



People & Culture at Northern Star FY26

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People & Culture



10,062

Our Global Workforce,
Including Contractors¹

5,165

Employees, Excluding
Contractors¹

23.3%

Female Employment
in Our Workforce^{1,2}

1,598

New Employees to Join
Our Team in FY26²

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.

In FY26, 730 employees were internally promoted to new roles, retaining their skills and knowledge within our business while providing them with opportunities to lead. Over 40% 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.

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. People and Culture related matters are considered regularly by the Board through its People & Culture Committee meetings.

The function of the People & Culture 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.
- Any other matters referred to the Committee by the Board.

Northern Star's Chief Operating Officer (COO) has People & Culture reporting and disclosure responsibilities within their portfolio supported by the Executive Manager - People and Culture and their team. The COO reports to the Managing Director & Chief Executive Officer who in turn reports to the Board.

Restatements of Information

- Nil

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 2026, we had:

- 71% 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.

Freedom of Association

In our Australian Operations, 1,057 employees (23.6% of the employee workforce) are covered by enterprise agreements, with the remaining 3,422 (76.4%) covered by common law contracts.

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.



730

Internal Promotions
in FY26²

46

Frontline Leaders That
Completed Leadership Insights
Training in FY26²

302

Current Graduates,
Undergraduates,
Trainees & Interns^{1,2}

118

Current Apprentices
(Including Trade Upgrades)^{1,2}



Underground at Porphyry
Carosue Dam Operations
Kalgoorlie Production Centre, Western Australia

¹ At 30 June 2026, based on headcount.

² Direct employees only, excludes contractors.

Please note that total numbers in charts and tables within the ESR Disclosure Suite may differ due to rounding.

Our Employees

The majority of our workforce are permanent full-time employees. Figure 2-1 overleaf provides information on our employee statistics as at 30 June 2026.

During FY26:

- 95.2% of our employees were employed on a permanent basis.
- 3.3% on a fixed term basis.
- 1.5% on casual contracts.

Our employee composition during FY26 was relatively consistent with past years:

- Female employment rate was 23.3% in FY26.
- The age demographic for our employees has slightly increased at an average age of 39.4 years old, up from 37.3 years old in FY25.
- Our employee development pipeline continues to grow as we offer opportunities for people to join mining and enhance their skills.

Our workforce has continued to grow, and our turnover rate has increased predominantly in our Kalgoorlie Production Centre, as our largest employment region.

The increase has been observed across various working groups, but most noticeable within Northern Star Mining Services (NSMS) which has experienced an increase in rolling turnover of approximately 10%; and in the 1-2 year experience cohort. This trend reflects the competitive labour market conditions currently affecting the Goldfields Region of WA and the fact that Northern Star is seen as a training ground by other gold companies.

Effectively managing turnover is a priority for Northern Star. In addition to the suite of existing systems, processes and programs to engage, develop and retain our people (summarised on the following pages), we are working on targeted improvement programs for priority workgroups in FY27.

Figure 2-1 Northern Star Workforce Summary, as at 30 June 2026



Highlight – Local Employment: Clontarf Career Expo

During FY26 the Northern Star Future Talent team attended the Clontarf Employment Forum delivered in partnership with the Clontarf Academy.

The forum is designed to provide companies, such as Northern Star, an opportunity to engage with Aboriginal and Torres Strait Islander males aged between 16 to 18 and start conversations around future career pathways and employment opportunities beyond school.

The Northern Star team connected with more than 100 attendees and their teachers from various high schools across Western Australia. We were pleased to highlight some of the entry-level pathways available into the resources sector, including our Northern Star Apprenticeship Program.

The day involved network opportunities as well as rapid fire style rounds of mock interviews. During the mock interviews, interviewees were paired with a Northern Star representative and asked a set of basic interview questions to help prepare them for real world scenarios with potential future employers.

At the end of the interviews, each Company representative was then asked to provide feedback on the answers received, listing everyone’s strengths and areas for improvement. Northern Star was very impressed by each participant as they displayed a high level of interest and enthusiasm about entering the workforce.



Attracting, Developing & Retaining Our Talent

Attracting, engaging, and retaining our workforce remains a central focus for Northern Star. In FY26, working closely with our Operations, and aligned with our strategy, we continued to focus on continuous learning and leadership development, which reflects our commitment to operational excellence, safety, and sustainable growth.

