



2021

# Environmental, Social, and Governance Report

BUILDING BRIGHTER FUTURES

**Peabody**



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# President and CEO Statement

Affordable, reliable, and secure energy and steel are essential components of strong economies. Peabody, as a leading coal producer, has an important role to play in delivering products in support of economic prosperity and a better quality of life. We are proud of this role and how we do this, by supporting our stakeholders needs, practicing operational excellence and championing ESG practices.

Safety is our leading measure of excellence. I am happy to report that in 2021 our workforce achieved its lowest recordable injury rate in over a decade, with two of our operations reporting zero incidents. During the year, we had final bond releases approved on over 7,000 acres of reclaimed land, and our El Segundo Mine received the 2021 Excellence in Reclamation Award from the New Mexico Mining and Minerals Division. We completed cost improvement programs across our seaborne met segment and restarted longwall production at our Metropolitan and Shoal Creek mines. And we successfully negotiated labor agreements at four of our represented operations.

Importantly, we have taken steps to strengthen our ESG commitment and have repositioned ourselves to better support the ESG targets of our stakeholders. In 2021, we stood up dedicated ESG resources to develop processes and programs to support our commitments. That group led the development of our initial Scope 1 and 2 emissions reduction goals and will lead the development and execution of the programs in support of our ambition to transition to net-zero emissions. We will make our ESG commitments a reality by taking action on a pipeline of projects targeted to create value for all our stakeholders, leveraging our existing assets, and promoting new technology.

Our reputation as a responsible mining company is supported by our integrity, with ethical decision making promoted in our policies and procedures across our organization, benefiting not only our business but also the communities in which we operate. People are fundamental to our reputation and success; therefore, we offer an inclusive work environment with our employee value proposition being a primary focus. Based on review of our standing, we are implementing

several new programs across the organization to improve our employee value proposition and to expand our diversity and inclusion programs.

While we are proud of where we are today, we know that there is more we can do. We are invigorated by the programs for improvement that we have established, and we remain committed to continuous improvement to build brighter futures for all our stakeholders in 2022 and beyond.



Jim Grech  
President and Chief Executive Officer  
Peabody



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**Our reputation as a responsible mining company is supported by our integrity, with ethical decision making promoted in our policies and procedures across our organization, benefiting not only our business but also the communities in which we operate.**

Jim Grech  
President and Chief Executive Officer



# Our ESG Program

We are convinced that good ESG practices are good business practices. This focus, coupled with our commitment to sustainability, will drive the future success of our business. As a part of this commitment, we have reviewed our current programs with the objective of improving our environmental, social, and governance efforts.

Throughout this process, we identified opportunities to strengthen our programs and gaps in our current offerings. In 2021, we developed our first targets to reduce greenhouse gas emissions as we move toward our ambition of net-zero emissions by 2050. This is a first step in a journey that requires a more robust data management program, which we are in the process of implementing.

Our success is built on the foundation of our employees, and we believe we can better support our current and future employees through future improvements to our training,

mentorship, and diversity and inclusion programs. We are marshalling resources which will be designed to attract and retain creative, talented individuals and leverage the diverse perspectives, backgrounds, and expertise of our workforce to drive success in all our focus areas. Together with our customers, suppliers, employees, and other stakeholders, we will continue to make a positive impact on the communities in which we operate and foster a workplace that is fulfilling to all.







# Our Business

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# About Our Company



Peabody is a leading coal producer, providing essential products for the production of affordable, reliable energy and steel. Our commitment to sustainability underpins everything we do and shapes our strategy for the future.

We are focused on three core portfolios – seaborne thermal, seaborne met and U.S. thermal. Our seaborne thermal segment is well positioned to serve continued strong demand from growing Asia Pacific economies and is supported by our high-quality, low-cost

mines in Australia. Our seaborne met segment provides an essential ingredient for steelmaking to customers in Asia and Europe. The U.S. thermal segments benefit from our low-cost operations and serve as a foundation for the U.S. energy grid now and in the future.







# Mission and Values



To create superior value for shareholders as the leading global supplier of coal, which enables economic prosperity and a better quality of life.



## Our Values

-  **Safety** – We commit to safety and health as a way of life.
-  **People** – We offer an inclusive work environment and engage, recognize and develop employees.
-  **Integrity** – We act in an honest and ethical manner.

-  **Customer Focus** – We provide customers with quality products and excellent service.
-  **Excellence** – We are accountable for our own success. We operate cost-competitive mines by applying continuous improvement and technology-driven solutions.

-  **Sustainability** – We take responsibility for the environment, benefit our communities and restore the land for generations that follow.
-  **Leadership** – We have the courage to lead, and do so through inspiration, innovation, collaboration and execution.

# Peabody At a Glance

## 2021 Quick Facts<sup>(1)</sup>



TRIFR<sup>(2)</sup>

1.18



EMPLOYEES

~4,900



ACRES RESTORED

~2,400



COUNTRIES SERVED

15



2021 ADJUSTED EBITDA<sup>(3)</sup>

\$917 Million



TONS SOLD

130 Million

Seaborne Thermal – 17M tons

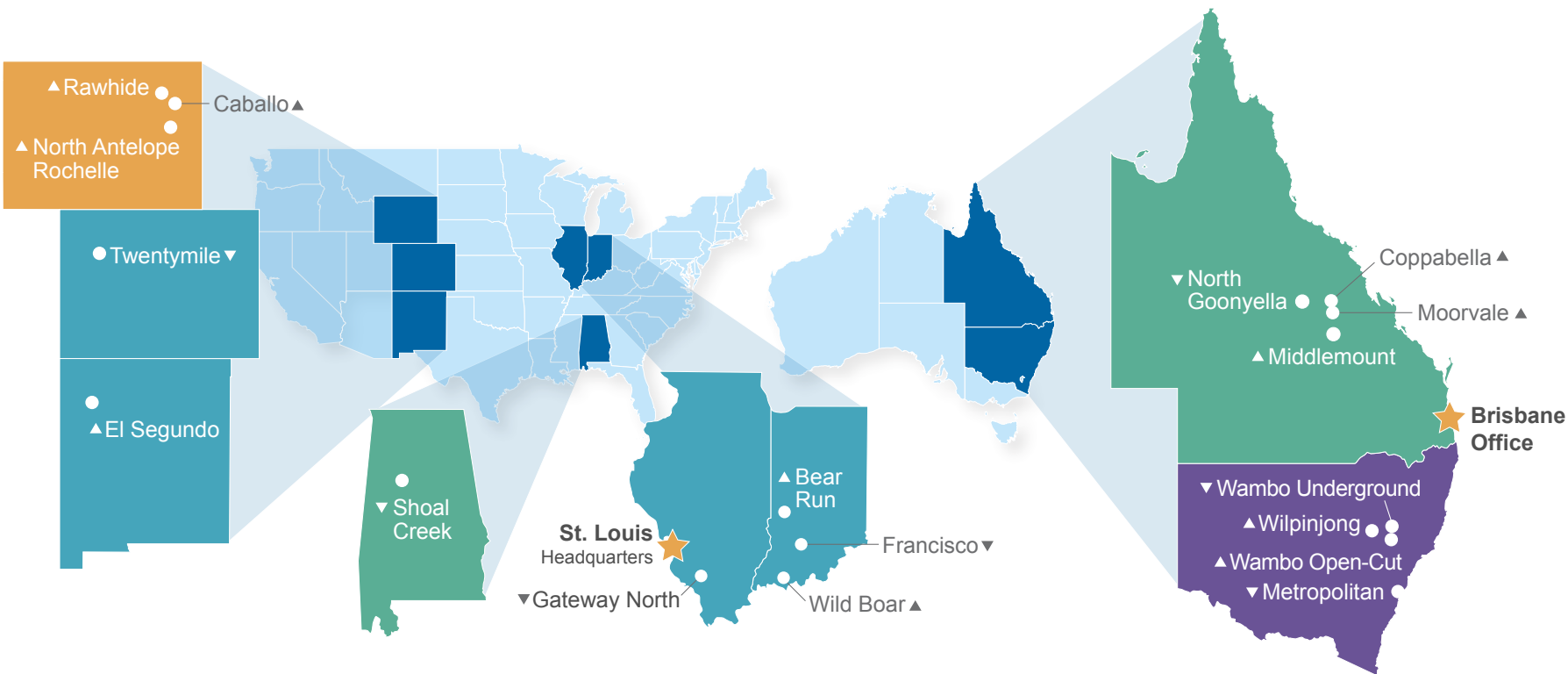
Seaborne Met – 5.5M tons

U.S. Thermal – 105M tons



2021 REVENUES

\$3.3 Billion



### Mining Operations

- Seaborne Met
- PRB Thermal
- Seaborne Thermal
- Other US Thermal
- Surface Mine
- Underground Mine

1 All statistics are for the year ended December 31, 2021.  
2 Total Recordable Incident Frequency Rate ('TRIFR') equals recordable incidents per 200,000 hours worked; MSHA reported total U.S. TRIFR for 2020 of 2.69  
3 Adjusted EBITDA is a non-GAAP financial measure.



# Our Approach to ESG

At Peabody, we are driving a holistic approach to environmental, social, and governance (“ESG”) practices to deliver further value across our business and to our stakeholders.

We believe that coal will continue to be essential in the production of affordable, reliable, and secure energy and steel. We will continue to strengthen our position by aligning our strategy and practices with the goals of our stakeholders and remaining focused on creating value for our shareholders.

To identify ESG focus areas that impact our business, we partnered with a third-party consultant to conduct a comprehensive materiality assessment. Our materiality process

was guided by the Task Force on Financial Climate-related Disclosures (“TCFD”), the topics recommended by the Sustainability Accounting Standards Board (“SASB”) Sustainable Industry Classification System® (“SICS”) for Coal Operations, and the reporting standards established by the Global Reporting Initiative (“GRI”). Results are then integrated within our risk management systems to assess risks and opportunities across our company, and build actionable performance goals.

## 2021 ESG Priority Assessment Topics

### ENVIRONMENTAL

- Greenhouse Gas Emissions
- Biodiversity & Environmental Impact
- Emissions
- Waste
- Energy Use
- Water

### SOCIAL

- Human Capital Management
- Diversity & Inclusion
- Health & Safety
- Human Rights
- Supply Chain Management
- Community Involvement

### GOVERNANCE

- Risk Management
- Ethics
- Board Composition
- Cybersecurity
- Whistleblower Protection
- Political Contributions


# UN Global Compact

Peabody and our products – thermal coal and renewables for electricity generation and metallurgical coal for steelmaking – contribute to and support the UN Sustainable Development Goals. In 2019, Peabody became a signatory to the UN Global Compact, the world’s largest global corporate sustainability initiative. The UN Global Compact provides a universal framework for sustainability in the areas of human rights, labour, environment, and anti-corruption.

Beginning 2023, the Communication on Progress relating to the UN Global compact will be fully transitioned to a new format. As a participant, Peabody intends to provide the two components that will be required: a) an electronic statement by the Chief Executive Officer supporting the UN Global Compact and b) complete the Communication on Progress questionnaire.

### Statement of Continued Support by CEO

I am pleased to confirm that Peabody reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of human rights, labor, environment, and anti-corruption.

Sincerely,  


Jim Grech  
President and Chief Executive Officer  
Peabody

## Principles of UN Global Compact

### HUMAN RIGHTS

- PRINCIPLE 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- PRINCIPLE 2:** Make sure that they are not complicit in human rights abuses.

