



Annual Report
2020

**BETTER
COAL**

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1

Forewords



FRANK PLÜMACHER

Chairman Bettercoal Board of Directors

These challenges have been an opportunity to revise, strengthen and futureproof our processes

It is unavoidable to talk about 2020 without starting by highlighting how disruptive the COVID-19 Pandemic has been for everyone around the world, with such profound short and long term impacts. Specifically, the coal industry and Bettercoal have certainly felt the impact of the new context. At the same time, these challenges have been an opportunity for our organisation to revise, strengthen and futureproof our processes and system to keep the Bettercoal standard updated and make it more robust. These changes are setting the stepping stones for Bettercoal's growth path.

For Bettercoal, although the impossibility of in-person engagements implied a pause to Site-Assessments and monitoring visits, it also saw the adjustment of other planned activities that were brought to the virtual realm. Building on the numerous Assessment Processes that Bettercoal has engaged so far, we undertook a review of the Bettercoal Code throughout 2020 and had a remarkable high level of engagement and participation of external stakeholders. We also

took the time to benchmark the new Bettercoal Code to the Sustainable Development Goals (SDGs). The outcomes of this work provided useful information on alignment but also on opportunities for improvement, that were incorporated in the Bettercoal Code 2.0.

Bettercoal also had engaging virtual meetings and webinars organised by the Colombia and Russia Working Groups respectively. We are grateful for the adaptability, flexibility and commitment of our counterparts that allowed us to implement our workplans overcoming the new challenges posed by the context.

Internally, we have also been working to increase our transparency by updating our website, providing more information on our work and progress achieved. We devoted time to produce thought pieces on relevant industry topics, with the aim to add our grain of sand to constructive discussions around coal and sustainability. Our work was also presented in different industry related online events throughout the year.

The work and experience built so far are the building blocks to grow Bettercoal beyond

its current scope. The challenges for the industry are increasing and so is the need for a robust and comprehensive standard that can reach geographies where coal still plays a relevant role. For this, the organisation also has to adapt and the Bettercoal Governance has been under review in light of the path we want Bettercoal to grow towards to. In this process we have undergone a thorough benchmarking against other standards and looked for opportunities on how to work closer to them to boost our positive impact. These next steps will be undertaken under the leadership of a new Bettercoal Executive Director, Katie Warrick, who brings a wealth of experience in the coal industry and a drive to pursue concrete outcomes and improvements in the industry. The Board of Directors is pleased to have her on board and looks forward to working with her on taking Bettercoal forward.

Frank Plümacher



KATIE WARRICK

Executive Director

Bettercoal Code 2.0 updates our standard to ensure that it reflects international best practice in mining

Bettercoal is an organisation that recognises the importance of on-the-ground-work – having assessed over 69 mines in eight countries over the past five years. We are a practical initiative – our strength has been in the ‘doing’, learning and improving through our work.

Restrictions associated with the Covid-19 pandemic therefore posed significant challenges, with site-assessments paused and in-country engagements put on hold. The pause in our field work created space for us to undertake a number of reviews of our processes and structures; to look at how our work supports the UN Sustainable Development Goals, and what more we can do to improve our contribution.

In 2020, we carried out the first significant review of the Bettercoal Code. The review was guided by our Technical and Advisory Committee and informed by significant stakeholder input. The new Bettercoal Code 2.0 updates our standard to ensure that it reflects international best practice in mining

and enables us to better meet our mission of working towards a global responsible coal supply chain.

Through these difficult and uncertain times, we were able to continue engaging with Bettercoal Suppliers and relevant stakeholders. We value the work that our Suppliers put into progressing their Continuous Improvement Plans, particularly considering the challenges they faced amidst the pandemic. We also promoted virtual dialogues with other key stakeholders, especially through the Country Working Groups.

We launched a review into Bettercoal’s governance and the changes that are needed to position us for the future. Bettercoal Members are committed to promoting the continuous improvement of sustainability performance in their coal supply chains but they also recognise that the industry is changing and Bettercoal needs to adapt to ensure our global relevance.

Twenty years ago, the USA and the European Union accounted for more than

one third of global coal consumption, about the same as China and India combined. Two decades later, China and India account for two-thirds of global coal use, with the European Union and USA adding up to just 10%. As the International Energy Agency has observed, “Global coal trends are now firmly driven by Asia” ([IEA 2021](#)).

As long as coal continues to be mined and used – whether that’s for electricity or in industrial uses, such as steel production – it is critical that environmental, social and governance issues are assessed and addressed, and that there is continuous improvement where it is needed.

As the new Executive Director, it is a privilege to take this work forward and to have a membership and team so committed to responsible coal mining.

Katie Warrick



2

**Purpose
and Values**

PURPOSE

Bettercoal's Purpose is to **promote continuous improvement in the mining and sourcing of coal** for the benefit of all people impacted by the industry, workers and coal mining communities.

VALUES



1 CONTINUOUS IMPROVEMENT

Bettercoal promotes the continuous improvement of coal mining by assessing its Suppliers and of coal sourcing by working with its Members to **improve their sustainability practices**. Our Approved Lead Assessors engage with Bettercoal Suppliers from the outset of the Supplier Assessment Process and impart their knowledge of **best practice throughout the entire process**.



2 TRANSPARENCY

Bettercoal commits to **high levels of transparency** by reporting on our Members' obligations and performance, **sharing the high-level outcomes of our Supplier Assessments** and publishing all the relevant documentation on the Bettercoal website.



3 STAKEHOLDER ENGAGEMENT

Bettercoal engages with a wide variety of stakeholders through our Technical & Advisory Committee (TAC), **actively participating in industry initiatives**, in-country workshops, meetings and sector related events. Our Complaints Mechanism is used as a tool for **constructive feedback and exchange of information**.



4 RISK-BASED APPROACH

Bettercoal follows a **risk-based approach in its assurance to increase the efficiency** of the Supplier Assessment Process and provides pertinent information to Bettercoal Members on responsible mining practices, while **reducing the assurance burden** for mining companies.





3

**Bettercoal
Standard**

BETTERCOAL CODE

Since the Bettercoal Code was launched in 2013, it has become the internationally recognised Standard for assessing, assuring and sustaining stringent ethical, environmental and social performance in the coal mining supply chain.

Bettercoal Members use the Bettercoal Code, Assessment Process and Continuous Improvement Plans to understand, manage and mitigate the **Environmental, Social and Governance (ESG)** risks in their coal supply chain, striving to increase year-on-year the percentage of coal purchased from Bettercoal Suppliers.

Bettercoal Suppliers use the Bettercoal Code to further improve their ESG performance, maximise their positive contribution to workers and local communities, and minimise any negative impacts on the environment.



