



People
Performance

People Performance



FY23 Achievements

Our new Human Resources Information System (HRIS) was successfully implemented including onboarding, recruitment, employee details, payroll and compensation

82%

of our employees responded to our employee culture survey, with strong representation from all areas of our business

1,246

new employees joined the Northern Star team in FY23

People Snapshot

3,587

Employees, excluding contractors¹³

5,961

Our global workforce, including contractors¹³

1,390

Workforce residential to Kalgoorlie¹⁴

23.1%

Female employment in our workforce¹⁴

247

Current Graduates, Undergraduates, Vacation Students, Trainees and Interns

76

Current Apprentices (including Trade Upgrades)

13. At 30 June 2023.
14. Direct employees only, excludes contractors.

Our Approach

To deliver our strategy Northern Star has a clear plan to attract, retain and support the best talent. We are clear on our joint and individual responsibility to deliver, improve and make Northern Star a place we are all proud and excited to work for. Our culture is critical to us, and a part of the reason 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 culture.



More on our website...

An overview of our people performance is available at [People Performance](#)

Our Workforce

The majority of our workforce are permanent full-time workers. Across our Operations 93% of our employees are employed on a permanent basis, 5% on a fixed term basis and only 2% on casual contracts.

rate of residential employment has been maintained with 59% in our Pogo Operations in Alaska and 91% in Kalgoorlie, Western Australia.

Our rate of female employment reached 23.1%. Our age demographic remains similar to previous years and our

Our new starter rate was 34.7% in FY23 compared to 42.2% in FY22, and our turnover rate was 27% in FY23 compared to 28.4% in FY22.

Table 2 Employment Type By Gender¹⁶ and Region at 30 June 2023

	Kalgoorlie			Yandal			Pogo			Other ¹⁵			Total		
	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse
Full Time Permanent	1,297	434	15	600	127	7	553	50	-	114	78	-	2,564	689	22
Part Time Permanent	4	28	-	-	-	-	-	1	-	2	34	-	6	63	-
Full Time Fixed Term	76	35	1	35	3	-	11	4	-	7	6	-	129	48	1
Part Time Fixed Term	-	-	-	1	-	-	-	-	-	0	1	-	1	1	-
Long Term Leave	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Casual	28	25	-	2	-	-	5	-	-	1	2	-	36	27	-
Total	1,405	522	16	638	130	7	569	55	-	124	121	-	2,736	828	23
	1,943			775			624			245			3,587		

Table 3 New Starters By Gender¹⁶ and Region at 30 June 2023

	Kalgoorlie			Yandal			Pogo			Other ¹⁵			Total		
	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse
New Starters	451	168	-	269	73	-	203	19	-	33	30	-	956	290	-
Total	619			342			222			63			1,246		

Table 4 Turnover by Gender¹⁶ and Region at 30 June 2023

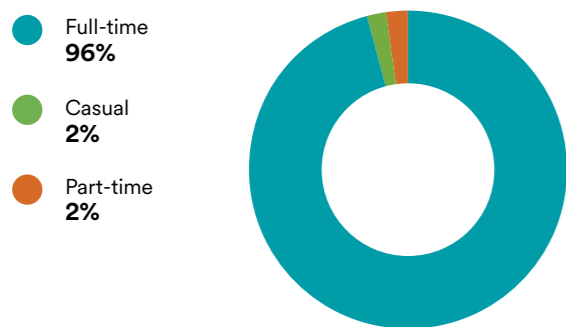
	Kalgoorlie			Yandal			Pogo			Other ¹⁵			Total		
	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse	Male	Female	Gender Diverse
Turnover	361	115	3	202	42	-	175	16	-	25	30	-	763	203	3
Total	479			244			191			55			969		

15. Includes exploration and Perth office.

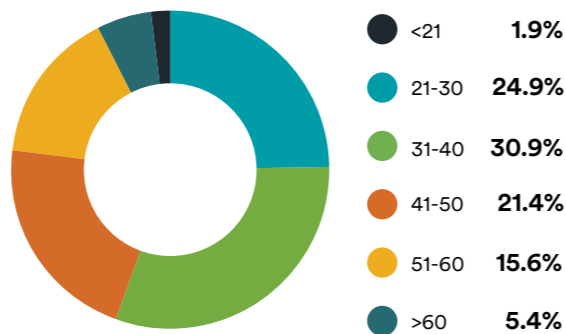
16. Gender diverse includes gender identities that demonstrate a diversity of expression beyond the binary framework

