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People & Culture



4,044

Employees, excluding contractors²

7,019

Our global workforce, including contractors²

23.4%

Female employment in our workforce^{1,2}

1,531

New employees joined our team in FY24¹

Our Approach

To deliver our strategy Northern Star has developed a clear plan to attract, retain and support the best talent. We understand our collective and individual responsibilities to drive results, enhance performance and make Northern Star a place where we are excited to work.

Our culture is critical to us, and one of the reasons people choose to work for us is to be part of that culture, contribute to it and benefit from it. Our Purpose and STARR Core Values are well understood, and they guide our leaders and all our employees to create a consistent and cohesive culture.

840
Internal Promotions in FY24¹

307
Current Graduates, Undergraduates, Trainees and Interns^{1,2}

We are proud to have continued to grow respect and accountability during FY24, with 840 employees being internally promoted to new roles, and 121 frontline

121
Frontline Leaders have completed Leadership Insights Training in FY24¹

101
Current Apprentices (including Trade Upgrades)^{1,2}

leaders completing our Leadership Insights Training. Further information is available on pages 7 and 17.

¹ Direct employees only, excludes contractors
² At 30 June 2024

People & Culture Governance

Northern Star's Board has oversight of people and culture risks and opportunities within the organisation assisted by the People & Culture Committee's oversight of operational risks and the Audit & Risk Committee's oversight of the Company wide risk management framework.

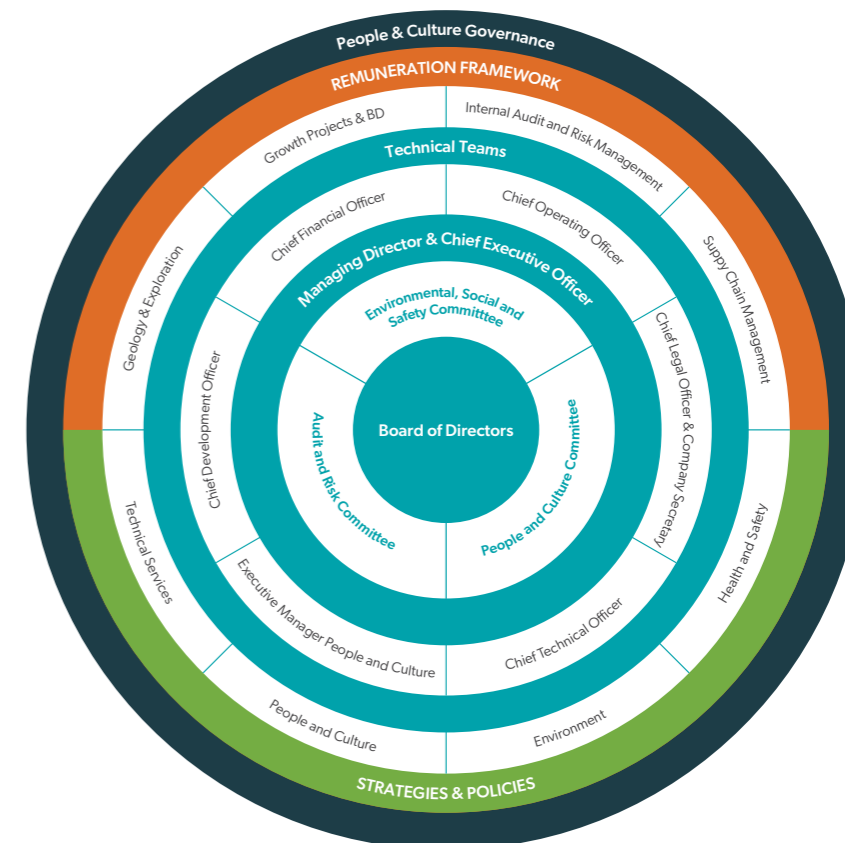
The Company's people and culture governance structure is shown in Figure 1. People and Culture related matters are considered quarterly by the Board through its People & Culture Committee meetings.

The function of the Committee is to assist the Board in fulfilling its corporate governance responsibilities by reviewing and making appropriate recommendations to the Board on:

- Culture;
- Talent Management and retention;
- Remuneration and assessment of performance;
- Leadership development; and
- other matters referred to the Committee by the Board.

Northern Star's Chief Operating Officer has People & Culture reporting and disclosure responsibilities within their portfolio supported by the Executive Manager - People & Culture, and the People & Culture team based across our Operations.

Figure 1 People & Culture Governance



Restatements of Information

Nil restatements from our FY23 Sustainability Report.



Jessey Braddock, Senior Tradesperson – Mechanical - Processing, Bill Randall Jnr., Maintenance Shift Supervisor - Processing, and Dave Holle, Processing Manager, KCGM Operations, Kalgoorlie Production Centre, Western Australia

Our Employees

The majority of our employees are engaged in permanent full-time work. Across our Operations we have the following data points:

- 94% of our employees are employed on a permanent basis,
- 4% on a fixed term basis; and
- 2% on casual contracts.
- Female employment rate reached 23.4% in FY24.
- The age demographic for our employees has been maintained at an average age of 39 years old.

As Northern Star continues to grow in line with our 5-year Strategy we have grown our workforce to support our operations.

Our turnover rate has remained relatively steady even as we grow our workforce.

- New starter rate was 40% in FY24 compared to 34.7% in FY23.
- Turnover rate has been maintained at 28% in FY24, noting this percentage is calculated from a higher total number of employees.

Figure 4, overleaf provides information on our employee statistics as at 30 June 2024:

- Our employee composition is consistent with past years;
- Our employee development pipeline continues to grow as we offer opportunities for people to join mining and enhance their skills.