BETTERCOAL CODE 2.0 - PRINCIPLES

GOVERNANCE



01

Business Integrity

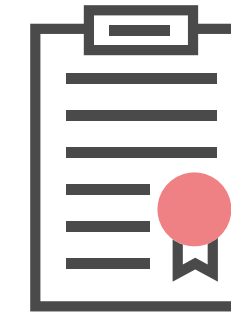
Companies will conduct their business to a high level of integrity and compliance.



02

Policy and Management

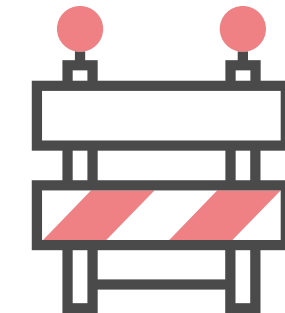
Companies will develop, document and implement management systems that cover the Principles of the Bettercoal Code, and will support continuous improvement throughout their operations and with business partners.



03

Transparency

Companies will commit to being transparent in alignment with internationally recognised reporting and disclosure standards.

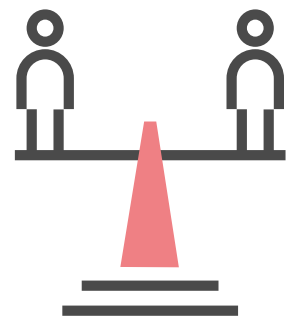


04

Mine Rehabilitation and Closure

Companies will implement a process of integrated mine closure and rehabilitation incorporating environmental, social, economic and governance aspects into operations from the earliest stage of mine development.

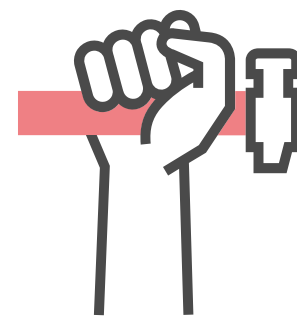
SOCIAL



05

Human Rights

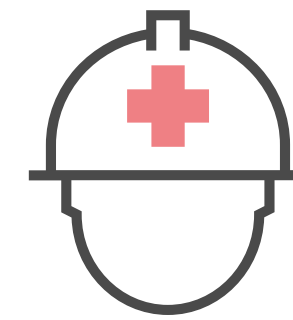
Companies will respect human rights affected by their operations and take appropriate action to assess, prevent and remedy potential adverse impacts on human rights in a manner that is consistent with international instruments on human rights.



06

Labour Rights

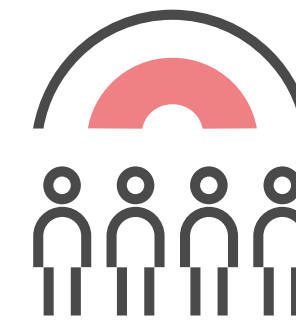
Companies will uphold the rights of workers and ensure dignified and respectful working conditions in line with the ILO eight fundamental Conventions and other relevant ILO Conventions.



07

Occupational Health and Safety (OHS)

Companies will provide safe and healthy working conditions for all workers, both employees and contractors.

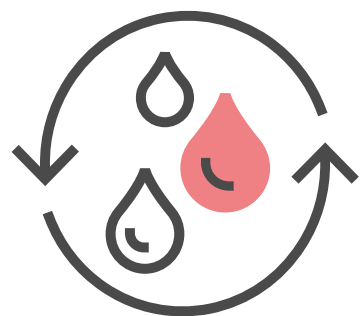


08

Communities and Stakeholders

Companies will identify and engage potentially affected stakeholders and contribute to the long-term social, cultural, environmental, economic and institutional development of the communities in which they operate.

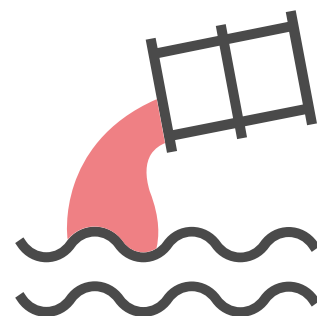
ENVIRONMENT



09

Water Stewardship

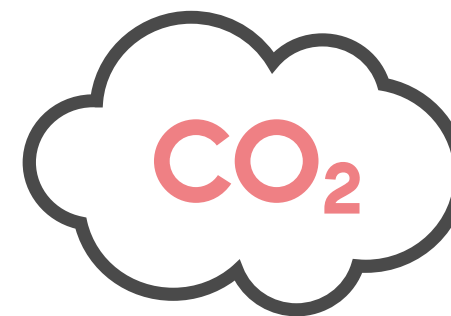
Companies will have systems in place that enable the efficient and responsible withdrawal, use and management of water in their operations to contribute to good water stewardship in the area of operation.



10

Management of Emissions and Waste

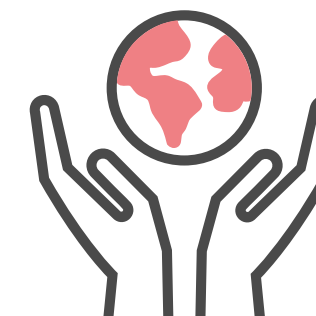
Companies will commit to being transparent in alignment with internationally recognised reporting and disclosure standards.



11

Greenhouse Gas Emissions

Companies will have systems in place to measure, avoid and minimise greenhouse gas emissions at all stages of the mine lifecycle.



