lead Chris Demetriou stated a decision will be made by the end of April.

7. Members Lounge

Digital Lead, Chris Demetriou (WCA), showcased the Members Lounge, explaining its functionality, topics, and purpose. He requested review of the current topics and for committee members to revert with any changes and / or recommendations.

Secretariat Lead Paul Baruya said the Members Lounge enables Members to showcase their ESG commitments, media messaging, progress on advanced coal abatement technology, celebrating what Members are doing, ideas Members have and to share sustainable business practices with other Members.

Sam Deans from Whitehaven asked for access to Members Portal. Digital Lead Chris Demetriou (WCA) replied that he will assist.

8. Any Other Business

Attendees did not have any other business they wanted to share.

9. Close

The Chair thanked Members for their time and closed the meeting.

6.5 Brand and Communications Committee (BCCo) Minutes – 29 March 2023

Brand and Communications Committee (BCCo)

Meeting Minutes

29 March 2023

Brand and Communications Committee Minutes of the World Coal Association

Brand and Communications Committee Members

Kate Campbell (Chair)	Bravus
Antonios Papaspiropoulos (Lead Secretariat)	WCA
Linda Khuluse	Seriti
Siphiwe Tame	Menar
Neslihan Er Ogur	Menar
Daleen Lopez-Ruiz	WCA
Chris Demetriou	WCA
Paul Baruya	WCA
Tina Potgieter	WCA

Brand and Communications Committee Apologies

Nick McDermott	Yancoal
Matthew Flugge	Incitec Pivot Limited
Tarryn Genis	Thungela Resources

1. Chair Opening Remarks

Apologies and Introductions

The Chair welcomed everyone to the meeting and the Agenda was formally adopted.

The Chair noted that apologies were received for Nick McDermott (Yancoal), Matthew Flugge (Incitec Pivot Limited), and Tarryn Genis (Thungela Resources).

2. Minutes of 20 October 2022

2.1 Approval of Minutes

The Chair presented the Minutes of the previous BCCo Meeting. There being no comments from the Members the Chair proposed that the Minutes be adopted as being formally approved which was supported by Members.

2.2 Matters arising from previous Minutes:

Two matters arising from the previous meeting were raised for feedback:

- Future Coal Strategy/Reputation Management Project:
 - BCCo committee members expressed strong support for the Abated Coal Stewardship Strategy and the term: Future Coal.
 - All representatives acknowledged and agreed that the time was right for a step-change in the coal narrative and image.
 - Nick McDermott (Yancoal) and Ksenya Belousova (Whitehaven) noted that the word "Stewardship" and the phrase "abated coal stewardship" could be open to misinterpretation and infer that coal producers were responsible for "full abatement".
 - Kate Adani (Adani) supported the phrase "Future Coal" and said she would like to see the expression reflected in an ongoing narrative which sheds light on the communities which coal supports.
 - All representatives were supportive of the expression "Future Coal" and similarly supportive of McCann completing the brand refresh.
- Draft Membership Enrolment Video Review:
 - Members pointed out that the video incorporates a significant amount of "old coal" imagery ("coal pits and dirty trucks") and that consideration should be given to utilizing wider and more positively positioned imagery (people, communities, cityscapes).
 - Members recommended to move away from the word "pollutants" (replaced with "emissions") and to use language which is less apologetic.
 - Following the meeting, Antonios Papaspiropoulos (WCA) circulated a note to members explaining that the video was not intended as a public promotion for coal, as some may have thought. It has only been produced for the purposes of new member enrolment.

3. Member Updates

Members of the Committee provided company, industry, and country updates.

