



People & Culture at Northern Star FY25

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People & Culture



Our Approach

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

4,744 Employees, excluding contractors ²	614 Internal Promotions in FY25 ¹	96 Frontline Leaders have completed Leadership Insights Training in FY25 ¹
8,728 Our global workforce, including contractors ²	240 Current Graduates, Undergraduates, Trainees and Interns ^{1,2}	104 Current Apprentices (including Trade Upgrades) ^{1,2}
22.8% Female employment in our workforce ^{1,2}		
1,723 New employees joined our team in FY25 ¹		

In FY25, 614 employees were internally promoted to new roles, retaining their skills and knowledge within our business while providing them with opportunities to lead. Approximately 30% of leaders have now completed our Leadership Insights Training, part of an initiative designed to build our employees' capability, foster self-awareness, and enable our leaders to drive performance and build successful teams.

¹ Direct employees only, excludes contractors
² At 30 June 2025
Please note that total numbers in charts and tables within the ESR Disclosure Suite may differ due to rounding.

People & Culture Governance

Northern Star's Board has oversight of people and culture risks and opportunities within the organisation. The Board is 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.

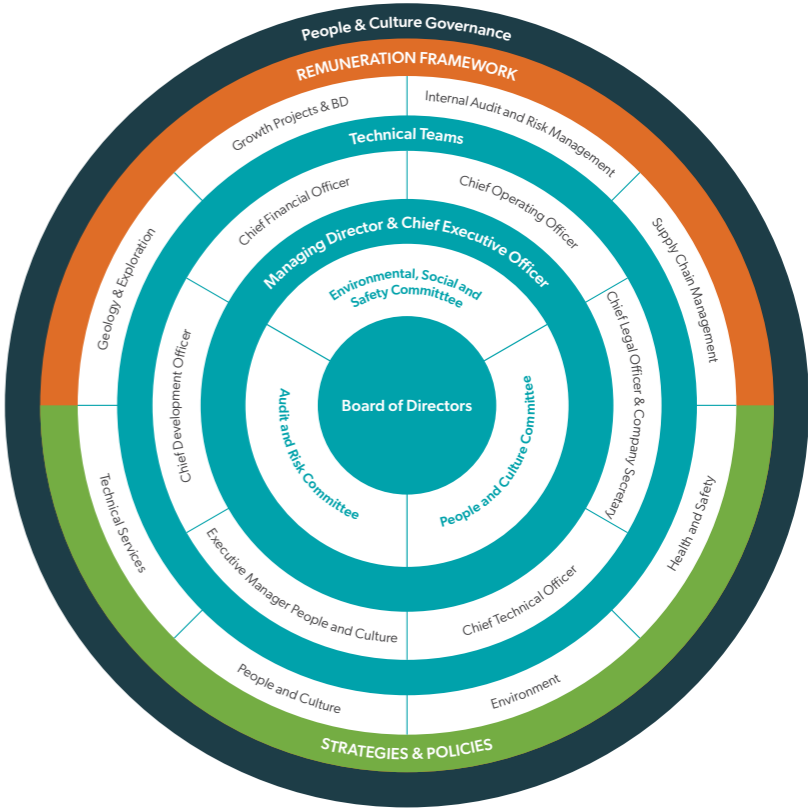
The Company's people and culture governance structure is shown in Figure 1. People and Culture related matters are considered regularly by the Board through its People & Culture Committee meetings.

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, incentives 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 People and Culture Executive Manager and her team.

Figure 1 People & Culture Governance



Restatements of Information

Data for FY24 and FY23 has been restated to incorporate the Pilbara Operations workforce data, unless otherwise indicated.



Kylie Johnston - Dump Truck Operator
Bronzewing Operations
Yandal Production Centre, Western Australia

Our Employees

The majority of our workforce are permanent full-time employees. During FY25:

- 94.9% of our employees were employed on a permanent basis;
- 3.4% on a fixed term basis; and
- 1.7% on casual contracts.

Female employment rate was 22.8% in FY25.

The age demographic for our employees has been maintained at an average age of 37.3 years old.

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

- New starter rate was 37.9% in FY25 compared to 40.4% in FY24.³
- Turnover rate has decreased to 25.2% in FY25, noting this percentage is calculated from a higher total number of employees.⁴

Figure 2 overleaf provides information on our employee statistics as at 30 June 2025:

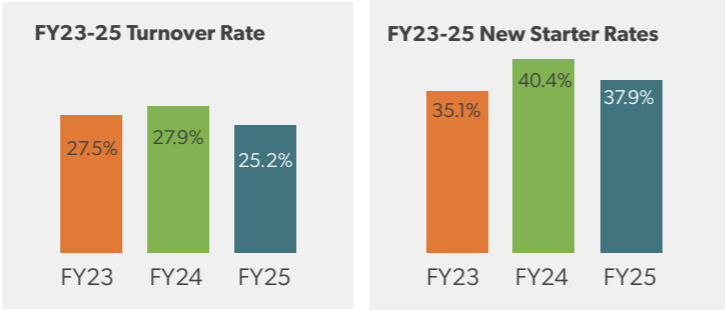
- Our employee composition is consistent with past years.
- Our employee development pipeline continues to grow as we offer opportunities for people to join mining and enhance their skills.

Our Approach to Local Employment

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

At 30 June 2025, we had:

- 77% local employment in Kalgoorlie Production Centre. Local employment is defined as employees who work in the Kalgoorlie Production Centre (excluding Carosue Dam Operations) and are residential in the City of Kalgoorlie-Boulder and surrounds.
- 52% local employment in Pogo Production Centre. Local employment is defined as employees who work in the Pogo Production Centre and are residential in Alaska.



