

# SUSTAINABILITY REPORT 2020



**PHOSPHATE RESOURCES**  
LIMITED



# CONTENTS

1. Managing Directors Message.....	4
2. 30 years of Community Investment and Support.....	4
3. Social and Economic Impact of Phosphate Mining on Christmas Island.....	5
4. CI Resources - Environmental Contribution Over 30 Years.....	7
4.1. Conservation Levy.....	7
4.2. Yellow Crazy Ant Boric Acid Trials.....	7
4.3. Feral Cat Eradication Program.....	7
4.4. Mine to Plant Enterprise Program (MINTOPE).....	8
4.5. Hawk Owl Nest Box Program.....	8
4.6. Rainforest Remediation Trials.....	9
5. Community Development – Our Community, Our Future.....	10
5.1. Our Community, Our Future.....	10
5.2. Community Care Program.....	11
5.3. Seniors Care Program.....	11
5.4. Business Support.....	12
5.5. Community Grants and Sponsorship.....	14
6. Education and Training.....	15
6.1. Bursary Awards.....	15
6.2. Student Excursions.....	16
6.3. Training and Apprenticeships.....	16
7. Occupation Health and Safety.....	17
8. Diversity.....	17
9. Sustainable Palm Oil.....	18
10. Sustainability Metrics.....	19



# 1. MANAGING DIRECTORS MESSAGE

I am proud to issue Phosphate Resources Ltd (wholly owned entity of CI Resources) inaugural annual Sustainability Report. While this is our first report, it is fair to say that our culture has been built on sustainability - at the community level, in our values and ethics, and how we operate our businesses both environmentally and financially. In this report we touch on some of the major programs, initiatives and outcomes we have achieved since we were established 30 years ago, while also delving into the past year ending 30 June 2020. Our contribution to Christmas Island's community and economy has been significant. This was recently confirmed by a University of Western Australia's, Centre for Social Impact in their Social and Economic Impact Assessment Report on Phosphate Mining. We also launched this year a new community development program 'Our Community, Our Future, which continues our efforts to help maintain a strong and stable community into the future. Environmental initiatives of note include our support for the feral cat eradication program, hawk owl nest box initiative and our ongoing significant contribution to the National Park via the conservation levy. We also funded a major study into aged care on Christmas Island, while supporting the federal government's strategic health review of the island. We trust you find the report interesting and look forward to keeping you updated in this space

## 2. 30 YEARS OF COMMUNITY INVESTMENT AND SUPPORT

Phosphate Resources Ltd was first established in 1990, and in October 2020 celebrates 30 years of operation. PRL was a product of the community coming together in a fight to sustain its existence, and that of four generations of Christmas Islanders. Risking everything, the community put their own savings and sweat into creating a new company. Their eventual success ended three years of shutdown for Christmas Island's phosphate mine, and continued a mining legacy which started in 1891 with the offer of a 99-year lease to George Clunies-Ross and John Murray.

The extraordinary circumstances of PRL's establishment resulted from a powerful social force - the desire to create a company which could economically sustain the community and future generations of Christmas Islanders. Today, PRL has grown from its humble origins to become an integrated and diversified business in mining, agriculture, transport and logistics, energy, asset management and maintenance.

***PRL's central role, is in sustaining Christmas Island's community and economic well-being, which has been vital for maintaining a strong and stable community into the future.***

University of Western Australia - Social and Economic Impact of Phosphate Mining on Christmas Island.