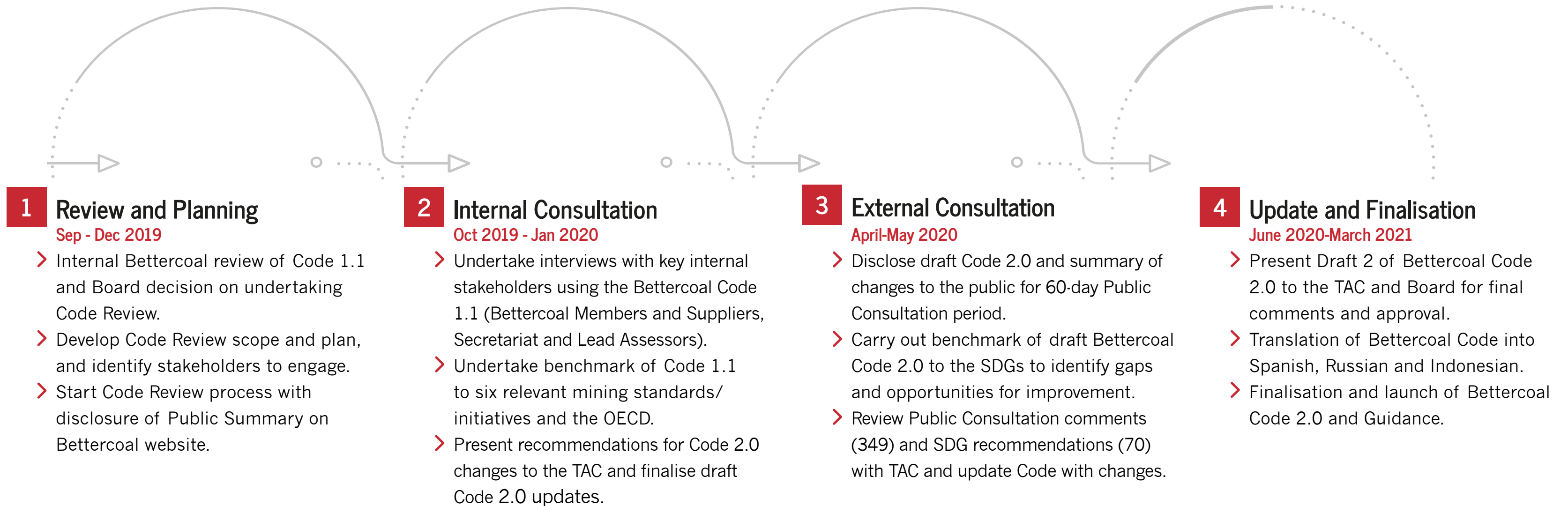
12

Biodiversity and Land Use

Companies will identify their impacts on biodiversity, protected areas and land use and apply the mitigation hierarchy to the management of their impacts throughout the lifecycle of the mine.

CODE REVIEW PROCESS

In 2019-2020, Bettercoal carried out a comprehensive review of the Bettercoal Code 1.1, culminating in the revised Bettercoal Code Version 2.0. Full details on the process comments received during the consultation periods, and reviewed and addressed after, can be found on our website.



ASSURANCE SYSTEM

Bettercoal independently assesses the performance of coal mining sites against the 12 principles of the Bettercoal Code 2.0 through the Supplier Assessment Process. This process follows four steps:



During 2020, the COVID-19 pandemic and associated travel restrictions meant that we were unable to carry out new Site-Assessments and on-site follow-up work. However, it also provided a valuable opportunity to start working on the **review the Bettercoal Assurance Process** in light of the recent updates to the Code 2.0 and implement a number of changes to ensure an efficient and relevant way of working.

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4

**Sustainable
Development Goals**

In 2020 we undertook a thorough analysis, to benchmark the newly revised Bettercoal Code 2.0 against the SDGs

Bettercoal recognises the significant impact the mining sector can have on the United Nations Sustainable Development Goals (SDGs). Combined with Bettercoal's purpose to promote the continuous improvement of sustainability performance in the coal supply chain, in 2020 we undertook a thorough and independent analysis to benchmark the newly revised Bettercoal Code 2.0 against the SDGs.

Each of the 144 provisions of the Bettercoal Code 2.0 were analysed to identify areas of alignment and potential gaps in relation to the SDGs. The gaps shone light on where Bettercoal could more positively contribute to the SDGs. There were 70 improvement opportunities identified, covering stakeholder engagement, local procurement,

education, energy efficiency, community benefit sharing, employees and mine closure. These recommendations and changes informed the Bettercoal Code review process and have also been taken onboard in Bettercoal's work programme and ongoing projects.

The analysis enabled Bettercoal to take a proactive step in more strongly aligning ourselves with the SDGs, both in language and in driving more stringent environmental, social and governance requirements in the Code 2.0.

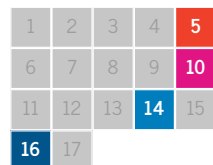
MAPPING THE BETTERCOAL PRINCIPLES TO THE SDGS

GOVERNANCE



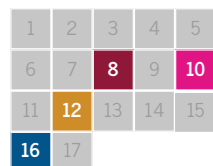
01

Business Integrity



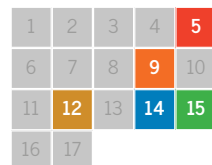
03

Transparency



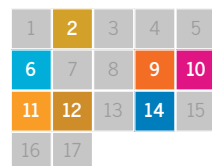
02

Policy and Management

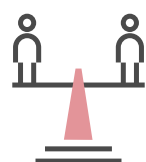


04

Mine Rehabilitation and Closure

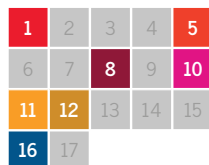


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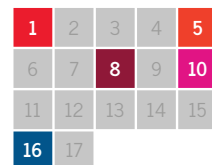
05

Human Rights



06

Labour Rights



08

Communities and Stakeholders



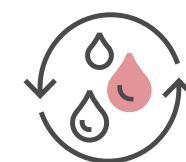
Occupational Health and Safety (OHS)



07

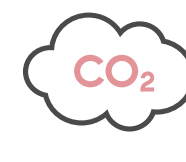
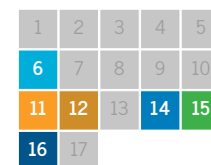


ENVIRONMENT



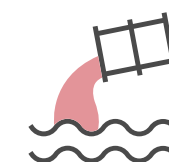
09

Water Stewardship



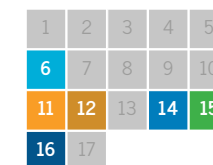
11

Greenhouse Gas Emissions



10

Management of Emissions and Waste



12

Biodiversity and Land Use





5

Governance

BOARD OF DIRECTORS

The **Bettercoal Board of Directors** is the key governing body of **Bettercoal** whilst the Secretariat manages the day-to-day operations, with the support of the Members Working Group and the Technical and Advisory Committee.

The Bettercoal **Board of Directors** is composed of up to 12 Directors. The Board **provides strategic oversight and works closely** with the Secretariat to deliver Bettercoal's long term aspirations.

SECRETARIAT

The Bettercoal **Secretariat**, led by the Executive Director, is in charge of the **daily management of Bettercoal operations** and reports to the Board of Directors. She is supported by a dedicated team and together they focus on the implementation of the Bettercoal Code, the Supplier Assessment Process and Assurance System Review, Bettercoal Members' Implementation and Reporting Obligations, communications and engaging with stakeholders.