### LABOUR

- PRINCIPLE 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- PRINCIPLE 4:** The elimination of all forms of forced and compulsory labour;
- PRINCIPLE 5:** The effective abolition of child labour; and
- PRINCIPLE 6:** The elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

- PRINCIPLE 7:** Businesses should support a precautionary approach to environmental challenges;
- PRINCIPLE 8:** Undertake initiatives to promote greater environmental responsibility; and
- PRINCIPLE 9:** Encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

- PRINCIPLE 10:** Businesses should work against corruption in all its forms, including extortion and bribery.





# Environmental

Peabody maintains an [Environmental Policy](#) that is incorporated within the safety and sustainability management system. Our Chief Executive Officer, supported by the Chief Operations Officer, operational presidents and functional heads, have overall responsibility for Peabody’s environmental performance, with oversight by our board of directors, including through its Health, Safety, Security, and Environment Committee.

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# Role of Coal

Coal is a building block for economic progress; it is an essential product for the production of reliable, low-cost energy and steel. Coal provides the fuel for low-cost baseload electricity that economies need to grow and the steel needed to build infrastructure that leads to a better quality of life. Coal power generation is reliable, providing an offset to intermittent availability from other energy sources. For this reason, we believe coal has an important role to play in the transition to a net-zero emissions future. An energy mix with coal results in more reliable and stable energy transmission.

Coal fuels about:

35%

of the world's electricity generation

70%

of the world's steel

90%

of the world's cement





# Climate Change



As stated in our [Statement on Climate Change](#), Peabody recognizes the effects of climate change must be addressed and that a concerted global effort is required to reduce greenhouse gas (GHG) emissions, including those resulting from the use of energy sources such as coal.

We acknowledge that, in collaboration with our stakeholders, Peabody has a responsibility to reduce our GHG emissions to fulfill our company ambition of achieving net-zero emissions by 2050. We commit to establish and report on specific, measurable short-term targets that will support this ambition.

Peabody is already taking direct actions to reduce emissions from our mining operations, as well as continuing to drive investment in the development and adoption of the low emissions technologies that will be critical for the world to reach its climate ambitions. Importantly, we believe the transition to a net-zero emissions economy must balance the need for a timely transition with the necessity for affordable, reliable energy and steel.

Applying emission reduction technology to existing resources and infrastructure must play a key role in reaching a net-zero future.



# Our Net-Zero Aspiration

We believe that the transition to a net-zero emissions economy must balance the need for a timely transition with the need for affordable, reliable, and secure energy production. A transition that fails to leverage existing energy generation and transmission infrastructure, while investing in carbon mitigation measures, will compromise the energy reliability on which strong economies depend and it will place the burden of higher energy costs on those who can least afford it.

We are embracing the world's transition to net-zero emissions as an opportunity to create further value for our stakeholders by reducing emissions at our operations and developing ways to support our customers' ESG commitments, including the development of renewables.



**We acknowledge that Peabody has a responsibility to reduce our GHG emissions to fulfill our company ambition of achieving net-zero emissions by 2050.**

We are taking action on a pipeline of projects targeted to meet emission reductions goals by leveraging existing assets and new technology.

Deployment of technology is imperative to reaching a sustainable, net-zero emissions future. Proven technology exists today to eliminate carbon emissions, including high-efficiency, low-emissions coal-fueled generation (HELE) and CCS (Carbon Capture and Storage).

We support research and key initiatives in low emissions projects and partnerships such as Low Emission Technology Australia (LETA), Carbon Capture Coalition, Carbon Utilization Research Council (CURC), the University of Wyoming School of Energy Resources, and the Consortium for Clean Coal Utilization.



In early 2022, Peabody announced its 50 percent ownership in [R3 Renewables](#), a renewable energy development company. R3 Renewables will pursue the development of over 3.3 GW of solar PV and 1.6 GW of battery storage capacity over the next five years. The joint venture brings together collective strengths of partners in renewable energy project development, environmental management, extensive land holdings, permitting, and capital markets.

Initially, R3 Renewables will be engaged in the development of six potential sites on large tracts of land on or near previous coal mining operations in Indiana and Illinois. The portfolio size and strategic site locations, each of which is in close proximity to grid injection points, offer the potential for the development of the largest solar and battery storage projects in both Indiana and Illinois.



# Our Commitments



## Develop Targets for Success

- Create value for our stakeholders through a net reduction of our emissions
- Set incremental, measurable, and achievable targets to meet our goals
- **15 percent net reduction in Scope 1 and 2 GHG emissions by 2026**



## Enhance Our Data to Support Our Strategy

### Thoughtfully develop programs that:

- Improve data collection and data management programs
- Understand the unique opportunities for reductions at each of our facilities



## Develop and Deploy Our Project Pipeline

- Leverage our existing assets and new technology
- Invest in and execute projects that support our business goals and ambitions



# Environmental Management

Peabody’s environmental management standards are a component of the Peabody Safety & Sustainability Management System, including the commitments outlined in our [Environmental Policy](#).

Establishing a risk-based framework, our Management System is the basis for continuous improvement in health, safety, and environmental stewardship and includes:

- **Our commitment to comply with all applicable environmental regulations**
- **Appropriate training to ensure all employees and vendors are equipped and knowledgeable to comply with all regulations and our programs**
- **Regular review of risk and opportunities, including aspects that could impact the environment**
- **Regular checking to ensure program alignment, including annual internal audits and an external audit every three years**
- **Corrective action plans that address opportunities for improvement**

At our sites, we attempt to maximize resource recovery and conserve energy, which brings about the co-benefits of reducing costs and minimizing our environmental footprint through lower emissions. Peabody utilizes industry-

leading practices to make the most efficient use of natural resources. This includes a focus on reducing greenhouse gas intensity, conserving water, advancing recycling and waste management programs, and applying progressive land reclamation to lessen surface disturbance. We commit to abide by all applicable environmental regulations in the jurisdictions in which we operate. In addition, we are committed to progressively restoring, monitoring, and maintaining areas disturbed by mining to help ensure that post-mine land use, landform, and environmental outcomes are achieved.

Our environmental management approach addresses the entire mining lifecycle, from exploration through mining, processing, closure, and release responsibilities. The environmental policy and standards drive the sustainable use and protection of our natural resources while minimizing operational risk. Our operations are audited to these standards regularly, and the results are a component of management compensation.

These policies and practices are aligned with the International Finance Corporation’s (IFC) Performance Standards on Environmental and Social Sustainability (2012) and are made available to all Peabody employees on the Peabody portal.

## Peabody Environmental Standards

- ➔ **EN01:** Cultural Heritage, Closure Planning and Reclamation
- ➔ **EN02:** Water Management
- ➔ **EN03:** Coal Waste and Water Containment
- ➔ **EN04:** Air Quality Management
- ➔ **EN05:** Non-coal Waste Management
- ➔ **EN06:** Spill Prevention and Response



Our environmental management approach addresses the entire mining lifecycle, from exploration through mining, processing, closure, and release responsibilities.

# Land Restoration & Biodiversity

Peabody is committed to progressively restoring areas disturbed by mining to ensure post-mine land use, landform, and environmental outcomes are achieved. Our approach to contemporaneous reclamation benefits both operations and the environment by minimizing our footprint and efficiently restoring the land as we mine at the lowest cost.

Before any mining activity starts, we complete comprehensive baseline studies of local ecosystems, geology, surface water, groundwater, land uses, and other relevant site-specific resources to support detailed assessments, which inform our mine plans and mitigation measures to reduce potential impacts from our operations.

Over the past five years, Peabody has restored more than 1.1 acres of mined land for every acre disturbed, including restoring approximately 2,400 acres of land in 2021. These lands will now serve as wildlife habitat, rangeland, forests, prime farmland, grazing land, and wetlands. Reclaimed land may also be utilized for renewable energy development projects, including within the recently announced [R3 Renewables](#) joint venture.

Successful land restoration is a recurring metric within Peabody's executive compensation program, as well, with the goal of reclaiming as much or more land than we disturb on an annual basis. Peabody facilities have consistently garnered awards for the quality and diversity of restoration activities.

The final reclamation of Kayenta Complex is underway, with backfilling, grading, soil replacement, and seeding currently ongoing in the final pit and mine support areas. The Kayenta Mine was reclaimed contemporaneously, including the more than 75 percent of areas that were graded and revegetated at time of mine closure in 2019.

A revegetation plan has been designed to restore all lands affected by mining operations to a condition capable of supporting postmining land uses of rangeland grazing, wildlife habitat, and native cultural plant habitats. Within the revegetation plan, the cultural plant program at the Kayenta Complex was developed to meet requests by the Navajo Nation and Hopi Tribe to return culturally important plants to reclaimed lands. The plan reflects information provided by traditional Navajo medicine men, herbalists, and residents living in the area.



# Land and Bond Release

In the U.S. and Australia, Peabody provides third-party bonding (in excess of U.S. GAAP reclamation liabilities) to provide appropriate assurances that reclamation will occur. At both active and closed mines, bonds are released incrementally, when success criteria as outlined by regulators are met. In the U.S., Peabody had approximately 7,000 acres approved for final phase bond release at the end of 2021, which resulted in the release of \$17 million of bonding obligations.

In addition to funding every dollar of our coal mine restoration, Peabody pays tens of millions of dollars each year to the Abandoned Mine Land (AML) Reclamation Program for the reclamation of lands mined before the U.S. Surface Mining and Control Reclamation Act of 1977 that have been abandoned by their operators. Peabody recognized \$28.2 million in expense related to AML fees in 2021.

Since the opening of the El Segundo Mine in 2008, Peabody has emphasized the importance of industry-leading reclamation practices. To date, El Segundo Mine has reclaimed more than 3,700 acres of land. In recent years, as coal demand and production have decreased, strategic mining and reclamation plans have been developed and implemented to significantly reduce the reclamation liability as part of the active mining process. In simple terms, this process involves backfilling open pits with overburden that is removed from the active mining face. This provides the opportunity for additional reclamation liability reductions in the active pit area as topography is lowered, truck haul distances are shortened, and the active operating pit void is reduced. This strategic planning and material placement during active mining is utilized at all Peabody



operations at the appropriate time. The progress at the El Segundo mine is a great example of optimized mining and reclamation. These efforts resulted in \$10+ million reduction in reclamation liability in 2021 with additional savings planned for 2022–23.

In 2021, the El Segundo Mine won the New Mexico Energy, Minerals and Natural Resources Department (EMNRD), Mining and Minerals Department (MMD) Excellence in Reclamation Award in recognition of the exemplary reclamation. The El Segundo Mine was one of the first mines to incorporate geomorphic reclamation techniques as part of the mining sequence. Geomorphic reclamation is a landscape reestablishment method that reproduces the natural condition of smaller, more sustainable watersheds within the mining footprint.



# Air Emissions & Energy Use

To extract the fuel needed for energy, we must use energy, but we strive to do so in a manner that reduces our greenhouse gas emissions and intensity. Consistent with our approach to responsible environmental management, Peabody intends to leverage strategic opportunities to increase the use of renewable energy within our operations.

Over the past three years, Peabody has increased renewable energy usage by almost 37 percent, with nearly 26 percent of our total energy usage coming from renewable energy sources as wind and solar energy become a larger component of the grid within the regions we operate.

Peabody has traditionally calculated our greenhouse gas emissions intensity across all operations in pounds of carbon dioxide equivalent or CO<sub>2</sub>e (CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O) per unit of production (raw tons of coal mined and cubic yards of overburden and rehandle). In 2021, our Scope 1 and 2 global greenhouse gas emissions intensity per unit increased slightly, while total emissions declined by 7 percent as a result of lower production volumes.

