



Safety & Critical Risk Control at Northern Star FY26

Our Approach	3
Safety & Critical Risk Control Governance	4
Restatements of Information	4
Leadership, Communication & Consultation	4
Training, Competency & Awareness	6
Mine Health & Safety Management System	7
Hazard Identification & Critical Risk Management	7
Critical Incident Management & Emergency Preparedness	11
Crisis Management	11
Emergency Response Teams	11
Health, Hygiene & Wellness	13
Incident Reporting & Investigation	14
Access to Non-Occupational Medical & Health Services	14
Leading & Lagging Indicators	15
Safety Performance Metrics	17
About This Document	19
Glossary	20
Contact Information	22



Safety & Critical Risk Control



36,454

Active Field Leadership Interactions Reported in FY26

8,021

Inspections Reported in FY26

2,090

Risk Management Events Reported in FY26

98,035

Critical Control Verifications Completed in FY26

Our Approach

At Northern Star, continuously improving the health, safety, and wellbeing of our workforce is a priority. This commitment is reflected in our comprehensive safety, training, and risk management programs. Our approach is guided by a Mine Health and Safety Management System (MHSMS) that aligns with best practice and regulatory requirements, integrating safety principles into our Operations culture. Noting the safety performance Northern Star’s Operations deliver year on year particularly in comparison to the industry average, Northern Star constantly emphasises to its workforce the importance of hazard identification and incident reporting.

During FY26 the Northern Star Incident Reporting Procedure¹ was amended to introduce Medical Treatment Injuries (MTIs) into our injury classifications. MTIs and First Aid Injuries (FAIs) were previously combined. MTIs were therefore also incorporated into our TRIs and TRIFR for FY26, resulting in a significant increase in our reported TRIs and an increase in our TRIFR. In addition to this, we have expanded our determination of “work related” versus “non work related” activities during FY26. This change has seen an increase in the number of events that have been reported in our injury statistics for the disclosure period. Data prior to FY26 has not been amended to include MTIs or the change in work related injury classification, therefore year-on-year comparison or trend analysis should be undertaken with caution.

Notwithstanding the changes in our event reporting and injury classifications, we did experience a decline in some of our safety performance statistics from FY25. This decline was observed in both the employee and contractor workforce, particularly in relation to injuries, however no change in injury mechanism was observed. We have not seen a significant increase in critical risks contributing to high consequence work related injuries. Further information is available on pages 15 & 16 of this disclosure.

During FY26, we enhanced our incident reporting capability by integrating Critical Risk and Critical Risk Standard classifications into our event reporting system, enabling lagging events to be consistently linked to the relevant Critical Risks. This provides improved visibility of injury trends, strengthens analysis of recurring event mechanisms and supports targeted assurance activities to verify the effectiveness of critical controls. These insights are used to prioritise risk reduction initiatives, strengthen operational controls, and reduce the likelihood of serious injuries.

Improved reporting practices and promoting a reporting culture without fear of retaliation inevitably leads to an increase in reported incidents (as may be seen from the data tables on page 17 & 18), and near misses reported to the Board on a monthly basis in their oversight of our safety performance. This reporting culture and transparency is evidence of our STARR Core Values in action, particularly Accountability. In FY26, Northern Star is pleased to have made progress in several key health and safety focus areas, including, but not limited to:

- Further alignment of our health and safety plan across our Operations, to facilitate a more cohesive approach to application of our Mine Health and Safety Management System.
- Conducting risk review workshops for three of our Health and Safety Critical Risks (Fall of Ground, Hazardous Chemicals, and Mobile Plant Operations), which included a review of our event data, controls, and critical controls and resulting in additional controls being planned for implementation.

- Through consultation with workers a review and update of our Hazard Identification and Risk Management Procedure and Job Hazard Analysis template. The key changes included a strengthened focus on our critical risks and controls, and the introduction of a visual safety tool known as an “energy wheel” to help workers identify hidden or overlooked hazards associated with common energy sources.

Safety & Critical Risk Control Governance

Northern Star’s Board has oversight of workplace health and safety risks and opportunities within the organisation assisted by the Environmental, Social & Safety (ESS) Committee’s review of operational risks and the Audit & Risk Committee’s review of the Company wide strategic risk register.

Workplace health and safety related matters are considered on a scheduled basis by the Board through its ESS 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 workplace health and safety.

In addition, the ESS Committee will refer any material safety related risk exposures or potential risks identified to the Audit & Risk Committee, for review and perform such other functions as assigned by the Board.

Northern Star’s Chief Operating Officer (COO) has workplace health and safety reporting and disclosure responsibilities within their portfolio supported by the Group Manager – Health & Safety, and the Health & Safety teams in the corporate office and on our sites. The COO reports to the Managing Director & Chief Executive Officer who in turn reports to the Board.

Restatements of Information

- Nil restatements.

Leadership, Communication & Consultation

Leadership, communication and consultation is key in a culture where safety and wellbeing of the workforce is seen as a priority.

Safety Leadership Program

In FY26, we continued to embed health and safety leadership through the evolution of our Safety Leadership Program. Building on previous success, the program was enhanced to reflect the shift towards critical risk thinking, integrated systems leadership, and psychosocial safety.

Delivered as a one-day intensive course, the program is tailored for frontline and mid-level leaders, enabling greater participation across our sites while maintaining a strong focus on practical application and strategic alignment.

The program aims to equip our leaders with the capabilities to:

- Verify and monitor critical controls, reinforcing control ownership and assurance.
- Lead incident investigations, shifting from fault-finding to learning and systems improvement.
- Apply the hierarchy of controls to promote sustainable risk mitigation.
- Strengthen communication and coaching, with a focus on empathetic leadership, psychological safety, and building trust-based teams.

Through scenario-based workshops, peer collaboration, and real-world simulations, leaders practice applying tools such as Take 5 plus, Critical Control Verification (CCV), and resilience shield frameworks. The inclusion of the resilience shield model supports leaders’ mental fitness and adaptability, essential for navigating high-pressure environments and promoting sustainable performance.

Communication & Consultation

Engaging with our workforce is recognised by Northern Star as critical to fostering a proactive and collaborative health and safety culture. We strive to achieve this through regular safety meetings, infield coaching, and mentoring sessions. Our workforce are encouraged to discuss safety concerns, provide feedback, and suggest improvements.



1.9

Workforce Serious Injury Frequency Rate (SIFR)²

3

Number of Critical Control Reviews in FY26

205

Workforce HSRs & MRs at 30 June 2026

240,455

Hours of Workforce Safety Training Completed in FY26

¹ NSR-OHS-001-PRO Health & Safety Incident Reporting Procedure.
Please note that total numbers in charts and tables within the ESR Disclosure Suite may differ due to rounding.