Figure 2 Employee New Starter & Turn Over Rate Trends

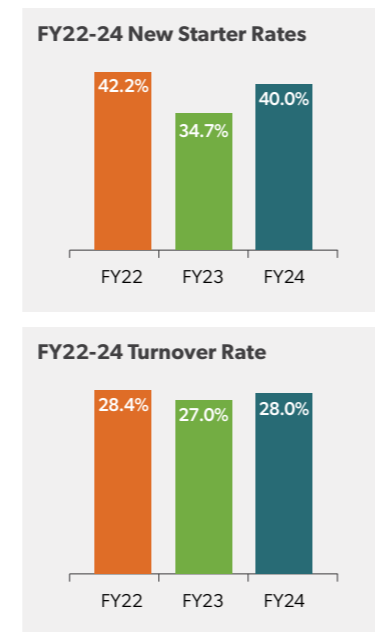


Figure 3 GRI2-30: % of Employees Covered by Collective Bargaining Agreements

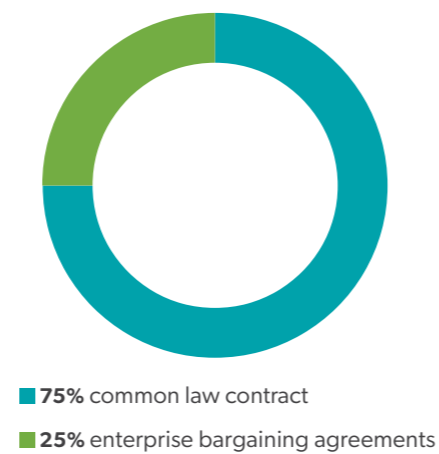
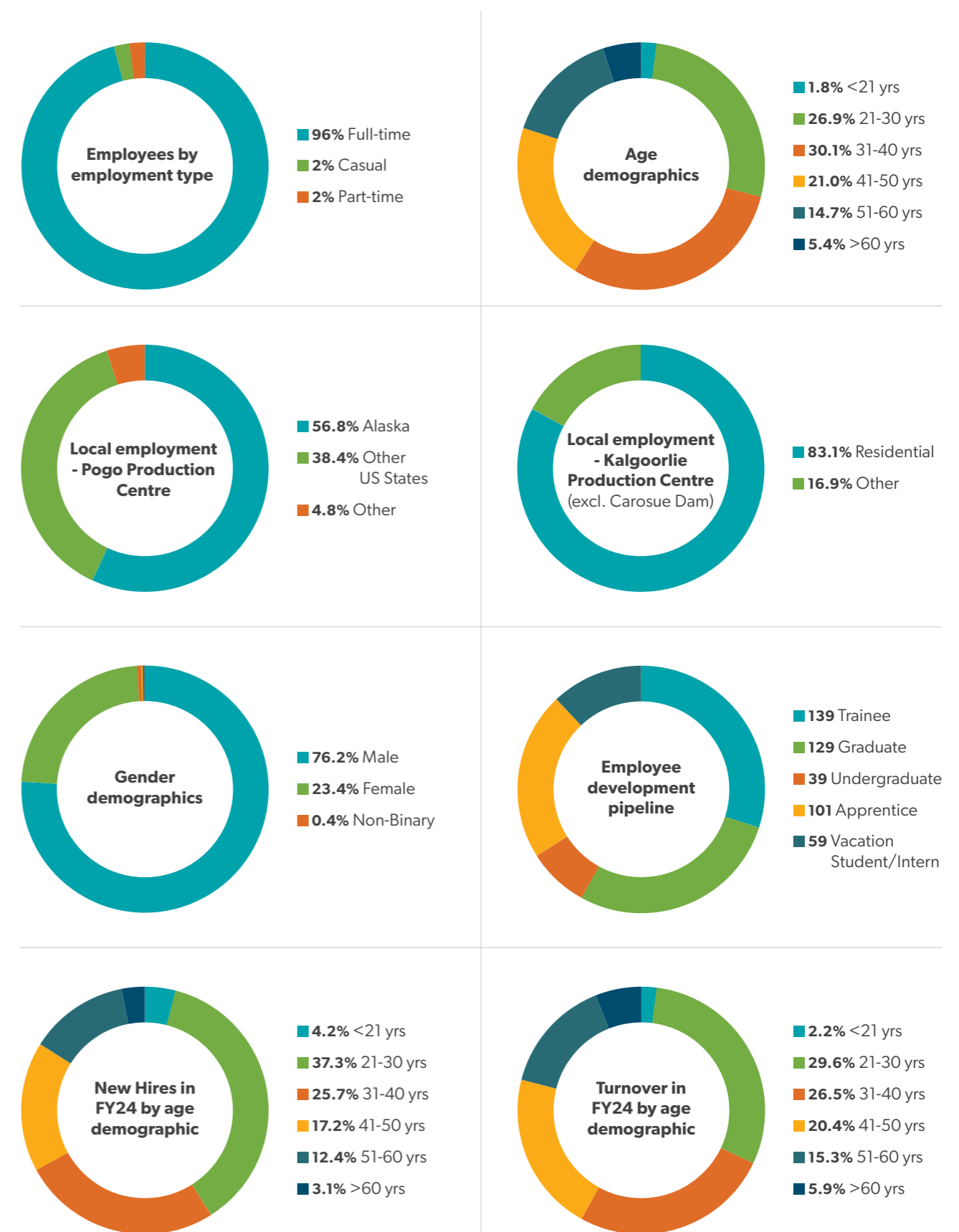


Figure 4 Northern Star Employee Summary, as at 30 June 2024



Local Employment

Northern Star is committed to supporting employment opportunities for people that reside within the communities in which we operate.

At 30 June 2024, we had:

- 83.1% local employment in Kalgoorlie Production Centre. Local employment is defined as our employees who work in the Kalgoorlie Production Centre (excluding Carosue Dam Operations) and are residential in the City of Kalgoorlie-Boulder and surrounds.
- 56.8% local employment in Pogo Production Centre. Local employment is defined as our employees who work in the Pogo Production Centre and are residential in Alaska.

In FY24 we attended 6 employment forums, which are recruitment events to attract prospective employees within the Kalgoorlie and Yandal Production Centres.

Freedom of Association

In our Australian Operations, 25% of our employees (853) are covered by enterprise bargaining agreements, with the remaining 75% of employees (2,532) covered by common law contracts.