Figure 8 Northern Star Workforce Summary, as at 30 June 2023

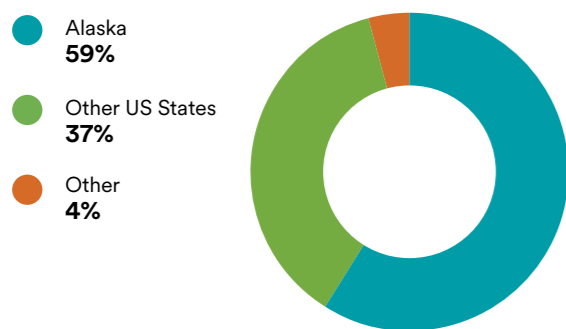
Employees by employment type



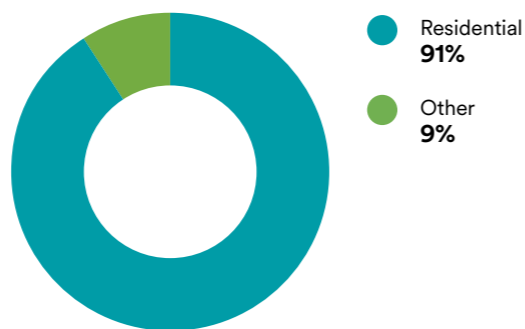
Age demographics



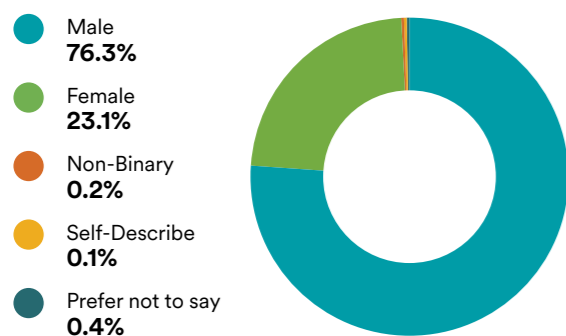
Local employment - Pogo



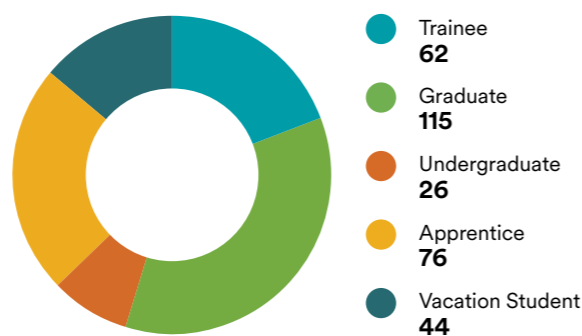
Local employment - Kalgoorlie (excl. Carosue Dam)



