

1. PURPOSE OF THIS PROCEDURE

This Procedure details the minimum required actions for managing complaints and grievances related to Northern Star Resources Ltd (**Northern Star** or the **Company**) operations and assets globally. It is intended to be a public document available on the Company's website at <https://www.nsrld.com/about-us/corporate-governance/> to enable external stakeholders to learn how complaints and grievances can be raised with Northern Star and how resolution of those complaints is intended to be managed by Northern Star.

2. SCOPE

2.1 There is a risk of external stakeholder complaints and grievances arising out of the activities or omissions of mining companies. Complaints and grievances which are not appropriately managed and resolved are at risk of escalating into conflicts or disputes and may result in limitations on access to ground and resources, and reputational loss could be experienced. An integrated and active approach to resolving and managing externally raised complaints and grievances has been developed in this Procedure to mitigate these risks.

2.2 A grievance is a matter of concern held by a stakeholder relating to the Company and its activities or omissions. Once an expressed grievance has been escalated by the external stakeholder, by the stakeholder requesting an acknowledgement, consideration, response or resolution by the Company, the grievance becomes a complaint.

2.3 Complaints and grievances raised by internal stakeholders such as employees of the Company are not addressed by this Procedure and should instead be addressed under the Company's Equal Employment Opportunity Policy or the Whistleblower Policy, both of which are available on the Company's website at <https://www.nsrld.com/about-us/corporate-governance/>. In addition, the Counselling and Disciplinary Policy on the Company's intranet is available for employees to raise appropriate complaints under.

3. RAISING COMPLAINTS AND GRIEVANCES

Stakeholders wishing to express a grievance and/or lodge a complaint with the Company in relation to its activities or omissions are requested to do so via the site contacts detailed in Appendix I.

4. PROPERTY DAMAGE

If the grievance or complaint solely concerns alleged property damage caused by Northern Star operations, the Company Representative is required to implement the External Stakeholder Property Inspection Procedure (NSR-ER-002-PRO) as an alternative to following this Procedure.

5. ACKNOWLEDGEMENT AND INITIAL ASSESSMENT

5.1 If an external stakeholder expresses a grievance or makes a complaint relating to the Company's activities or omissions, the relevant site's Community team members should be notified in writing immediately. In their absence on site, the relevant site's Environment team members should be notified in writing immediately.

5.2 A representative from the relevant site's Community or Environment team (as the case may be) (Company Representative) or their delegate is required to:

- a) contact the stakeholder to acknowledge receipt within 24 hours of the grievance or complaint being received by the Company;
- b) clarify the nature and detail of the grievance or complaint with the stakeholder;
- c) assess the grievance or complaint to determine the appropriate response and consult with the appropriate site teams as required;
- d) record the grievance or complaint as a communication in the Company's INX InForm database, categorising the grievance or complaint and including all relevant correspondence;
- e) record the incident in the Company's INX InControl database in order to initiate an internal investigation, if the Company Representative's initial assessment is that Northern Star's activities or omissions may have contributed to the source of the grievance or complaint;

Prepared by:	Kendall Paul	Document Status:	Controlled
Approved by:	Chief Legal Officer and Company Secretary	Review Date:	15/07/2027
		Approver's Signature:	Hilary MacDonald

Document No:	NSR-ER-006-PRO
Revision No:	2
Issue Date:	15/07/2025
Page No:	1 of 5

EXTERNAL COMPLAINT AND GRIEVANCE MANAGEMENT PROCEDURE

- f) provide the stakeholder with an initial response in writing within 7 days of the grievance or complaint being received by the Company;
- g) update the communication entry in INX InForm, and record as "resolved", if the stakeholder is satisfied with the response by the Company Representative and does not wish to escalate a grievance into a complaint, and
- h) follow the process in paragraph 5 if the stakeholder is not satisfied with the response by the Company Representative and wishes to escalate a grievance into a complaint.

6. ORDERS OF COMPLAINT

6.1 Grievances which are escalated into complaints under paragraph 5.2(h) or complaints which are made by a stakeholder (**Complainant**) are required to be addressed by the following Northern Star employees:

First Order Complaint	A complaint that is capable of being resolved by site personnel including the Company Representative – follow paragraph 7
Second Order Complaint	A complaint which the Company Representative considers requires the involvement of the Principal Community to resolve – follow paragraph 8
Third Order Complaint	A complaint which the Company Representative and the Principal Community considers requires the involvement of the Company's Chief Legal Officer & Company Secretary to resolve – follow paragraph 9

7. FIRST ORDER COMPLAINT PROCESS

A First Order Complaint is a complaint which can be resolved between the site teams and the Complainant. Northern Star acknowledges that if a First Order Complaint is not resolved promptly and effectively to the satisfaction of the Complainant acting reasonably, it is at risk of evolving into a Second or Third Order Complaint. The following process applies:

- a) The Principal Community is to be notified by the Company Representative that a complaint has been received and must be provided with all relevant information.
- b) Once the First Order Complaint has been considered, the Principal Community will authorise the Company Representative (or delegate) to respond to the Complainant in writing. This response should be attached to the INX InForm communication record for future reference.
- c) If the Complainant is satisfied with the response, the First Order Complaint is regarded by Northern Star as being resolved. The Company Representative shall update the INX InForm communication record, ensuring all information is captured and the entry is marked as 'resolved.'
- d) Where appropriate, First Order Complaints are to be raised by the Principal Community for general awareness purposes at one or more of the relevant site's daily Managers' meetings.
- e) If the Complainant rejects the Company's response and requests that the matter be investigated or addressed further as a Second Order Complaint, the Principal Community will escalate the complaint to the site General Manager for further consideration and advise the Chief Legal Officer & Company Secretary of the escalation to a Second Order Complaint. The Complainant will be advised in writing.

8. SECOND ORDER COMPLAINT PROCESS

A Second Order Complaint is a complaint which is unable to be resolved through the efforts of the Complainant and the relevant site's Community or Environment teams. Northern Star acknowledges that if a Second Order Complaint is not resolved promptly and effectively to the satisfaction of the Complainant acting reasonably, it is at risk of evolving into a Third Order Complaint. The following process applies:

- a) Once the Second Order Complaint has been considered further by the Principal Community, the Principal Community will respond to the Complainant in writing. This response should be attached to the INX InForm communication record for future reference.

Prepared by:	Kendall Paul	Document Status:	Controlled
Approved by:	Chief Legal Officer and Company Secretary	Review Date:	15/07/2027
		Approver's Signature:	Hilary MacDonald

Document No:	NSR-ER-006-PRO
Revision No:	2
Issue Date:	15/07/2025
Page No:	2 of 5

EXTERNAL COMPLAINT AND GRIEVANCE MANAGEMENT PROCEDURE

- b) If the Complainant is satisfied with the response, the Second Order Complaint is regarded by Northern Star as being resolved. The Company Representative shall update the INX InForm communication record, ensuring all information is captured and the entry is marked as 'resolved.'
- c) Where appropriate, Second Order Complaints are to be raised by the Principal Community for general awareness purposes at one or more of the relevant site's daily Managers' meetings.
- d) If the Complainant rejects the Company's response and requests that the matter be investigated or addressed further as a Third Order Complaint, the Principal Community will escalate the complaint to the Chief Legal Officer & Company Secretary as a Third Order Complaint. The site General Manager and the Complainant will each be advised in writing.

9. THIRD ORDER COMPLAINT PROCESS

A Third Order Complaint is a complaint which is unable to be resolved through the efforts of the Complainant and the Principal Community. The following process applies:

- a) Once the Third Order Complaint has been escalated to the Chief Legal Officer & Company Secretary with provision of all relevant information, for further review.
- b) Following the Chief Legal Officer & Company Secretary's review, a response will be provided in writing to the Complainant.
- c) If the Complainant is satisfied with the response, the Third Order Complaint is regarded by Northern Star as being resolved. The Principal Community shall update the INX InForm communication record, ensuring all information is captured and the entry is marked as 'resolved.'
- d) Where appropriate, Third Order Complaints are to be raised by the Principal Community (or delegate) for general awareness purposes at one or more of the relevant site's daily Managers' meetings and at one or more of the regular General Managers' meetings with the Chief Operating Officer.
- e) If the Complainant is not satisfied with the response, the Third Order Complaint is regarded by Northern Star as being unresolved. The Principal Community shall update the INX InForm communication record, ensuring all information is captured and the entry is marked as 'unresolved.'
- f) The Chief Legal Officer & Company Secretary will inform the Managing Director & CEO and the Environmental Social & Safety Committee of:
 - I. details of unresolved Third Order Complaints as they arise, and
 - II. the number of First, Second and Third Order Complaints which are resolved, annually. This information will be disclosed in the Company's annual public Environmental and Social Responsibility disclosures.

10. TRAINING IN THIS PROCEDURE

Northern Star acknowledges the need to:

- a) promote general workforce awareness of this Procedure by including it within each site's general induction and in the corporate induction, and
- b) facilitate additional training for the relevant site's Administration and Security teams in this Procedure where deemed necessary by the Principal Community.

