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Supply Chain Management



Our Approach

Northern Star's operations are supported by a centralised Group procurement team that coordinates a global supply chain. As at 30 June 2024, Northern Star had 2,691 Tier 1 suppliers¹ who had been active in the previous 12 months.

Northern Star aims to partner with responsible suppliers who contribute to our goals of sustainable operations and respect for human rights in global supply chains. We prioritise the use of local suppliers, while ensuring our supply chain risks are mitigated through strong regional relationships.

\$3.93^B

FY 24 Total Group Procurement Spend

\$643^M

FY24 Local Procurement Kalgoorlie Production Centre

\$2.9^B

Total Goods & Services Spend in Western Australia in FY24

2,691

Number of Active Tier 1 Suppliers in FY24

\$6.5^M

FY24 Local Procurement Yandal Production Centre

\$9.5^M

Direct Spend with Indigenous Suppliers in FY24²

0

Instances of Suspected or Actual Modern Slavery Identified in FY24

In FY24, over \$828M representing 21% of total Group procurement spend was to suppliers located locally to our Kalgoorlie and Yandal production centres in Western Australia, and our Pogo production centre in Alaska, United States.

¹ All references to suppliers in this disclosure are references to Tier 1 suppliers, unless otherwise stated.
² Comprises a portion of the total spend that occurred directly and indirectly with Indigenous businesses in FY24. For full details on Total Spend (Direct & Indirect) with Indigenous Businesses refer to the remuneration report within the FY24 Annual Report.

Supply Chain Management Governance

Northern Star's Board has oversight of supply chain risks and opportunities within Northern Star, assisted by the Environmental, Social & Safety (ESS) Committee's oversight of operational risks and the Audit & Risk Committee's oversight of the Company wide strategic risk register.

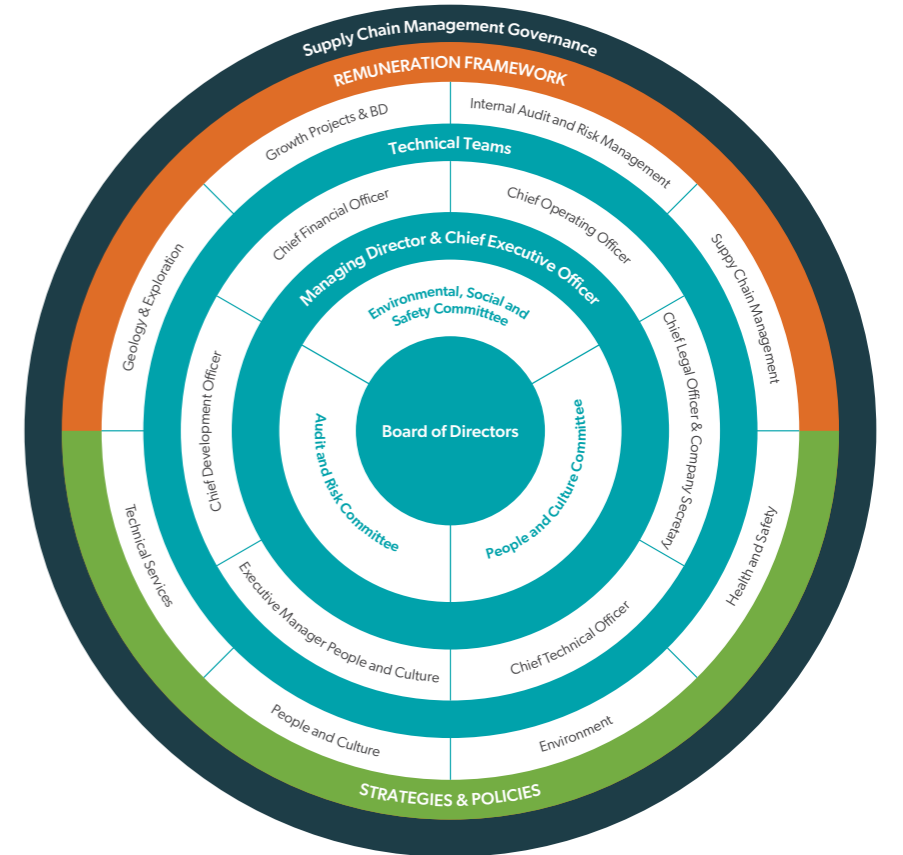
The Company's supply chain management governance structure is shown in Figure 1. Supply chain related matters are considered quarterly by the Board through its ESS Committee meetings.