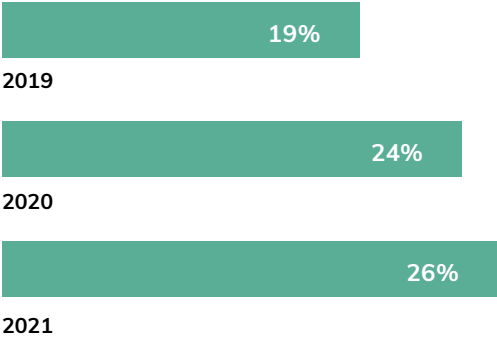
Peabody’s Scope 1 direct emissions include consumed diesel fuel and fugitive emissions from our operations, and our Scope 2 emissions relate to the consumption of purchased electricity. The figure on page 20 illustrates the distribution of our Scope 1 and 2 greenhouse gas emissions since 2018.

Peabody’s Scope 1 and 2 emissions have decreased by approximately 22 percent since 2019 as a result of GHG emissions reduction efforts and the impact of lower production volumes. With the company projecting higher future production volumes based on increased customer demand, continued focus on maintaining and reducing intensity per unit will be required for achievement of our 2026 targeted reduction of Scope 1 and 2 tonnes emitted.

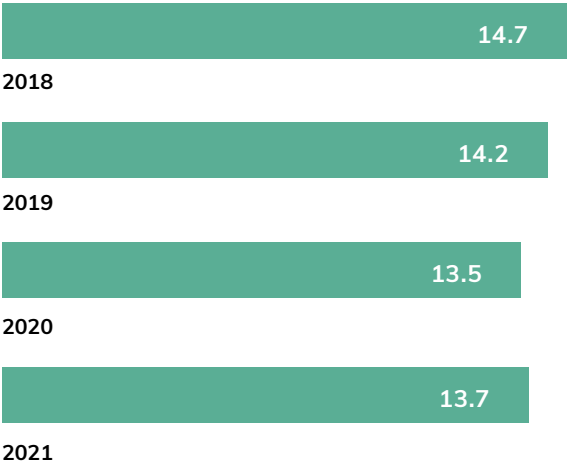


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## RENEWABLE ENERGY

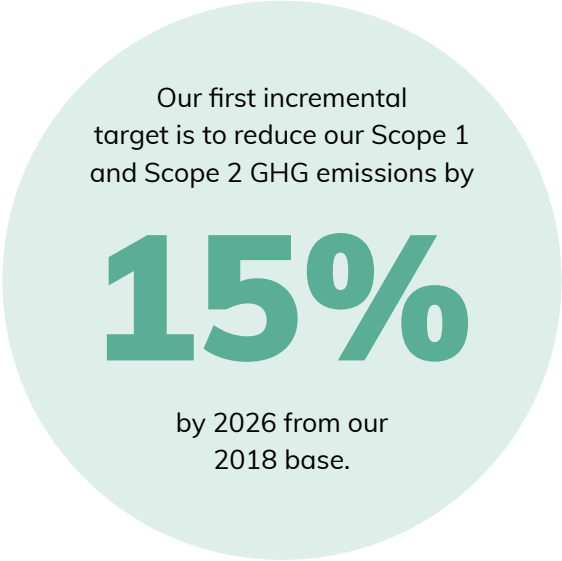


## CO<sub>2</sub>-E INTENSITY (LB/UNIT)



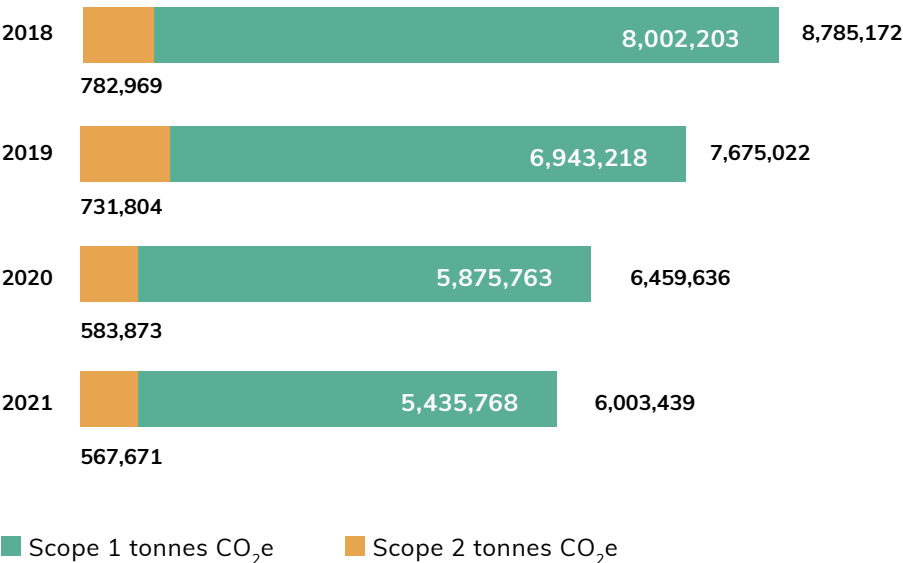
# Air Emissions & Energy Use CONTINUED

We acknowledge that, in collaboration with our various stakeholders, Peabody has a responsibility to reduce our GHG emissions to fulfill our company’s ambition of achieving net-zero emissions by 2050. We commit to establish and report out on specific, measurable short-term targets that will move us along the path to this ambition. Each facility’s emission profile is assessed to identify the specific opportunities for emissions reduction, while a project pipeline is under development to identify further opportunities for emissions reduction, resource utilization, and innovation within Peabody.



We acknowledge that, in collaboration with our various stakeholders, Peabody has a responsibility to reduce our GHG emissions to fulfill our company’s ambition of achieving net-zero emissions by 2050.

## TONNES CO<sub>2</sub>-E EMITTED



# Water Use and Management



At Peabody, we strive to conserve water through reuse and recycling, in an effort to minimize our impact while driving a culture of continuous improvement at our operations.

As a component of the risk management framework, each of our mines aligns its water management strategy with the specific challenges of its region and regularly monitors their performance. Our operations in more arid environments focus on conservation, while mines in humid climates routinely manage surplus water from storms or groundwater to help mitigate flood risk. In Australia, our operations must manage excess water during wet cycles and plan for water shortages during dry cycles. All management and use of water at Peabody mines follow the regulatory frameworks specific to the countries and regions where they are located.

In 2021, Peabody withdrew 23.5 million cubic meters of fresh water across its global operations, primarily for use in dust control and coal processing at preparation plants. Water is also used for exploration, coal extraction, and land reclamation activities, with minor amounts used for mine location drinking water, showers, and equipment maintenance. Water sources for Peabody mines include surface water, such as precipitation and runoff; rivers and lakes; ground water; and municipal or purchased water. Twenty-two percent of the total water withdrawn was recycled in 2021.



# Waste

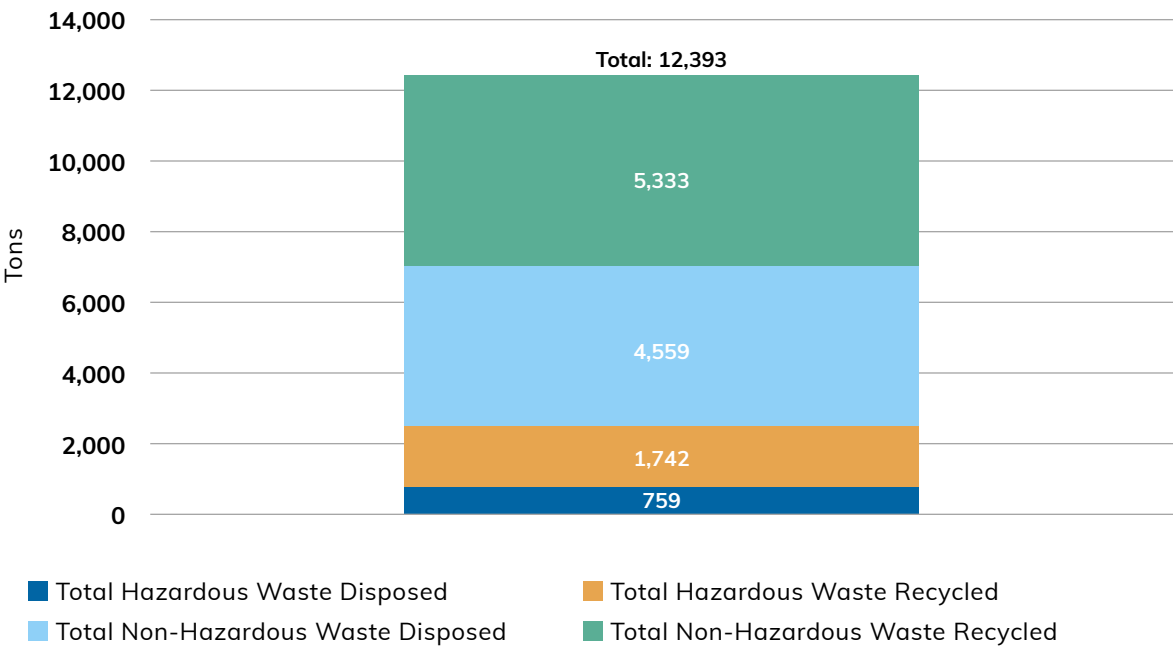
Peabody is not a significant generator of hazardous waste, and to align with our risk-based approach to environmental management, we employ waste management practices that minimize waste, especially potentially hazardous waste, and maximize recycling and reuse opportunities before proper disposal. As part of our waste minimization and management program, we established a review and approval process to minimize the purchase of hazardous materials and investigate less hazardous alternatives where possible.

Mineral wastes are utilized as backfill in subsurface pits onsite or are stored in impoundments that are constructed to comply with industry-best practices and strict regulatory performance criteria set in both the U.S. and Australia. While utilizing mineral waste as backfill is the preferred approach, our impoundments contain a mix of coarse refuse and fine coal waste materials, which together have a relatively lower flowability as compared to highly ground, finer materials typically found in non-coal tailings dams.

Peabody currently maintains five active, above-ground coal waste impoundments, three of which are of upstream construction. Among these active impoundments, one is currently not receiving tailings, but will do so beginning in 2022. We also have additional impoundments in various stages of the reclamation process. Two of the active impoundments are located in the U.S., with the remaining three located in Australia. In the U.S., all coal waste impoundments are classified into three MSHA hazard categories: low, significant, and high; in Australia there are five dam failure consequence classifications: low, significant, high, very high, and extreme.

The hazard potential of the two active U.S. slurry impoundments is 'low'. In Australia, the three active impoundments have a 'significant' dam failure consequence classification.

## 2021 WASTE



Peabody Midwest Operations have transitioned to reusable water bottles over single-use plastics at each operation. This small change will reduce the amount of onsite plastic to manage, either as trash or recycling, by approximately 330,000 bottles or 9.5 tons annually.





# Social

Our social approach is grounded in our belief that not only our products, but our people, are key to a better business and a better society.

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# Human Rights

Peabody is committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls designed to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

As part of our contracting processes, in compliance with Australia's Modern Slavery Act and other laws and regulations, our [Anti-Slavery Policy](#) includes specific prohibitions against the use of forced, compulsory, or trafficked labor, or anyone held in slavery, servitude, or debt bondage, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

The [Peabody Statement on Human Rights](#) outlines our commitment to creating a safe and healthy work environment where all employees are treated with fairness and respect. Our policies and practices concerning human rights, which apply to all employees, visitors and contractors at our operations globally, are supported by [Peabody's Code of Conduct and Ethics](#), and our [Vendor Code Conduct](#), which are in line with the Universal Declaration of Human Rights.