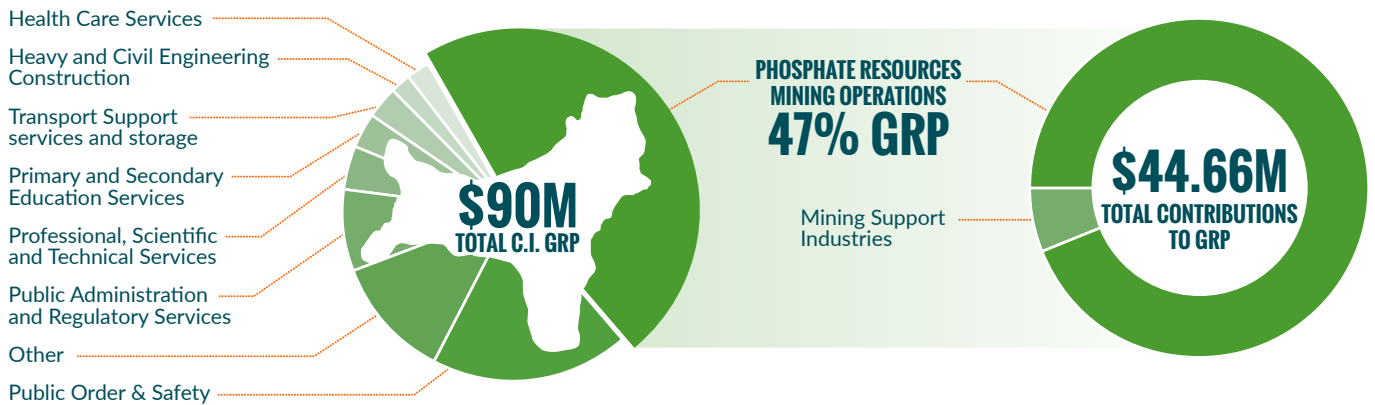
# 3. PRL SOCIAL AND ECONOMIC IMPACT

## ECONOMIC CONTRIBUTION 2018 - 2019

University of Western Australia - Social and Economic Impact of Phosphate Mining on Christmas Island 2019

### ECONOMIC IMPACTS

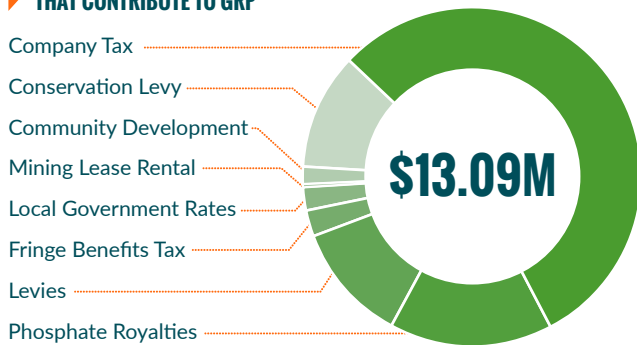
#### Gross Regional Product (GRP) Contributions



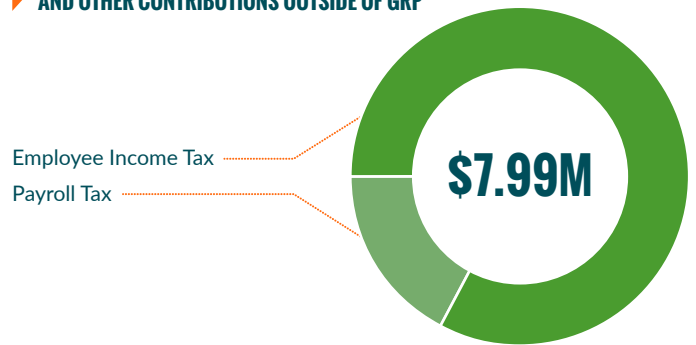
Sources: ABS Census 2016, PRL 2018, FAR lane 2018

#### Public Sector Revenue Contributions

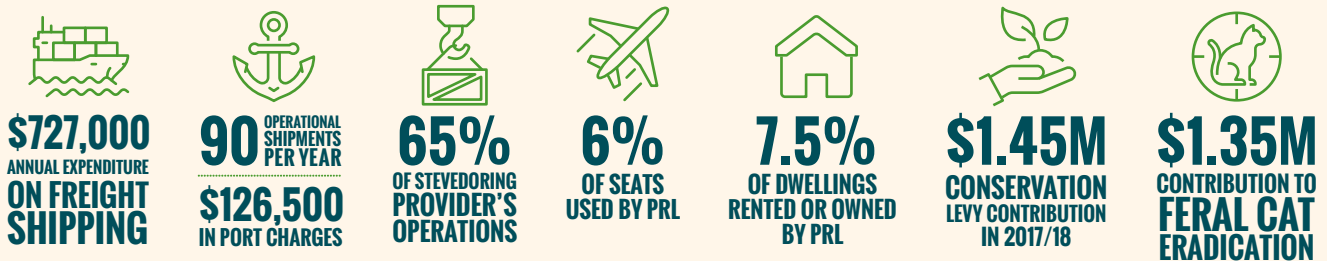
##### TAX AND COMMUNITY CONTRIBUTIONS THAT CONTRIBUTE TO GRP