In 2020, the Secretariat was mandated by **the Bettercoal Board of Directors to conduct a full review of Bettercoal's governance and membership structure.**

In order to do this, we have looked at other supply chain membership organisations, initiatives, standards and certifications, to better understand their

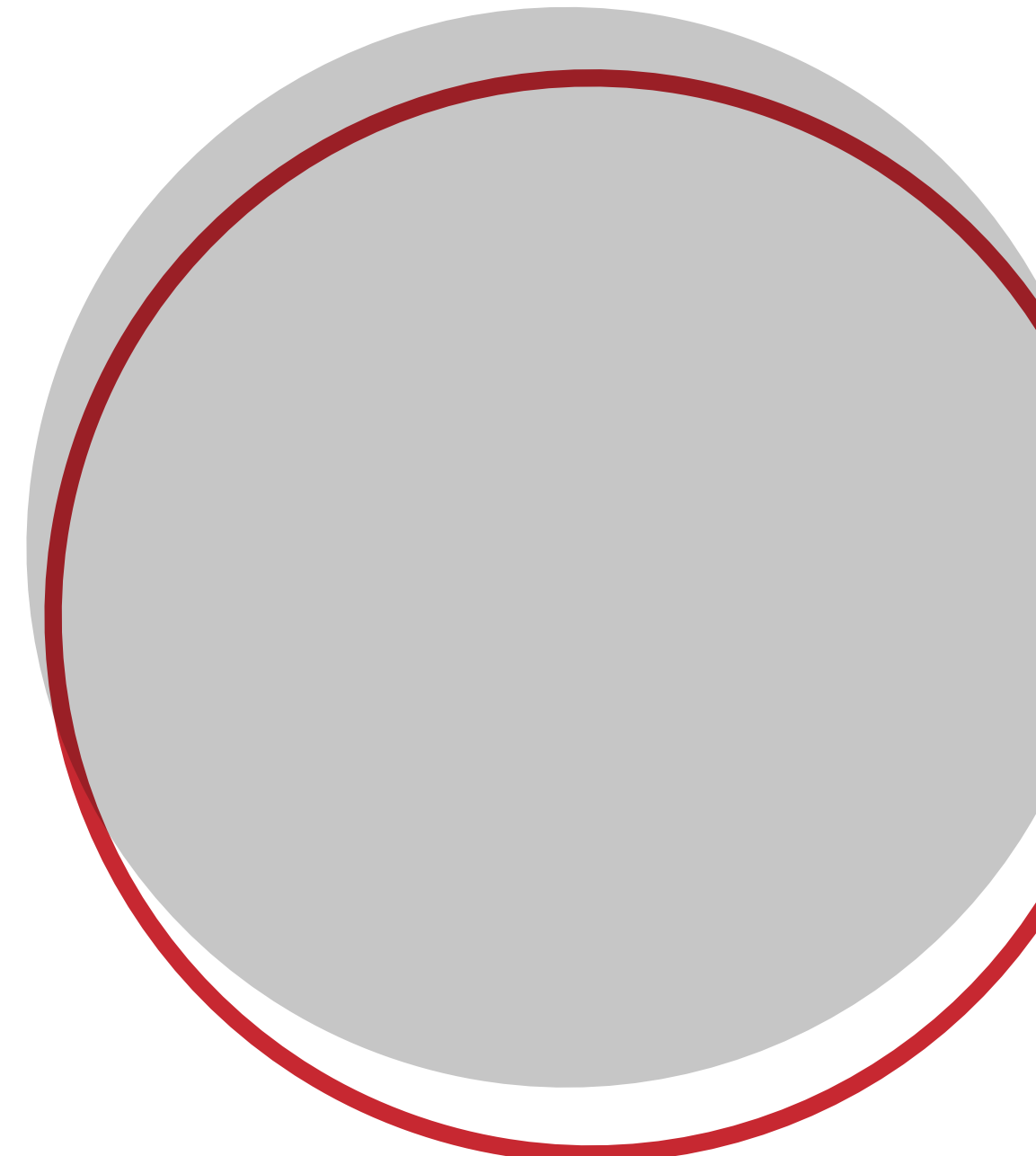
governance structures and benchmark them to our own. We continue to progress the review and we are working to ensure a Governance that **will build an organisation which speaks for responsibility** across the entire coal value chain.

TECHNICAL AND ADVISORY COMMITTEE

The Technical and Advisory Committee (TAC) is a multi-stakeholder committee composed of up to 16 members from civil society, mining companies, and individual representatives from Bettercoal Member companies. The TAC **supports and advances Bettercoal's purpose and values by reviewing, developing and ensuring the quality of the standard, assurance processes, impact assessment and reporting.** In the arena of standards development and review, the TAC supports the Bettercoal Board by providing expert judgement, analysis and peer review of both Bettercoal standard and stakeholder comments on those standards.

MEMBERS WORKING GROUP

The **Members Working Group** leads the implementation of Bettercoal Member commitments and any other **matters related to Regular Members.**





6

**Bettercoal
Members**

REGULAR MEMBERS



2020 NEW MEMBERS



ASSOCIATE MEMBERS



Bettercoal Members are the **initiative's ambassadors** and they use the results of the Bettercoal Assessments in their due **diligence processes and purchasing decisions**. This generates a re-enforcing loop of continuous improvement and recognition in the coal supply chain.

Why did EnBW join Bettercoal?

“After thorough consideration and intense efforts to strengthen its coal supply chain with regards to sustainability and human rights in recent years, EnBW decided to become a Bettercoal Member in 2020. We have seen how Bettercoal has steadily developed in recent years and has become an important player and driver for the promotion of responsible coal procurement.

Over the next years coal imports in Europe will decline. This makes it even more relevant to maintain the dialogue with coal producers and all relevant stakeholders in order to prepare an environmentally and socially responsible coal phase-out. In this context, engaging with a credible and reliable network that addresses all social and environmental issues around the coal supply chain becomes even more important.

Bettercoal provides an excellent platform to interact with all relevant stakeholders at a time when the coal market and the Covid-19 crisis are confronting coal producers with major challenges, and to consistently work to improve the conditions of coal mining considering the environment and people impacted. In particular, we very much appreciate participating in the Russia and Colombia Working Groups, which help us build and deepen reliable relationships with local networks, and achieve a better understanding of relevant issues that can be addressed jointly”.