The function of the Committee is to assist the Board in implementing the Company's, environmental, social and safety strategies and ensuring responsible and sustainable business practices. In particular, the Committee will assist the Board in its oversight, monitoring and review of the Company's practices in the following key areas:

- human rights, including modern slavery risks;
- sound business ethics and fair and ethical dealings with stakeholders; and
- long term environmental, social and safety strategic goals.

In addition, the Committee will refer any material environmental, social and safety related risk exposures or potential risks identified to the Audit & Risk Committee, for review and perform such other functions as assigned by the Board.

Figure 1 Supply Chain Management Governance



Development and delivery of Northern Star's supply chain function is overseen by the Chief Financial Officer (reporting to the Managing Director and to the Board), supported by the procurement teams in the corporate office and on our sites.

Restatements of Information

Nil restatements from our FY23 Sustainability Report.

Supply Chain

Northern Star's Operations are supported by a centralised contracts and procurement function, that coordinates a global supply chain of around 2,700 Tier 1 suppliers to ensure supply continuity.

We engage a network of Tier 1 suppliers both nationally and internationally to procure goods and services that are essential for our production activities. Where feasible, we procure materials from local suppliers within the regions we operate in, thereby maximising the local economic impact as well as reducing our global carbon footprint through shipping reductions.

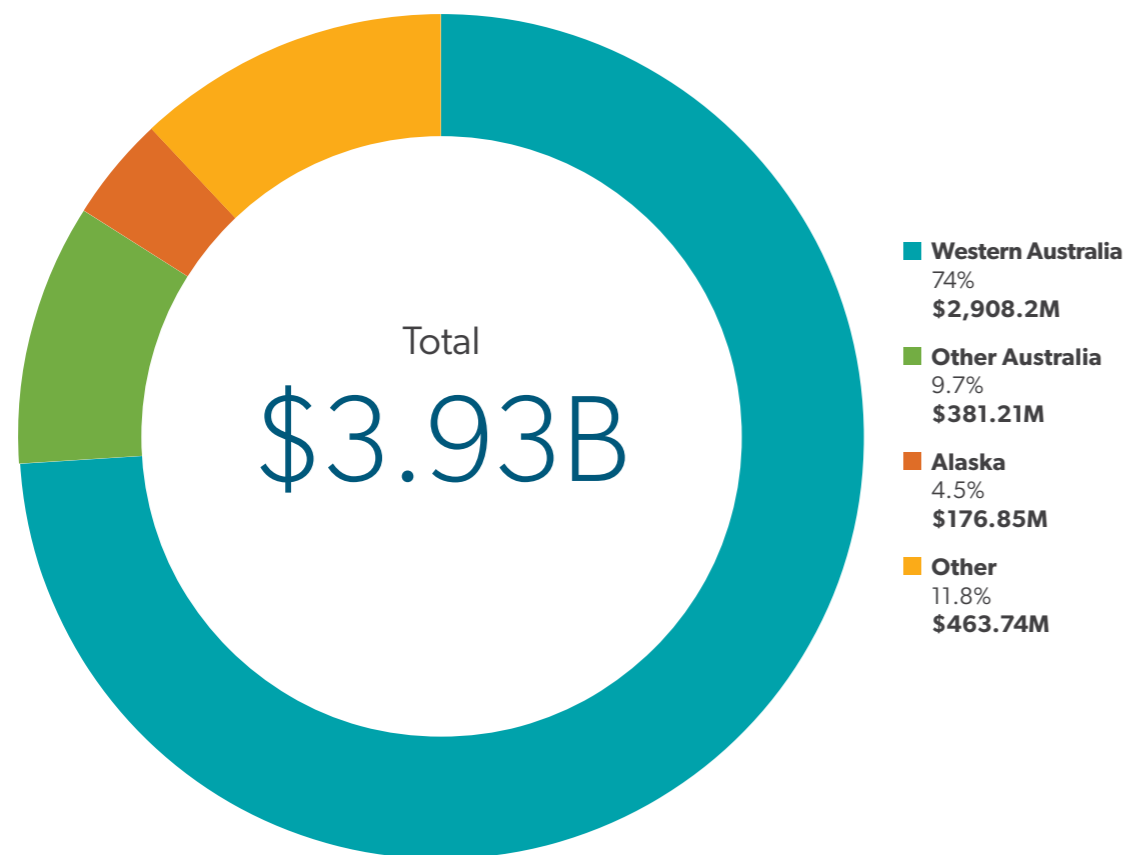
For more advanced, or specialised equipment and materials, the Company will seek these resources globally. In FY24, Northern Star spent \$3.93B on goods and services globally.