² 12 month moving average per million exposure hours at 30 June 2026 in accordance with the Western Australian Work Health & Safety Act 2020.

Health & Safety Representatives and Miners Representatives

Health & Safety Representatives (HSR) in our Australian Operations, and Miners Representatives (MR) at our Pogo Operations, are an essential part of Northern Star’s communication and consultation processes, supporting all workers to have an opportunity to actively participate in safety.

Northern Star’s Safety Consultation and Communication Charter³ outlines the roles and responsibilities of a HSR or MR. It details the establishment and functioning of Site Safety Committees and the procedures for HSR and MR elections and meetings.

Our HSR and MR workers are elected by their peers to represent the health and safety interests of other workers. These representatives play a crucial role in improving workplace health and safety by advocating for safe practices and addressing concerns within their designated work group. Safety Meetings are held regularly, with 767 meetings recorded in FY26.

During these meetings, our HSR and MSR workers are actively involved in consultation and decision-making processes related to health and safety procedures, initiatives, and improvements. This allows Northern Star to consider the perspectives of our workforce when implementing new safety measures, and aims to make them more practical and effective while still aligning with regulatory requirements and best practice.

Each HSR and MR is given time within their normal role to allocate to their duties, such as running pre-start safety meetings, undertaking field inspections, meeting with management to discuss safety concerns, and engaging with other workers to discuss safety matters.

As well as the on-the-job training, HSRs and MRs attend an external training course to equip them with the skills to

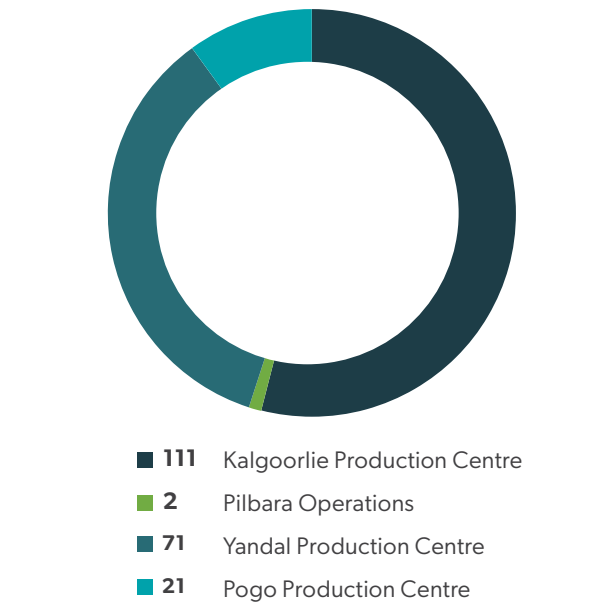
complete their role. Northern Star continues to utilise the HSR Infield Day Program to strengthen field engagement and safety ownership. HSRs conducted monthly infield activities across multiple sites, including inspections, hazard identification, and critical control verifications.

Key outcomes:

- Over 235 infield inspections completed across our Operations.
- Focus areas included workshops, fuel bays, task observations, and growth drilling.
- Standardised tools and checklists developed in collaboration with NSMS and site safety teams.
- Improved HSR & MR visibility and consistency in frontline risk management.

The program continues to support proactive safety culture and leadership across our Operations.

Figure 3-1 Workforce HSRs & MRs by Production Centre at 30 June 2026



Training, Competency & Awareness

At Northern Star, we deliver an array of training programs across our Operations for our employees, contractors, exploration and corporate teams.

These programs are intended to help equip our workforce with skills and knowledge to aid in performance of their daily tasks while minimising risks and incidents in the work environment.

Our training programs are delivered via a combination of online, in person, and in-field practical processes. Our online training platform is designed to enhance accessibility and consistent messaging across all our areas of our business.

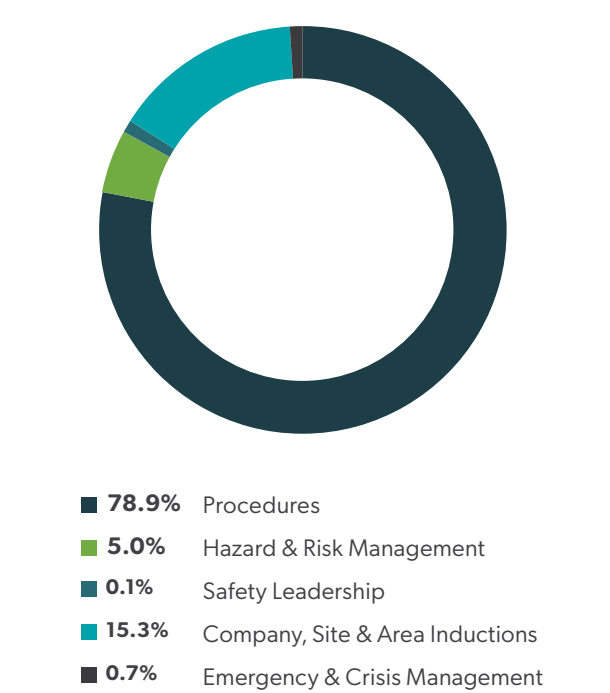
In FY26, our key areas of training focus included:

- **Health & Safety Training:** This training aligns with the Work Health and Safety (WHS) legislation in Western Australia, which commenced on 31 March 2022. This training is focused on educating employees and contractors on best practices to identify, prevent, and manage workplace hazards. The primary objective is to ensure all personnel understand the legal requirements and safety protocols necessary for their roles. At Pogo Operations, regular safety training continued to meet Federal requirements as a minimum.
- **Technical Skill Development:** These sessions are targeted at enhancing the technical capabilities of our workforce. Topics include safety leadership, incident investigation, and digital skills training.
- **Competency-Based Training:** Compliance and competency-based training is delivered through our online platform and supplemented by infield practical training. This training is aimed at ensuring that our workforce is competent for the requirements of their specific roles.

- **Continuous Improvement & Awareness:** Northern Star actively reviews and enhances its training programs to address emerging risks and integrate current industry best practices.

In FY26, we recorded over 240,455 hours of safety training across various levels of the business.

Figure 3-2 Workforce Safety Training Completed During FY26



³ NSR-OHS-057-CHA - Safety Consultation and Communication Charter.

Highlight – HSR/MR Role in Improving Workplace Health & Safety at Northern Star



We asked some HSRs for some insights and what they enjoy about their role as HSRs.