The [Vendor Code of Conduct](#) includes standards related to health and safety; environmental stewardship; labor, human rights and employment; and other key areas of principles and standards Peabody expects of its business partners. Specific to human rights, Peabody's vendors must, at a minimum, comply with all applicable laws, regulations, and standards, including without limitation acting in accordance with the International Bill of Human Rights, United Nations Guiding Principles on Business and Human Rights, and the International Labor Organization Declaration on Fundamental Principles and Rights at Work, as well as the Australian Modern Slavery Act.

Peabody encourages and informs employees and other stakeholders of their ability and obligation to report concerns of misconduct, which includes human rights violations, through a strong program of workplace communications and online training tools. Our board of directors has established procedures for receiving and investigating reported violations, including through a confidential hotline, which is available to both internal and external stakeholders. Retaliation in any form against an individual who exercises his or her right to make a complaint in good faith is strictly prohibited.



# Labor



We believe Equal Employment Opportunity is good business and maximizes our opportunity to attract and retain a qualified and high-performance workforce. As stated in our [Code of Business Conduct and Ethics](#), it is our commitment to comply with all Equal Employment Opportunity laws and our Equal Opportunity Policy Statement, which requires recruiting, hiring, placing, promoting, training, compensating, transferring, and terminating employees based on job-related qualifications and performance without regard to race, color, religion, national origin, sex, sexual orientation, gender identity or expression, age (as defined by law), disability (unrelated to performance of essential tasks of the position,) or status as a special disabled veteran or veteran of the Vietnam era. Our affirmative action programs are intended to enhance this legal protection.

We are committed to complying with all applicable labor laws and support the protections afforded under such laws and related election processes. In our employment practices, we adhere to the following principles: 1) workers have the right to freely choose whether or not to form and join trade unions and bargain collectively; 2) employment shall be freely chosen; and 3) there shall be no use of forced labor, including bonded or voluntary prison labor.

Peabody encourages and informs through workplace communications and online training tools employees and other stakeholders of their obligation to report concerns of misconduct, including labor violations. Our board of directors has established procedures for receiving and investigating reported violations.



# Health & Safety

At Peabody, we begin by creating a strong, united workforce with a commitment to Safety as a Way of Life. Safety is our first value and leading measure of excellence, and it is integrated into all areas of our business. We approach safety with both vigilance and humility, understanding that incident-free workplaces can be achieved only by accountability and continuous improvement at all levels of our organization.

Peabody’s health and safety efforts are led by the executive leadership team, with oversight by the Health, Safety, Security and Environmental Committee (the “HSSE Committee”) of the board of directors. Health and safety are core to the Peabody mission, and the success of the company’s efforts in these areas depends on the daily decisions and actions of each Peabody employee.

In its oversight role for Peabody’s health and safety efforts, the HSSE Committee’s key responsibilities include:

- Review with management the significant risks or exposures faced by the company in the health, safety, security, environmental, and cultural heritage areas.

- Review the company’s health, safety, security, environmental, and cultural heritage objectives, policies, and performance, including processes to ensure compliance with applicable laws and regulations.
- Review the company’s efforts to advance progress on sustainable development.

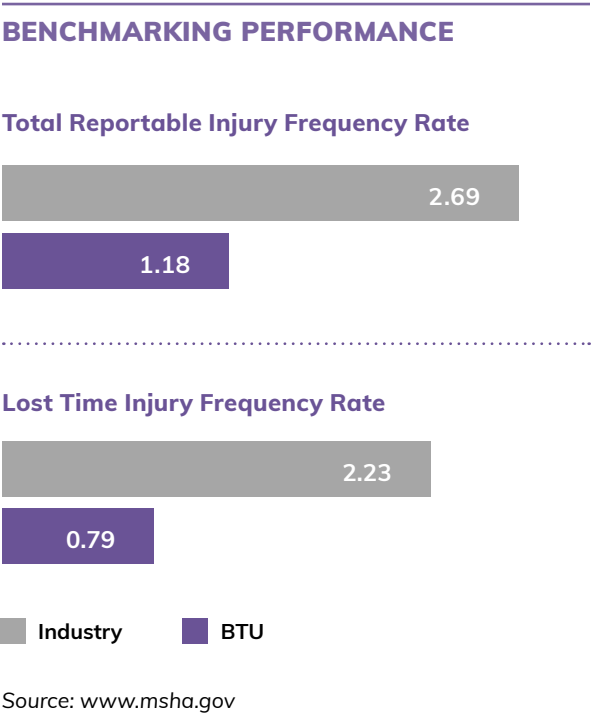
## Safety Management Systems

Peabody is committed to safety and health as a way of life. Our vision is to operate safe, healthy, and environmentally responsible workplaces that are incident free. Safety and health as well as environmental sustainability are core Peabody values and are integrated into all areas of our business. Our goal is to eliminate all workplace incidents, including injuries and occupational illnesses, and mitigate environmental impacts.

Peabody’s Safety and Sustainability Management System sets out a risk-based framework that is the basis for continuous improvement in health, safety, and environmental stewardship. The Safety and Sustainability Management System, which is independently certified under the U.S. National Mining Association’s CORESafety® framework, sets clear expectations for work activity at operations and is designed to foster a culture that promotes participation and accountability among employees, contractors, visitors, and vendors at sites, including the following:

- Safety Briefings
- Group meetings and risk review before entering mines
- Front-line risk assessments to address work activities
- Incident investigation, findings review and best practice sharing when an incident occurs
- Clear expectations that contractors will align with company safety practices and expectations

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Health & Safety CONTINUED

- Regular audits of our practices and procedures to improve the system, including annual internal audits and an external audit every three years

Peabody offers employees Health and Safety training and development opportunities throughout the year to improve technical knowledge, foster skill development, and cultivate risk awareness. As part of the onboarding process, operations personnel receive Health, Safety, and Environmental training that meet internal standards and external regulatory requirements prior to working onsite. Current Peabody employees participated in an estimated 86,280 hours of Health and Safety training in 2021, or approximately 16 hours per operations employee in the U.S. and 24 hours per operations employee in Australia.

Over the past year, Peabody achieved marked improvements in our total reportable injury rate, reportable injury rate for employees, and reportable injury rate for contractors. During 2021, Peabody has decreased total reportable injury rate by 29 percent, the reportable injury rate for employees by 32 percent, and the reportable injury rate for contractors by 15 percent. Peabody has also improved our lost time injury rate for employees and contractors.

As part of our commitment to the ongoing health and safety of our employees, vendors, and the communities in which we operate, we have and continue to take strong precautions to manage the spread of COVID-19, including implementation of safety measures and site-based verification of these measures.

Total Reportable Injury Frequency Rate	2019	2020	2021
Total Reportable Injury Frequency Rate	1.70	1.67	1.18
Total Reportable Injury Frequency Rate Employees	2.06	1.85	1.26
Total Reportable Injury Frequency Rate Contractors	0.62	1.10	0.93

Lost Time Injury Frequency Rate	2019	2020	2021
Lost Time Injury Frequency Rate Total	1.21	1.26	0.79
Lost Time Injury Frequency Rate Employees	1.54	1.44	0.84
Lost Time Injury Frequency Rate Contractors	0.22	0.67	0.62



Peabody offers employees Health and Safety training and development opportunities throughout the year to improve technical knowledge, foster skill development, and cultivate risk awareness.

# Human Capital Management

People are at the core of Peabody’s ability to deliver business results and benefit our communities; therefore, our employee value proposition is a primary focus to ensure that employees’ abilities, motivations, and opportunities contribute to organizational performance, while individually developing each employee. Peabody offers an inclusive work environment and engages, recognizes, and develops its employees. The company strives to create safe and healthy work environments where all employees are treated with fairness and respect, and are supported and engaged.

Human capital management oversight is the responsibility of the Chief Administrative Officer who is supported by a team with responsibility for compensation, benefits, health and wellness, recruitment, work-place culture, learning and development, leadership development, mentorship programs, retention, diversity and inclusion, and human rights.

## Compensation and Benefits

All Peabody employees are rewarded through a variety of programs, including a competitive salary, benefits packages and results-based

incentives. The company also offers savings and retirement benefits and paid time off.

Peabody uses competitive market information from both compensation surveys and companies of similar size and/or complexity to inform compensation decisions. The compensation program is designed in a manner that is reasonable and competitive, and that appropriately balances the goals of attracting, motivating, rewarding, and retaining employees.

Peabody recognizes the importance of work/life balance and strives to provide employees flexibility to manage their work and personal demands. Available options include part-time employment, modified work schedules, redistributed hours, and telecommuting. Options vary by location and take business needs into consideration, including work-from-home options, and look to leverage technology to operate the business.

Our paid parental leave program for full-time U.S. employees allows for additional time off beyond the short-term disability benefit to both parents after the birth or adoption of a child. U.S. employees may receive six weeks of paid parental leave at 100 percent base pay as the

primary caregiver or two weeks of paid parental leave at 100 percent base pay as a secondary caregiver. Employees in Australia are eligible for the national Paid Parental Leave program, and Peabody offers a more generous benefit of 18 weeks of paid parental leave at 100 percent base pay as the primary caregiver or two weeks of paid parental leave at 100 percent base pay as a secondary caregiver for a newborn or recently adopted child.

Peabody’s emphasis on healthy living is a natural complement to our safety culture. We provide our employees with health care benefits that are competitive within the industry and among the majority of large employers. In the U.S., we offer a medical plan that can be paired with a health savings account to more fully engage employees in their own health and wellness decisions. Peabody also provides advocacy services and tools to help employees navigate their health care choices and become educated healthcare consumers. Telemedicine services are available for employees enrolled in our medical plans. In Australia, employees’ universal health care coverage is supplemented with Peabody’s “whole approach” remuneration package.

Globally, Peabody provides a variety of health and wellness programs, including annual preventive care incentives, on-site flu vaccinations, fitness center reimbursements, mammography screenings, back and joint pain programs, diabetes prevention programs, tobacco cessation coaching, weight loss support, nutritional counseling, and a wide variety of tools for other life management issues through our Employee Assistance Program.

Peabody’s company-sponsored Employee Assistance Program is available to all employees and their immediate families. The services are provided by an independent service provider with a network of accredited counselors providing support on a variety of issues, including mental health, relationships, wellbeing, stress, and personal finances.

Peabody provides a safe working environment by providing regular anti-bullying, harassment, and discrimination training to employees. Peabody has in place a confidential third-party compliance line called ‘Tell Peabody’ for employees to report concerns anonymously.

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# Human Capital Management CONTINUED

## Recruitment

Peabody recognizes the importance of having the right person in the role. To help achieve this, we ensure our candidate attraction strategies utilize a broad range of communication channels, tools, and processes to attract both internal and external candidates, appeal to both passive, those not actively looking for employment opportunities, and active candidates, and generate a candidate pool which is diverse and representative of the broader population.

Our position descriptions are comprehensive, and care is taken to ensure that they are reflective of the position for which we are trying to recruit. Competency based Interview guides tailored to the position are developed by the HR team. These guides address both the technical and behavioral competencies required to undertake the position, and when complete, they provide an objective assessment of the candidate's technical and behavioral fit.

Interviews are undertaken in a panel format. Typically, the panel is made up of a technical specialist, usually the person to whom the position reports to, and a representative from HR who can assess behavioral and cultural

fit. This, combined with competency-based interviewing, helps ensure consistency and allows for objective based hiring decisions to be made.