This expenditure included just over \$2.9B in Western Australia alone, which was up from \$2.2B in FY23.

As part of our global supply chain, we also consider supply chain resilience factors. This means that we consider, evaluate and monitor issues such as:

- logistics of supply delivery and storage;
- identifying and sourcing critical spares;
- monitoring inventory stock levels and site capacities;
- monitoring of global potential impacts on supply chains such as pandemics, climate change impacts, local and regional weather impacts;
- monitoring global demand or supply shortages; or
- factoring in long lead and delivery requirements.

Figure 2 Supplier Spend by Location of Supplier³



³ Supplier spend is calculated using the location of the supplier as registered in our Company procurement system.

Figure 3 Examples of Our Global & Local Sourcing



Responsible Sourcing

Northern Star is committed to responsible sourcing and aims to partner with suppliers who respect and adopt positive safety, environmental, social and governance standards and who demonstrate alignment with the standards and values of the Company.

Our Purchasing Policy⁴ outlines our requirements for ensuring that the selection criteria used for sourcing goods and services considers not only value for money, but also considers items such as: suppliers previous experience and past performance; health, safety and environmental requirements associated with the provision of the goods or services; and risks, including supply or supply routes.

Our Supplier Code of Conduct⁵ sets out the minimum standards of conduct expected from all Suppliers wishing to do business with Northern Star. Suppliers are required to be compliant with Northern Star's Code of Conduct⁶ and our Anti-Bribery and Anti-Corruption Policy⁷.

The Company requires its suppliers to operate with confidentiality, honesty, fairness and integrity and to observe the rule and spirit of the legal and regulatory environment in which the Company operates.

⁴ Purchasing Policy (NSR-FIN-058-POL)

⁵ Supplier Code of Conduct (NSR-COR-032-POL)

⁶ Code of Conduct (NSR-COR-001-POL)

⁷ Anti-Bribery and Anti-Corruption Policy (NSR-COR-026-POL)



Mohammad Hossen, Mechanical Technician and Tom Rose, Site Services Technician
Carosue Dam Operations, Kalgoorlie Production Centre, Western Australia

Supplier Engagement & Screening

Northern Star is committed to responsible sourcing through considering health, safety, environmental, social and governance criteria in our tender process and our contracts award.

As part of tender processes, we request that selected prospective suppliers disclose key details of their workplace health & safety (WHS), environmental, social responsibility and other relevant practices. In addition, we have in place a detailed internal ESG screening tool which can be used

to better understand how our prospective suppliers may mitigate modern slavery risks, consider climate related actions, contribute to Indigenous and community initiatives, and support diversity and inclusion.

As part of our supplier on-boarding process, suppliers must confirm their compliance with both our Supplier Code of Conduct⁸ and our Standard Terms and Conditions⁹ which reinforce our expectations with regards to safety, environment and social governance.