Common law contracts are employment contracts between an employer and an employee which incorporate statutory minimum requirements such as relevant awards and other legislation.

Our contractor workforce comprises predominantly full-time workers, with work performed including, but not limited to, underground mining services and support, drilling services, camp services, logistics and haulage and specialist mining, civil and shutdown support roles.

Employee Attraction, Retention & Engagement

Attracting, engaging and retaining our workforce remains a central focus for Northern Star.

Internal Growth Opportunities

We recognise the importance of development to our people and we are continuously improving our systems and processes to enable our people to seek growth opportunities.

As a result, we are proud to have promoted 840⁴ people during FY24, while 380 took the opportunity to transfer to a different Northern Star site within Australia and share their skills, knowledge and experience even further.

Talent Management

During the year we launched our Talent Management and Succession Planning Strategy. We have taken a centralised approach as part of the strategy, with our senior leaders now coming together to elevate the visibility of opportunities in their teams. As a result we have developed specific targeted development programs to support our key talent to achieve their development goals.

Facility Improvements

We have also improved facilities across many of our sites, to make them more functional, comfortable and modern. Two key areas of our focus in FY24 were:

- improvements to accommodation and recreation facilities; and
- redevelopment of the Black Street Administration Building at our KCGM Operations.

International Recruitment

During the year Northern Star engaged a third-party contractor to assist with sourcing international talent for residential maintenance roles. As a result we successfully placed 8 international mechanical fitters in our residential operations in the Kalgoorlie Production Centre, from Ghana, Zambia and Zimbabwe on Northern Star sponsored visa subclass 482 skills shortage visas.

We plan to expand the recruitment services to include boilermakers during FY25. Our contracting partner provided a comprehensive recruitment, mobilisation and support service for our international candidates. This allowed our new employees a seamless integration into their new residential communities and Northern Star.

Highlight – Our International Mechanical Fitters

Our new international recruits were provided with a pre-arrival pack outlining essential items to bring to Australia, an overview of their future workplaces, and information about Australian culture and lifestyle. They also received airport pick up and an orientation day trip around Perth, along with assistance in organising everything from their tax file numbers, health insurance cover, mobile phone activation, to opening of bank accounts.

Once our new international employees arrived in Kalgoorlie, Northern Star provided them with an orientation of Kalgoorlie and assisted with short term accommodation to ensure an easy transition whilst they looked for a place to reside. Northern Star also offered advice and direction to community groups they can join, helping with their integration.



Noah Falanga, Mechanical Fitter at Kanowna Belle, saw the beach for the first time upon his arrival to Australia from Zambia. Noah has nothing but appreciation for Northern Star for the opportunity and life changing experience. He has become the role model for the next generation in his community back home. To them, Noah is an example of success that derives from hard work, dedication and persistence.



Nic Hardwick, Geologist – Discovery, Bronzewing Operations, Yandal Production Centre, Western Australia

Highlight – Supporting Future Careers

Our Thunderbox Operations hosted students from the WA School of Mines: Minerals, Energy and Chemical Engineering streams this year.



For many it was their first time on a mine site and the visit provided a real-life understanding of what they may encounter in their future careers.

The students were able to observe the end-to-end process of gold mining and were given some great insight from our Thunderbox Team.

⁴ 806 promotions in Australia and 34 promotions in Pogo, Alaska

Employee Development Pipeline

Northern Star understands the importance of investing in our people and in the future of the mining industry. We have created several entry pathways into our business, on permanent employment contracts, which can accommodate people from a diverse range of educational and industry backgrounds.

We believe supporting individuals into employment at all levels of the organisation and retaining our people are key

drivers for our success. In a competitive and challenging labour market, we have expanded cultural, developmental, and financial benefits to retain and attract employees through increased job satisfaction.

The development opportunities provide growth for our people whilst also retaining talent and knowledge in the business.

Highlight – Developing our Apprentices

Robert’s connection with Northern Star Mining Services (NSMS) began in 2022 through the Kalgoorlie Clontarf Foundation partnership. This connection was cultivated through various events and career days, reflecting a mutual commitment to career pathways.

Robert’s interest in becoming a Heavy Duty Fitter emerged during Year 11 when he completed his Certificate II in Engineering. Following his high school graduation in 2022, he commenced his apprenticeship with NSMS in early 2023 at our Mt Charlotte Operations, later transitioning to the Wonder Operations to remain close to his family in Leonora.

In addition to his apprenticeship, Robert remains involved with the Kalgoorlie Clontarf Foundation.

“The best parts of the apprenticeship are the onsite learning, the supportive team environment and the mentors who genuinely care about my development.”

Robert Tullock, Apprentice – Fitter – Heavy Duty, Thunderbox Operations



Highlight – The Value of Our Apprentices

The 2024 Northern Star Apprenticeship Program has experienced a significant growth with over 90 apprentices engaged across our Australian operations, completing qualifications in electrical, light and heavy mechanical, boilermaking, auto electrical and communication trades.

The Apprenticeship Program aims to develop highly skilled and professional tradespeople to support the ongoing maintenance of our operations and ensure the efficiency and availability of plant and equipment.

This year we implemented an in-depth orientation introducing our apprentices to the mining industry, highlighting the importance of site safety, and maintaining personal wellbeing through lifestyle balance. With the support of our experienced maintenance teams, apprentices will complete on-site training and TAFE studies over 4 years, further enhanced with off-site training opportunities through the valued support of our specialised contractors.

The ongoing success of the Northern Star Apprenticeship Program continues to provide a positive impact on our operations.



“Since starting my auto electrical apprenticeship with Northern Star I have experienced amazing support and guidance. The orientation at the beginning of my apprenticeship was super helpful in preparing me for the work environment and gave me a good opportunity to ask questions. Working with my team has been excellent; everyone is supportive and eager to share their knowledge and skills. Whilst only being seven months into my apprenticeship I feel I have already gained so much practical experience that will help me through the rest of my apprenticeship and I am excited for my future with Northern Star”.