The Committee Members stated:

- Australia's latest policy announcement, the Safeguard Mechanism, a carbon offsetting legislation is expected to have a direct impact on Adani and other Australian businesses. There has also been an increase in royalty rates in Queensland and a price cap on coal power station in New South Wales which is resulting in a very challenging regulatory environment.
- In South Africa, Seriti reported the ongoing issues of loadshedding in South Africa and Eskom's rotational blackouts to manage the grid. This has provided Seriti with an opportunity to showcase their ESG by acquiring a 100% stake in Windlab South Africa. At Mining Indaba, they also announced they will build a 155-megawatt (MW) wind farm over the next two years that will be able to supply 75% of the power required by its coal mines in Mpumalanga.
- Menar believes that the current energy problem in SA is a result of a baseload problem that can be solved with coal investment. In addition, Menar announced that they are constructing a new coal mine in Hendrina, Mpumalanga, South Africa, with production expected to start in the second half of 2023. The plant is expected to produce 1.2 million tpy of 5500 kc NAR coal. Menar has also invested R7bn investment in thermal coal, anthracite coal and manganese from now to 2025 that will create over 2,500 jobs. Additionally, Menar subsidiary Sitatunga Resources successfully commissioned the East Manganese mine, in Hotazel, Northern Cape, in July 2021. East Manganese produces approximately 30,000 tonnes per month of ROM manganese ore and Menar is focusing on developing a new mega manganese mine soon. Menar concluded that they will continue to invest in coal and have multiple projects, including coal projects, in the project pipeline.

4. Member Updates

4.2 Reputation Management

Lead Secretariat Antonios Papaspiropoulos (WCA) provided the Committee with an update on the rebrand process.

Due to McCann's departure, the WCA has met with six agencies and have now shortlisted it to two candidates.

The first candidate is Eleven Miles. They are a strategy, brand & content agency based in the UK who are currently overseeing our website development. The second agency is Chlorophyll. They are based in India and have worked with major companies, including Tata Group and their subsidiaries.

Once recommendations have been finessed, the Lead Secretariat will advise BCCo of the proposed way forward once WCA Chair has reviewed and advised next steps.

The Chair advised the Lead Secretariat to hold an Extraordinary Meeting to present the concepts ahead of the WCA78 Board Meeting in May 2023.

The Lead Secretariat noted this advice and will action accordingly.

5. WCA Media Report

The Lead Secretariat produced a media analysis assessing the coverage trend for keywords, covering the period from January 2022 to February 2023. This includes Just Transition, Cost of Transition, UN Sustainable Development Goals and Carbon Footprint.

The report found that the total mention of coal and these keywords was 17,153 and the total potential impressions 42.2 billion.

The WCA's potential impressions were 24.3 million. The overall media sentiment was 19% positive, 79% neutral (for 98%) and 2% negative.

6. Members Lounge

Digital Lead, Chris Demetriou (WCA), showcased the Members Lounge, explaining its functionality, topics, and purpose. He requested review of the current topics and for committee members to revert with any changes and / or recommendations.

7. Digital Update

Digital Lead, Chris Demetriou (WCA), provided Committee Members with an update on digital performance over the 3-month period (January – March 2023).

The results reflect substantial growth of the WCA LinkedIn account over this period, achieving:

- Over 10,000 followers.
- The most reacted post in its history with ~774 on Michelle's op-ed in the South African Sunday Times.
- The most impressions to date, with an 84% increase on the previous quarter with 364,525 organic impressions and 20,991 sponsored impressions.

An analysis of LinkedIn adverts performance found that the content resonated the most with United States in terms of reach and impressions.

An update was also provided on the WCA's website following an SEO project with our website Developer, Eleven Miles (EM).

The results over the last 28 days compared to the previous 28 days were:

- 57% increase in Total Impressions: 4.16k in the last 28 days compared to 2.65k in the previous 28 days.
- 47% increase in Total Clicks: 3.36k in the last 28 days compared to 2.29k the previous 28 days.

Chris Demetriou (WCA) informed Committee Members of the Secretariat's plans to update the WCA website content to provide more information and case studies about the available clean coal technologies, and coal's versatility, such as critical minerals, coal to hydrogen and agriculture. Once concluded, the website will undergo another SEO project to optimise performance.

Members were impressed with the performance and found a similar trend from the United States when conducting their own social media analysis.