Figure 4 Our top 5 areas of goods and services expenditure in FY24 were:

Services	Goods
Underground Mining Services	Diesel
Drilling	Mobile Assets ¹⁰
Engineering Services	Processing materials and consumables
Mobile Equipment Hire	Electricity
Labour Hire	Explosives

⁸ Supplier Code of Conduct (NSR-COR-032-POL)
⁹ Australia (NSR-FIN-025-STA), Pogo (NSR-FIN-047-STA), Labour Hire (NSR-FIN-040-STA)
¹⁰ Mobile assets including equipment such as trucks, loaders, graders, drilling jumbos, and other similar mobile equipment.

Contract Management

Northern Star has in place a Contract Management Guideline¹¹ which sets out the management of all contracts between the Company and its suppliers. It includes the mandatory deliverables required during the contract management phase of any contract lifecycle.

As part of our contract management guideline, we recommend that all high risk and/or high value contracts have a Contract Management Plan¹² (CMP) developed. This CMP should detail the actions that will be taken to preserve contract value and be created upon award.

Details in the CMP may include monitoring requirements of a contractor's performance, and processes for ensuring that the contractor conducts its operations in compliance with the contract, Company standards and relevant applicable legislation.

The Company uses a contract risk register for monitoring performance throughout the duration of the contract to reflect changes in risk status if applicable. The risk register is phased by activity in line with the risks relevant to the scope. The contractor and Company periodically review the risk register and monitor compliance to it.

As part of the contract deliverables, key tasks and milestones are set out with the responsibility and frequency due date determined to ensure that contract management has clear and fixed terms of achievement. An ongoing assessment of supplier performance regarding deliverables, targets and milestones is carried out, to track progress. Audits may be instigated for matters such as workplace health and safety performance and/or environmental issues.

In the instance where supplier non-performance occurs or where goods/services do not meet quality requirements or expectations, Northern Star may consider exercising its contractual rights or other rights at law.

Close out of a contract can occur once an inspection of works completed is performed and the delivery of the contract scope is completed. Contractor files and performance documentation is collected, and all residual payments are finalised. A contract close out meeting is then completed.

Contractor Management

Effective contractor engagement and management remain critical aspects of safety in our operations at Northern Star. Over the past year, we have made progress in enhancing our existing processes to continuously improve our safety compliance.

5-Tier Safety Contractor Management Framework

Our primary initiative has focused on aligning expectations with workplace health and safety legislative requirements. This effort culminated in the creation of a 5-tier safety contractor management framework. This framework establishes safety guidelines and protocols for managing contractor relationships and work processes, and aligning contractors with our minimum required safety standards.

Contractor Management Intranet Page

To support organisation-wide contractor management and improve effective communication, we developed a contractor management intranet page. This digital platform serves as a central hub for resources, updates, and contact points. It is designed to aid in streamlining communication across the Company, providing contractors with access to critical information and support.

In FY25, our objective is to continue embedding the 5-tier safety contractor management framework across Northern

Star. This involves ensuring that all contractors are compliant with the framework and that our internal teams are equipped to manage contractor relationships effectively.

Contractor Engagement

Additionally, we have focused on:

- Enhanced Training and Inductions: Providing comprehensive safety training and inductions for all contractors to improve their understanding and compliance with our safety protocols.
- Regular Audits and Reviews: Conducting regular audits and reviews of contractor performance and compliance with safety standards to identify areas of compliance with our safety requirements, and areas for continuous improvement.
- Improved Resource Access: Providing contractors with easier access to the necessary tools, guidelines, and support through our intranet page and other communication channels.

More information on our safety management and engagement with our contractors is available in our ESR Disclosure Suite - Safety & Critical Risk Control at Northern Star FY24.

Electronic Supplier Engagement Platform



During FY25 Northern Star plans to commence the roll out of a new electronic supplier engagement portal and will commence engagement with all new tenderers through that system. With the new portal we anticipate improved:

- safety and risk management in relation to suppliers
- governance and compliance mechanisms
- contractor relationships
- collaborative opportunities for information sharing, such as modern slavery risk management tools and modern slavery supplier audit outcomes
- cost control and tailored RFx processes

¹¹ Contract Management Guideline (NSR-PRO-001-GUI)

¹² Contract Management Plan Template (NSR-PRO-001-PLA)