Skyla Newman, Apprentice - Auto Electrical, KCGM Operations



“Embarking on my boilermaker apprenticeship has been a journey of growth, learning, and hands-on experience. Each challenge faced is a step toward mastering the craft and shaping my future in this trade and with Northern Star”

Jake Zagoridis, Apprentice - Fixed Plant Boilermaker, Thunderbox Operations

⁵ STARR Core Values (NSR-COR-024-POL)



Nathan Kehoe, Environmental Coordinator - Senior, Pogo Operations, Pogo Production Centre, Alaska

Culture & Engagement Surveys

Northern Star conducts biennial culture and engagement surveys to better understand the experience and engagement of our workforce. Employee responses are collected anonymously by a third party.

Our culture survey measures people's experience of the STARR Core Values, employee engagement, wellbeing, psychosocial risk factors and identifies how we can strengthen our culture. It helps prioritise the activities that may best support an inclusive, engaged and responsive work culture.

In FY24, we have prioritised delivering actions identified from analysis of the results of our FY23 culture survey. Actions centred around mitigating risk of loss of, or harm to, our people, as well as improving our culture of respect and communication.

Actions to mitigate the risk of psychosocial harm to our workforce include:

- Updating our Code of Conduct⁶ and Safety and Health Policy⁷ to demonstrate leadership commitment to both psychological and physical health and safety;

- Development of a customised sexual harassment e-learning program, that covered respectful behaviours, upstander actions, consent and reporting mechanisms;
- Verifying and validating our approach to managing psychosocial hazards and risk factors; and
- Developing our Human Resources leaders to take a trauma informed approach to investigations.

Actions to improve our culture of respect, and improve communication:

- Implementation of STARR Actions Recognition Program (refer to highlight below for further information);
- Communication through regular site newsletters and updates distributed across sites; and
- Quarterly operational update videos of operational leaders made available to all employees. These provide insights into the results, strengths and success of our Operations.

Our next employee culture and engagement survey is planned for launch in FY25, and results will feature in our FY25 ESR disclosures.

Highlight – STARR Action Recognitions

Our STARR Actions Program continues to grow, with 2,079 recognitions during FY24. 46% of these were about our Teamwork value.

The program is about increasing positive reinforcement from leaders and peers, through quickly and consistently giving feedback and recognition to people when they are doing the right thing.

"Transparent, consistent and fast communication"

"Think broadly, think critically, act together"

"Many teams, one goal"

STARR Action nominees may be recognised by their peers, their leaders and by their General Managers.

Many are celebrated in monthly site newsletters, pre-shift meetings and in our Annual STARR Awards in December.



⁶ Code of Conduct (NSR-COR-001-POL)

⁷ Safety & Health Policy (NSR-COR-002-POL)

Developing & Training Our People

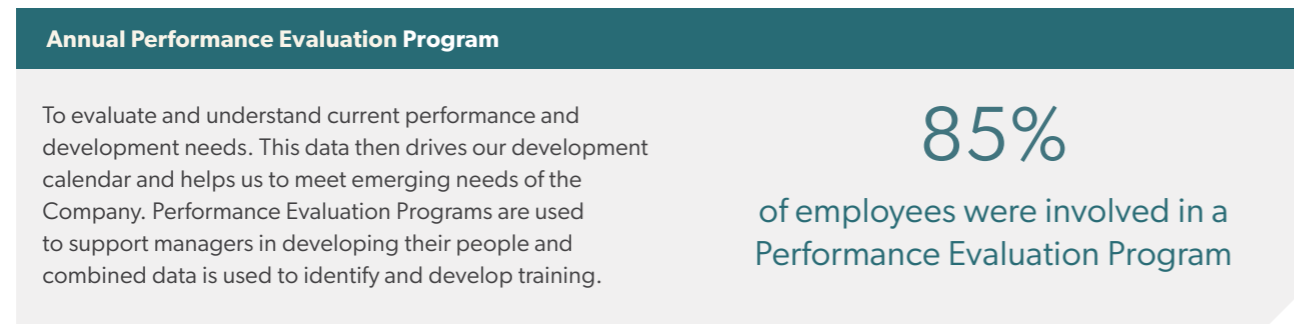
With a continued focus on culture, development and providing a working environment that lives the STARR Core Values, Northern Star continued in FY24 to build our strength as a preferred employer.

A well-established Performance Evaluation Process forms a foundation for conversations across the

year for individual growth and development and informs our succession planning process and Talent Management program.

In FY24, we continued to improve and grow our suite of development offerings, both in competency-based training, professional and leadership development.

Figure 5 Northern Star Annual Performance Evaluation Program



Jundee Operations, Yandal Production Centre, Western Australia



Rachel James, Geologist and Jigme Lobzang, Pit Technician, KCGM Operations, Kalgoorlie Production Centre, Western Australia

Gender Pay Gap & Pay Equity

Northern Star structures its remuneration based on role responsibility. There is no difference in how remuneration is applied based on gender. We are committed to ensuring that we remunerate employees fairly and without bias.

Pay reviews are conducted as part of the Company's standard remuneration review processes (for example at commencement, at annual salary reviews, out-of-cycle pay reviews and performance reviews).

Gender Pay Gap

The phrase "gender pay gap" is based on a comparison of the median salary or total remuneration for females compared to the median salary for males within an organisation. The gender pay gap should not be confused with the analysis of whether females and males being paid for the same role or comparable job, this is pay equity.

An internal gender pay gap review was conducted by Northern Star for the period 1 April 2023 to 31 March 2024 for our Australian Operations (being a statutory requirement in Australia). See footnote 8 on page 16. The mean gender pay gap for total remuneration is 18.89% in favour of males.

Contributing factors to the gender pay gap results identified were:

- Northern Star's workforce composition which consisted of 26% female and 74% male representation for the reporting period in question;
- Experience, seniority levels and time in role. There is higher female representation in entry and development roles, and lower representation in senior roles at Northern Star.