Highlight – Inspiring Future Careers at the Kalgoorlie Central Regional TAFE Careers Expo

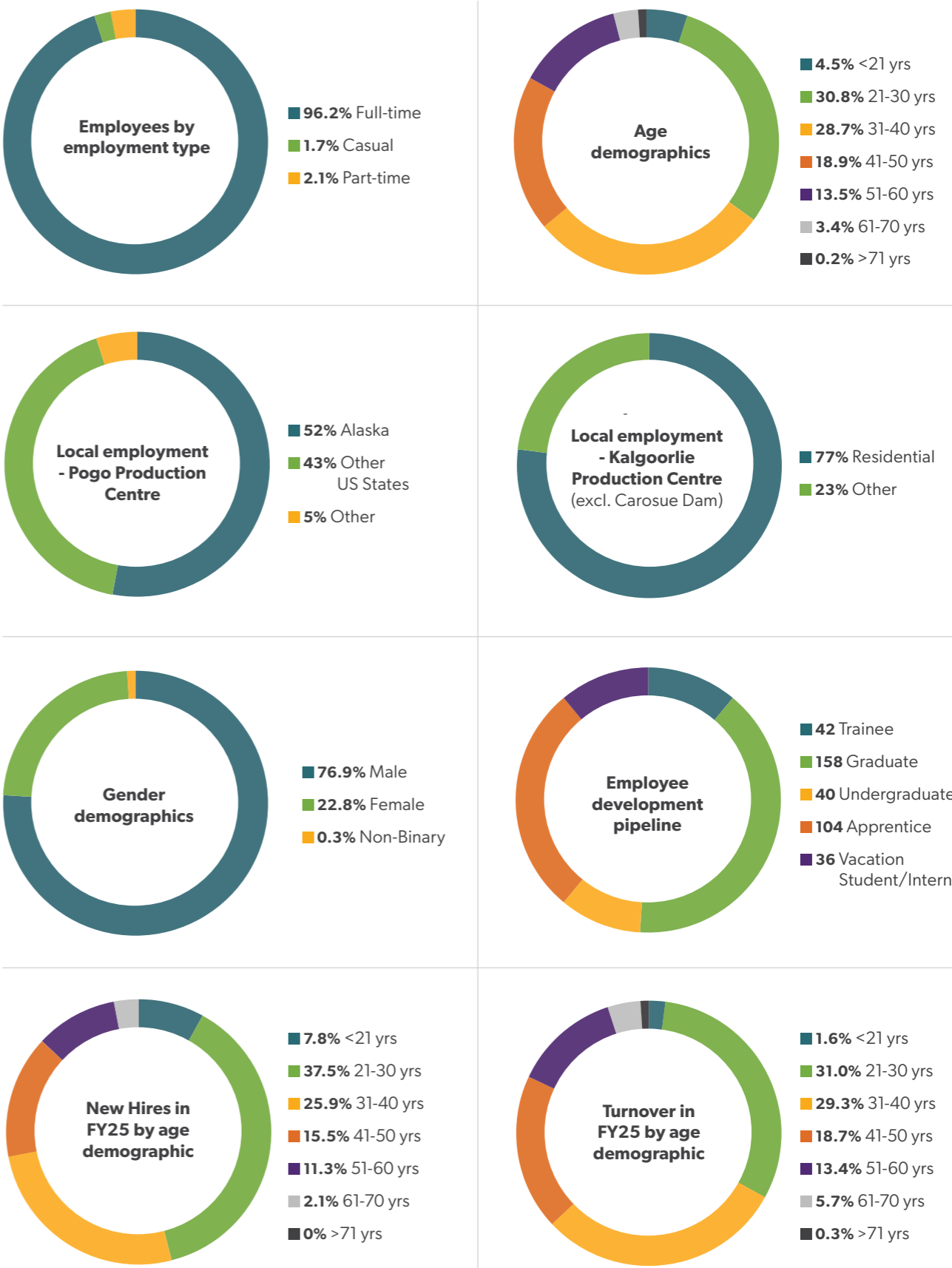
The Kalgoorlie recruitment team took part in the Central Regional TAFE Careers Expo; an event aimed at helping high school students explore future career opportunities across a range of industries. With a strong focus on community engagement and workforce development, the team showcased the various roles available within our organisation from entry-level positions to professional career paths.

To make the experience both educational and engaging, students participated in a hands-on activity that simulated the processing procedure used on site. They were challenged to arrange the steps in the order they thought was correct, then guided through the actual process with insights provided by our processing department at KCGM Operations. This interactive approach sparked curiosity and helped students better understand the real-world applications of mining operations.

Interest was high in apprenticeship opportunities across various trades, as well as entry-level roles such as dump truck operators and process technicians. Many students also expressed enthusiasm for engineering and geology careers, asking thoughtful questions about how to pursue these pathways.

Events like this are a valuable way to connect with the next generation of talent and demonstrate the diverse opportunities available in our industry. We're proud to support young people as they begin to shape their futures.

Figure 2 Northern Star Employee Summary, as at 30 June 2025



³ New starter rate is the count of all employees who have commenced with Northern Star (excluding vacation students, Board Members, no shows and contractors) divided by the average number of employees during the reporting period.

⁴ Turnover rate is the count of all employees who were terminated from Northern Star (voluntary and involuntary) during the reporting period (excluding vacation students) divided by the average number of employees during the reporting period.

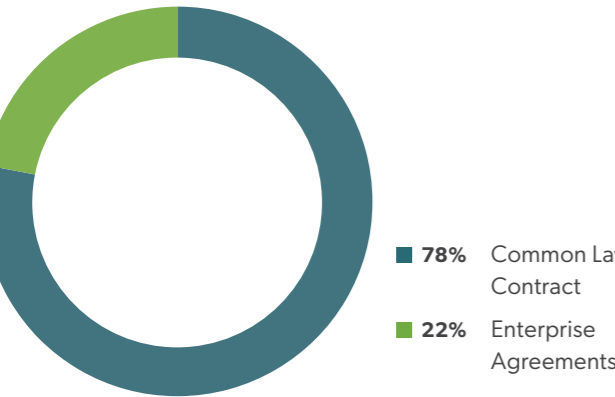
Freedom of Association

In our Australian Operations, 1,051 employees (22%) of the workforce are covered by enterprise agreements, with the remaining 3,693 (78%) covered by common law contracts alone.