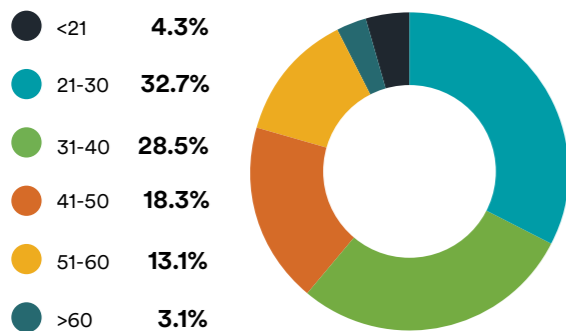
Gender demographics



Employee Development Pipeline



New Hires in FY22 by age demographic



Turnover in FY23 by age demographic

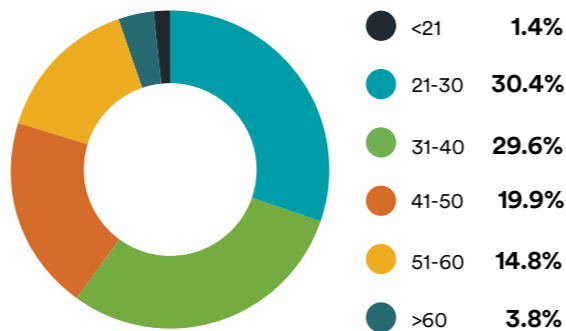


Table 5 Employment Type By Age at 30 June 2023

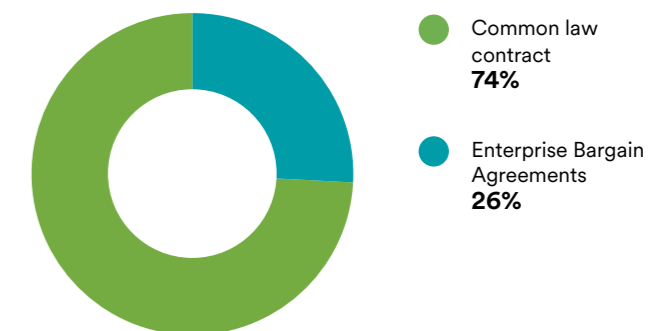
	<21	21-30	31-40	41-50	51-60	>60	Total
Full Time Permanent	43	759	1,022	724	543	184	3,275
Part Time Permanent	-	3	36	23	5	2	69
Full Time Fixed Term	24	102	31	13	6	2	178
Part Time Fixed Term	-	1	1	-	-	-	2
Long Term Leave	-	-	-	-	-	-	-
Casual	2	28	17	7	5	4	63
	69	893	1,107	767	559	192	3,587

Freedom of Association

In our Australian Operations, 781 employees (26%) of the workforce are covered by Enterprise Bargain Agreements, with the remaining 2,182 (74%) covered by common law contracts. Common law contracts are individual agreements between an employer and an employee, but incorporate any overriding statutory minimum requirements such as relevant awards.

Our contractor workforce comprises a majority of 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.

Figure 9 GRI 2-30: % of Employees Covered by Collective Bargaining Agreements



Amber Cameron, Site Administration Coordinator and Janine Greeves, Site Administrator, Thunderbox, Yandal Production Centre, Western Australia

Culture Survey

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

In November 2022 we conducted our biannual culture survey. This year's response rate was 82% and our overall employee engagement score was 68%.

Our culture survey measures people's experience (what they see and hear) 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.

We were pleased to see uplift across some of our scores from the previous culture survey in 2021. Our greatest improvements were seen in our Teamwork, Accountability and Respect values.

We continue to strengthen our culture using the STARR Core Values. From the 2022 culture survey results, our sites developed and are implementing actions.

This process was led by our site General Managers with the support of their management teams to recognise and celebrate strengths, as well as address areas for improvement.

Areas of focus include:

- Mitigating risk of loss of, or harm to, our people. This area targets both attraction and retention and importantly, ensuring that we are providing a psychologically healthy and safe place to work.
- Continuing to grow Respect and Accountability in our workforce, through leadership development, recognition of positive behaviours and focussed activities to continue to grow a respectful workplace.

Northern Star's next culture survey is planned to be conducted in November 2024.

We aim to be able to reassess employee sentiment and engagement and see the effectiveness of the actions taken since the November 2022 culture survey.

Figure 10 Strengths Identified in the November 2022 Culture Survey

82% of our employees responded to the survey, with strong representation from all areas of our business

78% of employees participating in the culture survey agreed that "People here think of safety first, for ourselves and our teams, and use systems processes and controls to stay safe"

87% of our people agree with "I feel free to discuss work hazards and safety issues openly"

84% of our people agree with "I look for ways to innovate and improve around here"

77% of employees participating in the culture survey agreed "I am satisfied with the job security at Northern Star"

Development of our People

Our employees at Northern Star have multiple opportunities and avenues to develop their careers. Individual management and support is provided to employees by their line manager and confidential data is collected at both the individual and the group level to fully understand how people experience our culture and their role within it.

Currently, we gather data from our employees across their employment lifecycle, in addition to key annual milestones, as shown in Figure 11. This data informs how we respond to the immediate, medium and long-term needs of individual employees and the workforce as a whole.

Figure 11 Northern Star Data Collation Points

Employee Experience Check-ins

We have created an employee pulse check at key milestones in their first year asking about: role satisfaction onboarding experience, support and career opportunities. Employees rated their overall experience at Northern Star (out of 5):

8 weeks: 3.8/5
6 months: 3.6/5
12 months: 3.7/5

Annual Performance Evaluation Program

To evaluate and understand current performance and development needs. This data then drives our development calendar and helps us to meet emerging needs of the Company. PEP's are used to support managers in developing their people and combined data is used to identify and develop training.