Taylor McQueen, from Jundee Operations, has been a HSR for 3 months and said:

“What I enjoy most is being able to make a positive difference to the safety and wellbeing of the workforce. It’s rewarding to help identify hazards, work with both employees and management to find practical solutions and contribute to creating a safer workplace. I also value being a trusted point of contact for workers, ensuring their concerns are heard and addressed. Seeing improvements that reduce risks and help everyone go home safely at the end of the day gives me a real sense of purpose and achievement”.



Connor Vernon, from KCGM Operations, has been a HSR for 7 months and said:

“My experience as a safety representative has been very insightful, particularly as someone at the beginning of their career in mining. It has exposed me to a wide range of operational areas beyond my normal role. I’ve been involved in initiatives such as Task-Based Risk Assessments, ICAM investigations, PEEPO (People, Environment, Equipment, Procedures and Organisation) sessions, in-field inspections and safety training, which have strengthened my understanding of risk management”.

Mine Health & Safety Management System

At Northern Star Resources, our MHSMS provides a structured framework, designed to manage and mitigate the risks associated with mining and mineral processing operations.

Our MHSMS aligns with industry best practice and regulatory requirements, aimed at integrating safety principles into our Operations’ culture. The framework is designed to be a continuously improving system, enabling the incorporation of lessons learned, new technology, and regulatory changes to remain relevant and effective.

During FY26, the MHSMS underwent a comprehensive review, with changes managed through the Management of Change process and systematically implemented across our Operations to strengthen governance, improve usability, and alignment with legislative requirements and operational risk. We also enhanced elements of our MHSMS as part of our planning to support the future construction of our Hemi Project.

In accordance with regulations and our MHSMS, workers have the right to stop unsafe work if they have reasonable concern that they (or someone else) would be exposed to a serious and immediate WHS risk. Workers are also able to raise WHS issues or concerns without fear of reprisal.

The MHSMS encompasses 14 elements that apply to our workforce across all Operations (in addition to the principal mining hazards regime under the Western Australian Work Health and Safety Act 2020). The MHSMS structure and function is provided in Figure 3-3. Key documents serving a vital role in our MHSMS include:

- **Health & Safety Policy:** Commitment to providing a safe and healthy work environment for all employees, contractors, and visitors.
- **Cardinal Rules:** Safety rules that apply to our workforce, and cover critical areas such as hazard identification, personal protective equipment use, and emergency procedures.
- **Health & Safety Management System Manual:** Details the structure and components of our MHSMS. It includes procedures for hazard identification, risk assessment, incident reporting, and continuous improvement.
- **Health & Safety Strategy Plan:** Strategic plan outlining our long-term goals and objectives for health and safety.
- **Contractor Safety Management Requirements Guideline:** Safety requirements for contractors on our sites.
- **Event Reporting & Investigation Guidelines:** Process for reporting and investigating incidents.
- **Mines Health and Safety Management Manuals & Plans:** Topic specific documents that provide procedures and protocols to manage safety risks for exploration activities, high-voltage/low-voltage electricity management, helicopter operations, principal mining hazards, and site-specific safety plans.
- **Serious Injury Classification Framework:** Legislatively aligned serious injury classification framework.

⁴ Fall of Ground NSR-OHS-001-CRS, Hazardous Energy NSR-OHS-002-CRS, Working At Height NSR-OHS-003-CRS, Confined Space NSR-OHS-004-CRS, Mobile Plant Equipment and Vehicles NSR-OHS-005-CRS, Lifting Operations NSR-OHS-006-CRS, Hazardous Substances NSR-OHS-007-CRS, Explosives NSR-OHS-008-CRS, Fire NSR-OHS-009-CRS, , Hazardous Workplace Exposures NSR-OHS-010-CRS.

⁵ Risk Management Standard NSR-COR-019A-STA.

Hazard Identification & Critical Risk Management

Risk and change management is fundamental to our Operations and health and safety strategy. Our risk management framework is an integral part of the MHSMS and includes the following key components:

Critical Risk Standards

Our ten Critical Risk Standards⁴ form a crucial part of our fatality prevention program and risk management strategy, addressing WHS Act principal mining hazards such as fall of ground, inrush, hazardous energy, confined spaces, mobile plant equipment, lifting operations, hazardous substance, explosives, fire and hazardous workplace exposures.

These Critical Risk Standards aim to ensure that critical controls are identified, implemented, and monitored and improved.

Risk Identification & Control Tools

Risk Registers: Our risk registers provide a centralised and documented register of identified hazards and associated controls across our Operations in accordance with our Risk Management Standard⁵.

These registers are maintained, validated, reviewed, and updated in accordance with the schedule set out by our Risk Management Standard.

- **Hazard Identification:** Systematic audits, inspections, and workforce consultation is undertaken to identify potential hazards.
- **Risk Assessment:** Where a hazard has been identified, an assessment is completed to determine its potential impact and prioritise urgency of risk mitigation controls.
- **Management of Change:** Applies to operational changes that could impact health and safety. It requires changes to be assessed for potential risks and identification of appropriate controls to be implemented before the changes are made.
- **Control Implementation:** Controls are implemented across the organisation using the hierarchy of controls. Physical controls are complemented by associated training and relevant documentation.
- **Critical Control Verification (CCV):** Scheduled Manager and Supervisor CCVs are undertaken to validate the effectiveness of our critical controls. These include regular checks and validations of safety measures around high-risk activities.

Site Design & Operational Risk Management

Risk identification and control processes are integrated into both site design and operational risk management at Northern Star. These processes address a variety of risks, including:

- **Heat Management in Surface & Underground Mines:** Ventilation and cooling systems to manage heat levels.

- **Flood Risk Analysis & Mitigation:** Flood risk assessments and mitigation measures to reduce the risk of water ingress at our Operations.
- **Inclement Weather:** Protocols for dealing with adverse weather conditions.
- **Isolations & Lockouts:** Isolation and lockout procedures to control hazardous energy during maintenance and other high-risk activities.
- **Tag Boards:** Tag boards to track and manage the status of equipment and personnel.

By maintaining the integrity of critical controls, we reduce the likelihood of high-consequence events and enable early intervention before hazards escalate. Northern Star also recognises that risk profiles evolve whether due to operational changes, external factors, or workforce dynamics. As a result, we undertake periodic review of our Critical Risk Standards, system-wide learning from high-potential events, and structured feedback loops into our risk management processes.