Common law contracts are individual contracts of employment between an employer and an employee which incorporate any overriding statutory minimum requirements such as relevant awards.

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.

Figure 3 % of Employees Covered by Collective Bargaining Agreements



Attracting, Developing & Retaining Our Talent

Attracting, engaging and retaining our workforce remains a central focus for Northern Star. In FY25, we continued to invest in strategic talent initiatives designed to build an effective, resilient and future-ready workforce. Aligned with our strategy, our focus on continuous learning and leadership development reflects our commitment to operational excellence, safety and sustainable growth.

Developing & Training Our People

Our commitment to fostering a supportive and growth-oriented workplace is reflected in our employee experience survey results. At the 12-month milestone, employees are asked to reflect on their first year of service with the statement: “I have developed my skills and experience”.

New employees rated their experience with training and career development an average of 4 out of 5, providing valuable insight into the long-term impact of our learning and development initiatives.

In FY25, we delivered a range of impactful internal learning programs focused on technical upskilling and career development. While safety and compliance remain core priorities, we also offer diverse internal and external training opportunities that empower our people to broaden their skills and deepen their knowledge across a variety of disciplines.

We have seen high participation rates in programs such as Mental Health Training for Leaders, Leadership Insights, Advanced Excel Skills and Power BI Essentials.

Performance Evaluation Program

Our Performance Evaluation Process provides a consistent framework for assessing individual performance and identifying development requirements. We also place a strong emphasis on ongoing, meaningful development conversations throughout the year.

To support our leaders and strengthen employee development, we launched “Lead with Impact – Effective 1:1 Development Conversations”. This program is a series of 45-minute, face to face sessions focused on building confidence in future-focused discussions.

Commencing at Carosue Dam and Jundee Operations with 88% and 90% attendance respectively at both sites, it lays the foundation for a more consistent and supportive approach to development across Northern Star.

In FY26, the program will expand both virtually and onsite, reinforcing our commitment to supporting our leaders

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 promoted⁵ 614 employees during FY25, retaining their skills and knowledge within our business while providing them with opportunities to lead.

Figure 4 Northern Star Annual Performance Evaluation Program

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. Performance Evaluation Programs are used to support managers in developing their people and combined data is used to identify and develop training.

95%
of employees were involved in a Performance Evaluation Program (PEP)

⁵ Promotion includes apprentices that have completed their apprenticeship and retained as tradespeople, operators and technicians that have upgraded competency levels, and all remaining employees who have had an ongoing assignment of duties at a higher classification.



Highlight – Empowering Growth Through Curiosity: Nicole Young

Nicole Young commenced her role in 2020 at our Pilbara Operations, during the pivotal early stages of the Hemi discovery. Her career began in geology, where she quickly established herself as a skilled and dedicated Senior Geologist.

In August 2024 she embraced a new challenge, transitioning into the Community Team as a Senior Community Advisor.

The strategic move broadened Nicole’s perspective on the mining industry, particularly in pastoral stakeholder engagement and land access.

Her journey reflects Northern Star’s commitment to internal mobility and professional development, supported by a culture of mentorship, cross-functional collaboration and continuous learning.

Nicole credits her growth to the support of Northern Star’s leadership, access to both internal and external training, and the opportunity to shadow experienced professionals. She emphasises that curiosity, more than confidence, has been the key to unlocking new opportunities and deepening her understanding of the business.

Her story exemplifies how the business fosters a dynamic and inclusive environment where initiative is encouraged and diverse career pathways are possible.

Entry Pathways

At Northern Star, we’re investing in the future of mining by developing the next generation of talent through our apprenticeship, graduate and vacation student programs.

These pathways provide hands-on experience, structured learning and mentorship across key disciplines, equipping our people with the skills needed to thrive in our industry.

We onboarded 338 entry level roles in the last 12 months.

Graduate Program

- On 30 June 2025, we have 158 graduates across 9 disciplines, with 59 joining Northern Star during FY25.
- Although our Graduate Program focuses heavily on geology and mine engineering, we were able to offer places in two new disciplines: civil engineering and renewable energy engineering.
- 30% of this years’ graduate cohort was promoted into that position from other roles within the organisation.

Apprenticeships

- In FY25 we gained 11 new apprentices, bringing our total to 104. We also celebrated 9 of our apprentices completing their apprenticeships during the year.

Trainees

- At 30 June 2025, Northern Star employed 42 Trainees across our surface and underground mining Operations, as well as in our processing departments. 81% of these entry level positions are based at our KCGM Operations.

Vacation Students

- 36 vacation students were placed across our sites in FY25.
- We were able to offer vacation program to students keen to gain practical mining industry experience in areas such as geology, mine engineering, metallurgy, mine surveying, geotechnical engineering, environmental sciences and human resources.
- 18% of our vacation students remained engaged with Northern Star after the end of the summer vacation program by transitioning to an Undergraduate Program during the semester.

Highlight – The Value of our Apprentices

We proudly welcomed a new cohort of apprentices across our sites, representing the next generation of skilled professionals in our workforce. These enthusiastic individuals bring fresh perspectives, energy, and a strong commitment to learning. Their onboarding journey included site inductions, safety training, and an engaging orientation program designed to prepare them for success both on and off the tools.

We were pleased to celebrate 9 apprenticeship completions this reporting period, marking the transition of our apprentices into fully qualified tradespeople. These individuals have demonstrated outstanding growth, resilience, and capability throughout their training. Many are now taking on new roles and responsibilities within the business, with some stepping into mentoring positions to guide the next generation.

To broaden their experience and build versatility, apprentices have undertaken site rotations across our Operations. These rotations provide exposure to different teams, equipment, and work environments, strengthening their technical skills and adaptability. Feedback from apprentices has been overwhelmingly positive, with many valuing the opportunity to develop relationships across the business and gain a deeper understanding of our Operations.



“The first five months of my apprenticeship has been amazing. I was very nervous when I first started because I had no idea what the team at Thunderbox was like and this LV Fitter role was a whole new environment for me. From the get-go the light vehicle team at Thunderbox has been so welcoming and helpful they took me in and showed me the basics I needed to know about mechanics.