The recruitment and interview process typically delivers the most impactful impression prospective candidates will form of an organization. First experiences and perceptions of the organization's demographic composition are significant, and the visible diversity of a workforce – as evidenced in the composition of an interview panel – is believed to make the organization more attractive to women and candidates from underrepresented groups.

Our applicant tracking system is configured such that candidates are able, and encouraged, to self-identify as a member of various groups during and after the application process.

## Retention Programs

Peabody's employee retention strategy is holistic, with the following focus areas: creating a workplace culture where people want to work, improving the quality of our leaders through our Supervisor and Manager development programs; providing ongoing learning and development opportunities for employees; providing market-appropriate

compensation and benefits; and providing additional financial incentives.

Peabody teams operate in an environment that is inclusive, collaborative and engaging. Our people work together and support each other to achieve business outcomes and a sense of pride in a job well done. Two-way open and transparent communication with leadership is encouraged to foster an environment of trust and respect that results in continuous improvement. Peabody offers a variety of development opportunities to learn, grow, and advance, including experience-based learning, supervisor; manager and leadership development programs; and mentoring and on-the-job training. Our employees are encouraged to reach their full potential and advance their careers. The Training Room is a virtual platform accessible 24/7 powered by the world's largest marketplace of learning content. This employee-driven platform was developed to ensure that our employees, leaders, and teams have the resources to develop, maintain, and grow their skills and capabilities. It offers a variety of courses for employee development, ranging from Mental Health Awareness and Leading Inclusivity to more technical subjects such as Microsoft Office.

Peabody has a Performance and Development Review process in place. The process provides the opportunity for two-way communication between employees and managers to discuss performance goals, performance achievements, individual development plans, and career aspirations.

Peabody has a mentoring program for identified high potential employees and for selected employees identified via our inclusion and diversity initiatives. Selected mentors are assigned to mentees for an initial 6-month period. Peabody also supports informal mentorship arrangements between senior managers and employees.

Almost all vacant roles are advertised internally so employees can express their interest in new and/or promotional opportunities. Peabody has a formal succession planning process in place to create advancement opportunities for high-potential employees and to ensure adequate skills to perform critical roles in case of employee turnover.

During the past five years, approximately 36 percent of open positions and 70 percent of director and above positions have been filled by internal candidates.

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# Human Capital Management CONTINUED

## Leadership Development

Peabody implements a management training program to demonstrate and reinforce the Peabody Leadership Competency Model. Specific skills evaluated and trained on include: Inspiration, Innovation, Collaboration, and Execution, which align to Peabody's overall mission and vision.



### INSPIRATION

The ability to motivate and excite all employees

Coaching, Mentoring & Developing

Enhancing Employee Performance



### INNOVATION

The ability to think outside the box

Continuous Improvement

Problem Solving



### COLLABORATION

The ability to work with others for the good of Peabody

Valuing Others

Working Across the Peabody Platform



### EXECUTION

The ability to get things done efficiently and effectively with good judgment

Driving Results

Health, Safety, and Environmental Management (HSE)

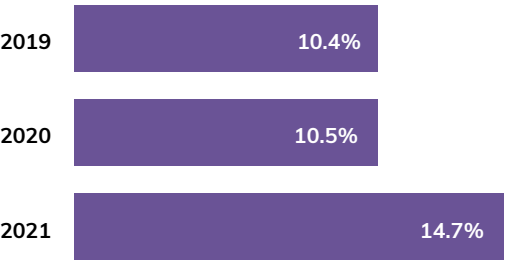
## Employee Engagement & Satisfaction

The Peabody mission statement and values of safety, customer focus, leadership, people, excellence, integrity, and sustainability are communicated to all our employees. To ensure these values are upheld and resonate with our employees, Peabody deploys an engagement survey every three years with topics addressing Trust and Confidence, Work/ Life Balance, Job Security, and Development and Career Advancement. Results are aggregated and

shared with our employees, and these results feed directly into our culture improvement plans. Results are also presented to Peabody's executive team and various actions are designed to address concerns. Based on survey results, Peabody leverages the responses to create a plan and objectives to address lower performing scores. An online progress report is regularly updated and shared with the organization to track progress of actions. To monitor employee satisfaction, Peabody tracks employee turnover rate annually.

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### SALARY & HOURLY EMPLOYEE TURNOVER



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# Human Capital Management CONTINUED

## Diversity and Inclusion

We seek a workforce that is comprised of diverse backgrounds, thoughts, and experiences.

Our policies and practices support diversity of thought, perspective, sexual orientation, gender, gender identity and expression, race, ethnicity, culture, and professional experience, among others. The company's inclusion programs are formalized in policy and practice and are embedded in our Equal Employment Opportunity policy and our [Code of Business Conduct and Ethics](#).

Our employees have the right to report issues in a safe and anonymous manner when necessary through our third-party-managed 'Tell Peabody' reporting platform, and Peabody has an established process for employees to raise concerns with legal protection. Furthermore, we are committed to continuing our journey toward greater awareness and actions in support of workforce diversity.

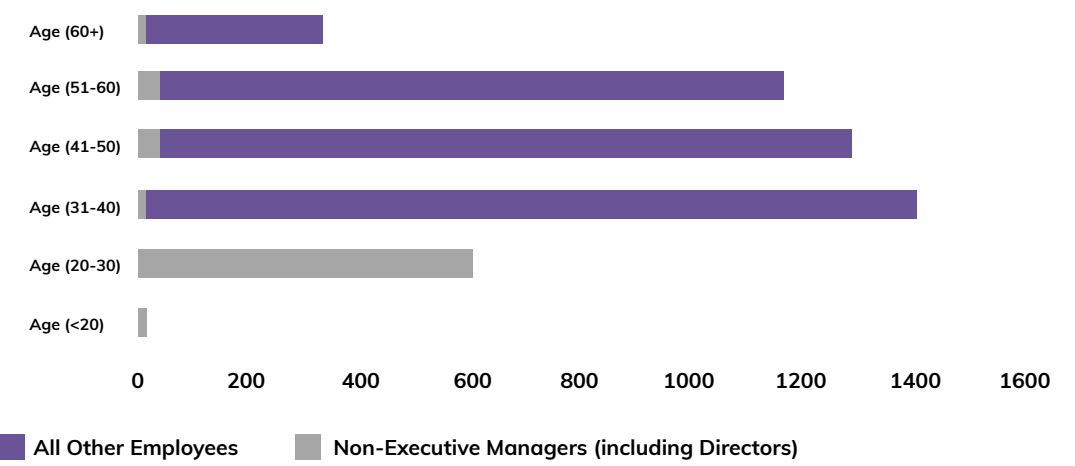
Peabody actively supports inclusion and diversity initiatives, including implementing inclusive leader and unconscious bias education to enable the workforce to begin recognizing, acknowledging, and minimizing potential blind spots in interactions with others, while managing more effectively in today's workplace.

For Peabody Investments Corp., which is largely comprised of our St. Louis Office, the 2021 Affirmative Action Program audit by the Office of Federal Contract Compliance Programs reported that we have achieved the 25 percent placement rate goal for females within Senior Management and the 39.8 percent placement goal for Middle Management. The same audit also reported that we have exceeded the 17.3 percent placement goal for minorities within Senior Management by achieving 25 percent, and that we have achieved 100 percent placement rate for Managers.

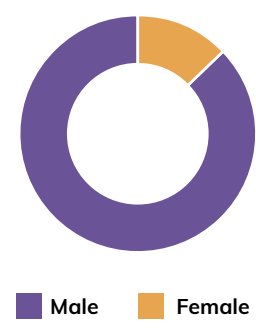
In 2021, about 10 percent of Peabody's U.S. workforce was racially or ethnically diverse, reflecting the demographic nature of the largely remote locations of our mining operations. At Peabody's headquarters in St. Louis, approximately 16 percent of the workforce is racially or ethnically diverse. Racial and ethnic diversity statistics are not available for Peabody's workforce in Australia due to regulatory restrictions on employee disclosure.

As of 2021, our global workforce was 11 percent women. In addition, we have two women on our board of directors. Within our St. Louis and Brisbane offices, women represent 43 percent and 31 percent of the employee base, respectively.

### AGE BREAKOUT BY ROLE



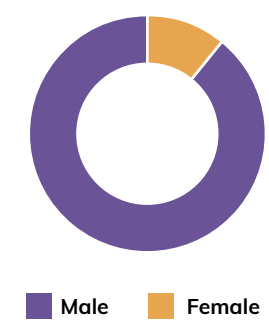
### NON-EXECUTIVE MANAGERS (Including Directors)



### ALL OTHER EMPLOYEES



### TOTAL EMPLOYEES





# Community Involvement

## Supporting Indigenous Communities

While we do not have any proven and probable reserves in or near areas considered to be indigenous peoples' land, Peabody forges strong and respectful relationships with indigenous people wherever we operate based upon comprehensive engagement and communication frameworks established throughout the mining process.

Our process for managing cultural heritage sites begins with the identification of the project and areas for disturbance as well as a review of existing laws, ownership and possible cultural heritage impacts.

This information is then shared with key stakeholders and an assessment of the environmental impacts and cultural heritage impacts is conducted. Any areas to be disturbed must first go through an internal review and approval process. Once mining has concluded, a post mining survey is conducted.

In the U.S., Peabody is actively completing final reclamation of the Black Mesa/Kayenta Mine complex in Arizona that previously served as a large employer and economic engine for the Navajo and Hopi Tribes for decades.

In coming years, all lands will be restored for highly productive use in line with a comprehensive sustainability plan and ongoing involvement from the landowners – the Navajo and Hopi Tribes.

In Australia, Peabody's mining operations are within the unoccupied traditional lands of many indigenous people. We have a strong, ongoing record of consultation with local indigenous representatives and Native Title parties based on mutual respect, understanding and value for Aboriginal cultural heritage. Consultation and engagement processes begin prior to regulatory approval of any mining project and continue through mining production, land rehabilitation and mine closure.

Peabody is signatory to Native Title and/or Aboriginal Cultural Heritage Agreements with local indigenous peoples at the company's four Australian operating mines, and at non-operating sites.

Through these agreements indigenous people also have key input into the company's provision of economic support programs for local indigenous communities.

## Supporting Our Communities

Peabody provides employment opportunities, payroll taxes, coal royalties and charitable contributions for the local communities where our employees live and work.

Peabody also operates a global philanthropic program to support the people and communities that support us. The program seeks to improve the lives and livelihoods of our employees, their families and the communities where we operate through direct contributions to local educational, health, sporting and social services.

In 2021, Peabody's operations and offices provided financial support to non-profit organizations which benefit their local communities such as the Riding for the Disabled Association of New South Wales – Mudgee branch, Helensburgh Tigers Rugby League Club, Singleton Hall of Fame Awards, the Mackay Special Children's Christmas Fund, The St. Louis Crisis Nursery, The BackStoppers, American Red Cross, Junior Achievement, United Way, Team of Mercy, Sullivan Rotary Club, Dugger Coal Museum, Shakamak Softball, Coulterville Police Department, Warrick County Sheriff's Office, Make A Wish, Miners Christmas and many more.

Peabody began the Black Mesa Archaeology Project (BMAP) in 1967 to protect cultural resources. An expert team of 700 scholars and scientists led by the Southern Illinois University's Center for Archaeological Investigation have surveyed 65,000 acres and identified 2,500 sites. Over 200 sites have been excavated resulting in 1 million artifacts being preserved and remain the property of the Hopi and Navajo. The return of all excavated material has three phases defined by the Navajo and Hopi Historic Preservation offices.