Highlight - Critical Risk Control Reviews & Continuous Improvement

During FY26, Northern Star commenced a comprehensive review of our Critical Risks as part of ongoing improvement and risk management programs. The review program encompasses all Critical Risk Standards and includes the following key activities:

- Development of a Critical Risk Management Framework.
- Review and validation of our existing Critical Risks.
- Facilitation of bowtie risk assessment review workshops.
- Application of a Critical Controls decision tree.
- Further definition of our Critical Control Performance Standards.
- Update of our Critical Risk Standards to reflect any changes identified in the processes outlined above.
- Further enhancement of our Critical Control Verifications within our external online platform.
- Communication and training on any changes or new requirements.
- Monitoring and confirmation of alignment of site practices with minimum Critical Control requirements.

During FY26 we completed three key bowtie risk assessment reviews for Fall of Ground, Hazardous Chemicals, and Mobile Plant Operations.

Our Fall of Ground review was facilitated through a multi-site workshop in Kalgoorlie that brought together subject matter experts and risk owners from across Northern Star’s Operations. The review identified opportunities for further risk reduction and refinement of controls. Application of the Critical Controls Decision Tree resulted in the identification of seven critical controls.

The Hazardous Chemicals review included broad representation from processing, maintenance, warehousing, health and safety, and emergency response functions. The session enabled robust discussion on existing control effectiveness and identified further opportunities to strengthen risk management, including consideration of additional engineering controls. In addition, a specific

action review was conducted in relation to cyanide-related incidents and audits. Group-wide actions have been identified, and site implementation will continue into FY27.

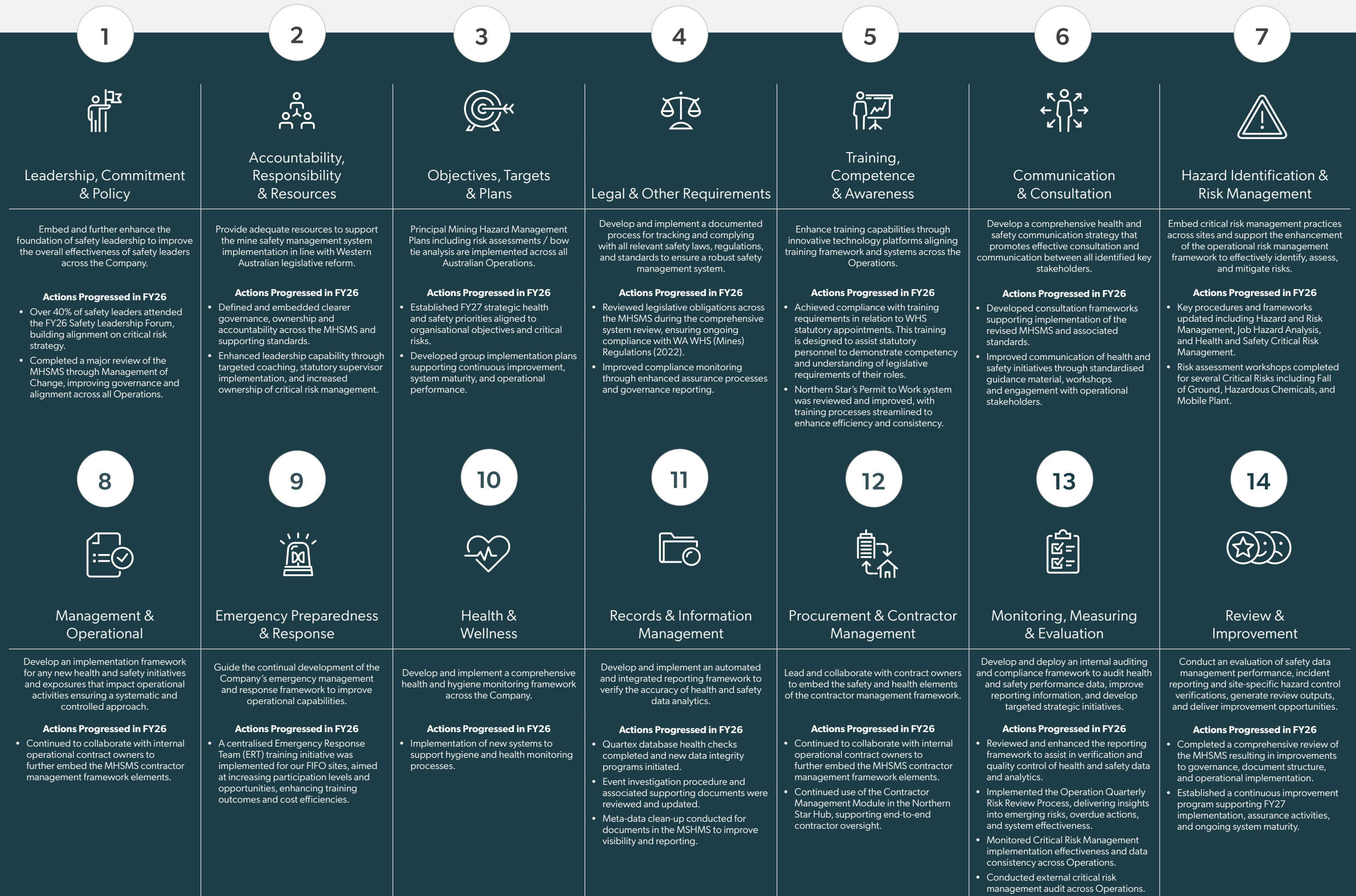
The Mobile Plant Operations review focussed on the risks associated with Mobile Plant, with the outputs strengthening our understanding and management of one of our most significant operational risks.

Work is currently underway to define Critical Control Performance Standards for the controls identified from these workshops and incorporate them into our updated Critical Risk Standards. Subsequent updates will be implemented within our external online platform to further strengthen verification processes. This program of work will continue into FY27 as part of our ongoing commitment to continual improvement and the identification, management and control of critical risks.



Figure 3-3 Northern Star's Mine Health and Safety Management System

Our MHSMS framework is designed to be a continuously improving system, enabling the incorporation of lessons learned, new technology and regulatory changes to remain relevant and effective.



Critical Incident Management & Emergency Preparedness

Emergency preparation and response are a fundamental part of our commitment to safety. Northern Star has in place detailed crisis and emergency management plans which aim to prepare personnel for a range of emergency situations. Understanding the likelihood of an emergency, the potential consequences and the mitigation strategies needed is at the core of our plans and structure.

Plans for foreseeable scenarios are in place and regularly audited and tested with the assistance of external specialist facilitators to test their robustness. Teams at our Operations and the corporate office undertake regular emergency scenario drills to ensure that Northern Star is prepared to respond appropriately to any real event and recover quickly after.

Northern Star’s Emergency Management Standard sets the over-arching requirements that all Operations shall have in place to effectively manage an emergency event.