This disproportionate representation can drive a higher gender pay gap.

Pay Equity

Pay equity is the principal of equal or comparable pay for work of equal value e.g. like-for-like roles or comparable jobs regardless of gender, race, ethnicity or other protected characteristic by law.

An internal gender pay equity was conducted in March 2024 for our Australian Operations which reviewed the average base salary for females and males in like-for-like roles. The variance between average base salary was less than 1% and was 0.72% in favour of males. Further review was conducted for variances identified above 5% for either gender and unjustifiable differences were rectified.

Diversity & Inclusion

To further improve the experience of Inclusion at Northern Star, and support a thriving and diverse workforce, in the last 12 months we have:

- Continued to improve our data collection, to better understand our employee composition;
- Increased the visibility and access of our workforce composition data for senior leaders;
- Improved the accessibility of our General Induction with more videos and subtitles, which facilitate clarity of understanding for our employees;
- Improved our communications, including quarterly update videos from senior leaders, recognising success and highlighting community engagement;
- Partnered with the Traditional Owners of our Australian sites to commence development of site-specific Cultural Awareness Training and introduction videos; and

- Continued to support a broad range of community programs, with a focus on regional locations.

These are the behaviours that our people said demonstrates Respect in Action at Northern Star:

“Be inclusive and value difference”

“Respect our people, community and environment”

Mental Awareness, Respect and Safety

In FY24, Northern Star partnered with Edith Cowan University’s Mental Awareness, Respect and Safety (MARS) team on testing the effectiveness of a Diversity and Inclusion Capability Maturity Model.

Through this research, we aim to better understand our current organisational maturity, and set strategies to continue to develop an inclusive and diverse workplace culture at Northern Star.

WIMWA

On 21 and 22 September 2023, Northern Star attended the Women in Mining Western Australia (WIMWA) summit, as well as being a Platinum Sponsor to the event.

WIMWA aims to encourage women to increase their presence in the industry, provide a strong network for women, and advocate for the industry to be proactive in attracting and retaining women in the resources sector. The annual summit in Western Australia is a major in-person conference to facilitate net-working and promote discussion

amongst women and about women who work in the mining industry in Australia, to support them in their career development. As well as sponsoring the program we send a number of delegates (both female and male) from across our Western Australian Operations.

The sponsorship and attendance at the WIMWA event allowed Northern Star to engage with industry and prospective future employees.

Figure 6 Female Participation in Key Roles Within Northern Star at 31 March 2024⁸

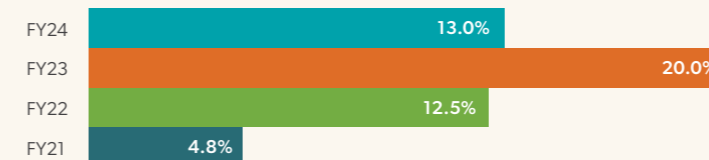
Executive KMP (excluding MD & CEO)



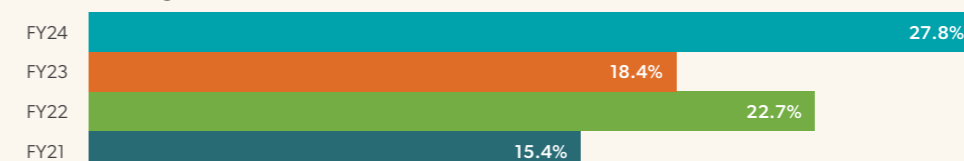
Directors (including MD & CEO)



Other Executives/GM's



Senior Managers



Other Managers



Non-Managers



⁸ In preparation for its 2023/2024 Workplace Gender Equality Agency Report submission, Northern Star did a thorough review of the manager classifications in its Human Resources Information System. This review has resulted in several reclassifications, which explain the change in female participation percentages in the Senior Managers and Other Executives categories from the FY23 Sustainability Report.



Astal Woods, Apprentice – LV Mechanic, Raditya Putra, Apprentice – LV Fitter & Calvin Myburgh, LV Fitter, Carosue Dam Operations, Kalgoorlie Production Centre, Western Australia

Supporting Our People & Their Families

In FY24 we continued to see the positive impact of our Parental Leave Policy with a total of 131 employees taking time off work to spend with their families and new children from both our Australian and Alaskan Operations.

A total of 131 employees were on Parental Leave in FY24 (including those who commenced their Parental Leave in FY23 and were still on leave in FY24). Of the 131 employees, 89 returned to work in FY24, 38 were still on leave at 30 June 2024 and 4 elected to resign before returning to work.

The return-to-work percentage in FY24 remained high with more than 96% of our employees returning back to work.

In FY24 we extended our Parental Leave Policy to include our Pogo Operations in the United States, with 16 employees accessing the benefits of the Policy in the first

year. This Policy is designed to promote a work/life balance and facilitate a smooth transition back to work following a period of leave.

Figure 7 Employees who took paid parental leave in FY24

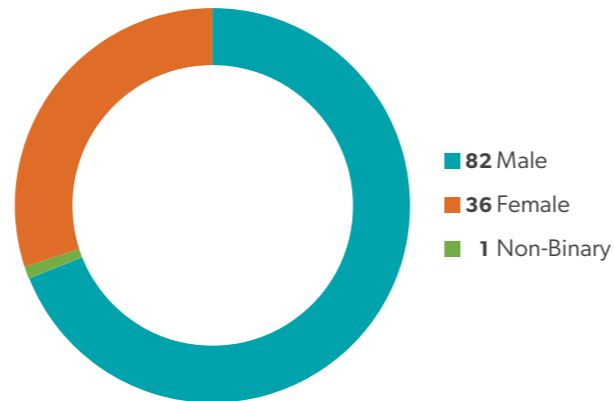


Table 1 Paid Parental Leave Benefits for Australia and Alaska.⁹

Continuous Service	Primary Carer Paid Leave (Available at half pay)	Primary Carer Return to Work Payment	Secondary Carer Paid Leave (Available at half pay)
< 12 months	No entitlement	Not applicable	No entitlement
1 year or more and less than 2 years	4 weeks' pay	Month 1 – 0.5 weeks' payment Month 2 – 0.5 weeks' payment	1 weeks' pay
2 years or more and less than 3 years	8 weeks' pay	Month 1 – 1 weeks' payment Month 2 – 1 weeks' payment	2 weeks' pay
3 years or more and less than 4 years	12 weeks' pay	Month 1 – 1.5 weeks' payment Month 2 – 1.5 weeks' payment	3 weeks' pay
4 years or more and less than 5 years	16 weeks' pay	Month 1 – 2 weeks' payment Month 2 – 2 weeks' payment	4 weeks' pay
5 years or more	20 weeks' pay	Month 1 – 3 weeks' payment Month 2 – 3 weeks' payment	4 weeks' pay