Members were asked if they use WeChat as a social media tool to expand their brand awareness to Chinese stakeholders. Members reported that they do not use WeChat.

8. Any Other Business

Three Matters arose:

- The Chair asked for more information on the events and attendees at the "Future Coal" Leaders Forum that is taking place in Singapore in May 2023. The Lead Secretariat informed Committee Members that the sessions are taking place on 16 May and an itinerary can be accessed by Members via the Registration portal, that provides more information regarding sessions, speakers and venue.
- The Chair asked the Lead Secretariat to conduct a survey to BCCo Members to enhance engagement for the next BCCo Meeting.
- The Chair reiterated the advice to organise an Extraordinary Meeting on the rebrand concepts ahead of the WCA78 Board Meeting in May.

9. Close

The Lead Secretariat thanked Members for their time and closed the meeting.

6.6 Next Meetings

Purpose

To inform the Board of the proposed dates and locations for the next meetings.

6.6.1 WCA79 Board Meeting and Technical Workshop

It is proposed that the Board Meeting be held **in-person** over 2-3 days, travel permitting in Beijing from 24-25 October 2023. This will encompass: (1) Board Meeting and (2) WCA Technical Workshop / International Coal Forum.

It is proposed that the Secretariat together with the CNCA reframe the Technical Workshop (a provision under the agreement with previous member China Energy), to conduct future technical workshops as a collaborative cross border event given several key jurisdictions are seeking the same objectives.

6.6.2 Executive Committee (ExCo) Meeting

The next meetings will be held on 22 August and 12 October 2023.

6.6.3 Policy and Engagement Committee (PECo) Meeting

The next meeting will be held on 4 October 2023.

6.6.4 Brand and Communication Committee (BCCo) Meeting

Date to be determined.

Note

Board to note the dates of the next meetings and the date and location of the in-person WCA79 Board Meeting.

6.7 Secretariat Structure

Purpose

To enable the Board to note the changes to the WCA Secretariat structure.

Background

The Secretariat's cross functional virtual operating model covers the key functions of Policy and Government, Communications, Membership and Finance and Governance but will now also include the Strategy and Sustainability.

Following a global search for additional resources, focusing on the key coal markets, the following incumbents have been appointed to support:

- Paul Baruya, Director Strategy and Sustainability
 - Shyam Pallav – International Policy Analyst (India); and
 - Brandon Jenniker – International Government Engagement Officer (South Africa).
- Daleen Lopez-Ruiz, Director Business Development and Membership
 - Tina Potgieter – Business Development and Membership Coordinator (South Africa).