The aim of this Standard is to:

- Provide a minimum standard of emergency response & management planning.
- Establish the use of Prevention, Preparation, Response and Recovery as the method of managing emergency incidents, with the primary focus being on prevention of an incident that may trigger an emergency response.
- To provide further detail on the structures, workflows, and how teams interact and interrelate to ensure an integrated approach.
- To give guidance around the preparation of plans and procedures for emergency management.
- In addition, there is a Company level Crisis Management Plan, Operational Emergency Management Plans and Operation specific emergency response procedures.

Consultation in relation to emergency management is undertaken:

- **Internally:** we engage with our workforce through regular training sessions and drills to ensure everyone understands their roles and responsibilities during an emergency.
- **Externally:** we collaborate with local stakeholders including nearby mines, communities, and emergency services, to enhance our preparedness and response capabilities. This includes mutual aid agreements and joint training exercises with local emergency services to ensure coordinated and effective responses to incidents.

Crisis Management

Northern Star regularly tests Emergency Preparedness at all levels including the provisions relating to Crisis Management, involving complex scenarios designed to provoke learning and opportunities to improve. Northern Star’s Crisis Management Plan has been developed in accordance with the Emergency Management Standard.

It is used by the Crisis Management Team (CMT) which is usually led by a member of the executive team and managed from Perth, but the decision to activate is made by Managing Director or delegate.

A risk-based approach is applied in relation to any activation and therefore a determination needs to be made on the consequence level of an event and how that is applied to business operations.

During the first phases of a CMT activation consideration is given to establishing the key issues and priority actions, across three main areas:

1. Business Continuity.
2. Reputation.
3. Liability.

Each team member performs a specific role which supports the CMT team leader including communication, finance & insurance, human resources, health & safety, investor relations, company secretary, information technology, and legal.

In some circumstances the team will need to consider how to recover from a significant event. This means addressing operational and production interruption, loss of physical assets and infrastructure, impact on the environment and local stakeholders, and psychological wellbeing for those involved including the first responders and witnesses.

Emergency Response Teams

In conjunction with Northern Star’s emergency management system, our ERT play a critical role in managing significant events and alleviating threats to life, our assets, the environment, and business continuity. As such, our emergency response departments across the Company are provided with ongoing support from the corporate OHS team to ensure effective competency is maintained across the business.

Providing scenario training opportunities to our emergency response teams is a critical part of their skills development, and we actively support our teams to participate in regional emergency response competitions. These teams consist of trained volunteers who are ready to respond to emergencies at any time. ERT members undergo extensive training, including first aid, firefighting, and rescue operations, to ensure they are equipped to handle various emergency situations. Regular drills and refresher courses are conducted to maintain their skills and readiness.

Highlight – ERT Training & Competition

During FY26, teams from KCGM Operations, Kalgoorlie Operations, Thunderbox Operations, and Pogo Operations participated in both the 2026 Western Australian Chamber of Minerals and Energy (CME) Surface and Underground Emergency Response Competitions, Perth Mine Emergency Response Competition (MERC), as well as the Indonesian Mine Emergency Response Community Competition (IMERC).

These competitions are designed to strengthen mine site emergency response capability by providing ERT with realistic, scenario-based exercises. Participants are able to apply and validate the skills developed through training, receive feedback from experienced personnel across key response disciplines, and identify opportunities to further enhance overall capability and performance.

Northern Star Teams	1st & 2nd Place Overall	CME – Surface Competition: 1st Overall – KCGM Operations 2nd Overall – Thunderbox Operations	
	2nd Place Overall	MERC – Perth: Northern Star Resources Global Team	
	3rd Place Overall	CME – Underground Competition: KCGM Operations	
	4th Place Overall	IMERC – Indonesia: Northern Star Resources Global Team	

Health, Hygiene & Wellness

Northern Star employs and engages a number of health professionals to support the policies and procedures that look after the health and wellbeing of our employees and contractors.

Occupational Hygiene

Occupational hygiene monitoring (also known as occupational exposure monitoring) is crucial to evaluate the risk of exposure to specific health hazards. This type of assessment is conducted at all Northern Star Operations by qualified occupational hygiene consultants or technicians.

An annual monitoring program divided into quarters is developed to quantitatively assess the exposure risk of workers to the hazardous agents identified within our Operations and to detect any changes in exposure profiles within the workplace. In addition, this regular sampling regime provides a continuous validation of controls and demonstrates compliance with an exposure standard.

As part of the FY26 occupational exposure monitoring program, atmospheric sampling of various hazardous chemicals including gases, fumes and dusts, and noise sampling to measure exposures to noise were completed. During FY26 there were 3,028 samples collected.

Sampling results were submitted to the LGIRS reporting system as part of our legislative requirements. Elevated results that exceeded the adopted exposure standard were further investigated and actions taken to eliminate or reduce the risk of subsequent exposures. An investigation report was also submitted in the Safety Reporting System as part of LGIRS requirements.

Occupational Health & Wellness

Northern Star has a Health Monitoring program in place to provide an additional control for workers who have a risk of exposure to hazardous chemicals or substances throughout their role. Some of these exposures include noise, respirable crystalline silica, lead, and arsenic. The health monitoring program is developed through reviewing exposure data, each worker’s role, and the controls in place in the workplace to determine who will be enrolled in the program.

Health monitoring assessments involve taking a work and brief medical history from the participant, an agent specific medical examination, and medical testing such as a blood sample or audiometric test. The results are reviewed by a Registered Medical Practitioner who can determine if exposure levels are normal, if further testing is required, or if further workplace controls should be implemented.

Workplace Exposure Limits Transition

In response to the National Transition to Workplace Exposure Limits for airborne contaminants, the business has established a cross functional working group to coordinate strategy and strengthen long term occupational health risk management. The Company recognises the need to establish proactive exposure reduction measures to meet the intent of this transition.

The working group brings together operational leaders and technical specialists to:

- Further assess business wide health, compliance, and operational risks.
- Develop and oversee a coordinated strategy to reduce worker exposure through engineering, operational and monitoring improvements.
- Prioritise investment in exposure control projects, technology, and capability.
- Monitor implementation progress and provide governance through regular reporting to executive leadership and Board committees.

This initiative demonstrates the Company’s commitment to protecting worker health, maintaining regulatory compliance, and embedding continuous improvement in mine air quality management across its mining and processing Operations.

Transforming Hygiene Management

During FY26 Northern Star commenced the implementation of an advanced health & hygiene management system, designed to transform the way our occupational hygiene information is managed across our Operations.

As rollout progresses, the system is expected to support increased consistency and accuracy in the data collected, improve integrity around data storage, and lead to improvements in reporting and trend analysis.