- **Phase 1: The reinternment of human remains, completed in 2019.**
- **Phase 2: The return of Historical artifacts (Navajo) and vegetation samples, near completion with over 1,000 boxes shipped from SIU to Black Mesa in 2021 and reburial planned for 2022.**
- **Phase 3: The return of Prehistoric Artifacts and Paper Files, currently underway.**

# Supply Chain Management

Peabody’s commitments to labor, human rights, employment standards, and environmental excellence extend beyond just employees to all vendors and contractors performing work on behalf of the company. Operations leadership, in partnership with the Vice President of Supply Chain Management, has responsibility for partnering with vendors that share our values and deliver quality products and services.

During onboarding, vendors and their employees receive a copy of Peabody’s rules and regulations and must understand the requirements set forth in our policies and standards. Vendors are required to comply with all required health and safety permits, have a system in place for workers to report any incidents, and implement a corrective action plan for incidents and failures. Training requirements to ensure compliance are outlined in the contractual arrangements with the vendor, and overall contractor performance and compliance is overseen by a Peabody project manager at the facility.

## Environmental Expectations of Suppliers

Peabody outlines expectations for environmental compliance and stewardship to all vendors in its [Vendor Code of Conduct](#). Suppliers must comply with all laws and regulations – whether local, tribal, or international – and ensure all activities are covered by relevant environmental permits and licenses. Peabody also may outline further requirements in its contractual arrangements with a vendor, depending on the scope or potential impact of the service or product provided.

## Social Expectations of Suppliers

Peabody’s vendors must comply with all applicable laws and regulations, as well as all expectations outlined in the [Vendor Code of Conduct](#). Peabody’s vendors must include in their internal policies and procedures a

commitment to zero tolerance towards bullying, harassment, or discrimination within the workplace. Peabody’s vendors are expected to follow our principles of acting in accordance with the International Bill of Human Rights, United Nations Guiding Principles of Business and Human Rights, and the International Labor Organization Declaration on Fundamental Principles and Rights at Work. Our Australian vendors are also expected to follow the provisions of the Australian Modern Slavery Act.

In addition, a vendor’s diversity status is obtained in the onboarding process for purposes of tracking diversity spend across the company. Over the last three years, Peabody has spent approximately \$42 million with underrepresented vendors, that comprise 9 percent of our total active vendors.



Peabody’s commitments to labor, human rights, employment standards, and environmental excellence extend beyond just employees to all vendors and contractors performing work on behalf of the company.

Over the last three years Peabody has spent approximately

**\$42 Million**

with underrepresented vendors, that comprise

**9%**

of our total active vendors





# Governance

The board operates under a set of governance principles covering such issues as board and management roles and responsibilities, board composition and director qualifications, election procedures, meeting procedures, committee functions, director orientation and continuing education, management evaluation and succession, corporate governance guidelines, and overall corporate compliance and safety standards.

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# ESG Oversight

ESG is integrated into all areas of our business, from the boardroom to the coal face. Our board has ultimate oversight for ESG initiatives, progress, and risk assessments, with our Nominating and Corporate Governance committee taking the organizing lead for the board. The executive leadership team and senior management champion our practices, and our global workforce turns those good practices into meaningful changes.

Peabody's corporate ethics and compliance and safety programs are subject to ongoing evaluation and oversight. The board of directors ensures appropriate corporate governance practices through a dotted line reporting relationship between management's compliance function and the board's Nominating and Corporate Governance Committee, and through regular compliance reporting to both the board's Nominating and Corporate Governance and its Health, Safety, Security and Environmental Committees.

Peabody's Nominating and Corporate Governance Committee, appointed by the board of directors and comprised of at least three directors with the majority independent, serves as the highest level of authority on corporate governance matters. The committee's responsibilities in regard to the Company's governance, as detailed in the [Nominating and Corporate Governance Charter](#) include:

- Qualifications and composition of the board and its committees; consideration of resignations and retention of search firms as related to directors of the board;
- Matters related to corporate governance and related policies;
- Global corporate social responsibility and sustainability;
- Evaluation, training, and assessment of the board of directors and its committees;

- Potential conflicts of interest situations, including transactions in which any related person had or will have a direct or indirect material interest pursuant to the Policy and Procedures with Respect to Related Person Transactions ("[Related Persons Transactions Policy](#)");
- Company's corporate ethics and compliance program and [Code of Business Conduct and Ethics](#);

Peabody's Health, Safety, Security and Environmental Committee, appointed by the board of directors and comprised of at least three directors with the majority independent, serves as the highest level of authority on health, safety, security and environmental ("HSSE") matters. The committee's oversight responsibilities in regard to the Company's health, safety, security and environmental areas, as detailed in the [HSSE Committee Charter](#), include:

- Significant risks or exposures faced;
- Objectives, policies and programs, assessments of effectiveness and performance;
- Efforts to advance progress on sustainable development;
- Environmental and mine safety disclosures required to be included in periodic reports on Forms 10-K and 10-Q;
- Advise the Compensation Committee on incentive compensation metrics relating to health, safety, security or environmental matters;



# Ethics

Peabody's [Code of Business Conduct and Ethics](#) guides policies and procedures that in turn shape how we work. The Code of Business Conduct and Ethics provides support for ethical decision making and covers key areas including conflicts of interest, antitrust and unfair competition, fraud, commercial relationships, financial reporting, and harassment, among others. These policies and procedures support compliance with local, state, federal, tribal, and national laws and regulations, including securities requirements, to promote the best interest of the enterprise and enhance our reputation as a world-class, responsible mining company.

Peabody has annual training on Peabody's Code of Business Conduct and Ethics which contains anti-corruption and anti-bribery training. 99 percent of salary employees completed this training in 2021.





# Board Diversity

Peabody is governed by a board of directors that offers experience across multiple, global, tier-one mining, energy, utilities, equipment, and capital markets companies. Thirty-three percent of our directors are either gender and/or racially diverse.

Each director brings a strong and unique background and skillset to the board, giving the board competence, experience, and diversity in a wide variety of areas, including mining and related industries, end-user segments (energy/ steel), mergers and acquisitions (“M&A”), finance and accounting, human capital and organizational health, restructuring, global operations, health, safety and environmental affairs, international, governmental affairs and administration, public policy, corporate governance, legal and regulatory, board service, and executive management.

Board Diversity	Malone	Algaze	Bertone	Champion	Chirekos	Gorman	Grech	Laymon	Miller
Skills, Knowledge, and Experience									
Public Company Board Experience	•	•	•	•	•	•	•	•	•
Financial	•	•	•		•	•	•	•	•
Health, Safety, Environmental	•		•	•		•	•	•	
Risk Management	•		•	•	•		•	•	•
Accounting		•			•				
Corporate Governance / Ethics	•		•	•	•			•	•
Legal / Regulatory	•		•						
Human Capital / Organizational Health / Compensation	•							•	
Executive Experience	•		•	•		•	•	•	
Strategic Planning / Oversight	•		•	•	•	•	•	•	•
Technology / Cybersecurity	•								
Mergers and Acquisitions	•	•	•		•	•	•	•	•
Mining or related	•		•	•	•		•	•	
End User Segments (Energy/Steel)	•		•				•	•	
Commercial Sales / Marketing	•						•		
Global Operations / Supply Chain	•		•	•		•	•		
Government / Public Policy	•			•				•	
International (Australia / AsiaPac)	•			•	•	•		•	
Restructuring Industry / Company	•	•		•		•	•	•	•
Select Minority Demographics									
Female		•	•						
African American								•	
Latino			•						
Veteran / Military Service									
Prior Service								•	
Board Tenure									
Years	13	2	3	2	5	5	1	5	2
Compliance Considerations									
Independent Director	•	•	•	•	•	•		•	•

# Independence

Eight of our nine directors are independent under New York Stock Exchange rules, and we have an independent non-executive chairman of our board.

The board also has established five standing committees: Audit; Compensation; Executive; Health, Safety, Security and Environmental; and Nominating and Corporate Governance.

Each committee has a formal charter that describes in detail its purpose, organizational structure and responsibilities. The board conducts an annual self-evaluation to determine whether it and its committees are functioning effectively. In addition, the full board is invited to all regular committee meetings.

The board and each of its committees regularly holds executive sessions of their independent directors.



Peabody Board of Directors. Back row, left to right: Bill Champion, Dave Miller and Stephen Gorman. Front row, left to right: Samantha Algaze, Jim Grech, Bob Malone and Andrea Bertone. Not shown: Nicholas Chirekos and Joe Laymon.



# Risk Management



Peabody has established an Enterprise Risk Management (ERM) process that is applied at all levels of the organization. We have developed a standard framework for evaluating risk and conducting risk assessments on the basis of potential consequences and likelihood, including escalation criteria to ensure consistent application and appropriate escalation across the platform.

Risk assessments in key operational areas are reviewed and updated regularly by operations management who collaborate with technical resources, while monitoring potentially changing conditions that could impact our organization. The findings from each area are reported to the executive team, which evaluates the completeness of assessments and the adequacy of action plans and ensures consistency with public disclosures. A randomized selection of members of the Peabody board of directors are also interviewed on an annual basis to share thoughts and concerns on key risks.

Peabody's board of directors, directly and through its various committees, provides oversight for management in its approach to risk management.

The board annually reviews the ERM program and its outputs, but it more regularly reviews information regarding marketing, operations, safety performance, trading, finance, business development, cybersecurity, safety, and health performance (including impacts of pandemics), and environmental, social, and governance objectives, policies, and performance, including the risks associated with each. Board Committees are responsible for regularly reviewing those risks specific to their respective areas of oversight. In addition, the board holds strategic planning sessions with management to discuss our strategies, key challenges, and risks and opportunities.



# Anti-Bribery and Corruption

Peabody considers its reputation for fairness and integrity one of its most valuable assets. Peabody is committed to complying with all applicable laws and/or regulations in the various jurisdictions in which it does business.

Peabody strictly prohibits giving, offering, or promising anything of value to a government official to influence any official act or otherwise violate the law. Peabody also prohibits commercial bribery of any kind. Any knowledge of such conduct must be reported immediately to the appropriate supervisor and our General Counsel or through the 'Tell Peabody' confidential hotline. [Anti-Bribery and Corruption](#) policies and procedures are overseen by our General Counsel.

Peabody requires all employees to go through Anti-bribery and Corruption training during the onboarding process. Additionally, Peabody has annual training on Peabody's [Code of Business Conduct and Ethics](#), which contains anti-corruption and anti-bribery training.

Employees and vendors must comply with all laws and regulations of the countries which have jurisdiction over our operations and activities, including without limitation the U.S. Foreign Corrupt Practices Act, the UK Bribery Act and the OECD Anti-Bribery Convention.



# Whistleblower

Peabody is dedicated to a culture of high ethical standards and behavior. As stated in Peabody's [Whistleblower Policy](#), we encourage all current and former directors, officers, employees, and suppliers of Peabody to report any suspected wrongdoing, unethical or improper conduct or dangers at work or an improper state of affairs or circumstances in relation to Peabody.

Employees are encouraged to report concerns of misconduct directly to their managers, Human Resources representatives or the General Counsel, but to safeguard confidentiality Peabody has established the 'Tell Peabody' line; a telephonic and web-based hotline operating 24 hours per day, 7 days a week that employees, vendors, and contractors may utilize to report any issues or concerns anonymously to an independent entity, without risk of retaliation.