Developing & Training Our People

Development and growth opportunities remain important to our employees and to the ongoing safe delivery of our goals. In FY26, 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.

A highlight of FY26 was the development and launch of our Mining Engineer Competency framework – a platform to support our Mining Engineers and their leaders to develop their technical capabilities. The framework was built through consultation and support from our senior technical and operational leaders.

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

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 260 entry level roles in FY26.

Graduate Program

- On 30 June 2026, we employed 171 graduates across eight disciplines, with 82 appointed in their roles with Northern Star during FY26.
- Our Graduate Program provides graduates from a range of disciplines including Mining Engineering, Geology, Metallurgy, and Surveying with a structured program to develop their skills through on the job learning and by receiving mentorship from graduate champions within the business.
- 44 of our graduates completed their Graduate Program during the year.

Apprenticeships

- In FY26 we gained 27 new apprentices, bringing our total to 118. We also celebrated 11 of our apprentices completing their apprenticeships during the year.

Trainees

- At 30 June 2026, Northern Star employed 69 trainees across our surface and underground mining Operations, as well as in our processing departments. 93% of these entry level positions are based at our KCGM Operations.

Vacation Students

- 50 vacation students were placed across our sites in FY26. We were able to offer the vacation program to students keen to gain practical mining industry experience in areas such as geology, mining engineering, metallurgy, mine surveying, geotechnical engineering, and environmental sciences.
- 42% 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. Additionally, we hired 40 undergraduate students in FY26.

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 promoted 730 employees during FY26, retaining their skills and knowledge within our business while providing them with opportunities to lead³.

Leadership Development

Developing our employees to have the skills and confidence to lead effectively is central to our long-term success. Our existing programs provide the foundations for supportive, collaborative, and respectful leadership.

Our foundation program “Leadership Insights” continued in FY26. 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 FY26 we delivered three face-to-face workshops resulting in 46 leaders completing the course, with further courses already commenced or scheduled for FY27. Around 32% of our current leaders have completed the Leadership Insights program.

After four years, feedback remains overwhelmingly positive. 100% of respondents agreeing that they gained valuable knowledge and skills which they can use in their roles. Key highlights from participants included developing coaching skills, understanding how to communicate more effectively with others, as well as adapting their leadership style to their team’s needs.

Annual Performance Evaluation Program

Our Performance Evaluation Program (PEP) provides a consistent framework for assessing performance and identifying development needs, with a strong emphasis on ongoing, meaningful conversations.

Throughout FY26, senior leaders across all Operations were encouraged to undertake check-in conversations with their teams. 79% of our employees undertook a Performance Evaluation and 86% of these employees received a performance evaluation assessment from their leader.

The data captured helps us to:

- More effectively manage our talent.
- Identify high potential employees.
- Prioritise 1-on-1 conversation with key employees.
- Optimise our development calendar.
- Meet emerging needs of the Company.

In FY26, we also strengthened our PEP for our Australian Operations by transitioning to the new MyPerformance platform within MySTARR, our Human Resources Information System (HRIS). This new platform will help maintain performance and development goals readily accessible for our leaders and employee workforce. Our first complete performance cycle will be completed in Q1 of FY27.

Our Pogo Operations continue to use the pre-existing performance evaluation process, however it was streamlined and aligned to ensure consistency in user experience (both from an employee and leader perspective).

³ Promotion includes apprentices that have completed their apprenticeship and been 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.

Karlina Procter - Geologist Operations
Jundee Operations
Yandal Production Centre, Western Australia





Highlight - The Value of Our Graduates

Northern Star was pleased to welcome our newest FIFO graduate cohort during FY26 through our annual Graduate Orientation at the Perth office. The event marked the beginning of their graduate journey, providing an opportunity for first year graduates from our FIFO Operations to connect, build relationships, and gain a deeper understanding of the Company's values, culture, and commitment to professional development.

Graduates were welcomed by Simon Jessop (Chief Operating Officer), who delivered an inspiring address reflecting on his own career journey and experiences with Northern Star. By sharing the challenges, opportunities, and lessons that have shaped his career, Simon encouraged our graduates to embrace continuous learning, remain curious, and take advantage of the range of development opportunities available throughout their careers.