##### ADDITIONAL EMPLOYEE-BASED INCOME TAX AND OTHER CONTRIBUTIONS OUTSIDE OF GRP

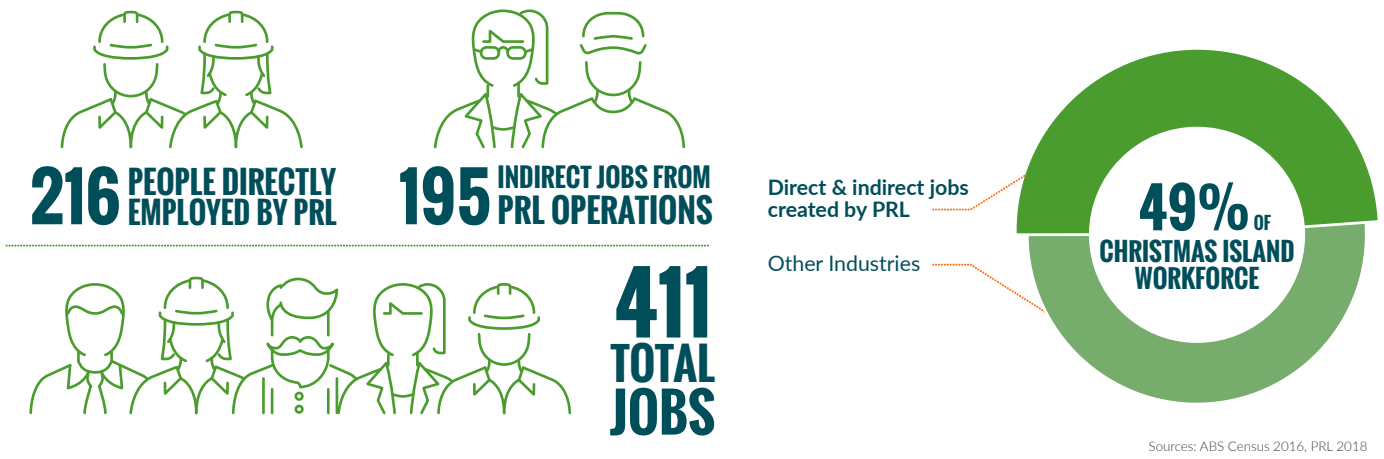


#### Other PRL Annual Contributions



Source: PRL 2018

# EMPLOYMENT



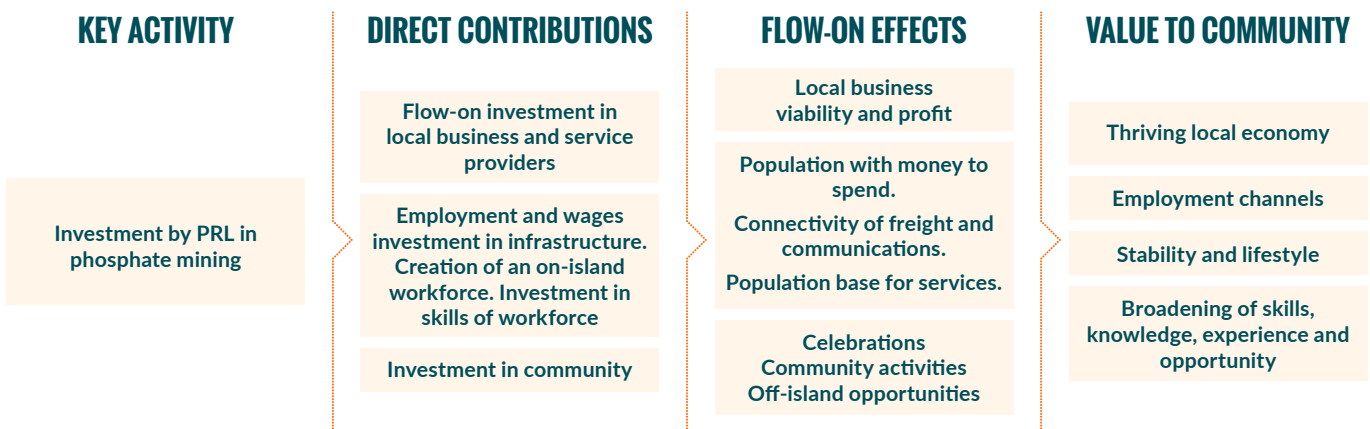
## SOCIAL IMPACT ASSESSMENT

University of Western Australia - Social and Economic Impact of Phosphate Mining on Christmas Island 2019

### THE OVERALL IMPACT OF PHOSPHATE MINING ON CHRISTMAS ISLAND

Summative findings from the SIA and EIA indicate that phosphate mining makes a highly significant and positive contribution across many aspects of the community and economy of Christmas Island. Importantly, the positive social and economic impacts interact in a small community in ways that are positively reinforcing. Synthesis of the social and economic findings can be illustrated in the following logic model (Figure 7).