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This program is communicated to all employees during their onboarding process and refresher training is provided, annually. This information, including Peabody's non-retaliation clause, is available in the Peabody Code of Conduct and Ethics.

All issues reported to the telephonic line are reviewed and investigated. Throughout the last three years, 1.25 reports were submitted per 100 employees via the 'Tell Peabody' line, with each investigation and relevant outcomes reviewed by the board of directors.

Code of Business Conduct & Ethics

P

**Protect and Use Company Assets Properly**  
 Theft, fraud, carelessness, and waste impact our resources and ability to work ethically. Misusing company computers, emails or the Internet are some of the inappropriate behaviors that lower the integrity of our workplace.

E

**Encourage Speaking Up**  
 We understand it takes courage to speak up; however, we can't fix an issue if we don't know about it. If you know of, suspect, experience or witness misconduct of any kind, talk with your manager, local team, HR or contact the **Tell Peabody Hotline**.

A

**Act Respectfully**  
 Treat each other fairly and respectfully to make our workplace an enjoyable and productive environment free from unwelcome behaviors. Speak up about suspected or actual inappropriate behavior.

B

**Be Safe At Work - No Drugs, Alcohol or Violence**  
 Avoid being under the influence of, bringing, or sharing controlled substances, illegal drugs, or alcohol at work and when operating our vehicles. Violent or threatening behavior does not belong in our workplace and will not be tolerated.

O

**Operate within the Law and Policies**  
 We follow - in both letter and spirit - all of the laws and regulations that apply to our business. We operate safely and act with integrity. This includes timely reporting of misconduct, accidents, injuries, and unsafe equipment, practices and conditions.

D

**Decide Ethically**  
 Ethical decision-making is essential to our success. If something seems illegal, against policy or unethical or if made public it makes you uneasy, stop and ask for help from your supervisor, general manager, HR or the Ethics & Compliance Officer.

Y

**You Matter**  
 Peabody supports a workplace that is free from unlawful discrimination and harassment, and expects that all employees will treat each other with fairness and respect. Retribution, retaliation and revenge are prohibited.

TELL PEABODY HOTLINE

TellPeabody.com

US: 1-800-514-9324  
 AU: 1-300-949-285  
 China: 00-800-1777-9999

SMS text: +1 (314) 690-5024  
\*Carrier fees may apply

integrity@peabodyenergy.com  
\*\*Peabody Ethics & Compliance team enters in system

Full version of the Peabody Code of Business Conduct and Ethics is available in the Investor section of PeabodyEnergy.com

This program is communicated to all employees during their onboarding process and refresher training is provided annually.

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# Crisis Management

The executive team has responsibility for crisis preparedness, prevention, and response, with oversight from the board of directors. Should the executive team be compromised, the board of directors can assist, with the Chairman of the Board facilitating the role of the crisis management team leader, where appropriate.

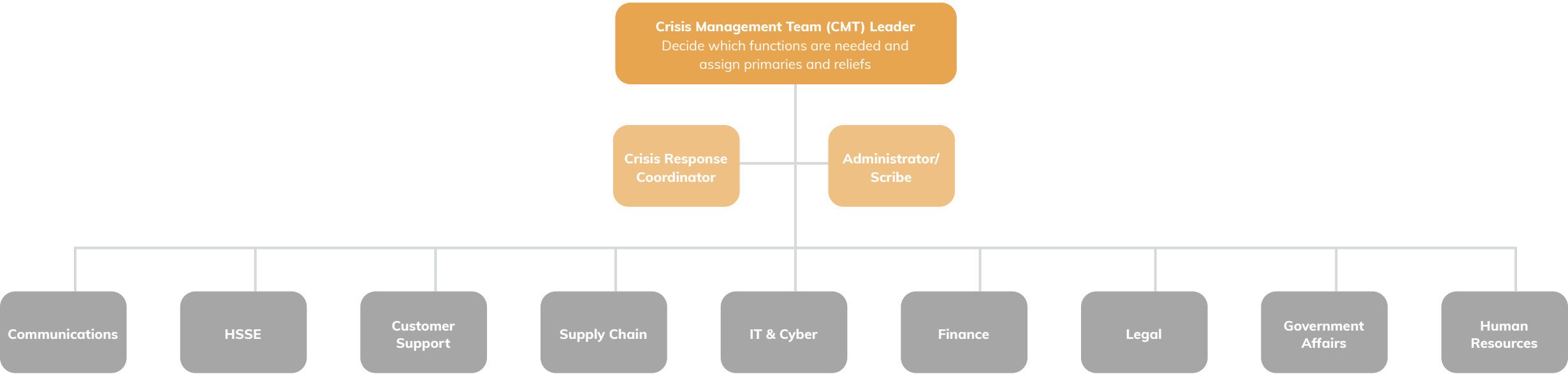
Peabody maintains a Crisis Management Plan and a scalable structure for Crisis Management at both the Corporate and facility level, including defined roles for members of a Crisis Management Team and Facility Emergency Contacts.

The Peabody Crisis Management Team strategically manages the Peabody response and recovery after a crisis is recognized, providing support, resources and guidance to the site-based Incident Management Team. The Crisis Management Team manages broader and longer-term issues generated as a result of the incident, such as customer impact, media releases, and business continuity, and it periodically updates the executive team, which in turn provides appropriate updates to the board of directors. Roles included in the Crisis Management Team are noted below.

The site-based Incident Management Team works in tandem with the local emergency response teams and oversees the mitigation and recovery effort. The site-based Incident Management Team is responsible for the on-site management of serious incidents and crises. Each Peabody site has its own site-based Incident Management Team structure as part of its Emergency Management Plan.

Crisis and Incident Management Team members receive training every two years, and exercises to test the program and plans occur annually.

Depending on the nature of the crisis, Peabody engages with a broad network of stakeholders, including investors, regulators, and trade associations, to appropriately respond to crises and continually improve the effectiveness of its future responses.





# Cybersecurity

The Board oversees an enterprise-wide approach to risk management, including risks associated with cybersecurity, and management is responsible for the day-to-day management of cybersecurity risks.

Peabody's cybersecurity strategy emphasizes reduction of cyber risk exposure and continuous improvement of its cyber defense and resilience capabilities.

These include the following:

- Proactive management of cyber risk to ensure compliance with contractual, legal, and regulatory requirements
- Performing due diligence on third parties to ensure they have sound cybersecurity practices
- Ensuring essential business services remain available during a business disruption

- Implementing data policies and standards to protect sensitive company information
- Exercising cyber incident response plans and risk mitigation strategies to address potential incidents should they occur

There were no breaches that resulted in loss of privacy, data or company information for customers or employees in 2021.

Cybersecurity training is required annually for all employees who have access to Peabody data or systems. The board of directors also completes cybersecurity training annually. Topics such as data and physical security, social engineering, as well as email and phishing security, are included. Beyond standard annual training, employees who have access to sensitive data are annually required to complete targeted training that addresses specific security risks.



# Stakeholder Engagement

As part of our commitment to transparency and disclosure, we participate in ongoing communication with our stakeholders, including investors, employees, customers, suppliers, government regulators, communities, and industry groups.

We seek to strengthen our relationship with these stakeholders through discussions around topics such as our business strategy and priorities, operational updates and our holistic approach to ESG, and executive compensation, among other topics. We appreciate feedback from all stakeholders and have established communication channels, including key relationship contacts and direct lines to Peabody's corporate headquarters.

Peabody engages in open and constructive dialogue with its investors through quarterly earnings calls, investor conferences, and direct channels. During 2021 and 2022, Peabody reached out to 62 institutional stockholders, representing about 70 percent of total shares outstanding as of December 31, 2021, to solicit feedback on Peabody's strategy, operational updates, compensation programs, and other ESG matters.

Communications are elevated to the executive leadership team and are forwarded and reviewed by the full board as appropriate.

CONTINUED ON NEXT PAGE ►►



Stakeholder	How we engage, listen and inform	Stakeholder general areas of interest
 <p>Investors and Financial Community</p>	<ul style="list-style-type: none"> <li>• Active outreach to investors and sell-side analysts through conferences, non-deal roadshows, office meetings, and video/ phone calls and emails</li> <li>• ESG-specific investor presentations, calls and meetings</li> <li>• Quarterly earnings release and management calls</li> <li>• Periodic updates via SEC filings, press releases, website and email</li> <li>• Access to board members and executive management</li> <li>• Annual meeting of stockholders</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate strategy</li> <li>• Operational performance</li> <li>• Debt and liquidity levels</li> <li>• Capital allocation</li> <li>• ESG matters</li> <li>• Disclosures</li> <li>• Macro and industry factors</li> <li>• Targets and priorities</li> </ul>
 <p>Employees</p>	<ul style="list-style-type: none"> <li>• Communication of company standards, policies/procedures, including “Safety a Way of Life” management system</li> <li>• Goal setting, performance reviews and development plan discussion with supervisor</li> <li>• Learning and leadership development programs</li> <li>• All Employee meetings with executives</li> <li>• Internal website, emails, meetings and other communications</li> <li>• 'Tell Peabody' hotline for confidential and anonymous reporting of concerns</li> <li>• Employee Assistance Program (EAP) service to all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive wages and benefits</li> <li>• Work-life balance</li> <li>• Inclusion and diversity</li> <li>• Ability to be challenged and develop</li> <li>• Corporate strategy</li> <li>• Safety and operational performance</li> <li>• Financial position</li> </ul>
 <p>Customers</p>	<ul style="list-style-type: none"> <li>• Proactive communications regarding product availability/mix</li> <li>• On-site and virtual customer visits</li> <li>• Accessibility through global trading and business offices located in Australia, China and U.S.</li> </ul>	<ul style="list-style-type: none"> <li>• Product quality</li> <li>• Product pricing</li> <li>• Reliability of supply</li> </ul>
 <p>Suppliers</p>	<ul style="list-style-type: none"> <li>• Contractual and supplier relationship management for key suppliers</li> <li>• Alliance agreements with largest suppliers</li> <li>• Periodic continuous improvement discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Continued/expanded supply opportunities</li> <li>• Peabody safety culture</li> <li>• Impacts of operations on community</li> <li>• Vendor code of conduct</li> <li>• ESG across the value chain</li> </ul>
 <p>Community</p>	<ul style="list-style-type: none"> <li>• Ongoing engagement with land owners and other community members near operations before, during and post-mining</li> <li>• Substantial interaction informally and through community advisory boards at multiple locations</li> <li>• Executive participation on community boards</li> <li>• Targeted support of local community groups through charitable giving, sponsorships and employee volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to engage and provide feedback</li> <li>• Local employment opportunities</li> <li>• Economic benefits and philanthropic support</li> <li>• Environmental performance</li> </ul>
 <p>Federal, State and Local Governments</p>	<ul style="list-style-type: none"> <li>• Advocate for advanced coal technologies</li> <li>• Leadership in multiple industry groups and trade associations</li> <li>• Environmental reporting to federal and state governments</li> <li>• Ongoing discussions with government agencies and regulators in U.S. and Australia</li> <li>• Active outreach to U.S. Congress, state and local legislators on policies related to energy, safety and environmental issues</li> <li>• Active engagement with elected officials at state, local and federal government levels in Australia</li> <li>• Disclosures of U.S. political contributions and lobbying expenses</li> </ul>	<ul style="list-style-type: none"> <li>• Economic development and job creation</li> <li>• Environmental performance</li> <li>• Social benefit</li> <li>• Regulatory compliance</li> <li>• Transparency in disclosure</li> </ul>



# Political Contributions

## Oversight of Political and Lobbying Activities

We believe it is essential for Peabody to participate constructively in the political process and provide recommendations to policymakers on global energy, environmental and economic matters.