The orientation also featured two interactive workshops delivered by our Culture & Capability and Technical Services teams. These sessions focused on developing essential professional capabilities such as effective and adaptable communication and time management. Designed to complement the technical training received on site, the workshops encouraged participants to reflect on real workplace scenarios and build practical skills that support success in a dynamic FIFO environment.

Beyond the learning sessions, the orientation provided valuable networking opportunities, allowing graduates to establish connections with peers from different sites and disciplines, as well as key leaders across the business. Building these relationships early in their careers helps foster collaboration, strengthen engagement, and create a supportive professional network as they transition into their operational roles. The positive feedback received from participants highlights the value of investing in early career development and creating meaningful opportunities for graduates to develop new skills.

"Des Koh gave some useful advice during the time management skills training. Other colleagues and I have been using this advice including the 80/20 rule and daily/weekly trackers to help break down tasks and use our time more effectively. All who attended the training session found this very useful."

Joseph Cox, Graduate Geotechnical Engineer

Through initiatives such as the Graduate Orientation, Northern Star continues to invest in developing the next generation of mining professionals by equipping graduates with the technical, professional, and interpersonal skills needed to build rewarding, long-term careers while contributing to our ongoing success.



Highlight – Operator Job Share Arrangements at Thunderbox Operations

Our Flexible Work Policy offers employees a range of flexible work arrangement options, including job-sharing arrangements at our FIFO Operations. During FY26 we were pleased to offer such a job-sharing arrangement at our Thunderbox Operations to Sharon Shulze (Ancillary Operator), Kate McLeod (Truck Driver), Tim Johnson (Ancillary Operator) and Arthur Earle (Truck Driver). Instead of working 2 weeks on, 2 weeks off, they now work 2 weeks on and 6 weeks off, resulting in them working approximately 50% of the standard 14/14 roster.

Kate and Sharon were needing to provide extra care and support to their elderly parents. They both still wanted to work but needed greater flexibility which this arrangement has provided them. "Job share has given us the flexibility to assist family members at home as well as enable us to stay in the job longer than anticipated when we were full time!"

When presented with the job share arrangement Tim and Arthur, both long-term employees were onboard as it allowed them to continue working, while having greater flexibility for family and caring responsibilities.

"If there is anyone in a similar position to us, I would definitely encourage it. It's a good thing. It has changed me tremendously. I feel better in myself. I thank Northern Star for the opportunity. I definitely give it the thumbs up".

Tim Johnson, Ancillary Operator

"I will be 75 in December, I was contemplating retirement, when Kate and Sharon approached me about job sharing, I agreed to as it gave me a sense of purpose, and an alternative to retirement. It's working well. I have all the time to spend at home with family and grandchildren and still have something to come back to."

Arthur Earle, Truck Driver

This arrangement allows us to retain our valued, mature age workforce. Its implementation has been a success story at Thunderbox Operations, and we are pleased to see how arrangements such as this one can benefit both the Company and our employees.



Highlight – Aimee Rogers, General Manager Kalgoorlie Operations

My connection to mining began at a young age, inspired by my father, who worked as an airleg miner in the tin mines of Cornwall in the UK. By the time I finished school and spent a gap year travelling, I knew I wanted to pursue a career in mining and enrolled to study Geology. That decision led me to complete a degree in Geology, followed by a Master of Science in Mining Geology at the Camborne School of Mines. As part of my studies, I completed my MSc thesis at KCGM, and it was during that time that I knew Kalgoorlie was somewhere I wanted to call home one day.

When Northern Star acquired Kundana Operations it marked the beginning of an exciting period of growth, both for the business and for my own career. As Northern Star expanded, so too did the opportunities available to me.

I progressed through a range of roles including Project Geologist, Senior Geologist and Geology

Manager. As I progressed in my career, I had the opportunity to broaden my experience across several Northern Star Operations, including Kanowna Belle and South Kalgoorlie, before stepping into the role of Group Geology Manager. In this role I was able to support and share knowledge across the entire Kalgoorlie Production centre, including Carosue Dam and KCGM, while continuing to support Kalgoorlie Operations.

Throughout my career, I have been fortunate to work alongside a number of inspirational leaders who have challenged, supported and developed me, both professionally and personally. They encouraged me to push beyond my comfort zone, back myself, and take opportunities even when the path forward was unfamiliar. Their leadership has played a significant role in shaping the leader I am today.