Figure 7 Interactions of the Social and Economic Impacts



It is clear PRL plays a critical role in the economic and social life of Christmas Island. The UWA Economic and Social Impact Assessment of Phosphate Mining on Christmas Island identifies that “The Most Significant Positive Impact of Mining is to Provide a Stable Population Base”. This was recognised earlier in a finding from the Joint Standing Committee into – **THE STRATEGIC IMPORTANCE OF AUSTRALIA’S INDIAN OCEAN TERRITORIES 2017** which identified;

*‘To continue relying on these islands for strategic purposes, the Australian Government must ensure suitable infrastructure and economic opportunities for local communities. The Committee notes that government activity is a key driver of both islands’ economies, and considers that ensuring and advancing the islands’ economies demonstrates the importance Australia places on its commitment to Christmas Island and the Cocos Islands. To that end, the Committee is of the view that the Government should further facilitate commercial opportunities on the islands, including those relating to phosphate mining activities and progressing developments relating to the Christmas Island casino.’*

There is a widespread awareness that maintaining quality health and education services, the flow of fresh food and supplies, access to transport to and from the Island and other factors rely directly on PRL’s mining and other diversified operations on-island. It fundamentally supports the existence of a large enough population to maintain the Island’s idyllic lifestyle. Therefore, given the significant economic and employment contributions made by PRL, in a most basic sense, the mine and other subsidiaries are considered vital for the existence of the community.



# 4. PRL ENVIRONMENTAL CONTRIBUTION OVER 30 YEARS

## Conservation Levy



**\$30.57 M**

## Invasive Species Programs



**Yellow Crazy Ant Boric Acid Trials  
Cat Eradication Program**



**\$2.35 M**

## Environmental Research and Trials



**Mine to Plant Enterprise Program (MINTOPE)  
Rainforest Remediation Trials 1998/2010  
Rainforest Remediation Trails 2016/2020**



**\$14.5 M**

### 4.1 CONSERVATION LEVY

PRL as part of its mining lease requirement is obliged to pay a conservation levy to the national park, per tonne of exported rock phosphate, to support conservation activities on Christmas Island. The funding is mostly expended on the Christmas Island forest rehabilitation. Over 30 years this has amounted to \$30.57 M.

### 4.2 YELLOW CRAZY ANT BORIC ACID TRIALS

The impacts of Yellow Crazy Ants (*Anoplolepis gracilipes*) (YCA) represent the greatest threat to Christmas Island's biodiversity. Of major concern is the threat to the Red Crab (*Gecarcoidea natalis*) that plays a key role in the maintenance of the island's forest ecosystems. To help combat the YCA threat PRL provided over \$1 M in fund to trial a new, less invasive bait by utilizing boric acid.

### 4.3 FERAL CAT ERADICATION PROGRAM

Feral cats are a major threat to Christmas Island's wildlife and are implicated in the decline of the island's native reptiles, including the Christmas Island forest skink which is thought to have become extinct earlier this year. There are estimated to be hundreds of feral cats on the island, and they combine with other invasive predators such as rats, crazy ants, wolf snakes and giant centipedes to present a fearsome threat to native species.

The eradication plan is underpinned by an enduring cat-control partnership between the Australian Government, the local community, biodiversity experts and major on-island organisations including the Shire of Christmas Island and Christmas Island Phosphates.

#### 4.4 MINE TO PLANT ENTERPRISE PROGRAM (MINTOPE)

There is no history of large-scale agriculture on Christmas Island. As a result, there is a heavy reliance on imported produce to feed the community, which is costly and creates potential public health risks. The availability of cheaper fresh food through local agriculture utilising new technology presents an opportunity to bring significant benefits to the economy and the community of Christmas Island.

The MINTOPE (Mining to Plant Enterprise), based at Murdoch University, together with its partners, Christmas Island Phosphates and the Australian Government (Department of Infrastructure and Regional Development and the Australian Research Council), are investigating methods of introducing agriculture to the island following mining.



#### 4.5 HAWK OWL NEST BOX PROGRAM

In 2017, CIP initiated a project to evaluate the potential conservation value of artificial nest-boxes on Christmas Island. Our key focus was to determine whether Christmas Island Hawk-owls or other Island species would use artificial hollows, and whether this use was influenced by factors such as location, habitat type, tree height, and nest-box design.

The Christmas Island Hawk-owl (*Ninox natalis*) is Christmas Island's only owl species, is restricted to the Island, and is one of 11 owls found in Australia. Environmental consultants *Range to Reef* designed the nest-boxes, with input from Parks Australia staff and ornithologists with experience working on the hawk-owl or on nest-box projects. With the assistance and hard work of the Christmas Island District High School students and teachers, 30 nest boxes were constructed as part of their Technology Education curriculum. The boxes are regularly monitored and some have cameras to monitor activity at the site.



Golden Bosun Bird using the nest box



## 4.6 RAINFOREST REMEDIATION TRIALS

Between 1998 and 2010, PRL invested over \$10.5M into rehabilitation trials at South Point Field 17 and 133 A, Heritage area 22 P, LB3, South Point West, Field 18, Heritage Site, Field 5, ML 138, 500 Foot Quarry and Field 113 comprising of 45.9 ha. A team of 4 to 6 people (6 during planting season) were involved in site preparation, seed collection, planting, and monitoring the sites. The program successfully demonstrated alternative methods of rehabilitation without the need for the provision of large volumes of top soil.