Manon Messing, Sustainability Manager, EnBW
Lothar Rieth, Group Expert Sustainability, EnBW

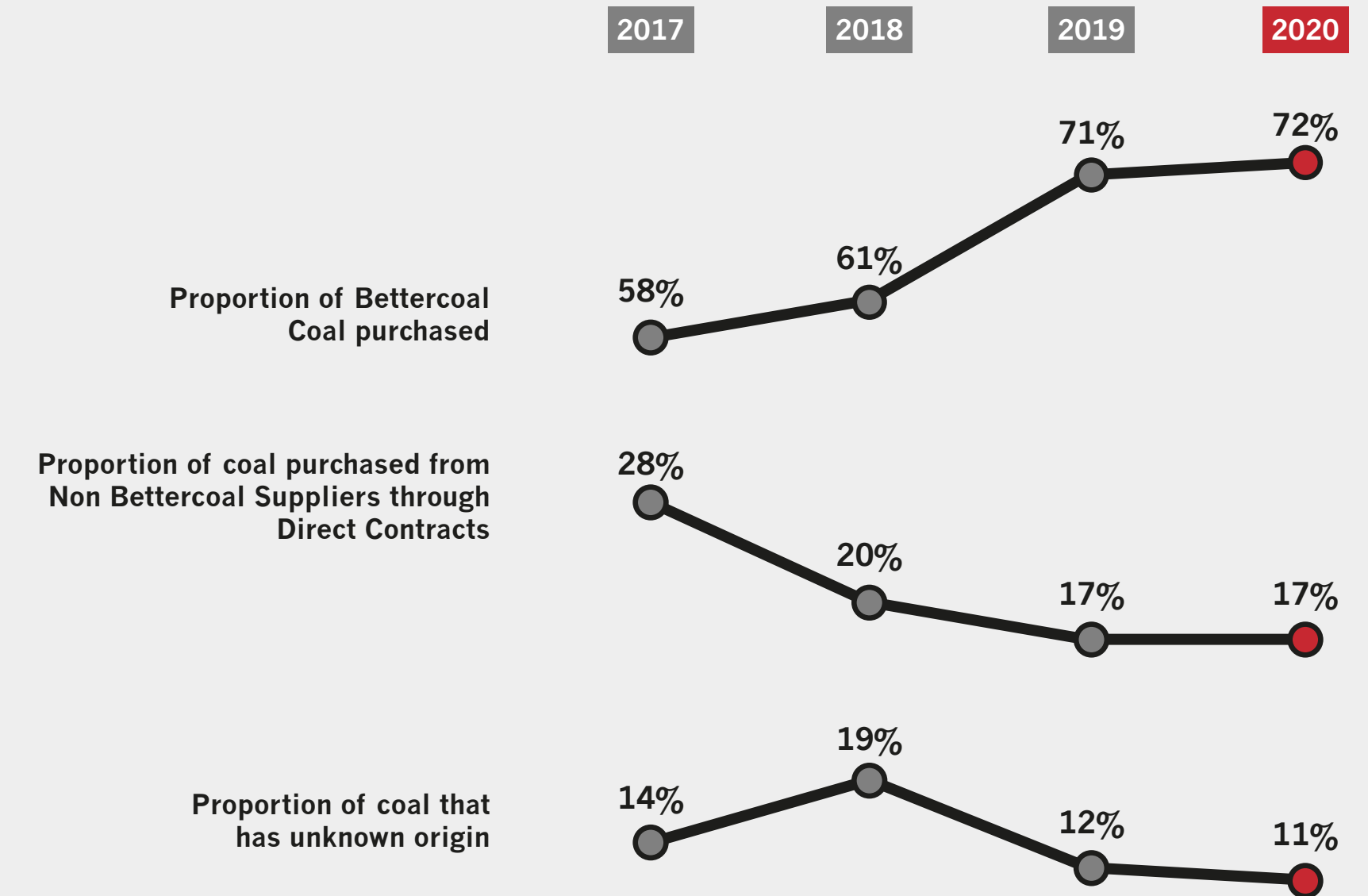
MEMBERS' IMPLEMENTATION AND REPORTING OBLIGATIONS (MIRO)

The Members' Implementation and Reporting Obligations (MIRO) aims to monitor what Bettercoal Regular Members are doing to implement their obligations and to disclose to stakeholders how Bettercoal is progressing in positively impacting the coal supply chain.

Bettercoal Members have reported against three different iterations of the MIRO scorecard. Each version of the MIRO has aimed at increasing the level of disclosure to stakeholders on how Members use the data from the Bettercoal Assessment in their due diligence processes and purchasing decisions.

In 2020, while the total amount of coal purchased by Bettercoal Members decrease, the proportion of Bettercoal coal purchased remained stable compared to 2019. Similarly, the proportion of coal purchased from Non-Bettercoal Suppliers through Direct Contracts as well as the proportion of coal with 'unknown origin' have maintained their share in the purchases' distribution. Overall, Bettercoal coal has been predominant in the total coal purchases made by Bettercoal Members throughout the last four years.

Bettercoal Members purchases of Bettercoal coal as percentage of total purchases



Data based on the information of 10 out of 11 Bettercoal Members, reported by July 2021. Chart will be updated when information on all 11 Members is received.

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7

**Bettercoal
Suppliers**

BETTERCOAL SUPPLIERS

Bettercoal Suppliers are coal mining companies that have committed to improving their Environmental, Social, and Governance (ESG) performance by assessing their operations against the principles of the Bettercoal Code.

Suppliers have committed to improving their ESG performance

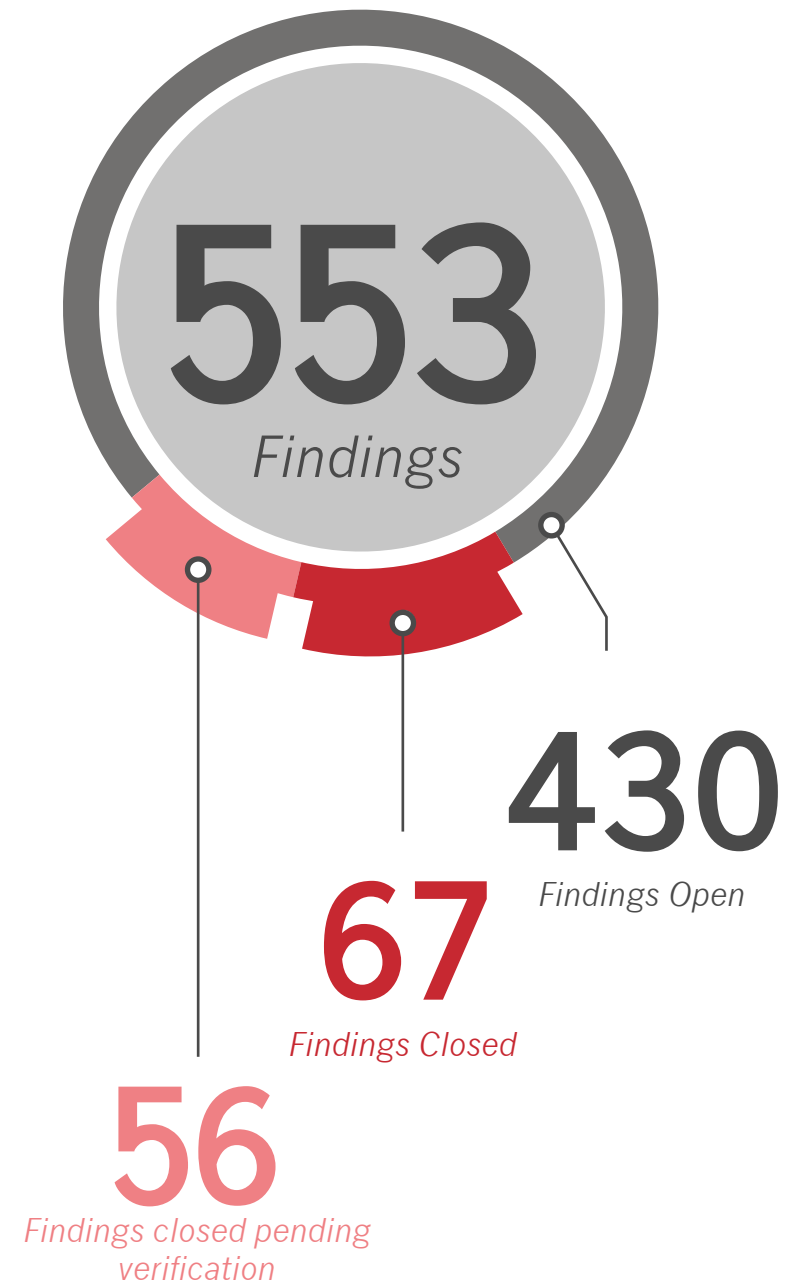
Each Supplier undergoes an independent Assessment to see how closely they meet the requirements of