These are all anticipated to provide increased occupational health and hygiene outcomes through:

- Continuous improvement and strengthening of our policies, standards, and procedures.
- Increased visibility and governance of occupational hygiene sampling and control programs.
- Increased risk identification and management capabilities.
- Opportunities for improved task planning on site to minimise occupational exposures.
- Increased opportunities for lessons learned knowledge sharing.
- Enhanced reporting programs for the workforce, regulators, and other key stakeholders.

Incident Reporting & Investigation

Northern Star has in place a set of systems and procedures outlining processes required for incidents to be effectively reported by all employees and contractors and communicated in a timely manner to ensure lessons learned are captured and circulated to reduce the risk of a repeat event. All employees and contractors are required to observe the requirements of these systems and procedures.

Incident investigations are undertaken in accordance with our Incident Reporting Standard⁶ requirements and are led by a trained Supervisor or Manager and include a HSR or MR.

The Standard details the protocols for reporting safety, health, and environmental incidents at Northern Star. It mandates that:

- All incidents be logged in Northern Star’s designated reporting system.
- Reporting must adhere to specified reporting and classification requirements set out in our procedure⁷.
- Application is across all of Northern Star’s Operations, including mines, projects, exploration sites, our accommodation camps on mining tenements and commercial property leases, and corporate offices.

Quality incident investigations and the implementation of SMART corrective actions can eliminate or reduce the chances of similar incidents re-occurring in the future by allowing us to identify deficiencies or potential improvements in our management system which can be addressed.

Incidents must be investigated in accordance with our procedures⁸, which include various steps such as securing the incident site, gathering and documenting evidence, and conducting interviews. The framework details the roles and responsibilities of different personnel involved in the investigation process, from the Chief Operating Officer to site Health and Safety personnel.

The process incorporates tools like the ICAM for detailed examination and specifies the use of the InControl system for recording and managing health, safety, and environment-related data. The document provides a structured investigation approach to ensure thoroughness and effectiveness in uncovering the causes of incidents and implementing appropriate corrective actions.

Our Health and Safety communication encompasses the dissemination of significant incident alerts and sharing positive outcomes to foster a learning culture within the organisation. Monthly Health and Safety Snapshots provide our teams with relevant updates on safety metrics, trending data, actionable insights, and core focus areas. These snapshots are important in ensuring that our workforce is informed and engaged with our safety objectives.

Contractor engagement is further emphasised through active participation in incident reporting and investigations, where shared insights and experiences contribute to our collective safety knowledge. This collaboration is extended to lessons learned sessions, where contractors are encouraged to share their perspectives and improvements, enhancing our overall health and safety framework and driving a commitment to sustainability and continuous improvement in all operational aspects.

To effectively manage trends and enhance performance across operational areas, we implement a multi-faceted approach, including:

- Utilising data analytics for trend analysis through reports assists in identifying performance declines or improvements, allowing for pre-emptive action.
- Regular contributing factor analysis helps to identify underlying issues to be addressed to reduce the risk of recurrence and enhancing safety.
- Comparing performance against industry standards through benchmarking identifies areas needing focus, while targeted training programs address specific skill gaps revealed by trends.

Access to Non-Occupational Medical & Healthcare Services

Northern Star undertakes a range of programs across our sites to ensure our employees have access to non-occupational medical and healthcare services to supplement their own personal services and our work-related services. Each year we offer:

- Health and fitness assessments and exercise support programs provided by dedicated exercise physiologists at our regional operational centres.
- Monthly health topics delivered by health professionals on site.
- Team and individual health challenges focused on hitting exercise goals.
- Ergonomic assessments at our site and Perth offices.
- Our accommodation camp services teams provide support and information on healthy eating and drinking options.

Northern Star continues to partner with a private health insurance provider to offer a subsidised health plan with extensive benefits for our eligible workforce.

⁶ Incident Reporting Standard (NSR-OHS-008-STA).
⁷ Health & Safety Incident Reporting Procedure (NSR-OHS-001-PRO) and Environmental Incident Reporting & Investigation Procedure (NSR-ENV-002-PRO).
⁸ Investigation Procedure (NSR-OHS-049-PRO).

Leading & Lagging Indicators

At Northern Star, we employ a range of leading and lagging indicators to measure and enhance our safety performance. These indicators provide valuable insights into our health and safety management system, enabling us to proactively address potential issues and continuously improve our safety practices. Measuring both leading and lagging indicators allows us to take a balanced approach to safety management.

Leading indicators help us identify and address potential risks before they lead to incidents, fostering a proactive safety culture. Lagging indicators, on the other hand, provide insights into past performance, helping us learn from incidents and implement measures to lower the risk of recurrence.

By tracking leading and lagging indicators we can:

- **Identify Trends:** Detect patterns in safety performance over time, allowing us to address emerging risks.
- **Benchmark Performance:** Compare our safety performance against industry standards and best practice. This helps us understand how we are performing relative to our peers and identify areas for improvement.
- **Drive Continuous Improvement:** Use data-driven insights to refine our safety programs and initiatives, ensuring they remain effective and relevant.

Leading Indicator Trends

During FY26 we have seen a continued increase in the number of Critical Control Verifications (CCVs) being completed through our leading indicators, with an increase of around 39% (from 70,549 in FY25 to 98,035 in FY26). Scheduled CCV's involve regular checks and validations of safety measures, enhancing our ability to manage high-risk activities consistently.

It is expected that a portion of this lift can be attributed to focus arising from the Critical Risk Management review program, which was initiated during FY26, as highlighted on page 8.

Figure 3-4 Critical Control Verifications

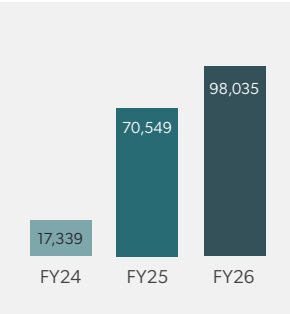
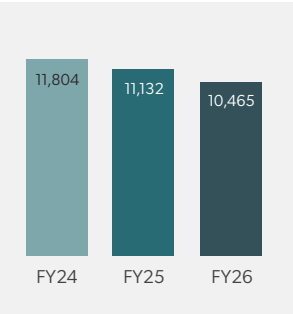


Figure 3-5 Hazard Reports Closed Out



The number of hazards reported and closed decreased by approximately 6% (from 11,132 in FY25 to 10,465 in FY26). During the same period, Critical Control Verifications increased by 30%, reflecting a strategic shift towards verifying the effectiveness of controls associated with the Company's Critical Risks.