Since 2015, PRL has committed significant resources into further trials at Jindalee and Field 17 to improve the way we rehabilitate and remediate old mine fields. This is on top of the Conservation Levy paid to the Commonwealth Government each year as required by our mining lease.

PRL is required to undertake remediation prior to relinquishing old mine fields under the WA Mining Act 1978. The Company saw this as an opportunity to investigate new and more cost-effective ways to remediate previously mined areas and achieve a better environmental outcome.

The Commonwealth Government has undertaken a review of the Christmas Island Rainforest Rehabilitation Program. The results of the review will likely present a range of opportunities to build upon much of the development work we have undertaken over the past two decades. PRL is committed to working with the Commonwealth and the National Park in the development of an outcome focused and cost effective program which can achieve a better more sustainable environmental outcome for the Island.



*Jindalee Trial*

# 5. COMMUNITY DEVELOPMENT - OUR COMMUNITY, OUR FUTURE

## 5.1 OUR COMMUNITY, OUR FUTURE PROGRAM 2019 - 2020



In 2020, Phosphate Resources Limited announced its new community development program; 'Our Community, Our Future'

Phosphate Resources continues to play a vital role in sustaining Christmas Island's economic wellbeing and its commitment to developing a sustainable future for Christmas Island.

Through our new program, we continue our efforts to help maintain a strong and stable community into the future. The program has four streams;

- Sponsorship and Donations; focussed on sporting clubs and events, history, art and culture.
- Community Programs; supporting seniors, education, youth and the environment.
- Community Care; arising from the COVID 19 pandemic we have developed a Community Care stream which provides support for seniors and vulnerable residents, small business and tourism.
- Community Futures; designed to support economic sustainability, through food production, competitive shipping and logistics, and tourism development.
- Over \$200,000 in funding has already been allocated to the Sponsorship and Donations, Community Programs and Community Care streams for the 2020-21 financial year.



CIDHS Year 1 class on a Mine Tour 2019

## 5.2 COMMUNITY CARE PROGRAM

The Community Care program is designed to provide assistance to the vulnerable and at risk members of the community as a result of the COVID 19 pandemic. It also supports small businesses on Christmas Island who have been impacted by the economic downturn arising from the pandemic. The two programs are under the umbrella of the Seniors Care Program and Business Support Program, detailed below.

## 5.3 SENIORS CARE PROGRAM

As a result of COVID 19 everyone has been experiencing significant changes to the way we live and work. People have lost their jobs and sources of income, and many businesses are struggling to survive. Some members of the community are also more vulnerable to the virus than others. To help we devised a 'Community Care' stream to provide support where it's needed most. The first initiative under the scheme was to deliver care packages to Island seniors.

We were overwhelmed by the number of responses received from the senior members of the Christmas Island community. Eighty packages of hygiene products and essential foods were sourced locally and made up, ready for distribution.



*"Praise to god! Thanks to CIP for the thoughtfulness in thinking of the senior citizens and it was a great pleasure of being able to receive the gifts that have been given, to the extent possible to help me and my family."* – **Ratipah Saad**

*"Thank you CIP. We are so grateful as a senior for you to think about us. Really appreciate the package we received."* – **Teo Kha Noi** (translated from hokkien to English)

*"The smiles on their faces and appreciations shown gave you a great feeling, especially during these unusual times we are all going through."* – **Joy Wickenden**

*"So grateful to be a part of this. We need to give more time and focus to the seniors. Just by visiting them and having a chat made them feel respected."* – **Shahril Kamsah**

## 5.4 BUSINESS SUPPORT - JOM MAKAN PROGRAM (LETS EAT)

JOM Makan (Let's Eat). The program was aimed at supporting local Island restaurants hard hit by the pandemic and ran for nine weeks, commencing on Monday the 8th June and closing on the 9th August. All residents could participate in the free competition to win a \$150 restaurant voucher by liking the JOM Makan restaurant post on our Facebook page here. Each week JOM Makan featured a different restaurant profile on Facebook, PRL provided \$8100 to support local restaurants.



## JOM BERGEMBIRA (LETS HAVE FUN)

The program is aimed at assisting other local Island tourism related businesses over the next 10 weeks. The process will be the same as Jom Makan, go to our Facebook page and like the JOM Bergembira post to be in the running for prizes

Each week JOM Bergembira will feature the profile of a different local business on Facebook, from Monday through Thursday, simply like the post to register. There will be four vouchers x \$250 and \$150 alternately available every week.