Mitch Wilson, Operator – Porphyry Underground
Carosue Dam Operations, Kalgoorlie Production Centre, Western Australia

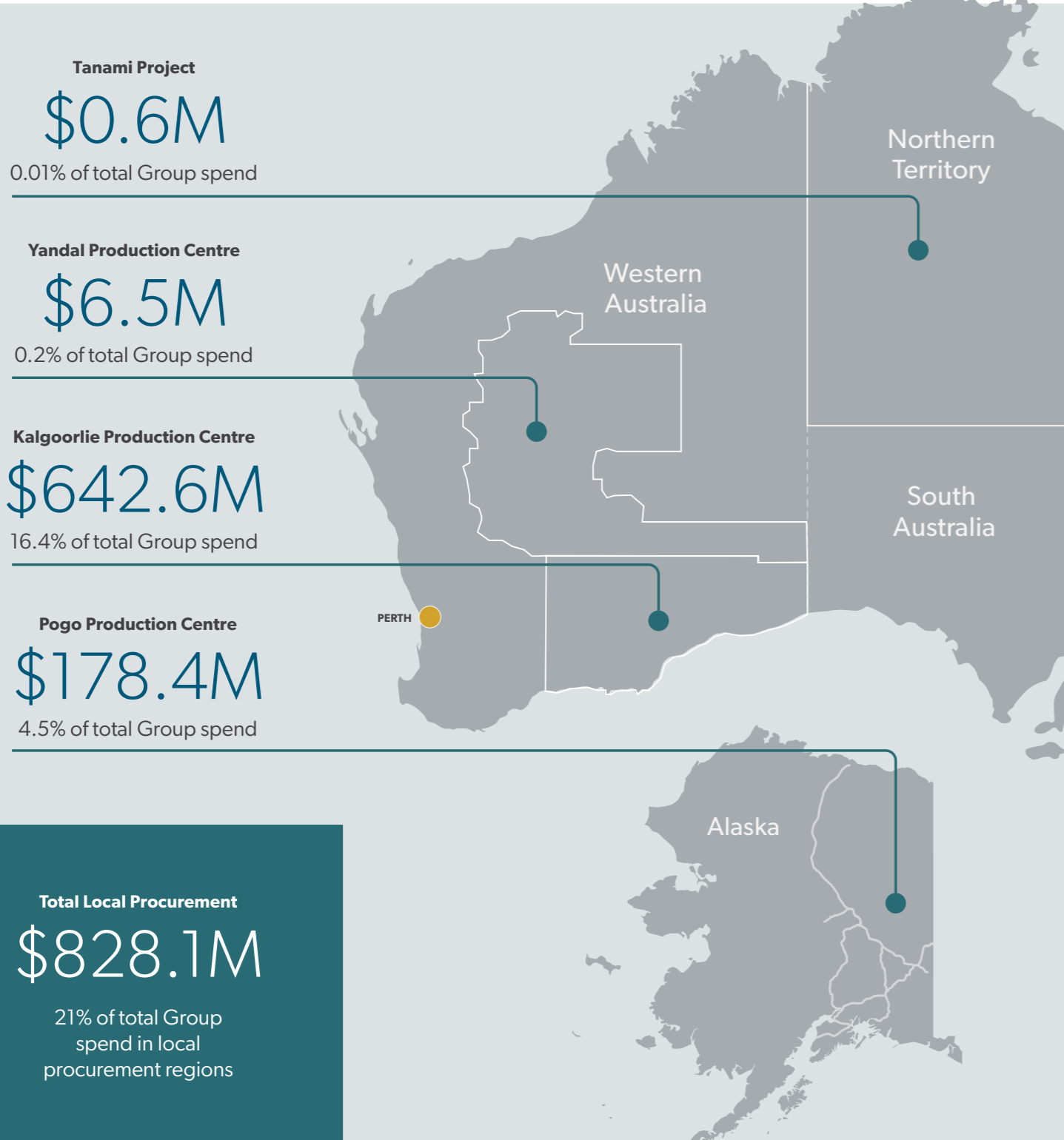
Local Procurement

Supporting suppliers and businesses within the regions in which we operate continues to be a focus for Northern Star. We aim to be part of the communities in which we operate and consistently consider the positive impact of supporting local businesses when assessing procurement opportunities

to ensure we maximise opportunities within our local supply chains.