Highlight – Northern Star Mining Services Open Day

In August 2023, Northern Star Mining Services (NSMS) hosted an open day at their Operations and Training Centre in Kalgoorlie, Western Australia.

Employees and their families were able to tour the newly established training centre, getting a taste of underground operations through the virtual reality mining truck simulators. New underground machines were on display, including jumbos, loaders, trucks and a specialised underground mining utility. All of the equipment was ready to commence work at our operations in the Goldfields region.

It was a great experience for all involved to showcase the facilities, our growth, and our commitment to engagement.



Highlight - Parental Leave in Alaska, USA

Northern Star is proud of the impact the new Pogo Parental Leave policy is having on the lives of our US workforce and their families, and we look forward to the value and diversity it brings to our future workforce.

Leroy Knutsen

Leroy is one of our experienced and longest tenured employees at Pogo, having been hired in 2003 before the mine was in production.

Leroy was one of our 16 employees who has received parental leave after the new Parental Leave Policy USA became effective 1 July 2023.

In June 2023 Leroy welcomed his daughter Ila Zabrina Knutsen into the world. Ila was born in the Philippines. Leroy said, "I was so excited to have the ability to travel to the Philippines to bring my wife Lea and new baby home"

Receiving paid parental leave has enabled Leroy more time to bond.

**Leroy Knutsen, Surface Operator
Pogo Operations**



Alexis Ramirez

Alexis Ramirez, Accountant at our Pogo Operations, joined the Northern Star team in 2020. Pogo Operations were pleased to support Alexis as she commenced Parental Leave in May 2024 as the primary carer of her son, Primo "Trip" Ramirez III.

Alexis was the first female employee to access the new benefits through Pogo's Parental Leave policy. She was thrilled to find out that the policy would be implemented after advocating herself for its benefits in alleviating financial stress and the pressure of job retention during the time off. Alexis says that she was lucky to receive so much support throughout her pregnancy from her team, where they could not be happier for her to now take the time off to spend with family, but also can't wait for her to return to work. She is reminded each day of how special her Northern Star team is.

"As the primary caregiver, I cannot stress the relief I have to know that my benefits and pay remain the same for quite some time. It has eased the burden of welcoming our son and knowing that my work as a mother is just as valued as my work as an Accountant. Trust me, I miss the busy days as an Accountant, but I cannot be more thankful for this precious time with my son while he is so young and changing every day. Knowing that my position is on hold until I am ready to return cannot be understated."

**Alexis Ramirez, Accountant
Pogo Operations**

⁹ In addition, for Primary Carer's Australian employees receive a top up payment to their superannuation and Long Service Leave balance and Alaskan employees receive a top up to their 401K for the period they were on unpaid leave.

Employee Wellbeing, Mental Health & Support

We know that when our people are thriving, it improves our ability to deliver our results, safely.

Mental health is complex, and our programs and resources need to be able to meet people's current needs where they are. In addition to traditional employee assistance programs, the following is a short overview of the programs we offer our people.

Individual support:

- Healthy lifestyle support with onsite exercise physiologists;
- GoldSTARR - mental health and wellbeing support through online resources;
- Employee mental health e-learning;
- Employee mental health, stress and resilience training;
- Employee Assistance Program; and
- Mental Health First Aiders.

Connection with others:

- Push-Up Challenge team events (a charity event supported by Northern Star, fundraising for mental health and raising awareness of mental health issues);

- Accommodation camp and site events;
- Social Clubs; and
- Volunteer leave (1 paid day per year for employees to donate their time to a charity).

Developing our leadership capability

To support mental health and wellbeing, we have continued to develop our leadership capabilities. Highlights from FY24 include:

- Improved our leadership training to help identify and manage psychosocial hazards and risk factors in the workplace;

- Continued to deliver Leadership Insights¹⁰, with a focus on providing a psychologically safe and healthy workplace and relationships with our people, with 121 participants in FY24; and
- 16 employees became Mental Health First Aiders in our Kalgoorlie Production Centre, and a further 18 completed refresher training.

Using our existing governance and safety management systems as a foundation, we are embedding a sustainable and practical risk management approach to identify, assess, and manage psychosocial hazards and factors at work, and

implement effective controls. Over the last 12 months we have:

- Updated our Code of Conduct and Health & Safety Policy to reflect our commitment to providing our workers, contractors, and visitors with a psychologically and physically healthy and safe workplace;
- Enhanced our response to critical incidents and significant near misses, to mitigate the impact of traumatic events, including psychoeducation, post incident debriefs and check-in calls by our EAP service provider;
- Upskilled our HR team in undertaking trauma informed investigations;

- Improved our Mental Health for Manager training to identify, assess and manage psychosocial risk factors in the workplace; and
- Improved our data collection of employee experiences to better understand the presence of psychosocial hazards in the workplace.

Working closely with our people, leaders and service providers we continue to improve on our wide range of existing programs, policies and systems to prevent harm, respond to ill-health, and promote flourishing of our employees.