After 13 years in geology with Northern Star, I was given the opportunity to step into an entirely new discipline and take on the role of Mining Manager at Kalgoorlie Operations. It provided a new perspective on the business, broadened my understanding of mining operations, and reinforced the value of stepping into roles that challenge and stretch you.

Twelve months later, I have been appointed General Manager of Kalgoorlie Operations, a role I feel incredibly privileged to hold and one that represents the culmination of years of hard work, learning and growth. To lead an Operation that has played such a significant role in my career is both humbling and rewarding, and I remain grateful to everyone who has supported and believed in me along the way. I am also proud to be setting an example for my three-year-old daughter, Madison. I hope that one day she will have the confidence to pursue opportunities, embrace change and take bold steps in her own career, supported by leaders and organisations that believe in developing people to achieve their aspirations.

I still remember telling one of our senior leaders about my aspirations to one day to become a Site General Manager. The advice I was given was simple: say yes, take opportunities, and do not be afraid to step outside your comfort zone, because the rewards can be life-changing. That advice has stayed with me throughout my career and is very much how I feel as I take on this new chapter. I am immensely proud of the journey so far and deeply grateful to the people who have inspired, challenged and supported me along the way.

Aimee Rogers – General Manager Kalgoorlie Operations

Culture & Inclusion

Culture

Our culture is shaped by our STARR Core Values: Safety, Teamwork, Accountability, Respect and Results. Our values are integrated into the way we work, recognise, and reward our people. They are also the standard on which we assess our people’s performance and understand our culture.

STARR Core Values in Action

Our STARR Core Values in Action is a leadership behaviour framework, which translates our STARR Core Values from words into behaviours you can see and hear. This behaviour framework is an integral part of how we measure performance and culture and realise Northern Star’s Purpose.

At an individual level, our STARR Core Values in Action Framework clearly defines employee behaviour expectations, as a team contributor, leader of a team, and leader of leaders.

In our Culture Survey, we measure people’s experience (the presence or absence) of the STARR Core Values in Action. The correlation between the presence of STARR Core Values in Action, and engagement is high, and serves as a consistent reference point for strengthening positive culture trends.

STARR Actions Recognition Program

In its fifth year, this program is well embedded across our sites. It provides a platform for peers and leaders to recognise and reward employees whose behaviour exemplifies the STARR Core Values. The goal is to catch people when they are doing the right thing and recognise the impact of our values in action.

There have been over 16,000 recognitions captured since its inception, with 3,924 individual recognitions of behaviours aligned with our STARR Core Values in just the past 12 months.

Annual STARR Awards

In December 2025, at our end of year celebration we presented our Annual STARR Awards. In its 12th year, we recognised nine employees, one from each site, who had demonstrated exceptional commitment to the STARR Core Values. The award showcases each employee’s contribution and how they have demonstrated the STARR Core Values.

Culture & Engagement Survey

To understand our workplace culture, the engagement of our employees, the alignment with our STARR Core Values and identify areas to improve we target in alternate years a biennial Culture Survey and a biennial Culture Pulse Survey. The last Culture Survey was conducted in November 2024 and the last Culture Pulse Survey was conducted in March 2026.

The goal of the Culture Pulse Survey was to understand if actions identified in early 2025 had impacted our employee’s engagement and their experience of targeted culture levers, these included: leadership, communication, reward and recognition and capability development.

Open for four weeks (23 March to 24 April) 2,295 employees (46% of our employee workforce) completed the survey which provided valuable insights across the organisation.

Positive responses referenced the support of immediate teams and positive engagement in the process. Improvement opportunities included improved leadership communication and commitment to the business.

Senior leaders, including relevant executives, are actively engaged and are supporting a respectful, considered and meaningful response to these results, as well as identifying immediate actions to strengthen key areas.

Senior leaders, including relevant Executives, are actively engaged and are supporting a respectful, considered and meaningful response to these results, as well as identifying immediate actions to strengthen key areas.

Inclusion & Diversity

In FY26, 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 & Supporting Employee Wellbeing

Our Flexible Work Policy offers employees a range of flexible work arrangement options. For example, non-operational employees based in Perth have options which include working from home, adjusting start and finish times, or job sharing. We offer job sharing arrangements at our FIFO sites and part-time work at our residential sites.