I couldn’t have asked to be put with a better team. I’ve learnt so much within the first five months that I have a good understanding of the basics for cars. And I feel as if I’m learning new skills every day.

Being in this role has really taken me out my shell because being surrounded by supportive people really helped me adjust to this new phase in my life and had made working away enjoyable. I am super excited to continue my LV apprenticeship at Thunderbox”

Jenelle Feifar – Thunderbox Operations



Highlight – Empowering Growth from Within: Dylan Triffet

At Northern Star, we are committed to fostering talent and providing clear pathways for career progression. Dylan Triffett, now Electrical Supervisor at our Kanowna Belle Operations, exemplifies the opportunities for growth and development available within our organisation.

Dylan began his journey with Northern Star Mining Services (NSMS) in 2017 as an Underground Electrical Apprentice. Over the course of four years, he developed strong technical capabilities and gained invaluable hands-on experience, laying a solid foundation for his future in the industry.

Upon completing his apprenticeship, Dylan advanced to a tradesperson role, an important milestone that marked the beginning of his leadership journey. Today, as an Electrical Supervisor, he leads his team with a focus on continuous improvement, adaptability and mentorship.

“NSMS is unique” Dylan reflects, “I’ve been fortunate to gain exposure across multiple sites, including the opportunity to contribute to start-up Operations, particularly at Fimiston”

Dylan’s story is a powerful testament to the value of hard work, ongoing learning, and the supportive environment Northern Star provides. His progression from apprentice to supervisor highlights our commitment to nurturing talent and building careers from the ground up.

Leadership Development

Developing our employees to have the skills and confidence to lead effectively is central to our long-term success.

In FY25, we continued to invest in our current and future leaders through targeted development programs tailored to different stages of their journey. These initiatives are designed to build our employee’s capability, foster self-awareness, and enable our leaders to drive performance and build successful teams.

Leadership Development Programs

Our foundation program “Leadership Insights” continued in FY25. This program is designed to equip our new and frontline leaders with the fundamental skills required to lead effectively, including communication, coaching and feedback.

In FY25 we delivered 10 face-to-face workshops, with now over one third of our leaders having completed the Leadership Insights program.

Enhancing our leadership development pathway was a key focus for us and in FY25 we launched our pilot “Elevate” program.

The is an important next step following on from our Leadership Insights program.

Elevate is specifically designed for our mid-tier leaders, empowering them to enhance their impact at an individual, team and organisational level.

The program focuses on building advanced capabilities, including establishing proactive leadership routines, driving continuous improvement, enhancing team performance, and fostering a culture of effective and visible leadership.

A key emphasis is also placed on effectively measuring performance and delivering outcomes with clarity and accountability.

Leadership Pipeline

This year, we piloted “Accelerate” a focused talent development initiative for employees with potential to step into more senior/executive roles. It is designed to develop a participant’s strategic thinking skills, adaptive mindsets, and executive presence to help them thrive in a dynamic and complex environment.

Accelerate reflects our commitment to strengthening internal capability and ensuring leadership continuity by investing in individuals who can drive innovation and lead with impact.

Feedback from our leadership development programs has been invaluable and will inform the next phase of the programs.

Anna Tetley - Environmental Advisor
Tim Smith - Principal Environmental, Social & Corporate Governance
Jundee Operations
Yandal Production Centre, Western Australia



Culture & Inclusion

Culture

Our culture is shaped by our STARR Core Values: Safety, Teamwork, Accountability, Respect and Results. They are built into how we:

- behave (STARR Core Values in Action);
- recognise (STARR Actions); and
- reward (STARR Actions and STARR Awards) our people.

In our Culture Survey we also measure the experience of our values in action, as a leading indicator of employee engagement.

The STARR Core Values in Action defines our behaviour framework. As a team contributor, leader of a team, and leader of leaders, there are clearly defined behaviour expectations at an individual, team and organisational level. The STARR Core Values in Action is assessed in our Performance Review Cycle alongside performance goals.

STARR Actions

In its fourth year, and continuing to grow, the STARR Actions Program is our peer and leader recognition program. It is about catching people when they are doing something right and positively recognising them.

With over 7,177 recognitions captured since its inception, in the last 12 months there have been 2,144, and remains a driver for positive recognition and reward for our teams.

STARR Awards

Every year we seek to identify employees who have demonstrated exceptional commitment to the STARR Core Values across the year.

We present these employees with awards at our end of year celebration. In FY25, our 11th year, we proudly recognised 9 employees from both our Operational sites and Perth office.

Culture and Engagement Survey

To understand if our culture continues to align with our STARR Core Values, we measure employee sentiment through our biennial Culture & Engagement Survey.

This survey provides valuable insights into how our people experience the workplace, highlighting areas of strength and identifying opportunities for improvement.

We saw strong engagement in our biennial Culture and Engagement Survey in FY25, with 61% of employees (2,594 out of 4,282) sharing their perspectives. This enables us to capture valuable insights across the organisation.

Key insights from the survey include:

- We’ve seen a positive improvement across all our STARR Core Values, with safety continuing to stand out as a key strength.
- Psychological safety has emerged as a key strength at Northern Star, with employees feeling valued, included and confident in raising concerns or acknowledging mistakes.
- Employees rated Northern Star highly for having a compelling vision that inspires confidence in our future direction.
- 74% of our employees feel they are treated equitably and with respect, regardless of gender, age, race, disability, religion or sexual orientation at Northern Star.

Highlight – Strengthening Support and Connection at Carosue Dam

Recognising that our people are central to our success, we remain committed to strengthening workforce support, and fostering a culture of connection, inclusion, and engagement. Informed by insights from our recent Culture and Engagement Survey, we have developed site-specific culture actions plans across all our sites. These plans reflect our ongoing commitment to listening to our people and translating feedback into meaningful action.