our international best practice Code. **They commit to improving their operations in line with our custom-built Continuous Improvement Plan (CIP)** for that Supplier based on the findings of our Assessment. Progress on these is regularly monitored by the Assessors and Bettercoal and progress is publicly disclosed on the Bettercoal website.

As with most operations around the world, Bettercoal Suppliers have faced challenges directly or indirectly brought upon by the Covid-19 Pandemic. In this difficult context, the effort made by Suppliers not only to keep active communication and engagement with Bettercoal but also to progress the implementation of their CIP has been commendable.

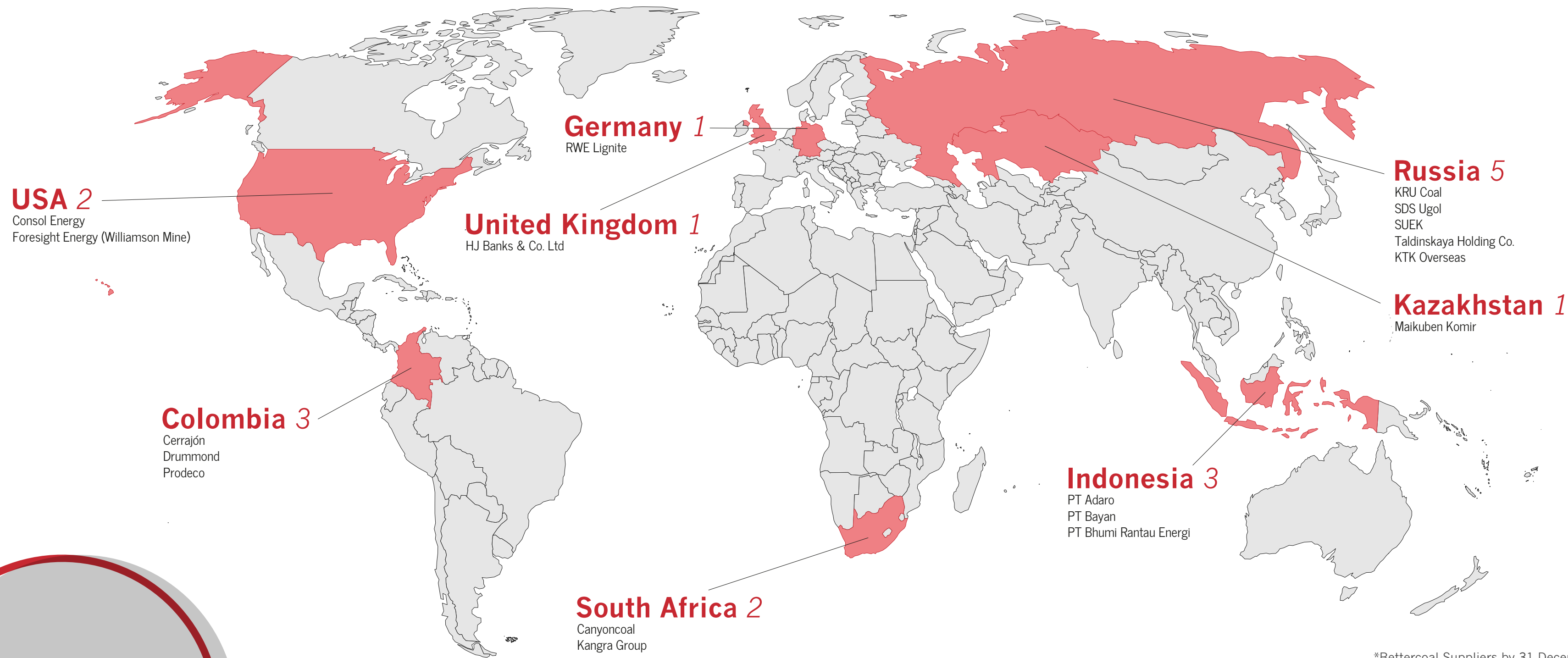
Bettercoal Suppliers in 2020: **18**

Suppliers at CIP stage in 2020: **14**




*Data reflects information updated by 31st December 2020

OUR SUPPLIERS AROUND THE WORLD*



*Bettercoal Suppliers by 31 December 2020

The background is a vibrant red color with a pattern of small, dark red circles. A large, white, curved shape, resembling a stylized '8' or a thick bracket, is positioned on the right side of the image. The overall design is modern and graphic.

8

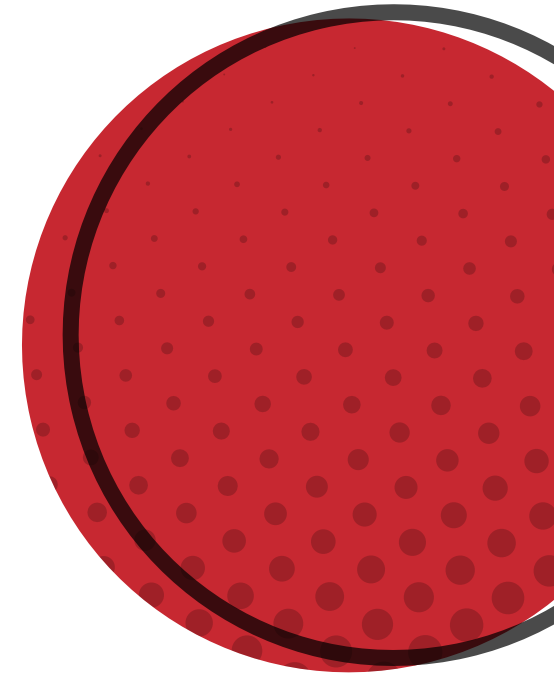
**Country
Focus**

COLOMBIA WORKING GROUP

Bettercoal has been working with Colombia coal companies since the inception of the organisation, including three of the four large coal exporters in the country.