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.

Women in Mining WA

Northern Star was proud to continue its support as a Silver Sponsor of the Women in Mining WA (WIMWA) Summit, held in Perth on the 18-19 September 2025. 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)

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

In FY26 this partnership has continued to enhance access to mentorship, professional development, and networking opportunities, strengthening both our internal culture and external advocacy for gender representation in the mining sector.

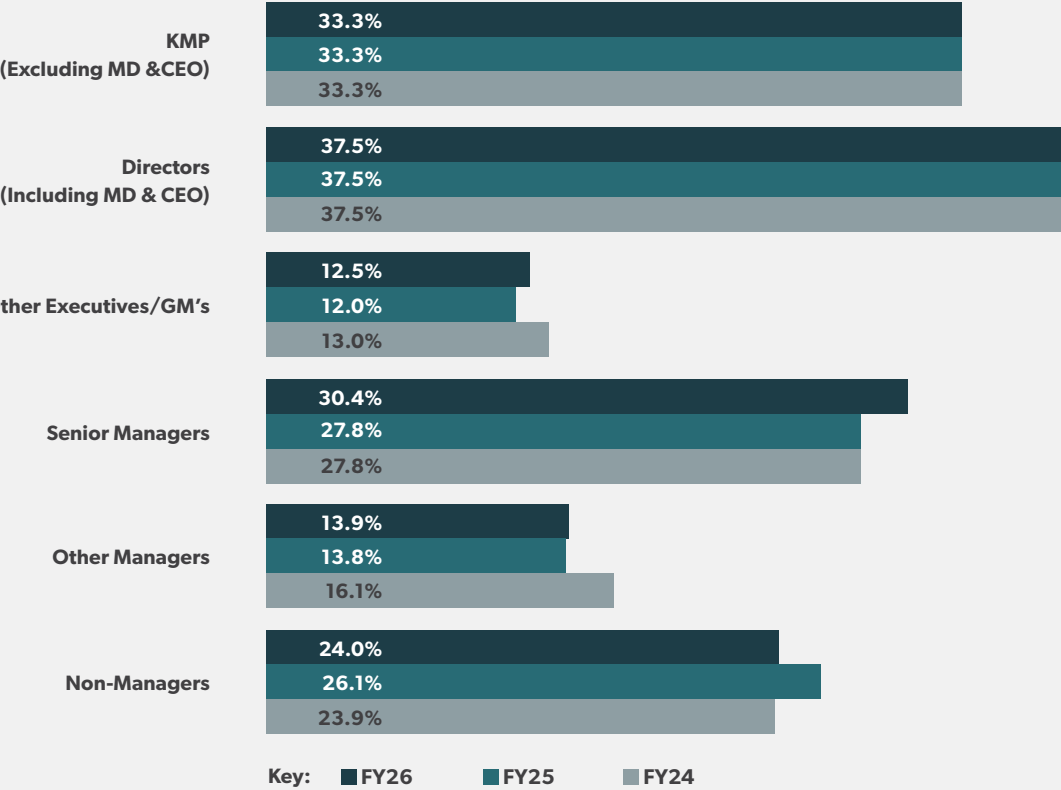
Pride Professionals

In FY25, we signed up to a 3-year support program for Pride Professionals. We are pleased that in addition to our program support, several Northern Star employees have participated in this program in FY26 as mentors and mentees.

Butch Gamutan - Metallurgist & Eleanor Punchard - Graduate Metallurgist
Kanowna Belle, Kalgoorlie Operations
Kalgoorlie Production Centre, Western Australia



Figure 2-2 Female Participation in Key Roles Within Northern Star at 30 June 2026



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 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 2025-2026 Workplace Gender Equality Agency (WGEA) submission for the period 1 April 2025 to 31 March 2026 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 18.35% in favour of males for the Northern Star submission.

Contributing factors to the gender pay gap results identified were:

- Northern Star’s Australian workforce composition which consisted of 26% female and 74% male representation (WGEA statistics at 31 March 2026)⁴.
- 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 principal 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 2026 for our Australian 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 1.59% 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.

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.

Northern Star introduced a Pay Equity Policy in 2026 outlining our commitment to ensuring pay equity for all employees and to promote fairness, transparency, and equal opportunity in the determination of remuneration.