This increased emphasis on critical control assurance complements hazard identification activities and strengthens the Company's ability to prevent serious incidents.

Leading Indicator Initiatives

During FY27 Northern Star will be reviewing the benefits of separating reporting event types within our event reporting system for our Hazard Identification (Haz ID) and Hazard Report Cards.

This change, requested by our Operations personnel, would replace a current event report type and better align our reporting system with processes and documentation by:

- Introducing a dedicated Hazard Report Card Event Type in our event reporting system, including an investigation tab.
- Updating the existing Haz ID event type to support the recording of multiple Haz ID cards within a single event.
- Improving alignment between our event reporting workflows and current site documentation and reporting practices.
- Providing clearer distinction between personal hazard identification and hazard reporting/investigation activities.

Lagging Indicator Trends

During FY26 we have seen the SIFR drop by over 30%.

During the same period, Northern Star refined and standardised its serious injury definitions to improve the consistency and accuracy of injury classification across all Operations.

The updated methodology provides clearer criteria for determining injuries that meet the SIFR reporting threshold, resulting in more robust and transparent reporting.

Figure 3-6 Workforce SIFR

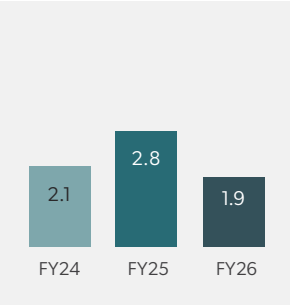
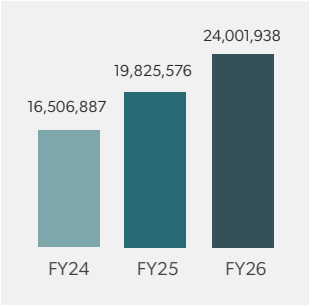


Figure 3-7 Exposure Hours



FY26 saw a significant increase in exposure hours, driven by growth across our Operations and expansion of the workforce to support increased operational activity.

While the larger workforce contributed to a higher number of reported injuries and safety events, it also reflects increased reporting activity and improved visibility of workplace incidents.

Injury frequency rates continue to normalise performance against exposure hours, providing a consistent measure of safety performance despite changes in workforce size.

Conversely, we have seen our TRIFR and LTIFR both increase during FY26, with the number of RWIs reported for the workforce increasing by 114% (from 82 in FY25 to 176 in FY26) and the number of LTIs increasing by 61% (from 13 in FY25 to 21 in FY26).

During FY26 the Northern Star Incident Reporting Procedure⁹ was amended to introduce MTIs into our injury classifications. MTIs and FAls were previously combined.

MTIs were therefore also incorporated into our TRIs and TRIFR for FY26, resulting in a significant increase in our reported TRIs and an increase in our TRIFR.

In addition to this, we have expanded our determination of "work related" versus "non work related" activities during FY26.

This change has seen an increase in the number of events that have been reported in our injury statistics for the disclosure period.

Figure 3-8 Workforce TRIFR

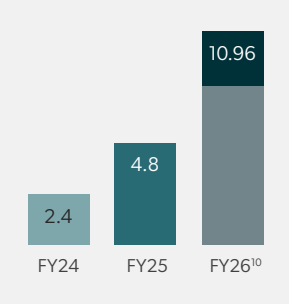
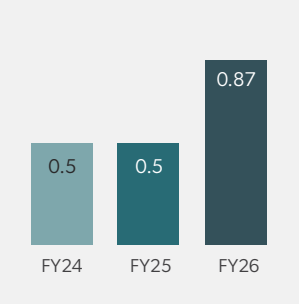


Figure 3-9 Workforce LTIFR



Data prior to FY26 has not been amended to include MTIs or the change in work related injury classification, therefore year-on-year comparison or trend analysis is challenging.

Lagging Indicator Initiatives

During FY26, Northern Star enhanced its incident reporting capability by integrating Critical Risk Standard and Critical Risk classification into InControl.

This enables lagging events to be consistently linked to the relevant Critical Risks, strengthening trend analysis, improving organisational insight into injury causation and supporting targeted assurance activities to verify the effectiveness of critical controls.

These enhancements provide greater transparency and enable data-driven decision-making to reduce the risk of future serious injuries.

⁹ NSR-OHS-001-PRO Health & Safety Incident Reporting Procedure.
¹⁰ FY26 TRIFR excluding MTIs would be 8.25.

Safety Performance Metrics

		FY26	FY25	FY24
Workforce (Employee & Contractor) Serious Injury Frequency Rate (LGIRS)				
Workforce (Employees & Contractors)	Exposure Hours	24,001,938	19,826,576	16,506,887
	SIFR	1.9	2.8	2.1
Employee Injury Rates (GRI) ¹¹				
Employees	Exposure Hours	9,377,259	8,646,136	7,706,115
	LTIFR ¹¹	1.39	0.05	0.8
	TRIFR ^{11,12}	N/A	5.7	2.0
	TRIFR ^{11,12}	11.73	N/A	N/A
Contractor Injury Rates (GRI) ¹¹				
Contractors	Exposure Hours	14,624,679	11,050,672	8,816,400
	LTIFR ¹¹	0.55	0.4	0.2
	TRIFR ^{11,12}	N/A	4.0	2.7
	TRIFR ^{11,12}	10.46	N/A	N/A
Workforce (Employee & Contractor) Injury Rates (GRI) ¹¹				
Workforce (Employees & Contractors)	Exposure Hours	24,001,938	19,826,576	16,522,515
	LTIFR ¹¹	0.87	0.5	0.5
	TRIFR ^{11,12}	N/A	4.8	2.4
	TRIFR ^{11,12}	10.96	N/A	N/A
Employee Injuries (GRI)				
Employees	Fatalities	-	-	-
	Lost Time Injuries	13	9	6
	Medical Treatment Injuries ¹²	15	N/A	N/A
	Restricted Work Injuries	82	42	9
Contractor Injuries (GRI)				
Contractors	Fatalities	-	-	-
	Lost Time Injuries	8	4	2
	Medical Treatment Injuries ¹²	51	N/A	N/A
	Restricted Work Injuries	94	40	21
Workforce (Employee & Contractor) Injuries (GRI)				
Workforce (Employees & Contractors)	Fatalities	-	-	-
	Lost Time Injuries	21	13	8
	Medical Treatment Injuries ¹²	66	N/A	N/A
	Restricted Work Injuries	176	82	30
High Consequence Injuries (GRI)				
Employees	Number of high consequence injuries	13	38	19
	Rate of high consequence injuries (per million exposure hours)	1.39	4.39	2.53
	Critical risks which have contributed to “high consequence” work related injuries	LTIs = 6 RWIs = 5	LTIs = 0 RWIs = 2	LTIs = 1 RWIs = 1
Nature of Injury (GRI)				
Employees	Most common “nature of injury” reported	Sprains and strains Superficial injury Open wound Foreign body Contusion	Sprains and strains Superficial injury Effects of weather Foreign body Contusion	Sprains & strains Superficial Contusion Open wound Foreign body
Contractors	Most common “nature of injury” reported	Sprains and strains Superficial injury Open wound Foreign body Effects of weather	Sprains and strains Superficial injury Foreign body Contusion Open wound	Sprains & strains Superficial Contusion Open wound Foreign body