11. RELATED DOCUMENTS

External Complaint and Grievance Management Standard (NSR-ER-004-STa)

External Stakeholder Property Inspection Management Procedure (XXX)

STARR Core Values (NSR-COR-024-POL)-

Code of Conduct (NSR-COR-001-POL)

Prepared by:	Kendall Paul	Document Status:	Controlled
Approved by:	Chief Legal Officer and Company Secretary	Review Date:	15/07/2027
		Approver's Signature:	Hilary MacDonald

Document No:	NSR-ER-006-PRO
Revision No:	2
Issue Date:	15/07/2025
Page No:	3 of 5

12. APPENDIX

12.1 Appendix I - Northern Star Site Specific Grievance & Complaint Contact Points and Site Representatives

Contact Points

1. Kalgoorlie Production Centre

Kalgoorlie Consolidated Gold Mines (KCGM) Operations, Kalgoorlie Operations (Kalgoorlie) and Carosue Dam Operations

Community Stakeholders can formally raise a concern about the Northern Star Kalgoorlie Production Centre via several methods:

- a) Northern Star Public Interaction Line (PIL), +61 8 9022 1100, accessible 24 hours a day, seven days a week
 - o Grievances initiated by a Stakeholder contacting the PIL must be recorded using the PIL Feedback Form
 - o Once a grievance has been received by a Northern Star employee via the PIL, they shall provide the completed form to the Community team for action and follow up
- b) The Kanowna Belle Security Gatehouse on +61 8 9080 6233
- c) The Northern Star website www.nsrld.com Contact Us section provides the Head Office phone +61 8 6188 2100, and info@nsrld.com email address
- d) Direct contact with Northern Star staff member at relevant Operation (in person, phone, email etc.)
- e) Via a Community Reference Group (CRG) member, contact details are advertised on the Northern Star website; or
- f) Any Government agency, for example the City of Kalgoorlie-Boulder, Shire of Coolgardie, Department of Environment and Regulation and the Department of Mines and Petroleum.

Northern Star will advertise the above communication methods through several channels including press, web, radio, social media and direct contact with the community.

2. Yandal Production Centre

Jundee Operations, Thunderbox Operations and Bronzewing Operations

Community Stakeholders can formally raise a concern regarding the Northern Star Yandal Production Centre via several methods:

- a) Northern Star website www.nsrld.com provides the Head Office phone and info@nsrld.com email address
- b) Direct contact with Northern Star staff at the relevant Operation (in person, phone, email etc.)
- c) Any Government agency, for example the Shire of Wiluna, Shire of Menzies, the Department of Environment and Regulation and the Department of Mines and Petroleum.

3. Pogo Production Centre

Pogo Operations

Community Stakeholders can formally raise a concern regarding the Northern Star Pogo Production Centre via several methods:

- a) Manager-External Affairs, +1 907 458 4003 or postal address 3204 International St Fairbanks AK, 99701
- b) Northern Star website www.nsrld.com provides the Head Office phone and info@nsrld.com email address

Prepared by:	Kendall Paul	Document Status:	Controlled
Approved by:	Chief Legal Officer and Company Secretary	Review Date:	15/07/2027
		Approver's Signature:	Hilary MacDonald

Document No:	NSR-ER-006-PRO
Revision No:	2
Issue Date:	15/07/2025
Page No:	4 of 5

4. Tanami Exploration Project

Community Stakeholders can formally raise a concern regarding the Northern Star Tanami Exploration Project via several methods:

- a) Northern Star website www.nsrld.com provides the Head Office phone and info@nsrld.com email address
- b) Direct contact with Northern Star staff at the relevant Operation (in person, phone, email etc.)

5. Hemi Development Project

Community Stakeholders can formally raise a concern regarding the Northern Star Hemi Development Project via several methods:

- a) The Northern Star website www.nsrld.com Contact Us section provides the Head Office phone +61 8 6188 2100, and info@nsrld.com email address
- b) Direct contact with Northern Star staff member at relevant Operation (in person, phone, email etc.)
- c) Any Government agency, for example the Town of Port Hedland, the Department of Environment and Regulation and the Department of Mines and Petroleum.

6. Corporate office – Level 4, 500 Hay Street Subiaco Western Australia

- a) Northern Star website www.nsrld.com provides the Head Office phone and info@nsrld.com email address
- b) Any Government agency, for example the Department of Environment and Regulation and the Department of Mines and Petroleum.

Complaint and Grievance Site Representatives

The key Complaint and Grievance Representatives for each Northern Star Operation are listed below:

a) Kalgoorlie Production Centre

- o The Community team
- o Senior Community Advisor
- o Site General Manager

b) Yandal Production Centre

- o Site Environment team
- o The Community team
- o Principal Community
- o Site General Manager

c) Pogo Production Centre

- o Site Environment team
- o Manager – External Affairs
- o Site General Manager

d) Tanami Exploration Project

- o Principal Community
- o Site General Manager

e) Hemi Development Project

- o The Community team
- o Principal Community
- o Site General Manager

7. Corporate office - Level 4, 500 Hay Street Subiaco Western Australia

- o Office Manager

Prepared by:	Kendall Paul	Document Status:	Controlled
Approved by:	Chief Legal Officer and Company Secretary	Review Date:	15/07/2027
		Approver's Signature:	Hilary MacDonald

Document No:	NSR-ER-006-PRO
Revision No:	2
Issue Date:	15/07/2025
Page No:	5 of 5