In 2020, the COVID-19 crisis forced the group to adjust the planning and implementation of the original 2020 Work Plan, particularly with regards to in person engagements with stakeholders. Despite being unable to travel to Colombia, the CWG has communicated virtually with as many stakeholders as possible, to keep up our engagement, gather insights and have a better understanding of broader topics relevant for the mining industry. The input received throughout all these meetings helped the CWG refine its original 2020 Work Plan and identify specific actions where Bettercoal can add value.

As part of the implementation of the Work Plan 2020, members of the CWG agreed to support the Regional Centre for Responsible Businesses and Entrepreneurship (Centro Regional de Empresas y Emprendimientos Responsables or CREER), a multi-stakeholder dialogue project 'Building Trust in Cesar', one of the most important coal mining regions in Colombia.



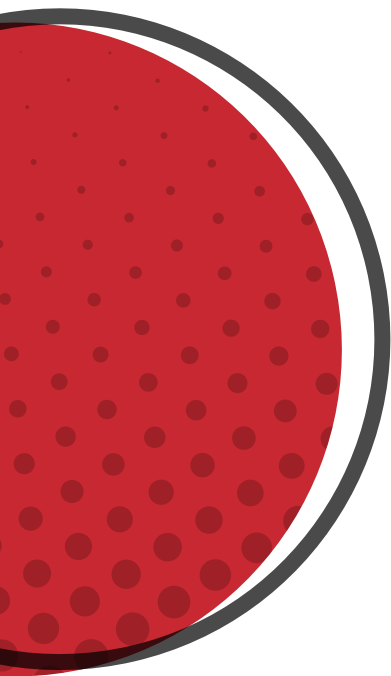
RUSSIA WORKING GROUP

Bettercoal's presence in Russia has grown significantly over recent years, with most of the country's largest coal suppliers going through the Bettercoal Assessment Process. The Russia Working Group (RWG) was set up in 2018, reflecting the growing importance of Russia to Bettercoal Members.

The RWG adapted its 2020 Work Plan as a result of COVID-19 restrictions, so that engagement activities were taken into the virtual realm. While this initially proved challenging, we still made significant progress against our 2020 objectives.

A key success for the RWG was holding two virtual webinars with Bettercoal Members and Russian coal producers on 'Best Practice in Health and Safety', and 'Environmental Monitoring and Methane Utilisation and Abatement in Coal Mining in Russia'. The webinars provided an opportunity to engage with Bettercoal Russian stakeholders, build knowledge of the Russian coal mining sector, and engage in two-way sharing around ESG challenges and best practice.

The RWG was also pleased to publish a report following a trip to Russia in 2019, called the "Environmental and Social Issues and the Coal Industry in Kuzbass" Executive Summary Report. Bettercoal places a fundamental importance on a risk-based approach as well as transparency and stakeholder engagement. This document, on the risks faced by the Russian coal mining sector, facilitated the RWG to further increase its contextual understanding of the Russian context beyond the results of the Bettercoal Assessment Reports.





9

**External
Engagement**

EVENTS AND MEDIA PARTICIPATION

Throughout 2020, Bettercoal has produced articles and wrote pieces on industry related topics, contributing to knowledge-building about the coal mining industry.

2020

EXTERNAL ENGAGEMENT

Bettercoal participated virtually in several industry related initiatives and events, discussing the relevance of sustainability and ESG in the coal supply chain.

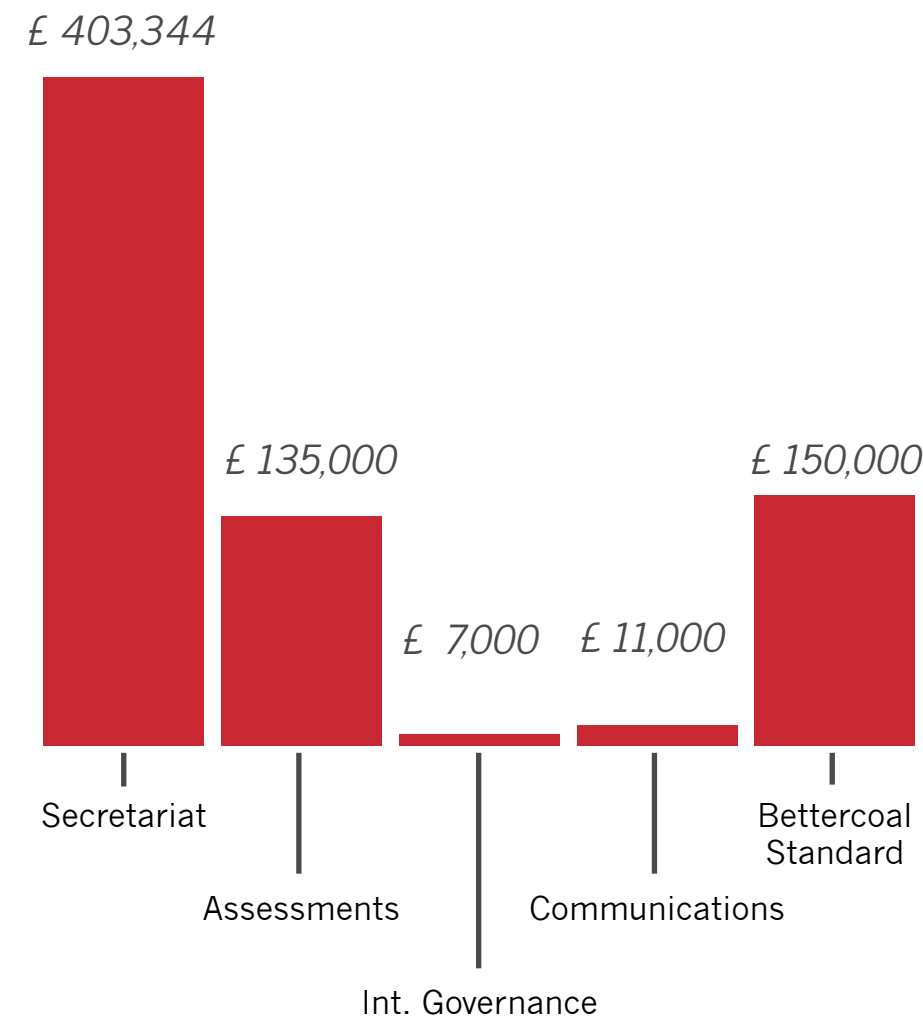




10

**Financial Statement
and Organisational
Performance**

Bettercoal is currently financed exclusively through the contributions of Members and Associate Members who pay an annual fee for the running of the Secretariat and the entirety of costs linked to the Bettercoal Assessments.