At Carosue Dam, approximately 500 employees and contractors contribute to our Operations each day. Through the survey feedback, Carosue Dam’s focus was on building a strong sense of community, enhancing employee wellbeing, and providing opportunities for connection both on and off the job. Key themes and actions included:

- **Reward & Recognition** – placing greater emphasis on celebrating achievements through in-person recognition and public forums. This approach reinforces our STARR Core Values and promotes a culture of appreciation across the site. Each year at Carosue Dam, around 500 monetary vouchers are awarded to both employees and contractors who consistently uphold our STARR Core Values, along with 6-8 monthly Manager Awards and four annual General Manager Awards.
- **Health and Wellbeing** – Expanded health and wellness offerings, including on-site health checks, group fitness classes and access to personal training services.



- **Camp Life Working Group** – A dedicated working group of employees was formed to maintain an ongoing focus on improving camp amenities. Based on feedback provided to the Working Group, several initiatives have been introduced to enhance site culture. Social events – including quiz nights, table game competitions and evening BBQs – all received strong engagement. Facility upgrades include expanded gym amenities at Edjudina Village, completed improvements to personal property storage and a half basketball court nearing completion.
- **Connection and Storytelling** – The “Say Hello CDO” initiative was launched to foster stronger connections by sharing personal and professional stories via digital screens and newsletters, with over 75 employees and contractors sharing their story so far. Recreational offering has expanded to include live music events and a wider selection of bar snacks on weekends and select weekdays at Edjudina Village and Carosue Dam Village.

These initiatives reflect our broader commitment to creating a workplace where people feel valued, supported, and connected. By actively engaging with our people and implementing targeted, data-informed actions, we are strengthening organisational culture in ways that directly support operational efficiency, workforce retention and long-term sustainability.



Inclusion & Diversity

In FY25, we’ve implemented initiatives focused on building upon our inclusive and diverse workforce. In addition to improvements to our Equal Employment Opportunity Policy, such initiatives include:

Prioritising work-life balance and supporting employee wellbeing

In FY25 we launched our Flexible Work Policy, offering employees flexible work arrangements. For example, non-operational employees based in Perth have options which include working from home on a regular basis if there are justifiable reasons for requesting this flexibility, adjusting start and finish times or job sharing.

For our FIFO sites, we offer job sharing arrangements and part-time work at our residential sites.

Continued development of Cultural Awareness Training

We are partnering with the Traditional Owners of our Australian sites to ensure cultural awareness training will be provided at all Australian sites, which includes face-to-face training and videos.

AUSIMM International Women’s Day

Our annual support of the AUSIMM’s International Women’s Day was an ideal opportunity to recognise and celebrate some of the talented women who live and work in Kalgoorlie, with prioritised opportunities given to attend the local event.

Participants were joined by senior leaders to enjoy lunch and an impressive line of speakers.

Anna Tetley - Environmental Advisor
Jundee Operations
Yandal Production Centre, Western Australia



Women In Mining WA

Northern Star was proud to continue its support as a Platinum Sponsor of the Women in Mining WA (WIMWA) Summit, held in Perth on the 12-13 September 2024. This premier industry event plays a vital role in fostering diversity and inclusion within the resources sector.

WIMWA is dedicated to increasing the representation of women in mining, building strong professional networks, and advocating for proactive strategies to attract and retain female talent. The annual summit in Western Australia is a flagship event that brings together professionals from across the industry to share insights, build connections and support the career development of women in mining.

As part of our sponsorship, Northern Star was pleased to send a diverse delegation of employees – both women and men – from across our Western Australian Operations. Our participation not only reinforces our commitment to gender equity but also provides valuable opportunities to engage with industry peers and connect with emerging talent.

The WIMWA mentoring program is also supported by our leaders as mentors on a regular basis.

Women In Mining Association (USA)

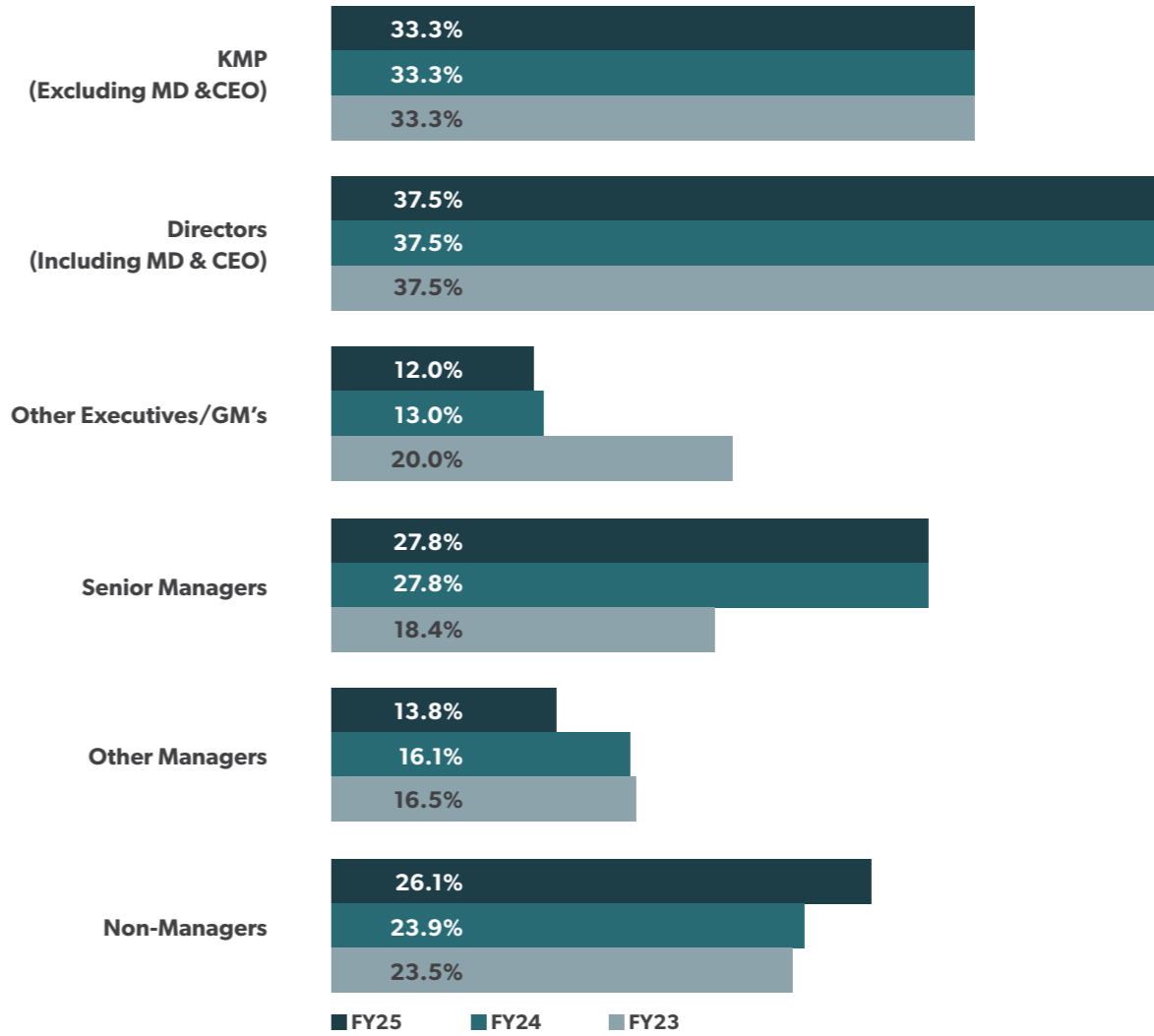
In FY25, Pogo joined the Women in Mining Association (USA) and it’s Alaska chapter, aimed at creating meaningful pathways for female employees, particularly in operational and non-traditional roles, to grow and lead.