Figure 8 Northern Star Additional Employee Benefits

 Mental Health and Wellbeing	 Reward and Recognition	 Advice and Protection	 Employee Share Offers	 Additional Leave	 Parental Support	 Health Insurance	 Salary Packaging
Employee Assistance Program Mental Health First Aiders Mindsight Intranet	GoldSTARR portal Employee Discounts Wellbeing Centre Employee Recognition	Superannuation (AU) & 401K Retirement Plan (US) Advice Income Protection (AU) Vivo Virtual Care (AU) Life Insurance (US) Employee Paid Supplemental Insurances (US) Workers Compensation Insurance	Employee Share Offers and Performance Rights Offers Employee Share Match Plan	Employee Leave Parental Leave Family & Domestic Violence Leave Volunteer Leave Study Leave	Paid Parental Leave Childcare – YMCA Kalgoorlie (AU)	Subsidised Premium Private Health Insurance	Salary packaging offers including vehicles, remote area housing benefits, remote area flights and superannuation (AU)
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 20%; background-color: #f4a460; padding: 5px;">Casual Employees</div> <div style="width: 80%;"></div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div style="width: 60%; background-color: #00a0a0; padding: 5px;">Fixed Term Employees</div> <div style="width: 40%;"></div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div style="width: 100%; background-color: #76c74a; padding: 5px;">Full Time and Part Time Employees (including apprentices & graduates)</div> </div>							

¹⁰ Leadership Insights is a custom-built in-house program that provides foundational leadership skills



Shagai Yadamsuren, Geology Technician & Patrick Pangilinan, Geology Technician, KCGM Operations, Kalgoorlie Production Centre, Western Australia

People Performance Metrics

	Kalgoorlie Production Centre			Yandal Production Centre			Pogo Production Centre			Other			Total		
	Male	Female	Non-Binary	Male	Female	Non-Binary	Male	Female	Non-Binary	Male	Female	Non-Binary	Male	Female	Non-Binary
Employment by Gender and Region at 30 June 2024															
Full Time Permanent	1,497	497	9	694	158	4	583	59	-	126	92	-	2,900	806	13
Part Time Permanent	2	32	-	-	-	-	-	1	-	2	39	-	4	72	-
Full Time Fixed Term	77	30	-	9	3	-	9	2	-	15	6	-	110	41	-
Part Time Fixed Term	-	2	-	-	-	-	-	-	-	-	1	-	-	3	-
Long Term Leave	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Casual	57	21	-	6	1	-	5	-	-	1	4	-	69	26	-
Total	1,633	582	9	709	162	4	597	62	-	144	142	-	3,083	948	13
	2,224			875			659			286			4,044		
New Starters by Gender & Region at 30 June 2024															
New Starters	641	243	-	273	86	-	196	23	-	30	39	-	1,140	391	-
Total	884			359			219			69			1,531		
Turnover by Gender & Region at 30 June 2024															
Turnover	394	177	6	214	51	3	164	16	-	18	20	-	790	264	9
Total	577			268			180			38			1,063		
Parental Leave for FY24															
Entitled to Parental Leave Payment in FY24 ¹¹	1,270	448	15	600	112	7	515	48	-	124	114	-	2,509	722	22
On Parental Leave in FY24 ¹²	42	35	1	24	2	-	15	1	-	1	10	-	82	48	1
Received Parental Leave Payment in FY24	42	28	1	24	2	-	15	1	-	1	5	-	82	36	1
Returned from Parental Leave in FY24	36	14	1	19	-	-	12	-	-	1	6	-	68	20	1
Still on Parental Leave as at 30 June 2024	6	17	-	5	2	-	3	1	-	-	4	-	14	24	-
Did Not Return from Parental Leave	-	4	-	-	-	-	-	-	-	-	-	-	-	4	-
Age by Gender and Region at 30 June 2024															
<21 years old	35	14	-	11	3	-	11	-	-	-	-	-	57	17	-
21-30 years old	461	187	2	187	58	1	143	14	-	18	18	-	809	277	3
31-40 years old	452	176	4	235	29	-	202	19	-	43	57	-	932	281	4
41-50 years old	335	121	1	116	33	3	139	18	-	45	38	-	635	210	4
51-60 years old	248	72	2	110	29	-	68	7	-	31	27	-	457	135	2
>60 years old	102	12	-	50	10	-	34	4	-	7	2	-	193	28	-
Total	1,633	582	9	709	162	4	597	62	-	144	142	-	3,083	948	13
	2,224			875			659			286			4,044		
	<21	21-30	31-40	41-50	51-60	>60	Total								
Employment Type by Age at 30 June 2024															
Full Time Permanent	55	955	1,125	802	572	210	3,719								
Part Time Permanent	-	-	32	25	10	1	68								
Full Time Fixed Term	16	69	34	18	11	3	151								
Part Time Fixed Term	-	8	3	-	-	-	11								
Long Term Leave	-	-	-	-	-	-	-								
Casual	3	57	23	4	3	5	95								
Total	74	1,089	1,217	849	596	219	4,044								
							FY24	FY23	FY22						
Industrial Action															
Number of Strikes or Lockouts	-														

¹¹ Eligible employees are those that are permanent (full time or part time), and have completed 12 months or more of continuous service.

¹² Commenced parental leave during FY24 or continued their parental leave from FY23 into FY24



Blue Tree Project - Supporting our workforce to speak up when experiencing mental health concerns, Carosue Dam Operations, Kalgoorlie Production Centre, Western Australia.

About This Disclosure

Northern Star has reported in accordance with the GRI Standards for the period 1 July 2023 to 30 June 2024. This disclosure supports the Northern Star Annual Report FY24 in relation to environment and social responsibility.

Management has sought independent, third-party assurance by Bureau Veritas of all data relating to GRI core and material disclosures in this disclosure. These disclosures are identified in our GRI, SASB and UN SDG Alignment Index. Where partial assurance received, or a topic note assured, that information has been included in the Index.

A copy of the assurance statement is provided on Northern Star's website at: [Environment & Social Responsibility \(ESR\) Reporting](#)

This disclosure was reviewed and approved by Northern Star's Board of Directors and published on 22 August 2024. Monetary amounts in this Report are reported in Australian dollars unless otherwise stated.