Our local procurement areas (as shown in Figure 5) are centred around our Kalgoorlie, Yandal and Pogo production centres.

Figure 5 Local Supplier Spend by Production Centre¹³



Indigenous Procurement

Northern Star recognises the value Indigenous businesses create within our supply chain, as well as the immense benefits they generate for Aboriginal and Torres Strait Islander people, communities, and local economies.

Promoting and encouraging Indigenous business through procurement and capacity building is a significant means of supporting the Traditional Owners on whose land we are privileged to operate. We aim to create opportunities for Indigenous businesses in the following priority:

- Traditional Owner Businesses - to give Traditional Owners the opportunity to establish or grow businesses on their Country.
- Local Indigenous Businesses - businesses located in the Kalgoorlie or Yandal regions.
- Indigenous Businesses based in Western Australia.

As a Company, Northern Star is committed to the continuous development and establishment of sustainable supply contracts with Indigenous businesses. Across all Australian Operations, our team is creating procurement contract opportunities for Traditional Owner businesses and local Indigenous businesses.

This includes:

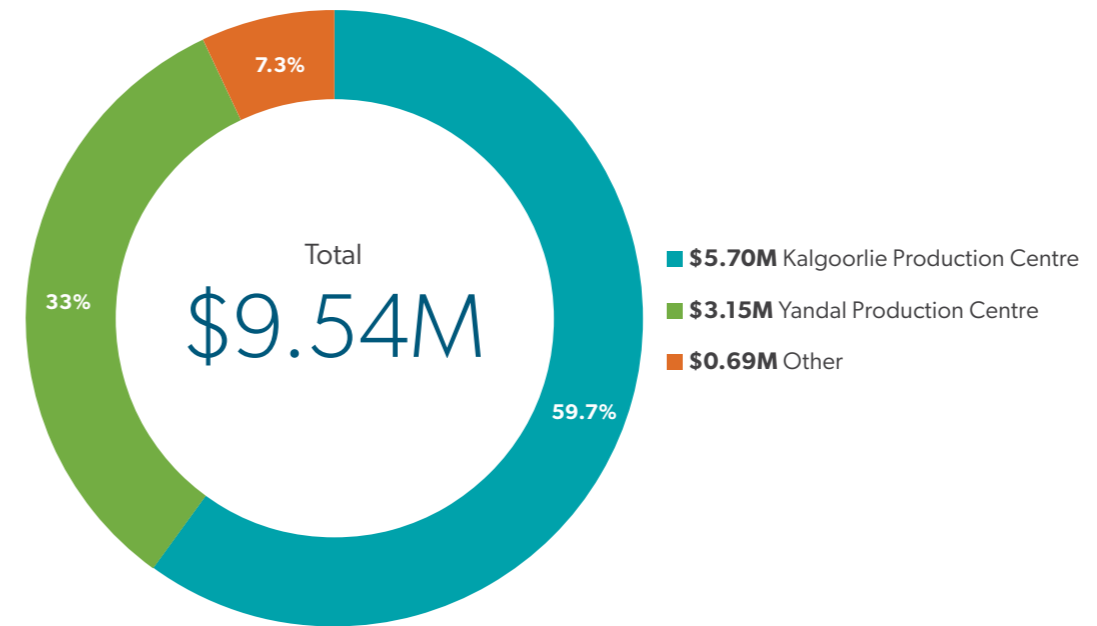
- understanding Indigenous business capabilities and capacity, and how we may assist local Indigenous businesses and Traditional Owners businesses to grow in partnership with Northern Star.
- identifying and removing barriers to participation in our supply chain, and actively facilitating long-term, sustainable contract opportunities

We engage in both direct and indirect procurement with Indigenous businesses.

- Direct procurement is goods or services procured directly by Northern Star from an Indigenous Business.
- Indirect procurement is goods or services procured by other Northern Star suppliers from Indigenous Businesses to assist with works they have been engaged by Northern Star to deliver.