This partnership enhances access to mentorship, professional development, and networking opportunities, strengthening both our internal culture and external advocacy for gender representation in the mining sector.

Pride Professionals

Northern Star supports the Pride Professionals mentoring program and affiliated functions which aims to provide a supportive network for personal and professional development for LGBTQ+ workers in a range of industries including Northern Star employees and contractors.

Figure 5 Female Participation in Key Roles Within Northern Star at 30 June 2025.





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. Northern Star is 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 term gender pay gap is based on the median base salary or total remuneration for females compared to the median salary for males. The "gender pay gap" should not be confused with females and males being paid for the same role or comparable job; this is "pay equity".

As part of the 2024-2025 Workplace Gender Equality Agency (WGEA) submission for the period 1 April 2024 to 31 March 2025 for our Australian Operations, a gender pay analysis was completed on base salary and total remuneration. The mean gender pay gap for total remuneration was 18.2% in favour of males for the Northern Star submission and 20.3% for the De Grey Mining submission.⁶

Contributing factors to the gender pay gap results identified were:

- Northern Star's workforce composition which consisted of 25% female and 75% male representation (WGEA statistics at 31 March 2025). De Grey Mining had a similar composition with 35% female and 65% male.
- Experience, seniority levels and time in role. There is higher female representation in roles paying in the lower to middle quartile and lower representation in senior roles.

This disproportionate representation can drive a higher gender pay gap.

Pay Equity

Pay equity is the principle 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 review was completed in March 2025 for our Australian Operations (excluding Pilbara Operations) which reviewed the average base salary for females and males in like-for-like roles.

The variance between average base salary across the Company was 1% in favour of males. Further review was conducted for individual variances identified above 5% for either gender and unjustifiable differences were rectified through an out of cycle payment or in the Annual Remuneration Review.



Highlight – Commitment to Gender Equality and Transparency

We continually assess our internal practices, identify areas for improvement, and implement meaningful strategies to address gender disparities. This process not only fosters a culture of openness but also reinforces our commitment to creating a more equitable and inclusive workplace.

We are proud to report that our WGEA gender pay gap is trending in a positive direction, reflecting our sustained efforts to promote pay equity across the organisation.

Over the past four WGEA reporting periods, we have seen a consistent reduction in the gap for Northern Star (excluding De Grey):

- 2020–2021: 24.6%
- 2021–2022: 23.9%
- 2022–2023: 19.1%
- 2023–2024: 18.9%

This represents a total reduction of 26% since the 2020–2021 reporting period. We remain committed to continuing this momentum and ensuring we have pay equity across our organisation.

⁶ Based on pre-takeover data provided by De Grey Mining at 31 March 2025

Supporting Our People & Their Families

In FY25 we continued to see the positive impact of our Parental Leave Policy with a total of 148 employees taking time off work to spend with their families and new children from both our Australian and Alaskan Operations.

A total of 148 employees were on parental leave in FY25 (including those who commenced their Parental Leave in FY24 and were still on leave in FY25).

Of these employees, 102 returned to work in FY25, 38 were still on leave at 30 June 2025 and 8 elected to resign before returning to work.

The return-to-work percentage in FY25 remained high with more than 92% of our employees returning back to work.

Figure 6 Employees who took parental leave in FY25

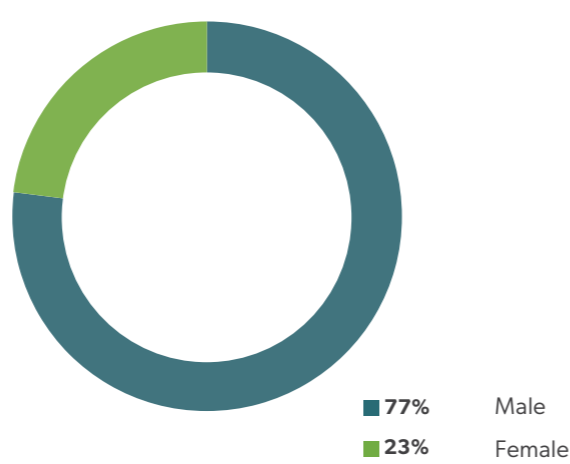


Table 1 Paid Parental Leave Benefits for Australia and Alaska.⁷

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

⁷ 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.