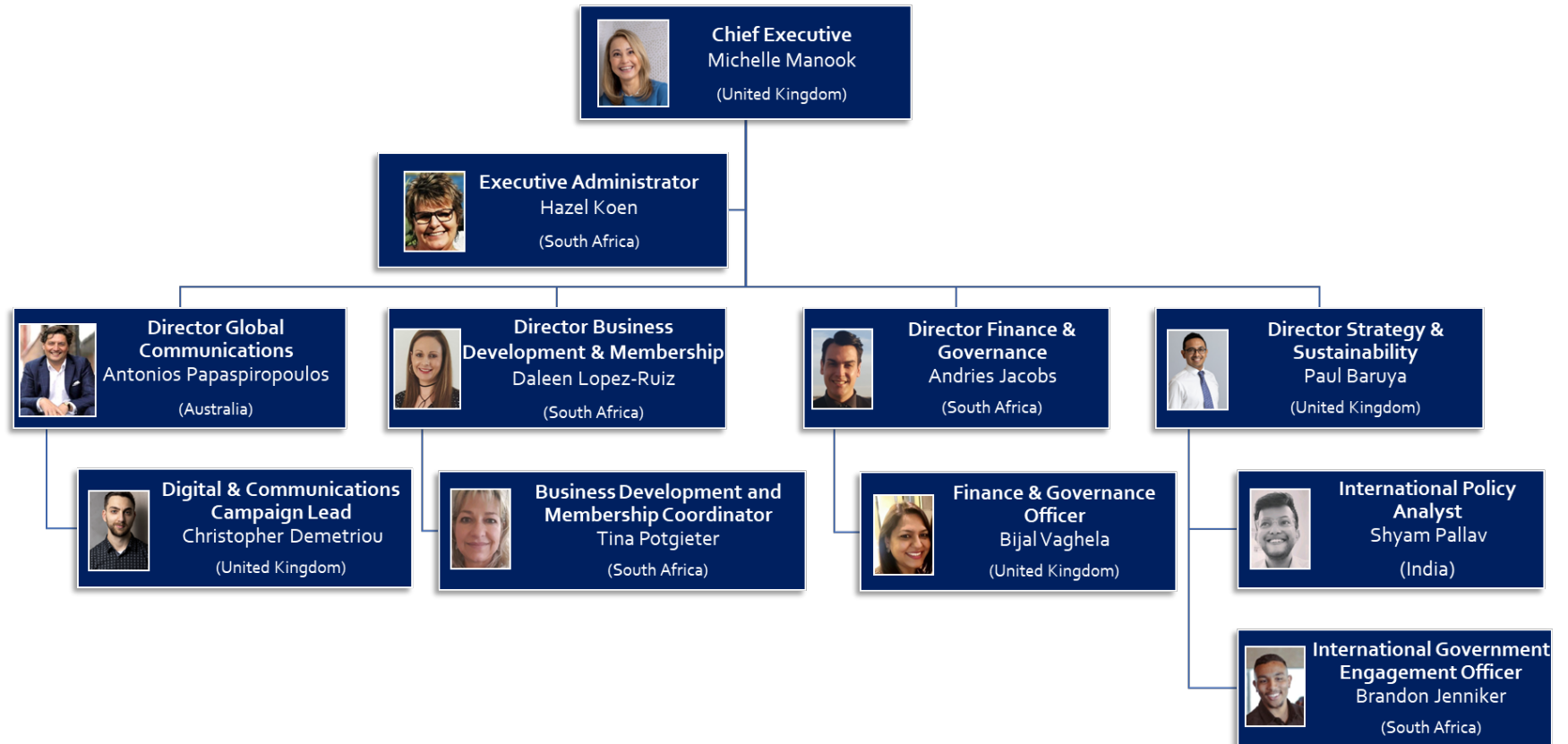
Paper

Item 6.7.1 [WCA Organogram](#)

Recommendation

The Board to note the Secretariat's movements and organisational structure as per Item 6.7.1.

6.7.1 WCA Secretariat Organogram



6.8 Competition Law Guideline Review

Purpose

To enable the Board to note update to the Competition Law Guidelines.

Background

The Competition Law Compliance Guidelines are designed to govern all activities engaged in by the staff and directors and Membership of the World Coal Association (“WCA”). They are designed to ensure compliance with the anti-trust laws of the United States and the competition laws of the EU and the UK, since the World Coal Association is in the UK. They go beyond the minimum requirements of those laws and set a high standard for the Association.

The Association is committed to ensuring that its staff and Membership adhere rigorously to the letter and spirit of these guidelines and to the competition laws of all nations. Even the cost of successfully defending civil and criminal anti-trust actions can be severe. Thus, conduct at all Association related functions must be so clearly beyond question as not even to invite any challenge. The legal penalties and impact on the Association and its Members that can result from a violation of competition laws are severe. Any deliberate breach of these guidelines will result in the expelling of an Association Member or, in the case of an Association staff Member, termination of employment.

Due to the complexity of the Competition Law Compliance Guidelines, a review from an independent legal advisor is still in progress and will be distributed to Members during H2 FY2023.

Recommendation

The Board to note the Competition Law Guideline Review is still in progress.

7. Any Other Business

Purpose

The opportunity for the Board and Members to raise any issues not covered in the Agenda.