We recognise that pay equity is a critical factor in maintaining fairness, integrity, and organisational performance. To uphold our commitment, regular reviews and audits are undertaken in the form of annual remuneration reviews, competency based reviews, modern award compliance audits and internal gender pay parity reviews.

Findings from these reviews are used to:

- Inform remuneration decisions and adjustments.
- Refine salary band structures and benchmarking data.
- Enhance transparency and accountability in pay practices.
- Support continuous improvement in our remuneration framework.

Supporting Our People & Their Families

In FY26 we continued to see the positive impact of our Parental Leave Policy with a total of 217 employees taking time off work to spend with their families and new children from both our Australian and Alaskan Operations (including those who commenced their Parental Leave in FY25 and were still on leave in FY26).

The return-to-work percentage in FY26 remained high with more than 86% of our employees returning back to work.

Of these employees:

- 66% were male employees and 34% were female.
- 177 returned to work in FY26.
- 31 were still on leave at 30 June 2026.
- 9 elected to resign before returning to work.

Table 2-1 Paid Parental Leave Benefits for Australia and Alaska⁵

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

⁴ Note that the WGEA submission only applies to Australian Operations and is sampled at 31 March, therefore gender information for Pogo Operations is excluded. As a result, gender diversity percentages may vary from that reported for the Group at 30 June 2026.

⁵ In addition, for Primary Carer’s leave, 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.



Cristina Viloria - Geologist Growth,
Harold Yimb - Project Geologist Growth,
Mark Paparone - Geology Superintendent Field Services,
Daniel Hugo - Project Geologist Growth,
Dan Kalathingal - Graduate Geologist
KCGM Operations
Kalgoorlie Production Centre, Western Australia

Improving Psychological Health & Wellbeing

Strengthening our approach to psychosocial risk management is central to how we protect the health and wellbeing of our people.

In FY26, we moved from establishing foundations to implementing an evidence-based program of work to systematically identify hazards, understand where risk concentrates across our business, and act on our findings.

Working closely with our people, leaders, and service providers, we continue to improve our programs, policies, and systems to prevent harm, respond to ill-health, and promote the flourishing of our employees.

Highlights from FY26 :

- Extended the reach and number of our Contact Officers. We added seven new Contact Officers to our cohort of now 32 Contact Officers. These volunteers are trained and supported to help their peers to recognise and respond to events and experiences of bullying, harassment, and discrimination.
- Continued to train our leaders in providing supportive leadership and responding to signs of poor mental health in the workplace.

- Continued Mental Health First Aid training for employees in roles with higher potential exposure to colleagues who may be struggling, including HR Advisors, Site Administrators, Emergency Response Team members, Safety and Health Representatives, and Contact Officers.
- Continued to train our HR Advisors in Trauma Informed Interview and Investigation Practices.

In addition, we commenced a formal Psychosocial Risk Management Improvement Program, with five inter-connected workstreams: data and reporting, risk assessment, risk controls, capability building, and integration of psychosocial risk management into the Mine Health and Safety Management System.

Activities from FY26 included:

- Identifying system and data governance improvements needed to support sustainable and reliable psychosocial risk reporting for Board, Executive and Operational Leaders.
- Completion of highly consultative, structured, and interactive psychosocial risk assessments at Thunderbox Operations and our Corporate Commercial team in Perth, building on earlier assessment work at Kalgoorlie.

These workshops involved employees and leaders working in small groups to identify the hazards they are exposed to, assess their frequency, severity and duration, and evaluate the effectiveness of existing controls, with findings translated into practical action plans.

- Using the results of these risk assessments along with comprehensive data analysis, developed an enterprise psychosocial risk profile and progressed work to strengthen Board & Executive level reporting & visibility, on areas of risk and understanding the effectiveness of controls.
- Both Safety and People & Culture teams collaborated across several programs of work to improve our approach to investigations to consistently identify, assess and manage psychosocial hazards.