Highlight – Family Open Days: Building Connections Beyond the Workplace

Events like Family Open Days underscore our strategic approach to workforce engagement, reinforcing Northern Star’s reputation as a reliable and values-driven employer. By cultivating a culture of inclusion and trust, and actively involving employees’ families, we aim to enhance workforce stability and strengthen our social licence to operate – key factors in sustaining long-term operational performance and delivering value to stakeholders.

Pogo Operations Family Day

We hosted a “Family Day” at our Pogo Operations. The event welcomed over 200 attendees, including employees, contractors and their families. It offered a unique opportunity to connect with our workplace and learn more about the people, processes and culture that underpin our mining Operations.

Guests toured the processing mill and underground Operations, explored interactive departmental booths, and enjoyed equipment demonstrations.

Family-friendly activities included bounce houses, a shared meal and a gold panning experience, ensuring inclusivity and engagement across all age groups.

These initiatives are aimed at:

- Enhancing transparency and trust within our workforce and community
- Strengthening employee retention through family-inclusive engagement
- Showcasing and reinforcing our STARR Core Values, Safety, Teamwork, Accountability, Respect and Results

“Our Family Day is about recognising the important role families play in supporting our workforce”, said Michael Eckert, General Manager. “It allows us to open doors, strengthen trust, inclusion and community connection”.



Jundee Operations Family Day

In April 2025, Jundee hosted two family days, welcoming over 100 visitors to the site. These events were designed to provide families with a firsthand experience of life on site, offering valuable insight into our Operations and the daily realities of FIFO work.

Our families were provided with guided tours of operational areas including the solar farm, wind turbines, processing plant (featuring a live gold pour) and both surface and underground mining facilities.

Additional highlights included a village tour, an Emergency Response Team (ERT) demonstration, educational sessions led by our geology and processing teams, and recreational activities such as a BBQ, pool swim, and photo opportunities with a gold bar.

Feedback from participants was overwhelmingly positive. Many described the experience as “insightful” and “eye-opening”, noting a newfound appreciation for the scale and complexity of our Operations. Children especially enjoyed the interactive elements and the chance to see heavy machinery up close.

The success of these events was made possible through the collaboration of all our on-site contract partners, including NSMS, Byrnes and MLG. Their collective effort ensured a seamless and engaging experience for all our families.

Improving Psychological Health & Wellbeing

Embedding a robust risk management approach for psychological hazards in the way we operate is how we can sustainably achieve continued improvement in the psychological and physical health and wellbeing of our people.

Actions progressed during FY25

Across FY25 we have:

- Continued to report monthly to the Board on material psychosocial events across our business.
- Prioritised and encouraged a highly collaborative relationship between our Health and Safety and People and Culture teams as the primary drivers for this work. This is evidenced through the recent addition of a Psychosocial Specialist to the People & Culture team hired in a collaborative effort with the Health and Safety team.
- Refreshed our Equal Employment Opportunity Policy Contact Officer Network, providing our employees with more peers to connect with to raise concerns related to bullying, harassment, discrimination and inappropriate behaviour. We increased the number of EEOP Contact Officers from 8 to 34, with further training scheduled for FY26.
- We continued to train our leaders in providing supportive leadership and responding to signs of poor mental health in the workplace.
- Prioritised training of our employees who have a higher potential for exposure to members of our workforce who may be struggling with their mental health. This

Mental Health First Aid Training included our HR Advisors, Site Administrators, Emergency Response Team members, Safety and Health Representatives, and Contact Officers.

- Trained our new HR Advisors in Trauma Informed Interview and Investigation Practices.
- Commenced a Psychosocial Risk Assessment Program, delivered by an external team. Employees work in small groups to identify the hazards they are exposed to, the frequency severity and duration of the exposure, as well as discuss the effectiveness of existing controls.
- Recognised the different types of support that people in high emotional exposure roles may need. These include access to extra psychological support services to our medical teams and Contact Officers on site, to manage their own health and wellbeing.

We are also currently piloting a post incident response program to help reduce the impact of trauma of “near miss” and “significant” incidents.

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.

Supporting our employees’ mental health

At an individual level, we know our programs and resources need to be able to assist people in their own mental health journey. In addition to our Employee Assistance Program (EAP), the following is a snapshot of the programs we offer our people that work on two key protective factors for employee mental health.

Individual self-managed support:

- Healthy lifestyle support with onsite exercise physiologists.
- GoldSTARR - mental health and wellbeing support through online resources.
- Employee mental health e-learning.

Connection with others:

- Push-Up Challenge team events.
- Camp and site events.
- Social Clubs.
- Volunteer Leave.
- Blue Tree support.
- MACA Ride for Cancer.
- Mental Health First Aiders.

Figure 7 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 Employee Paid Supplemental Insurances (US) Workers Compensation Insurance	Employee Share Offers and Performance Rights Offers Employee Share Match Plan	Employee Leave Family & Domestic Violence Leave Volunteer Leave Study Leave	Paid & Unpaid Parental Leave Improved access to Childcare – YMCA Kalgoorlie (AU)	Subsidised Premium Private Health Insurance	Salary packaging offers including vehicles, remote area housing benefits, remote area flights and superannuation (AU)
Casual Employees							
Fixed Term Employees							
Full Time and Part Time Employees (including apprentices & graduates)							