**Company Name:**  
Christmas Island Wet 'n' Dry Adventures

**Contact Details:**  
Phone: 0439215290 Email: hamal@divingchristmas.com

**Type of Business:**  
Diving, snorkeling, charter, sightseeing and cruise

**When it all began:**  
13th of June 1994

**Own By:**  
Hama and Lin

**Team Members:**  
Hama, Lin and Lyn

**Has COVID19 affected your business?**  
Yes, we could not do any diving and boat activities for a couple of months.

**Opening Hours:**

Monday	2:00pm - 6:00pm
Tuesday	2:00pm - 6:00pm
Wednesday	2:00pm - 6:00pm
Thursday	2:00pm - 6:00pm
Friday	2:00pm - 6:00pm
Saturday	2:00pm - 6:00pm
Sunday	2:00pm - 6:00pm
*Public Holiday	2:00pm - 6:00pm

## 5.5 COMMUNITY GRANTS AND SPONSORSHIP

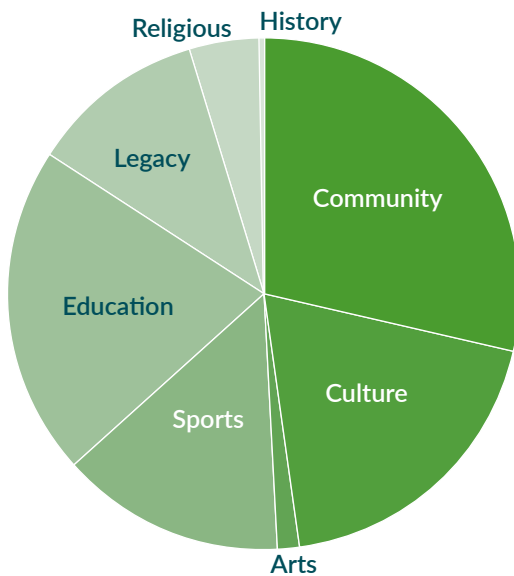
Annually PRL provides up to \$200,000 in grants for not for profit community, cultural and education groups to support their activities on Christmas Island. This includes;

- God of Mercy Temple - Maintenance
- Chinese Literary Association – Hungry Ghost Festival
- Poon Saan Club - Mooncake Lantern Festival
- Christmas Island Recreation Centre – Climbing Wall
- Christmas Island Cricket and Sporting Club - Bowling Machine
- CI Robbers – 3 year partnership to help start the little league
- CI Golf Club – CIP Club Championship
- Christmas Island Stories Association – Funding to help record and publicise the stories of the people of Christmas Island.



For the 19/20 financial year, the below is the breakdown of support for each category -

### Our Community, Our Future



South Point Festival



# 6. EDUCATION AND TRAINING

## 6.1 PRL BURSARY AWARDS

Over the past 12 years, CI Resources, in partnership with Christmas Island District High School, has provided \$168,000 for scholarships and bursary awards for promising students. In 2019 we announced a new initiative which allows students from years 10 to 12 the opportunity to apply for a Bursary Award. A total of \$8,000 is available to be shared amongst the successful candidates to support them with their tertiary education.

The students are required to submit an application in either a written, audio or video form explaining what they aspire to through education and how the award can assist them.

During the 2019 Year 12 Graduation, the Bursary Awards were presented to Joyce Low, Shuhadah Kamaruzaman, Joseph Chin and Adriana Ashari for their outstanding submissions.

Below are some updates on their academic journey and how they are adapting to the new city environment and their academic progress.

Christmas Island Phosphates are always delighted to hear from them and are proud of their achievements. We wish them great success with their studies.



*"I will be starting my first round of professional practice at an aged care facility, later this semester, and hope to gain the experience I need to work in this field in the future. Once again, I would like to thank Christmas Island Phosphates for the generous support. Your generosity has allowed me to be one step closer to my goal, as well as help me concentrate on my studies knowing that my community has financially supported me in my education".* **Shuhadah Kamaruzaman**

*"I highly encourage everyone to participate in the Bursary Award program as it has helped me with my financial spending, such as buying new textbooks, stationery and technology necessities. The process of submitting a piece is uncomplicated as you get to do it in your preferred way. As Wayne Gretzky once said, "you miss 100% of the shots you do not take."* **Joyce Low**

*"I am currently a student nurse at Curtin University. I have completed semester one and have just started semester two, which has been very hectic. I also would like to thank CIP for presenting me with this award as it has helped with purchasing a laptop, uniforms, textbooks, and equipment relevant to complete my degree. I am very grateful to be honoured with last year's Bursary award to help with these extra costs".* **Adriana Ashari**

## 6.2 STUDENT EXCURSIONS

In addition to the annual Academic awards that we provide to the students at Christmas Island District high school, we have also provided additional sponsorship to support the school with various school tours and programs which provides students the opportunity to participate in projects on the mainland and internationally (Optiminds, Country Week, Anzac Tours). Over the past 12 years, we have given \$156,816.00 in addition to the \$174,000.00 (Academic Awards).