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 is an important protective factor for employee wellbeing. Across our sites we provide a range of opportunities to build connection and be part of a community that looks out for each other including:

- 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 2-3 Northern Star Additional Employee Benefits

 Mental Health & Wellbeing	 Reward & Recognition	 Advice & 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 & Region at 30 June 2026																		
Full Time Permanent	2,035	670	4	883	181	4	627	56	-	29	12	-	180	127	-	3,754	1,046	8
Part Time Permanent	4	35	-	9	2	-	-	2	-	1	1	-	6	48	-	20	88	-
Full Time Fixed Term	71	26	-	21	9	-	-	-	-	-	-	-	25	16	-	117	51	-
Part Time Fixed Term	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-
Casual	50	20	-	4	-	-	1	-	-	-	-	-	5	-	-	60	20	-
Total	2,160	751	4	917	192	4	628	58	-	30	13	-	217	191	-	3,952	1,205	8
	2,915			1,113			686			43			408			5,165		
New Starters by Gender & Region at 30 June 2026																		
New Starters	746	262	-	276	73	-	140	19	-	3	2	-	39	38	-	1,204	393	-
Total	1,008			349			159			5			77			1,597		
Turnover by Gender & Region at 30 June 2026 ⁷																		
Turnover	661	239	-	291	57	1	189	28	-	15	13	-	36	20	-	1,192	357	1
Total	900			349			217			28			56			1,550		
Parental Leave for FY26																		
Entitled to Parental Leave Payment in FY26	1,364	473	4	630	117	4	474	39	-	27	11	-	162	147	-	2,657	787	8
On Parental Leave in FY26 ⁶	79	44	-	41	5	-	13	1	-	1	-	-	10	23	-	144	73	-
Received Parental Leave Payment in FY26	68	31	-	37	4	-	13	1	-	1	-	-	9	15	-	128	51	-
Returned from Parental Leave in FY26	73	31	-	37	2	-	10	-	-	1	-	-	8	15	-	129	48	-
Still on Parental Leave as at 30 June 2026	4	8	-	4	3	-	2	1	-	-	-	-	2	7	-	12	19	-
Did Not Return from Parental Leave	2	5	-	-	-	-	1	-	-	-	-	-	-	1	-	3	6	-
Age by Gender & Region at 30 June 2026																		
<21 years old	51	22	-	19	6	-	9	-	-	-	-	-	-	-	-	79	28	-
21-30 years old	590	242	-	263	69	1	166	12	-	13	4	-	26	20	-	1,058	347	1
31-40 years old	638	220	2	288	46	1	192	22	-	7	5	-	61	71	-	1,186	364	3
41-50 years old	445	140	-	176	24	2	147	12	-	2	1	-	64	59	-	834	236	2
51-60 years old	311	108	2	118	35	-	80	10	-	4	3	-	50	36	-	563	192	2
61-70 years old	120	19	-	47	11	-	33	2	-	4	-	-	16	5	-	220	37	-
>71 years old	5	-	-	6	1	-	1	-	-	-	-	-	-	-	-	12	1	-
Total	2,160	751	4	917	192	4	628	58	-	30	13	-	217	191	-	3,952	1,205	8
	2,915			1,113			686			43			408			5,165		

	<21	21-30	31-40	41-50	51-60	61-70	>71	Total
Employment Type by Age at 30 June 2026								
Full Time Permanent	80	1,277	1,461	1,023	719	237	11	4,808
Part Time Permanent	-	5	50	28	15	8	2	108
Full Time Fixed Term	25	70	29	17	20	7	-	168
Part Time Fixed Term	-	-	1	-	-	-	-	1
Casual	2	53	13	4	3	5	-	80
Total	107	1,405	1,554	1,072	757	257	13	5,165

	FY26	FY25	FY24
Industrial Action			
Number of Strikes or Lockouts	-	-	-

⁶ Commenced parental leave during FY26 or continued their parental leave from FY25 into FY26.

⁷ Turnover data also includes employees who transferred out of the business as part of the divestment of the Tanami asset. Northern Star divested all its interests in the Northern Territory on 5 February 2026. Refer to Mount Gibson Iron Limited ASX Announcement 'MGX completes its acquisition of 50% of the Central Tanami Gold Project Joint Venture' of 6 February 2026 (cross-released to Northern Star) available on www.asx.com.au/markets/company/NST for further information.



About This Disclosure

Northern Star has reported in accordance with the GRI Standards for the period 1 July 2025 to 30 June 2026. This disclosure supports the Northern Star Annual Report FY26 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 20 August 2026. Monetary amounts in this Report are reported in Australian dollars unless otherwise stated.

