

2020 - 21 Compliance Program

Submitted by:

**Kalgoorlie Consolidated Gold Mines Pty
Ltd (ABN:97009377619)**

**Northern Star Resources Ltd
(ABN:43092832892)**

**Saracen Mineral Holdings Limited
(ABN:52009215347)**

**Northern Star (Carosue Dam) Pty Ltd
(ABN:14116649122)**

**Northern Star Mining Services Pty Ltd
(ABN:45149632968)**

#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Policy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes(<i>Select all that apply</i>)
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(<i>Select all that apply</i>)	
...Yes	Policy Strategy

3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Governing bodies

Kalgoorlie Consolidated Gold Mines Pty Ltd

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations</i>)
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	<i>even if it is reported in a different submission group.)</i>
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

Northern Star Resources Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	3
...Male (M)	4
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Policy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Governing body has gender balance (i.e. 40% women / 40% men / 20% either)

Saracen Mineral Holdings Limited

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

Northern Star (Carosue Dam) Pty Ltd

	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body</i>
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1: Does this organisation have a governing body?	<i>details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.)</i>
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11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.
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Northern Star Mining Services Pty Ltd

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.)</i>
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11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.
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2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

The target objective was set in the 2020 Corporate Governance Statement to achieve at least 30% of each gender by 31 December 2021, this was achieved in 2020.

#Action on gender equality

Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes	Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(<i>Select all that apply</i>)
...Yes	To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To be transparent about pay scales and/or salary bands To ensure managers are held accountable for pay equity outcomes To implement and/or maintain a transparent and rigorous performance assessment process

2: Did your organisation receive JobKeeper payments?

No

3: What was the snapshot date used for your Workplace Profile?

31-Mar-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	No(<i>Select all that apply</i>)
...No	No unexplained or unjustifiable gaps identified
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Salaries set by awards and enterprise agreements for large number of employees

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

Yes (*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?

Survey

Other (provide details)

...Other (provide details)

Equal Employment Opportunity Training

1.2: Who did you consult?

ALL staff

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

#Employee work/life balance

Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes(*Select all that apply*)

...Yes	Strategy
...A business case for flexibility has been established and endorsed at the leadership level	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
...Leaders are visible role models of flexible working	No(<i>Select all that apply</i>)
...Flexible working is promoted throughout the organisation	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
...Targets have been set for engagement in flexible work	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
...Targets have been set for men's engagement in flexible work	No(<i>Select all that apply</i>)
...Leaders are held accountable for improving workplace flexibility	No(<i>Select all that apply</i>)
...Manager training on flexible working is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2022
...Employee training is provided throughout the organisation	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	30-Jun-2022
...Team-based training is provided throughout the organisation	No(<i>Select all that apply</i>)

...Employees are surveyed on whether they have sufficient flexibility	No(<i>Select all that apply</i>)
...The organisation's approach to flexibility is integrated into client conversations	No(<i>Select all that apply</i>)
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	No(<i>Select all that apply</i>)
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No(<i>Select all that apply</i>)
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No(<i>Select all that apply</i>)
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

...Purchased leave	No(<i>You may specify why the above option is not available to your employees.</i>)
...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

No, we do not offer employer funded parental leave

...No, we do not offer employer funded parental leave

Currently under development(*Select the estimated completion date.*)

...Currently under development

31-Dec-2021

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Primary and secondary carer's leave grandfathered for three entities (Saracen Mineral Holdings, Northern Star (Carosue Dam) and Kalgoorlie Consolidated Gold Mines), working towards combined approach for all Northern Star employees.

Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(*Select all that apply*)

...Yes

Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare

No(*You may specify why the above support mechanism is not available to your employees.*)

...On-site childcare

No(*You may specify why the above support mechanism is not available to your employees.*)

...No

Insufficient resources/expertise

...Breastfeeding facilities

No(*You may specify why the above support mechanism is not available to your employees.*)

...No

Insufficient resources/expertise

...Childcare referral services

No(*You may specify why the above support mechanism is not available to your employees.*)

...Internal support networks for parents

No(*You may specify why the above support mechanism is not available to your employees.*)

...Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No(*You may specify why the above support mechanism is not available to your employees.*)

...No

Currently under development(*Select the estimated completion date.*)

...Currently under development	31-Dec-2021
...Information packs for new parents and/or those with elder care responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Coaching for employees on returning to work from parental leave	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Employee Assistance Program has been engaged to provide support to new or returning to work parents and/or carers.

Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction Every one-to-two years
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)

...Yes	At induction Every one-to-two years
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3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes(<i>Select all that apply</i>)	
...Yes	Policy

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes
...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	No(<i>Select all that apply</i>)
...Offer change of office location	No(<i>Select all that apply</i>)
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...Access to medical services (e.g. doctor or nurse)	Yes

...Other (provide details)

No(*Select all that apply*)

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

Workforce Management Statistics Table

Industry: Metal Ore Mining

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	6	27	33
			Non-managers	62	232	294
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	9	12
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	1	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	17	21
			Non-managers	22	36	58
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	3	4
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	1	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	5	19	24
			Non-managers	149	433	582
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	64	73	137
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	0	3
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	6	4	10

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Metal Ore Mining

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	6	8	14
			Non-managers	108	407	515
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	9	16	25
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	1	6
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	5	10
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	28	0	28
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	10	0	10
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	0	36	36
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Metal Ore Mining

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

* Total employees includes Gender X

Workplace Profile Table

Industry: Metal Ore Mining

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	23	141	0	0	164
Professionals	Full-time permanent	142	400	11	55	608
	Full-time contract	16	11	7	22	56
	Part-time permanent	27	2	0	1	30
	Part-time contract	1	0	0	0	1
	Casual	6	5	0	0	11
Technicians And Trades Workers	Full-time permanent	27	457	0	7	491
	Full-time contract	1	3	16	71	91
	Part-time permanent	2	0	0	0	2
Community And Personal Service Workers	Full-time permanent	3	6	0	0	9
Clerical And Administrative Workers	Full-time permanent	78	42	1	0	121
	Full-time contract	5	0	0	0	5
	Part-time permanent	15	1	0	0	16
	Casual	1	0	0	0	1
Sales Workers	Full-time permanent	2	0	0	0	2
	Casual	2	0	0	0	2
Machinery Operators And Drivers	Full-time permanent	196	658	0	0	854
	Full-time contract	39	35	0	0	74
	Part-time permanent	9	0	0	0	9
	Part-time contract	1	0	0	0	1
	Casual	6	4	0	0	10
Labourers	Full-time permanent	55	251	0	0	306
	Full-time contract	3	3	0	0	6
	Part-time permanent	1	0	0	0	1
	Casual	3	1	0	0	4

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: Metal Ore Mining

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	1	0	1
	-2	Full-time permanent	0	4	4
KMP/HOB	-1	Full-time permanent	0	1	1
GM	-1	Full-time permanent	0	2	2
	-2	Full-time permanent	1	0	1
	-3	Full-time permanent	0	16	16
	-4	Full-time permanent	0	1	1
SM	-3	Full-time permanent	1	1	2
	-4	Full-time permanent	4	24	28
	-5	Full-time permanent	1	8	9
OM	-2	Full-time permanent	2	1	3
	-3	Full-time permanent	6	2	8
	-4	Full-time permanent	6	33	39
	-5	Full-time permanent	1	42	43
	-6	Full-time permanent	0	5	5

* Total employees includes Gender X