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
1. Reputation Management 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 *Evolving Coal* 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. **Objectives** 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. **Supporting Activities** • 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'** • 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		• 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 • 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:	Director Global Communications co-lead with Director Strategy & Sustainability	Q3 Q4		• 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

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– direct approach to an identified group of new member prospects to create a critical mass of support across the coal value chain underpinning a broader campaign; and – initiate a wider public campaign to agreed audiences and channels.				process. • Strategy and Business Development combined strategy to engage with coal mining, geophysics, financial sectors and MOUs. • 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				

Targeted Engagement
1.2 Key Coal Market Governments
  • **Engagement**
    – 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**
    – Continue to advance partnership work programme with existing MoU partners and scope out new opportunities in key jurisdictions (Refer to item 2.2).
	Director Strategy & Sustainability
	
	International Policy Analyst
	
	International Government Engagement Officer
		Q1-Q4		• 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

1.3 Forums
• **Key Coal Markets Forum**
   - 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**
   - 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:**
   - Actively participate at key forums of relevance across jurisdictions.
	Director Business Development and Membership
	
	Co-lead with
	
	Director Strategy & Sustainability
		Q1-Q4		• 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.

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Membership				
1.4 Establish a global business development platform • 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	🟩	• 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 • 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;	Director Business Development and Membership	Q1-Q4	🟧	In support and in an effort to advance the respective strategies: • 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,

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• Progress other Prospects continuing to identify and initiate discussions with additional targets across the coal value chain including the finance and investment sectors. • 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.				Coal India, Exxaro, Menar) – 2 short of the set KPI of 6. • 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.

1.6 Roadshows
• Leverage membership introductions and conversion into planned quarterly Stakeholder Roadshows to include:
   - speaking engagements / panel discussions;
   - networking opportunities; and
   - in country introductions.
	Director Business Development and Membership	Q1-Q4		Roadshows prioritised for FY23 and Q1 Fy24 include:
				• India;
				• Australia;
				• Singapore;
				• US; and
				• Southeast Asia.

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Communications				

1.7 Implement Communications Media and Digital Campaigns
• **Media**
  - 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.
	Director Global Communications
	
	Digital and Communications Lead
		Q1-Q4		• 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).

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- 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 though 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.	Director Global Communications Digital and Communications Lead	Q1-Q4		• See above update

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• **Social Media**
  - 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.
  -
	Digital and Communications Lead	Q1-Q4		• 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.

1.9 Develop and Maintain WCA Communication Assets
• **Develop foundation narrative and communication toolkit including:**
  - 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.**
	Digital and Communications Lead	Q1-Q4		• 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.

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2. Advocacy 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. 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. Further, key coal market governments are starting to coalesce around their central goals of economic development, stability and growth. **Objectives** 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. **Supporting Activities** • Advocacy • Communications • Responsible Coal Principles				

FLAGSHIP INITIATIVE	Responsible	Completion	Status	Half Year Update

2.1 Key Coal Market Forum Series
• **Coal Finance and Investment**
  - 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**
  - 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.
2.2 Strategic Partnerships
• **WCA and ASEAN Centre of Energy (ACE) MOU Programme**
  - 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.
	Director Strategy & Sustainability
	
	International Policy Analyst
	
	International Government Engagement Officer
		Q2
		
		Q4
		Q1 – 4
				• 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.

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- Continue Work Programme detailed in MoU engagement strategy, including ministerial outreach, webinars, and media.
    - 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**
    - 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)**
    - 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).
				• Offer joint ownership of internally commissioned research on HELE coal potential to foster ownership sharing of thought leadership between WCA and MOU partner.
				
				• 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.

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2.3 Intergovernmental Agencies and Other Stakeholders • UNECE: Leverage to seek further opportunities for collaboration. • IEA: Continue efforts to develop closer alignment to reinforce messaging and future collaboration. • CIAB: Actively work to support and promote the work programme. • International Centre for Sustainable Carbon: Explore potential Memorandum of Understanding.	Director Strategy & Sustainability	Q1-Q4		• Engagement with every possible speaking/attendance opportunity (virtual and in-person). • Ongoing exploration of legacy MOUs • 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.
2.4 Responsible Coal Principles (RCP) Phase 2 – Public Launch • 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.	Policy and Digital and Communications Lead	Q3		• 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
3. Governance The WCA Governance practices is critical to ensuring we build and maintain a sustainable organisation. **Objectives** 1. Maintain a sustainable business and funding model which provides for delivery of the *Evolving Coal* 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. **Activities** • Finance • Membership • Governance				

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3.1 Financial and Corporate Management • 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.	Director Finance and Governance Finance and Governance Coordinator	Q1-Q4		The areas of finance and corporate management continued during the year; • 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.

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3.2 Governance • 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; • 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.