Our verification processes have been developed to ensure that our Indigenous procurement performance data is able to be assured by an independent external third party and that our expenditure is supporting accredited Indigenous businesses, following the accreditation requirements set by the West Australian government in their supply chain.

Figure 6 Direct Spend¹⁴ with Indigenous Businesses During FY24 by Production Centre^{15,16}



¹³ Local supplier spend is defined as spend within postcode areas for Western Australian: Kalgoorlie – including areas such as Hannans, Boulder, Binduli, Bandy Creek and Boorabbin; Yandal – including areas such as Lake Darlot, Leinster, Boorara, Lake Carnegie, and Angelo River; and State boundaries for Alaska and Northern Territory.

¹⁴ Comprises a portion of the total spend that occurred directly and indirectly with Indigenous businesses in FY24. For full details on Total Spend (Direct & Indirect) with Indigenous Businesses refer to the remuneration report within the FY24 Annual Report.

¹⁵ Excludes a \$1.55M payment in Yandal that was finalised on 02 July 2024.

¹⁶ Amounts include GST.

Modern Slavery and Human Rights

Northern Star is committed to continuous improvement in all aspects of our business operations, and this extends to our commitment to take meaningful steps to identify and mitigate modern slavery risks and maintain responsible and transparent supply chains.

The Northern Star Board has ultimate responsibility for ensuring the appropriate processes are in place to assess, monitor, identify and manage any modern slavery risks to Northern Star's business, as well as remediating and reporting on suspected or actual instances of modern slavery.

Our internal Modern Slavery Working Group oversees the identification and assessment of modern slavery risks within our operations and supply chains, and devises initiatives to address and mitigate these risks. This includes supplier due diligence practices, training and awareness initiatives, and effective data collection. The Modern Slavery Working Group comprises personnel from our Legal, Procurement and ESG Engagement teams.

Progress in FY24 included:

- Expanded our human rights training to include more concise general awareness modules for all employees and contractors.
- Improved the data we collect and analyse in relation to our supply chain, leading to more SAQ responses and a higher understanding of our supply chain.
- Strengthened our understanding of our supply chain through assessment of indirect suppliers.
- Contributed to the upcoming review of the *Modern Slavery Act 2018* (Cth).
- Increased focus on supplier ESG screening in terms of assessment of information received, to improve the understanding of our supply chain, and potentially improve the quality of our supply chain to further mitigate modern slavery risks in our supply chain.
- Completed the SAQ process on our suppliers who either failed to respond to the SAQ request or returned a verified SAQ score of high or critical inherent risk in the FY23 risk assessment.
- Assisted the Board and leadership team in enhancing their oversight of modern slavery risks and mitigation actions.



Steffi Milling, Geologist and James Thomas, Project Geologist, Porphyry Solar Array Carosue Dam Operations, Kalgoorlie Production Centre, Western Australia

Supply Chain Performance Metrics

		FY24	FY23	FY22
Procurement Spend by Location of Tier 1 Supplier				
Supplier Spend¹⁷	Western Australia (\$M)	2,903	2,200	1,972
	Other Australia (\$M)	379	400	298
	Alaska (\$M)	178	167	156
	Other (\$M)	465	248	217
	Total (\$M)	3,926	3,014	2,643
Local Procurement by Region				
Local Procurement by Region	Yandal Production Centre (\$M)	6.5	9.2	7.9
	Kalgoorlie Production Centre (\$M)	642.6	477.4	457.9
	Tanami Project (\$M)	0.6	2.6	2.6
	Pogo Production Centre (\$M)	178.4	166.6	156
	Total Local Procurement (\$M)	828.1	655.9	624.5
Local Procurement by Region (% of total group spend)	Yandal Production Centre (%)	0.2	0.3	0.3
	Kalgoorlie Production Centre (%)	16.4	15.8	17.3
	Tanami Project (%)	0.01	0.1	0.1
	Pogo Production Centre (%)	4.5	5.5	5.9
	Total Local Procurement (%)	21.1	21.7	23.6
Indigenous Procurement				
Direct Spend with Indigenous Businesses¹⁸	Yandal Production Centre (\$M)	3.15	2.4	0.3
	Kalgoorlie Production Centre (\$M)	5.70	2.7	0.6
	Other (\$M)	0.69	0.1	4.1
	Total (\$M)	9.54	5.2	5.1
Supply Chain Risk Analysis				
Modern Slavery & Human Rights	Number of suppliers issued SAQs for completion	156 ¹⁹	131	133
	Number of suppliers responded to SAQs	79	49	74
	Number of third-party supplier audits completed	10	1	6
	Number of material human rights or modern slavery issues identified	-	-	0
	Number of corrective action plans issued	4	1	3
	Percentage of action plans completed (%)	25	100	100
	Number of contracts terminated	-	-	-
Conflict Areas				
Conflict Areas	Number of Tier 1 suppliers identified in conflict areas	-	-	-