94%

of employees were involved in Performance Evaluation Programs completed in FY23



Michael Shaw, Process Technician – Leading Hand, Jundee, Yandal Production Centre, Western Australia

Employee Attraction, Retention & Engagement

Retaining our people is a key driver 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.

In FY23 we:

- Completed implementation of a modern Human Resources Information System further supporting our leaders and people.
- Promoted over 1,000 of our people internally, providing development and growth for our people whilst also retaining their talent and knowledge in the business.
- Had 44 vacation students, 26 undergraduates and 115 graduates work with our teams during FY23. This includes graduates enjoying the opportunity of being residential in Kalgoorlie. All our graduates undertake a detailed program to ensure they have broad experience in different sites and leave the program fully competent to take on their next role.

- Had 76 apprentices and employed 62 trainees. The trainees are in a variety of frontline operational roles, providing an increased mining talent pool and an opportunity for people to build new careers in mining. With a continued focus on culture, development and providing a working environment that lives the STARR Core Values, Northern Star continued in FY23 to build our strength as a preferred employer.

More on our website...
 An overview of our employee attraction, retention and engagement programs and actions are available on our Company website at [People Performance](#)



Jai Sauzier, Mining Technician, Thunderbox, Yandal Production Centre, Western Australia

Gender Pay Gap Review

Northern Star undertakes periodic gender pay gap reviews as part of our standard remuneration review processes.

The comparison is done on like for like roles. Like for like roles have the same scope and area of expertise, e.g. safety managers at all sites.

The review scope includes the full remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews).

No issues were identified. Further gender pay gap analysis will be undertaken in FY24.

Diversity & Inclusion

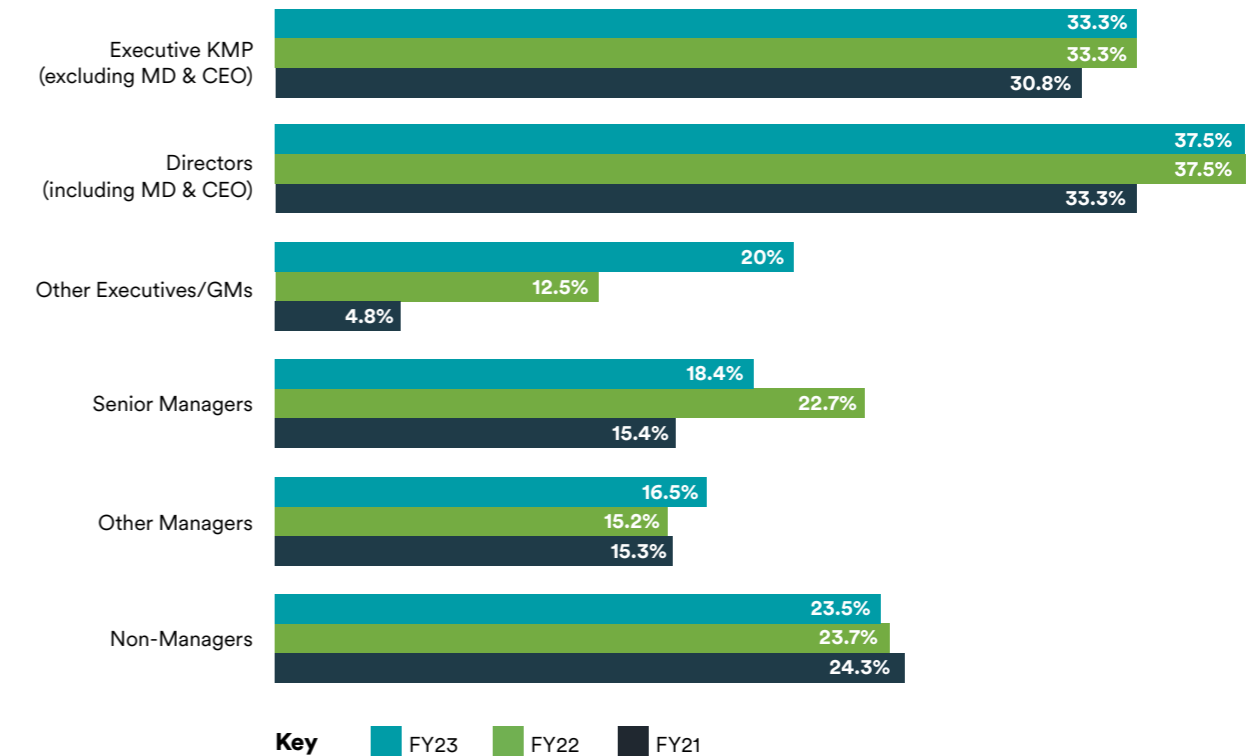
In FY23, we implemented the following programs to increase awareness, support minority Groups and focus on challenging the status quo:

- Sponsored the Pride Professionals Mentoring Program for LGBTQIA+ individuals and allies, as well as the Kalgoorlie Boulder Pride Festival.
- Continued as major sponsors of AusIMM and WIMWA Women in Mining Leadership Conferences.
- Released a more inclusive range of PPE, including flexible styles to suit all body types.
- Continued uptake of paid parental leave by our Australian Operations.

- Launched a partnership with the Goldfields Aboriginal Business Chamber to deliver the “Stronger Business” program.

More on our website...
 Further information on our diversity and inclusion programs and actions are available on our Company website at [People Performance](#)

Figure 12 Female Participation in Key Roles Within Northern Star



Supporting Our People and Their Families

In FY23 we were very pleased that 31 female, 43 male and 1 gender diverse employees were able to use the benefit to spend time with their families and new children as part of our paid Parental Leave program. Of these 67% have returned to work.

Our Pogo Operation is also proud to have set a new standard and expanded its paid parental policies to help foster an environment where employees feel supported throughout their parenthood journey, regardless of gender.

The new gender-neutral paid parental leave policy, includes adoption and surrogacy support and up to 20 weeks of paid parental leave, plus return-to-work payments.

Figure 13 Employees who took paid parental leave in FY23

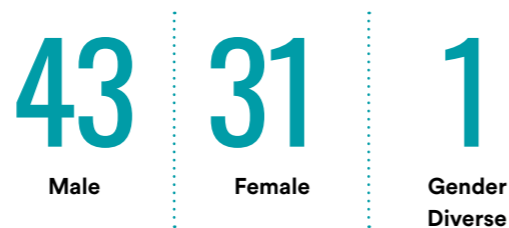


Table 6 Paid Parental Leave Metrics for FY23¹⁷

	Male	Female	Gender Diverse	Total
Entitled to Paid Parental Leave in FY23	1,445	504	22	1,971
Took Paid Parental Leave in FY23	43	31	1	75
Returned from Paid Parental Leave in FY23	36	14	-	50
Still on Paid Parental Leave at 30 June 2023	7	16	1	24
Did not return from Paid Parental Leave	-	1	-	1

17. GRI 401-3

Opportunities & Development in Mining

Northern Star prides itself on investing in our people and the future of the mining industry.

We have created a number of entry pathways into our business, on permanent contracts, which can accommodate people from a diverse range of educational and industry backgrounds.

Northern Star is committed to building and maintaining long term and mutually beneficial relationships with

like-minded organisations to provide opportunities for a diverse range of people in our society.

More on our website...
 An overview of our employee opportunities and development programs are available on our website at [People Performance](#)



Left to right: Louis Gauthier, General Manager – Geological Services; Jess Wright, Senior Geologist – Growth; Jamie Rogers, General Manager – Discovery; Fatin Binti Mohamed Amin, Geologist – Discovery; Daniel Howe, Chief Geological Officer; Bianca Byrne, Geology Manager – Growth and Kathryn Poole, Senior Geologist – Resource

Employee Wellbeing

Northern Star is committed to supporting our people’s safety and wellbeing both at work and at home. In our daily operations, we take a risk management approach to understanding the impacts of work on our people’s mental health and wellbeing.

Through better understanding the psychosocial hazards and risk factors our people are exposed to most often, we aim to ensure our controls are effective and utilised. We have a variety of controls in place already, and through assessment and consultation endeavour to continuously improve them.

Our support of employee wellbeing includes but is not limited to traditional Employee Assistance Programs (EAP), GoldSTARR (which includes a wellbeing hub for employees, interactive toolboxes on stress, resilience and mindfulness, job demand and resources assessment, education) and a consistent calendar of programs on mental health and wellbeing across our business such as support for the Push Up Challenge.

We are also upskilling our leaders to understand the impacts of work on mental health, and how they can better manage mental health risk, and continue to grow our network of Mental Health First Aiders.



Travis Kennedy, Boilermaker and Alex Wiese, Apprentice Mechanical Fitter, Thunderbox, Yandal Production Centre, Western Australia