People Performance Metrics

	Kalgoorlie Production Centre			Yandal Production Centre			Pogo Production Centre			Pilbara Operations			Other			Total				
	Male	Female	Non-Binary	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 2025																				
Full Time Permanent	1,811	579	7	810	162	5	621	58	-	71	36	-	144	96	-	3,457	931	12		
Part Time Permanent	1	44	-	4	-	-	-	1	-	-	4	-	4	39	-	9	88	-		
Full Time Fixed Term	75	30	-	18	6	-	5	-	-	1	-	-	24	6	-	123	42	-		
Part Time Fixed Term	-	-	-	-	-	-	-	-	-	-	-	-	2	1	-	2	1	-		
Long Term Leave	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Casual	47	18	-	5	-	-	2	-	-	3	2	-	1	1	-	58	21	-		
Total	1,934	671	7	837	168	5	628	59	-	75	42	-	175	143	-	3,649	1,083	12		
	2,612			1,010			687			117			318			4,744				
New Starters by Gender & Region at 30 June 2025																				
New Starters	754	256	-	325	75	-	206	22	-	20	11	-	37	17	-	1,342	381	-		
Total	1,010			400			228			31			54			1,723				
Turnover by Gender & Region at 30 June 2025																				
Turnover	448	163	1	208	72	-	157	24	-	24	17	-	15	16	-	852	292	1		
Total	612			280			181			41			31			1,145				
Parental Leave for FY25																				
Entitled to Parental Leave Payment in FY25	1,260	437	7	565	102	5	460	42	-	61	32	-	134	123	-	2,480	736	105		
On Parental Leave in FY25 ⁸	47	35	-	30	2	-	8	1	-	2	-	-	8	15	-	95	53	-		
Received Parental Leave Payment in FY25	42	18	-	29	1	-	8	1	-	2	-	-	7	6	-	88	26	-		
Returned from Parental Leave in FY25	41	11	-	28	-	-	8	1	-	1	-	-	6	6	-	84	18	-		
Still on Parental Leave as at 30 June 2025	3	20	-	2	1	-	-	-	-	1	-	-	2	9	-	8	30	-		
Did Not Return from Parental Leave	3	4	-	-	1	-	-	-	-	-	-	-	-	-	-	3	5	-		
Age by Gender and Region at 30 June 2025																				
<21 years old	92	47	-	38	5	-	20	2	-	-	-	-	2	-	-	152	54	-		
21-30 years old	602	229	1	254	72	2	201	16	-	19	11	-	26	21	-	1,102	349	3		
31-40 years old	513	188	3	267	32	1	189	22	-	25	12	-	54	59	-	1,048	313	4		
41-50 years old	379	121	1	121	24	2	130	10	-	12	11	-	52	37	-	694	203	3		
51-60 years old	274	76	2	115	29	-	66	9	-	10	8	-	32	24	-	497	146	2		
61-70 years old	71	10	-	39	6	-	22	1	-	9	-	-	8	2	-	149	19	-		
>71 years old	3	-	-	3	0	-	1	-	-	-	-	-	1	-	-	8	-	-		
Total	1,934	671	7	837	168	5	628	59	-	75	42	0	175	143	-	3,649	1,083	12		
	2,612			1,010			687			117			318			4,744				
	<21			21-30			31-40			41-50			51-60			61-70			>71	Total
Employment Type by Age at 30 June 2025																				
Full Time Permanent	152			1,346			1,267			857			615			158			7	4,400
Part Time Permanent	-			14			45			23			12			3			-	97
Full Time Fixed Term	45			52			31			18			16			3			-	165
Part Time Fixed Term	-			1			1			-			-			-			1	3
Long Term Leave	-			-			-			-			-			-			-	-
Casual	9			41			21			2			2			4			-	79
Total	206			1,454			1,365			900			645			168			8	4,744
									FY25			FY24			FY23					
Industrial Action																				
Number of Strikes or Lockouts									-			-			-					

⁸ Commenced parental leave during FY25 or continued their parental leave from FY24 into FY25



About This Disclosure

Northern Star has reported in accordance with the GRI Standards for the period 1 July 2024 to 30 June 2025. This disclosure supports the Northern Star Annual Report FY25 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 is 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 clarifies the level of assurance provided by Bureau Veritas in relation to our disclosures.

This disclosure was reviewed and approved by Northern Star’s Board of Directors and published on 21 August 2025. Monetary amounts in this Report are reported in Australian dollars unless otherwise stated.

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.

FY25 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 FY25 environment and social responsibility disclosures and should be read as a supporting accompaniment to the Northern Star Resources Ltd Annual Report FY25, Modern Slavery Statement FY25 and Corporate Governance Statement FY25.

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

Assumptions

Nil

Feedback

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

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)
The Audit and Risk Committee, a sub-committee of the Board

Board
Board of Directors

Company
Northern Star Resources Limited
ABN 43 092 832 892

Contractor(s)
Individuals who are employed by other companies, or, other companies, who provide services to the Group to support its 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. These are voluntary disclosures in addition to the Annual Report and the Sustainability Report

ESR Performance Data Tables
Detailed spreadsheets containing key environment and social responsibility metrics for Northern Star for FY25 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, Mt Charlotte and Fimiston Underground Mines and Fimiston Processing Plant in Kalgoorlie, Western Australia

KMP
Defined in the Australian Accounting Standards as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity

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 Pty Ltd a wholly owned subsidiary of the Company, dedicated to underground mining Operations

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, Contractors and Contractor’s employees

\$
Australian dollars, unless the context states otherwise. All A\$ to \$US currency conversions used in this ESR Disclosure Suite are at \$0.6482



Contact Information

Northern Star Resources Ltd

ABN 43 092 832 892

Corporate office

Level 4, 500 Hay Street, Subiaco WA 6008 Australia

Telephone

+61 8 6188 2100

Website

www.nsr ltd.com

Email

ESG Enquiries	esgperformance@nsr ltd.com
Investor Relations	investorrelations@nsr ltd.com
General Enquiries	info@nsr ltd.com
Media Officer	mediaofficer@nsr ltd.com
Company Secretary	compliance@nsr ltd.com
ASX Code	NST
Share Registry	Automic Group

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
- FY25 Performance Data Tables
- FY25 GRI, SASB and UN SDG Alignment Index
- FY25 Tailings Storage Summary
- FY25 Biodiversity Values
- FY25 Stakeholder Engagement Summary



Sunset on the go line
Thunderbox Operations
Yandal Production Centre
Western Australia
Photo Credit: Kaiya-Marie Ruffles
- Dump Truck Operator

Cover Image:
Joey Simonis - Mining Engineer
Josh Slocombe - Production Engineer
Thunderbox Operations
Yandal Production Centre, Western Australia