Feedback

We welcome feedback and invite readers to send any comments or enquiries about this disclosure to us at esgperformance@nstrld.com

Disclaimer

This disclosure contains forward-looking statements, including statements of current intention and expectation. These forward-looking statements are based on information available at the date of this disclosure.

While these forward-looking statements discuss Northern Star's expectations at the date of this disclosure, they are not guarantees or predictions of future performance, and by their nature, are subject to significant uncertainties, many of which are beyond Northern Star's control. Actual results and developments may differ materially from those expressed in this disclosure and Northern Star cautions readers against reliance on any forward-looking statements or guidance.

There are also limitations with respect to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenario analysis is not an indication of probable outcomes and relies on assumptions that may or may not prove to be correct or eventuate. Except as required by applicable laws or regulations, Northern Star does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

Assumptions

Nil.

FY24 ESR Disclosure Suite

This disclosure, and our supplementary website disclosures, form part of a suite of documents that provide information and updates on Northern Star's FY24 environment and social responsibility disclosures and should be read as a supporting accompaniment to the Northern Star Resources Ltd FY24 Annual Report, FY24 Modern Slavery Statement and FY24 Corporate Governance Statement.

Throughout this disclosure there are references to supporting information on our website which the reader is encouraged to read. The Northern Star website contains significant additional supporting information including our annual ESR Performance Data Tables, GRI Index and references to our previous disclosures.

Glossary

401 K

An employer-sponsored, defined-contribution, personal pension (savings) account in the United States

ABN

Australian Business Number

ASX

Australian Securities Exchange, trading as ASX

Audit & Risk Committee (ARC)

Audit and Risk Sub-Committee of the Board

Board

Board of Directors

Company

Northern Star Resources Limited
ABN 43 092 832 892

Contractor(s)

Externally employed contracted workers engaged by the Company to support Operations

Corporations Act

Corporations Act 2001 (Cth)

Director

A director of the Company duly appointed under the Corporations Act

EAP

Employee assistance providers(s)

employees

Total number of employees of the Group including permanent, fixed term and part-time. Does not include contractors

ESG

Environment, Social & Governance

ESR

Environment and Social Responsibility

ESR Disclosure Suite

Refers to the nine separate disclosures related to environment and social responsibility information available on the Northern Star Company website. These comprise: ESR Approach at Northern Star, People & Culture at Northern Star, Safety & Critical Risk Control at Northern Star, Community Engagement & Support at Northern Star, Supply Chain Management at Northern Star, Environmental Management at Northern Star, Climate Change at Northern Star, Water Security at Northern Star, and Waste & Tailings Management at Northern Star

ESR Performance Data Tables

Detailed spreadsheets containing key environment and social responsibility metrics for Northern Star for FY24 and relevant preceding years available from the Company website.

ESS Committee

Environmental, Social & Safety sub-Committee of the Board

FIFO

Fly-in fly-out; those personnel who fly to our Operations and stay in an accommodation village while at work

FY

Financial Year ending 30 June

GoldSTARR

Northern Star's Employee Online Hub for physical, mental and financial health

GRI

Global Reporting Initiative

Group

Northern Star Resources Limited and all of its wholly owned subsidiaries

HR

Human Resources

KCGM

KCGM means Kalgoorlie Consolidated Gold Mines Pty Ltd, a wholly owned subsidiary of the Company, which operates the Super Pit and Mt Charlotte Underground Mines and Fimiston Processing Plant

KMP

Key Management Personnel

LV

Light Vehicle

MARS

Mental Awareness, Respect and Safety, Edith Cowan University, Western Australia

Non-Binary

Non-Binary includes gender identities that demonstrate a diversity of expression beyond the binary framework. In addition, purely for the purposes of the data disclosed in this document, we have included in the expression "Non-Binary" the individuals who, when invited to identify their gender, responded with either "prefer not to say" or "prefer to self-describe".

NSMS

Northern Star Mining Services

Officer

An officer of the Company defined under the Corporations Act

P&C

People and Culture

PEP

Performance Evaluation Process

SASB

Sustainability Accounting Standards Board

shareholder

A shareholder of Northern Star Resources Limited

stakeholders

An individual, group or organisation that is impacted by the Company, or has an impact on the Company. Examples of stakeholders are investors, employees, suppliers and local communities

STARR Core Values

Northern Star's Core Values of Safety, Teamwork, Accountability, Respect and Results

TAFE

Technical and Further Education Institutions, Australia

UN

United Nations

UN SDG(s)

The United Nations Sustainable Development Goals

US or USA

United States of America

WA

Western Australia

Workforce

Northern Star employees and contractor employees

\$

Australian dollars, unless the context states otherwise. All A\$ to \$US currency conversions used in this ESR Disclosure Suite are at \$0.6556



Dave Holle, Processing Manager at our Fimiston processing plant, KCGM Operations, Kalgoorlie Production Centre, Western Australia

Contact Information

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Investor Relations investorrelations@nsr ltd.com

General Enquiries info@nsr ltd.com

Media Officer mediaofficer@nsr ltd.com

Compliance compliance@nsr ltd.com

ASX Code NST

Share Registry MUFG Corporate Markets
(formerly known as Link Market Services)

Additional Website ESR Disclosures:

Environment & Social Responsibility Approach

People & Culture at Northern Star

Safety & Critical Risk Control at Northern Star

Community Engagement & Support at Northern Star

Supply Chain Management at Northern Star

Environmental Management at Northern Star

Climate Change at Northern Star

Water Security at Northern Star

Waste & Tailings Management at Northern Star

FY24 Performance Data Tables

FY24 GRI, SASB and UN SDG Alignment Index

FY24 Tailings Disclosure Report

FY24 Biodiversity Values

Cover Image: Andy Durko, Apprentice - Mobile Plant Maintenance, KCGM Operations, Kalgoorlie Production Centre, Western Australia