- > Secretariat Operations covers the running costs of the **Bettercoal Secretariat (3 FTEs) including salaries, benefits, office costs as well as all costs related to Member engagement and growth** as well as conferences and other public engagements of the Secretariat (such as travel and accommodation). **This also includes all our Country Working Group activities**, which are dedicated to the progress and actions of the Russia and Colombia groups. This includes the financing of roundtables, specific sector studies and other activities relevant to Bettercoal’s work in those countries.
- > Governance is the budget line allocated for all meetings required by **Bettercoal’s Governance such as the Board of Directors meeting, Members Working Group, Technical and Advisory Committee.**
- > Communications covers all of Bettercoal’s communications activities including **branding, reports, our online platforms and stakeholder engagement.**
- > Bettercoal Standard and M&E covers all costs related to the development of the Bettercoal Code and our Assurance Process. In 2020, this covered the **development of the Bettercoal Code Version 2.0, all public consultations, experts, development of the guidance** as well as all translation work to ensure our processes are accessible to as many different stakeholders as possible. It also covers work related to data gathering and assessing our impact against the Bettercoal Theory of Change.
- > The Assessment Process **covers all costs related to assessment of Bettercoal Suppliers.** Like many organisations, Covid-19 prevented us from on-site assessments but we spent additional budget and effort ensuring in-depth follow-up of Bettercoal Supplier Continuous Improvement Plans.

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11

Find out more

WHY BECOME A BETTERCOAL MEMBER?

1 Demonstrate Impact

Joining Bettercoal allows your company to participate in a global effort to drive change at coal mining operations and throughout the coal supply chain.

2 Compliance

Bettercoal allows you to evaluate and monitor your coal supply chain in line with guidelines on responsible supply chains.

3 Continuous Monitoring

Risk Management and continuous monitoring of risks and improvements of your coal supply chain.

4 Valuable Data

Access credible data about your coal suppliers' operations to help you understand the risks in your supply chain and enable you to make purchasing decisions.

5 Cost-Efficiency

Bettercoal conducts assessments on behalf of its Members. This reduces your costs and creates efficiencies.

6 Influence

By joining forces, coal buyers are able to have more impact on supplier practices than if acting by themselves.

7 Commitment

Demonstrate your commitment to actively addressing key sustainability issues in your coal supply chain.

8 Country Expertise

Bettercoal has a country focus approach, providing in-depth analysis and experience on relevant contextual information for your coal suppliers' operations.

If you are interested in joining Bettercoal as a Member and would like more information, please get in touch with us:



members@bettercoal.org



WHY BECOME A BETTERCOAL SUPPLIER?

1 **Credible Information**

Bettercoal conducts credible assessments, which are third party validated, which can be used to provide information to future customers.

2 **Identifies Risks**

Our Assessment Process uses expert assessors to identify ESG gaps in your performance, which can be addressed in a custom Continuous Improvement Plan.

3 **Build Trust and Drive Growth**

Independent disclosure of your ESG performance helps foster trusting relationships with stakeholders. Performing better in these areas is an essential part of modern business.

4 **Demonstrate High Performance**

Our thorough assessment will highlight your good practices as well as areas for improvement. Demonstrate high performance to your industry and peers through our reports.

5 **Tell your SDG story**

Our Continuous Improvement Plan can be linked to the Sustainable Development Goals to help demonstrate positive, sustainable impact through your operations.

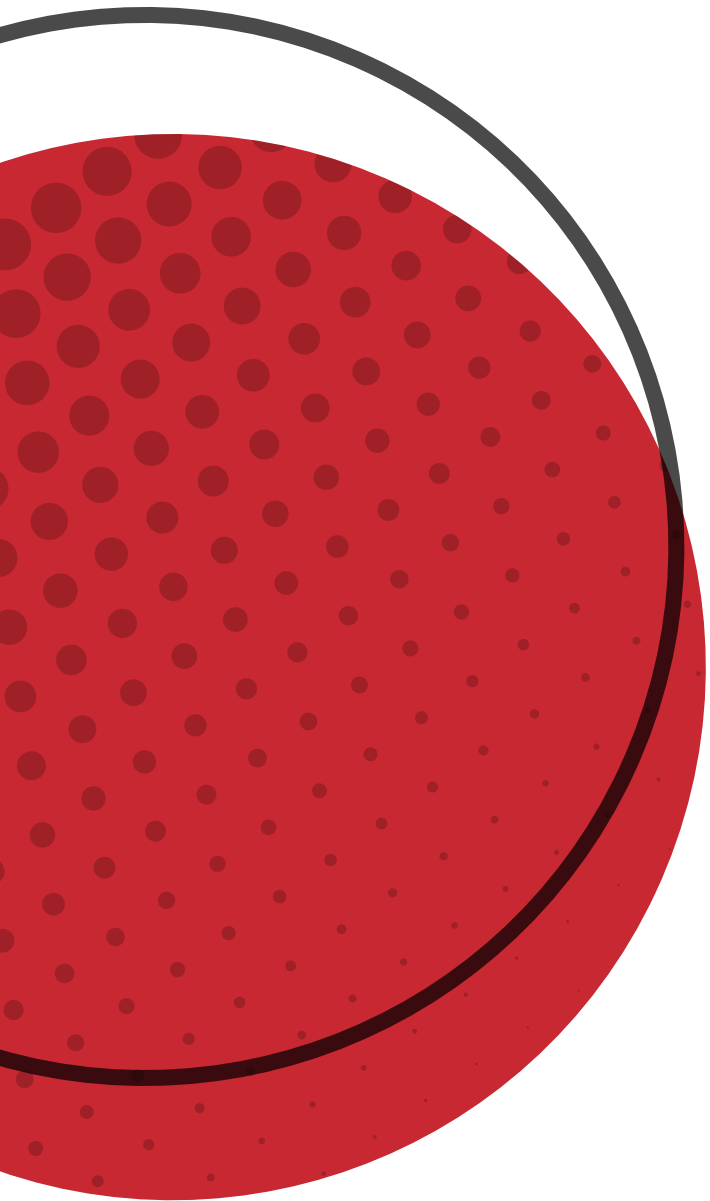
6 **Demonstrate your commitment**

To actively addressing key sustainability issues in your coal supply chain.

If you're interested in becoming a Bettercoal Supplier and would like more information, please get in touch with us:



suppliers@bettercoal.org



annual report 2020

info@bettercoal.org
www.bettercoal.org

Bettercoal - July 2021