## 6.3 TRAINING AND APPRENTICESHIPS

PRL has an ongoing commitment to training and development of our workforce and community.

Since 2007 we have provided 39 apprenticeship and traineeship opportunities to locals. 13 graduates are still currently working in the Company

- We currently have 7 active apprentices
- 2 Mechanical Fitters, 1 Boilermaker, 2 Electricians, 1 Auto Electrician
- We look to have a further intake in 2021
- Ongoing leadership development training, OHS and technical training for management and employees





# 7. OCCUPATIONAL HEALTH AND SAFETY

## PRL SAFETY PHILOSOPHY

A prime objective of Christmas Island Phosphates (PRL) is to develop and nurture the processes and culture which will ensure the safety and health of all our employees, contractors, customers and communities associated with our operations and activities. PRL have developed Phosphate Resources Information Management System (PRIMS) to meet the Occupational Health and Safety requirements of our operation as an output to a review of incidents and risk profiling across our business. The OHS Management Plan has been developed through workgroups made up of individuals from across PRL and external safety professionals with extensive experience in mining operations with a goal to establish minimum performance expectations for managing risks and reducing risk exposure in operations. The existence of these requirements does not presume coverage of all risk areas faced by our operations, however PRL strive to ensure we identify, capture and control risks as they present to ensure we provide a safe and efficient work

## PRL SAFETY VISION STATEMENT

PRL is committed to ensure that continuous improvement and quality Occupational Health and Safety care is achieved and to comply with all regulatory requirements and reduce risk across our business and operations. PRL recognises that it has a responsibility to comply with all Occupational Health and Safety legislation.

# 8. DIVERSITY

Workplace diversity is not simply acknowledging differences such as age, disability, ethnicity, gender or expression of religion and sexual orientation. It involves positively creating an environment that embraces and values differences, as a business's core competitive advantage and promoting inclusiveness. Its advantages are many;

Individuals from diverse backgrounds can offer a selection of different talents, skills, and experiences, that may be of benefit to the organization and their work performance.

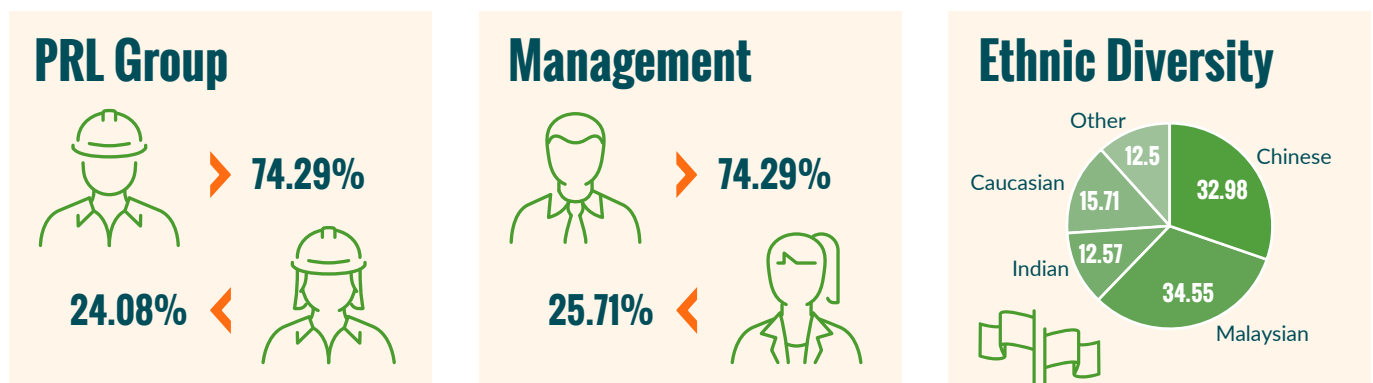
By working alongside people of different backgrounds, experiences and working styles, creative concepts can be born from bouncing ideas off of each other and offering feedback and suggestions.

Language barriers and cultural differences can often act as a bit of an obstacle for a company who want to expand their business over shores; however, by hiring employees who speak different languages it can make it possible for a company to work on a global basis and interact with a broader client base.

A company who embraces diversity will attract a wider range of candidates to their vacancies, as it will be viewed as a more progressive organization and will appeal to individuals from all walks of life.