¹⁷ Supplier spend is calculated using the location of the supplier as registered in our Company procurement system.

¹⁸ Comprises a portion of the total spend that occurred directly and indirectly with Indigenous businesses in FY24. For full details on Total Spend (Direct & Indirect) with Indigenous Businesses refer to the remuneration report within the FY24 Annual Report.

¹⁹ One of the SAQ requests was submitted in July 2024.



Contractors haulage vehicle being loaded at 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@nsr ltd.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

ABN

Australian Business Number

ASX

Australian Securities Exchange, trading as ASX

ASX Corporate Governance Council Principles and Recommendations

Principles and Recommendations (4th edition) of the ASX Corporate Governance Council on the corporate governance practices to be adopted by ASX listed entities and which are designed to promote investor confidence and to assist listed entities to meet shareholder expectations

Audit & Risk Committee (ARC)

Audit and Risk Sub-Committee of the Board

B or bn

Billion

Board

Board of Directors

CAP

Corrective action plan

CMP

Contract Management Plan

Company

Northern Star Resources Ltd
ABN 43 092 832 892

contractors

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

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

ESS Committee

Environmental, Social & Safety sub-Committee of the Board

FY

Financial Year ending 30 June

GRI

Global Reporting Initiative

Group

Northern Star Resources Ltd and all of its wholly owned subsidiaries

Indigenous Business

Northern Star defines an Indigenous business as a business that is owned at least 51 per cent by Indigenous Australians, verified through completing a formal registration process with Supply Nation and/or the Aboriginal Business Directory of WA

K or k

Thousand

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 in Kalgoorlie, Western Australia

Kg or kg

Kilogram

kl

kilolitre; one thousand litres

KMP

Key Management Personnel

KPI

Key Performance Indicator

Local Procurement

Procurement from a defined area surrounding our Operations, established by selected postcode boundaries for Western Australia or State boundaries for Alaska and Northern Territory

M or m

Million

Modern slavery:

An umbrella term used to describe serious exploitation and human rights violations. Practices that constitute modern slavery can include:

- human trafficking;
- slavery;
- servitude;
- forced labour;
- deceptive recruiting for labour or services;
- debt bondage;
- forced marriage; and
- child labour

NSMS

Northern Star Mining Services

Officer

An officer of the Company defined under the Corporations Act

Oz

Ounce

SAQ

Self-assessment questionnaire

shareholder

A shareholder of Northern Star Resources Ltd

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

Tier 1 Supplier

Suppliers that Northern Star engages directly to provide goods or services to our operations. Suppliers and contractors are interchangeable expressions throughout this disclosure

UN

United Nations

UN SDGs

The United Nations Sustainable Development Goals

US or USA

United States of America

WA

Western Australia

WHS

Workplace health and safety

\$

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



Underground mining services contractors participating in a safety prestart meeting at the start of shift, Thunderbox Operations, Yandal Production Centre, Western Australia

Contact Information

Northern Star Resources Ltd

ABN 43 092 832 892

Corporate office

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Telephone

+61 8 6188 2100

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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: Underground mining services contractors participating in a safety prestart meeting at the start of shift, Thunderbox Operations, Yandal Production Centre, Western Australia