Peabody political and lobbying activities are directed by eligible members of the executive leadership team with oversight from the company's board of directors and are conducted in accordance with applicable law, corporate policies, and our [Code of Business Conduct and Ethics](#).

The Nominating and Corporate Governance Committee of the board of directors reviews recipients and amounts of political contributions made by Peabody and the Peabody PAC (to the extent permitted by law), as well as information regarding lobbying expenditures, industry group and trade association participation, and grassroots lobbying expenditures.

## Political and Lobbying Activities

Peabody made \$40,500 in political contributions through its Political Action Committee (Peabody PAC), a nonpartisan political fund that provides financial support to candidates and is funded entirely through voluntary contributions, primarily from Peabody employees who meet certain eligibility requirements.

Peabody's total U.S. federal lobbying expense for 2021 was approximately \$420,000, as determined using the Lobbying Disclosure Act method for reporting such expenditures. Peabody political contributions, Peabody PAC and U.S. lobbying expenditures are a matter of public record, and the most current information is available through the Federal Election Commission, state campaign finance report, and the U.S. Senate and U.S. House of Representatives. Peabody publicly reports U.S. federal lobbying expenses on a quarterly basis, including the issues lobbied. Our reports are filed under the name of Peabody Investments Corp.

Where required, Peabody files similar periodic reports with state agencies, reflecting state lobbying activities. Unlike other states, Indiana requires that lobbyist compensation be publicly disclosed, and we reported \$60,000 in expenses for fiscal year 2021. No lobbying expense was reported in any other state.

## Industry Groups and Trade Associations

In addition, Peabody is a member of numerous industry groups and trade associations as well as nonprofit organizations that represent the mining industry and business community in discussions led by governments and other stakeholders and help the industry reach consensus on policy issues. Peabody has been advised by the organizations to which it belongs that approximately \$195,938 of the annual dues and other company payments to U.S. industry groups and trade associations in 2021 were used for lobbying expenditures and/or political activities.



For additional details on [PAC contributions](#), [lobbying activities](#) and [industry groups and trade associations](#), please visit [PeabodyEnergy.com](#). [Peabody's Corporate Policy on Political Contributions](#) and [Corporate Policy on Lobbying Activities](#) can also be found on our website.

# KPI Data Charts

Pillar	Category	Topic	Unit	2019	2020	2021	GRI	SASB
Environmental								
Environmental	Environmental Management	Environmental Policy	Description			Pg. 16 " <a href="#">Environmental Management</a> "		
Environmental	Environmental Management	ISO 14000 or EMS	Description			Pg. 16 " <a href="#">Environmental Management</a> "		
Biodiversity								
Environmental	Biodiversity	Description of environmental management policies and practices for active sites	Description			Pg. 17 " <a href="#">Land Restoration &amp; Biodiversity</a> "		EM-CO-160a.1
Emissions								
Environmental	Emissions	Carbon Intensity	(Tons CO <sub>2</sub> -e/million USD)	1,830	2,471	1,994		
Environmental	Emissions	Carbon Intensity	(LB/ Unit)	14.2	13.5	13.7		
Environmental	Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Description			Pg. 19 " <a href="#">Air Emissions &amp; Energy Use</a> "		EM-CO-110a.2
Environmental	Emissions	Scope 1 Emissions	Metric Tons CO <sub>2</sub> e	6,943,218	5,875,763	5,435,768	305-1	EM-CO-110a.1
Environmental	Emissions	Scope 2 Emissions	Metric Tons CO <sub>2</sub> e	731,804	583,873	567,671	305-2	
Environmental	Emissions	CO <sub>2</sub> Equivalent Emissions Total (Scope 1 & 2)	Metric Tons CO <sub>2</sub> -e	7,675,022	6,459,636 <sup>a</sup>	6,003,439		

<sup>a</sup> Figure corrected to align with NGERS reporting.

# KPI Data Charts

CONTINUED

Pillar	Category	Topic	Unit	2019	2020	2021	GRI	SASB
Waste								
Environmental	Waste	Hazardous Waste	Tons	359	3	2,501	306-3	EM-CO-150a.5
Environmental	Waste	Non-Hazardous Waste	Tons	24,976	13,741	9,892	306-3	
Environmental	Waste	Total Waste Recycled (Hazardous + Non-Hazardous)	Tons	11,273	4,131	7,075	306-3	
Environmental	Waste	Mineral Waste	Tons	20,649,144	14,160,416	14,039,518	306-3	EM-CO-150a.3
Environmental	Waste	Non Mineral Waste Generated	Tons	25,335	13,744	12,393	306-3	EM-CO-150a.2
Environmental	Waste	Hazardous Waste Recycled	Tons	140		1,742	306-3	EM-CO-150a.6
Environmental	Waste	Waste Management	Discussion			Pg. 22 " <a href="#">Waste</a> "		EM-CO-150a.8
Environmental	Waste Management	Number of tailings impoundments, broken down by MSHA hazard potential	#			Pg. 22 " <a href="#">Waste</a> "		EM-CO-150a.1
Water								
Environmental	Water	Water Withdrawal Total	Cubic Meters	67,232,000 <sup>b</sup>	51,800,000	55,067,000	303-3	
Environmental	Water	Water Recycled	Cubic Meters	13,701,000	13,013,000	12,234,000		
Environmental	Water	Percentage of Water Recycled and Reused	%	20%	25%	22%		EM-CO-140a.1.2
Environmental	Water	Percentage of Water Withdrawn in Areas with High or Extremely High Baseline Stress	%		18% <sup>b</sup>	21%		EM-CO-140a.1.4

b Figure corrected from prior reporting.



# KPI Data Charts

CONTINUED

Pillar	Category	Topic	Unit	2019	2020	2021	GRI	SASB
Environmental	Water	Number of water non-compliances resulting in a formal enforcement action	#		0	0		EM-CO-140a.2
Environmental	Freshwater	Fresh Water Withdrawal Total	Cubic Meters		26,207,000	23,498,000		EM-CO-140a.1
Energy Use								
Environmental	Energy Use	Total Energy	Gigajoules	4,200,253	3,380,396	3,206,713	302-1	
Environmental	Energy Use	Percentage Renewable Energy	%	19%	24%	26%		
Environmental Supply Chain								
Environmental	Supply Chain	Environmental Supply Chain Monitoring	Description			Pg. 33 " <a href="#">Supply Chain Management</a> "	414-1	
Environmental	Supply Chain	Environmental Supply Chain Management	Description			N	308-1	
Social								
Social	Community	Community Involvement	Description			Pg. 32 " <a href="#">Community Involvement</a> "	413-1	
Social	Community	Donations Total	\$	\$1.59M	\$1.01M	USD: \$0.62M		
Social	Community	Donations Total	\$	\$1,590,000	\$1,010,000	\$620,000		
Social	Community	Discussion of process to manage risks and opportunities associated with community rights and interests	Description			Pg. 32 " <a href="#">Community Involvement</a> "		EM-CO-210b.1

KPI Data Charts

CONTINUED

Pillar	Category	Topic	Unit	2019	2020	2021	GRI	SASB
Diversity								
Social	Diversity	Diversity Programs	Description			Pg. 31 " <a href="#">Human Capital Management</a> "		
Social	Diversity	Diversity Training	Description			Pg. 31 " <a href="#">Human Capital Management</a> "		
Social	Diversity	% Women Employees	%			11%	405-1	
Social	Diversity	% Non Executive Women Managers	%			13%	405-1	
Social	Diversity	% Diverse Employees	%			10%	405-1	
Human Capital Management								
Social	Human Capital Management	Mentorship Programs	Description			Pg. 29 " <a href="#">Human Capital Management</a> "	404-2	
Social	Human Capital Management	Employee Engagement	%			Pg. 30 " <a href="#">Human Capital Management</a> "		
Social	Human Capital Management	Turnover of Employees	%	10.4%	10.5%	14.7%	401-1	SV-PS-330a.2
Health & Safety								
Social	Health & Safety	Employee Health & Safety Training Hours	Hours			86,280	403-5	
Social	Health & Safety	Total Reportable Injury Rate <sup>c</sup>	Rate	1.70	1.67	1.18	403-9	
Social	Health & Safety	Total Reportable Injury Rate Employees	Rate	2.06	1.85	1.26	403-9	
Social	Health & Safety	Total Reportable Injury Rate Contractors	Rate	0.62	1.10	0.93	403-9	
Social	Health & Safety	Lost Time Injury Rate Total	Rate	1.21	1.26	0.79	403-9	

c Injury rate data includes all employees, contractors and visitors at Peabody sites, including offices. Data does not include joint ventures where Peabody is not the operating entity.

# KPI Data Charts

CONTINUED

Pillar	Category	Topic	Unit	2019	2020	2021	GRI	SASB
Social	Health & Safety	Lost Time Injury Rate Employees	Rate	1.54	1.44	0.84	403-9	
Social	Health & Safety	Lost Time Injury Rate Contractors	Rate	0.22	0.67	0.62	403-9	
Social	Health & Safety	NMFR	#		5.5	4.7	403-9	EM-CO-320a.1
Social	Health & Safety	Employee Fatalities <sup>d</sup>	#	1	0	0	403-9	EM-CO-320a.1
Social	Health & Safety	Contractor Fatalities	#		0	0	403-9	EM-CO-320a.1
Social	Health & Safety	Discussion of management of accident and safety risks and long-term health and safety risks	Description			Pg. 26 " <a href="#">Health &amp; Safety</a> "		EM-CO-320a.2
Labor								
Social	Labor	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	%		US: 9% Non- US: 63%	US: 11.5% Non-US: 63%		EM-CO-310a.1
Social	Labor	Number and duration of strikes or lockdowns	#		0	7		EM-CO-310a.2
Governance								
Governance	Ethics	Bribery & Corruption	Description			Pg. 40 " <a href="#">Anti-Bribery and Corruption</a> "		
Governance	Ethics	Whistleblower Policy	Description			Pg. 41 " <a href="#">Whistleblower</a> "		
Management								
Governance	Management	Executive Member Diversity	%			0%	405-1	FN-IB-330a.1

d 2019 fatality occurred at Middlemount Coal Company. This is not a Peabody-operated entity, but Peabody maintains an ownership interest.



# KPI Data Charts

CONTINUED

Pillar	Category	Topic	Unit	2019	2020	2021	GRI	SASB
Governance	Management	Board Member Diversity	%			33%	405-1	FN-IB-330a.1
Cybersecurity & Privacy								
Governance	Data Privacy	Data Privacy Policy	Description			Pg. 43 " <a href="#">Cybersecurity</a> "	418-1	
Governance	Cyber Security	Cybersecurity Policy	Description			Y	418-1	
Human Rights								
Governance	Human Rights	Human Rights Policy	Description		Y	Pg. 24 " <a href="#">Human Rights</a> "	410-1	
Governance	Human Rights	Percentage of (1) proved and (2) probable reserves in or near indigenous land	%		0%	0%		EM-CO-210a.1
Governance	Human Rights	Discussion of engagement processes and due diligence practices with respect to the management of indigenous rights	Description			Pg. 32 " <a href="#">Community Involvement</a> "		EM-CO-210a.2
Risk Management								
Governance	Risk Management	Discussion of how price and demand for coal and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets	Description			Pg. 39 " <a href="#">Risk Management</a> "		EM-CO-420a.3



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