Employees are more likely to feel comfortable and happy in an environment where inclusivity is a priority. Equality in the workplace is important for encouraging workers from all backgrounds to feel confident in their ability and achieve their best.

Because of PRL's operational base on Christmas Island and in Malaysia and with an administrative and corporate presence in Perth and Singapore, it would be expected we would be doing well in ethnic diversity. However, we do have some way to go in the representation of women in the management and senior levels of the organisation, which is an area we intend to focus on in the future.



# 9. SUSTAINABLE PALM OIL

The Palm Oil industry has been moving forward in recognising the importance of achieving sustainably in the industry. Recently Malaysia has announced as of June 30, 2020, some 3,040 oil palm estates or 96.04% of the total, comprising 4.06 million hectares, have obtained the Malaysian Sustainable Palm Oil (MSPO) certification, up from the 1,753 estates (71.1%) comprising 2.97 million hectares on Dec 31, 2019.

The Malaysian Sustainable Palm Oil (MSPO) Certification Scheme is the national scheme in Malaysia for oil palm plantations, independent and organised smallholdings, and palm oil processing facilities to be certified against the requirements of the MSPO Standards.

The mission of MSPO is to establish and operate a credible and internationally recognised national palm oil certification scheme towards promoting sustainable management of oil palm in Malaysia.

PRL's plantation assets in Malaysia already comply with MPSO. Recently PRL's parent company board made a significant commitment to pursue Responsible Sustainable Palm Oil (RSPO) accreditation for its Palm Oil assets. The World Wildlife Fund (WWF) have been active along with the industry in the establishment of RSPO.

The RSPO has developed a set of environmental and social criteria which companies must comply with in order to produce Certified Sustainable Palm Oil (CSPO). When they are properly applied, these criteria can help to minimize the negative impact of palm oil cultivation on the environment and communities in palm oil-producing regions.

RSPO is the highest international standard in Palm Oil, one which only a very small proportion of plantations currently adhere due to its stringent standards. The RSPO has more than 4,000 members worldwide who represent all links along the palm oil supply chain. They have committed to produce, source and/or use sustainable palm oil certified by the RSPO.

## HOW WE SUPPORT SMALLHOLDERS










Millions of smallholders globally make a living from palm oil production. In Malaysia and Indonesia alone, smallholders produce about 40% of the world's palm oil. However, they continue to suffer from lower yields and other issues. RSPO has been supporting smallholders in several ways to achieve certification, in order to produce more oil using less land, improve livelihoods, and reduce the risk of land conversion, which threatens forest, wildlife, and biodiversity.

			
<b>Independent Smallholder Standard</b> To increase smallholder inclusion through a simplified approach to certification	<b>Smallholder Trainer Academy</b> To build smallholders' capacity through access to high quality training and resources	<b>Smallholder Support Fund</b> To help smallholders achieve certification without incurring the cost	<b>Smallholder Engagement Platform</b> To connect smallholders with potential project partners

# 10. SUSTAINABILITY METRICS

Phosphate Resources Limited is keenly focussed on applying the principle of continuous improvement, through the adoption of key metrics, to support our efforts in sustainability.

Sustainability Area	Sustainability Target	Timing
<b>Environment</b>		
<b>Mine-site Remediation and Rehabilitation</b> 	Pending the release of the Commonwealth Governments review of the CI Rainforest Rehabilitation Program. PRL is committed to working with the Commonwealth and the National Park in the establishment of an outcome focused and cost-effective program which can achieve a better more sustainable environmental outcome for the Island.	Dec-21
<b>Environmental Management</b> 	Meet all Action Plan requirements by Dec 2020 to achieve full compliance with our Environmental Management Plan	Dec-20
<b>Hawk Owl Nest Box Project</b> 	Expand the project in partnership with the Christmas Island High School to provide environmental skills development opportunities for students	Dec-20
<b>Roundtable on Sustainable Palm Oil (RSPO)</b> 	Achieve RSPO Accreditation for all of our Malaysian plantations by December 2025	Dec-25
<b>Community Development</b> 	Complete a community survey of the 'Our Community, Future program in the next 6 months and implement recommendations.	Apr-21
<b>Diversity</b> 	<ol style="list-style-type: none"> <li>1. Implement a program to attract and employ and train women in Trade and Skilled areas within the PRL Group</li> <li>2. Increase the percentage of women employed in in the PRL group to 30% by Dec 2025</li> <li>3. Increase the percentage of women employed in the PRL group management team to 30% by Dec 2025</li> </ol>	Dec 2020  Dec 2025  Dec 2025
<b>OHS</b> 	Reduce the Total Reportable Lost Time Frequency Rate by 10%	June 2020



**PHOSPHATE RESOURCES**  
LIMITED

[www.cirp.com](http://www.cirp.com)