FY26 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 FY26 environment and social responsibility disclosures and should be read as a supporting accompaniment to the Northern Star Resources Ltd FY26 Annual Report, FY26 Modern Slavery Statement and FY26 Corporate Governance Statement.

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.

The Sustainable Development Goals (SDGs)

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States

Assumptions

Nil

Disclaimer

This disclosure may contain forward looking statements and other forward looking representations related to ESG issues, including but not limited to climate change and disaster resilience, and other sustainability-related statements, commitments, goals, targets, aspirations, plans, projections, scenarios, assessments, forecasts and expectations, which reflect Northern Star’s assumptions as at the date of this report. Climate-related disclosures are subject to risks (both known and unknown), and there are significant uncertainties, limitations and assumptions in the metrics and modelling on which these statements rely.

In particular, the metrics, methodologies and data relating to climate and sustainability may be impacted by various factors including the inherent limits in the current scientific understanding of climate change and its impacts, the rapidly evolving and maturing nature of methodologies to capture and record emissions, inconsistent data, availability and quality of historical emissions data, reliance on assumptions and future uncertainty (including in relation to energy stability, technology development (and its affordability) and socio economic changes), effectiveness of internal controls relating to management of climate-related risks and opportunities and the uncertainty around future climate and sustainability related policy, market practice, regulation and legislation.

These commitments and targets, and the scenarios included in this report, may themselves change in future reporting periods. Given the risks and uncertainties associated with forward looking statements relating to ESG issues you are cautioned not to place undue reliance upon such forward looking statements.

To the maximum extent permitted by law, Northern Star provides no assurance, guarantee or warranty (express or implied) in connection with the likelihood of fulfilment of any forward looking statement, any outcome expressed or implied in any forward looking statement, or any assumptions on which a forward looking statement is based.

In preparing these disclosures, Northern Star has applied judgements and assumptions including, but not limited to, the usage and interpretation of climate-related data, methodologies and modelling employed in relation to estimating and calculating emissions.

Parts of this disclosure are based on modelling, data or scenarios provided by third parties which Northern Star has not independently verified. Accordingly, actual outcomes may differ materially from those expressed or implied in this disclosure.

Glossary

401 K

An employer-sponsored, defined-contribution, personal pension (savings) account in the United States

ABN

Australian Business Number

ASX

Australian Securities Exchange Ltd, trading as ASX

Audit & Risk Committee or ARC

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

AusIMM

Australian Institute of Mining & Metallurgy

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

Employees of the Northern Star Group including permanent, fixed term and part-time. Does not include contractors

ESG

Environment, Social & Governance

ESR

Environment & Social Responsibility

ESR Disclosure Suite

Refers to the ten separate disclosures related to ESR information available on the Northern Star Company website. These are voluntary disclosures in addition to the Annual Report and Sustainability Report.

ESR Performance Data Tables

Detailed spreadsheets containing key ESR metrics for Northern Star for FY26 and relevant preceding years available from the Company website.

Environment, Social & Safety Committee or ESS Committee

The Environmental, Social & Safety Committee, a 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

Kalgoorlie Consolidated Gold Mines Pty Ltd, a wholly owned subsidiary of the Company, which operates the Super Pit, and Mt Charlotte and Fimiston underground Operations and Fimiston Processing Plant in Kalgoorlie, Western Australia

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

People & Culture Committee or P&C Committee

The People and Culture Committee, a sub-committee of the Board

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

Our Core Values of Safety, Teamwork, Accountability, Respect and Results

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 contractors’ employees

\$

Australian dollars, unless the context states otherwise. All A\$ to \$US currency conversions used in this ESR Disclosure Suite are at \$0.6785



Contact Information

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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 & Indigenous Engagement & Support at Northern Star
- Supply Chain Management at Northern Star
- Environmental Management at Northern Star
- Biodiversity & Land Management at Northern Star
- Climate Change at Northern Star
- Water Security at Northern Star
- Waste & Tailings Management at Northern Star
- FY26 Performance Data Tables
- FY26 GRI, SASB and UN SDG Alignment Index
- FY26 Tailings Disclosure Report

Feedback

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



Northern Star Resources
Perth Office
Subiaco, Western Australia
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