Safety Performance Metrics

		FY26	FY25	FY24
Mechanism of Injury (GRI)				
Employees	Most common “mechanism” reported	Repetitive movements Hitting objects body Hit by moving objects Falls on the same level Ergonomic - pushing or pulling	Repetitive movements Hit by moving objects Hitting objects body Ergonomic - pushing or pulling Falls on the same level	Repetitive movements Hitting objects body Falls same level Hit moving object Ergonomic - pushing
Contractors	Most common “mechanism” reported	Hitting objects body Hit by moving objects Repetitive movements Falls on the same level Ergonomic - pushing or pulling	Repetitive movements Hitting objects body Hit by moving objects Ergonomic - pushing or pulling Falls on the same level	Repetitive movements Hitting objects body Falls same level Hit moving object Ergonomic - pushing
Leading Indicators				
Leading Indicators	Active Field Leadership Interactions Reported	36,454	34,693	26,364
	Inspections Reported	8,018	10,527	7,227
	Risk Management Events Reported	2,090	1,786	883
	Critical Control Verifications Completed	98,035	70,599	17,339
	Hazard Identifications Reported	10,779	11,381	12,290
	Hazard Identification Reports Closed Out	10,465	11,132	11,804
Workforce Safety Training Completed				
Number of Sessions/ Items Completed	Procedures	753,793	430,818	371,812
	Hazard & Risk Management	23,740	17,056	13,548
	Safety Leadership	235	242	165
	Company, Site & Area Inductions	73,170	61,630	51,438
	All Statutory Positions Appointed	1,079	855	765
	Key Statutory Positions Appointed	37	-	-
	Emergency & Crisis Management	418	239	53
Number Training Hours Completed	Procedures (hrs)	188,448	107,705	92,953
	Hazard & Risk Management (hrs)	11,870	8,528	6,774
	Safety Leadership (hrs)	1,880	1,936	1,312
	Company, Site & Area Inductions (hrs)	36,585	30,815	25,719
	Statutory Appointments (hrs)	-	-	-
	Emergency & Crisis Management (hrs)	1,672	956	212
Occupational Hygiene Monitoring				
Total Samples (includes additional contaminants)		3,028	2,685	2,909

¹¹ 12 month moving average per million exposure hours at 30 June per annum.

¹² During FY26 the Northern Star Incident Reporting Procedure was amended to introduce Medical Treatment Injuries (MTIs) into our injury classifications. MTIs and First Aid Injuries (FAIs) were previously combined. MTIs were therefore also incorporated into our TRIs and TRIFR for FY26, resulting in a significant increase in our reported TRIs and an increase in our TRIFR. In addition to this, we have expanded our determination of “work related” versus “non work related” activities during FY26. This change has seen an increase in the number of events that have been reported in our injury statistics for the disclosure period. Data prior to FY26 has not been amended to include MTIs or the change in work related injury classification, therefore year-on-year comparison or trend analysis should be undertaken with caution.



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 Corproate 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

ABN Australian Business Number	ERT Emergency Response Team	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
ASX Australian Securities Exchange Ltd, trading as ASX	ESG Environment, Social & Governance	LGIRS Department of Local Government, Industry Regulation and Safety (Western Australian)
Audit & Risk Committee or ARC The Audit and Risk Committee, a sub-committee of the Board	ESR Environment & Social Responsibility	LTIFR Lost Time Injury Frequency Rate; calculated based on the number of lost time injuries occurring in a workplace per 1 million hours worked
Board Board of Directors	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 the Sustainability Report	M or m Million
CME The Chamber of Minerals and Energy of Western Australia	ESR Performance Data Tables Detailed spreadsheets containing key ESR metrics for Northern Star for FY26 and relevant preceding years available from the Company website.	Mine Health Safety Management System or MHSMS Northern Star’s set of structured policies, procedures and plans used to assist in mitigating and controlling safety and health
Company Northern Star Resources Ltd ABN 43 092 832 892	ESS Committee The Environmental, Social & Safety Committee, a sub-committee of the Board	MR Miners Representative, in the USA
contractor(s) Individuals who are employed by other companies, or, other companies, who provide services to the Group to support its Operations	FAI First aid injury	MTI Medically Treated Injury
Corporations Act Corporations Act 2001 (Cth)	FIFO Fly-in fly-out; those personnel who fly to our Operations and stay in an accommodation village while at work	NSMS Northern Star Mining Services Pty Ltd, a wholly owned subsidiary of the Company, dedicated to underground mining Operations
Critical Risk Standards Northern Star has 10 Critical Risk Standards which apply across the Company’s mines, projects and exploration sites to define the health and safety performance requirements to prevent serious and or fatal injuries.	FY Financial Year	OHS Occupational Health and Safety
Director A director of the Company duly appointed under the Corporations Act	GRI Global Reporting Initiative	Officer An officer of the Company defined under the Corporations Act
EAP Employee assistance providers(s)	Group Northern Star Resources Ltd and all of its wholly owned subsidiaries	
employees Employees of the Northern Star Group including permanent, fixed term and part-time. Does not include contractors	HSR Health and Safety Representative, in Australia	
	ICAM Incident Cause Analysis Method	

Operations
Mining, exploration and mineral processing activities conducted by Northern Star Resources in the three Regional Production Centres of Kalgoorlie, Yandal and Pogo and in the Hemi Project

PPE
Personal Protective Equipment

Principal Mining Hazards
As per the Work Health and Safety (Mines) Regulations 2002 (Western Australia). A principal mining hazard at a mine is any activity, process, procedure, plant, structure, substance, situation or other circumstance relating to the carrying out of mining Operations at the mine that has a reasonable potential to result in multiple deaths in a single incident or a series of recurring incidents

SASB
Sustainability Accounting Standards Board

serious injury
As defined in section 36 of the WHS Act

SIFR
Total Serious Injuries per million hours worked (12-month moving average)

shareholder
A shareholder of Northern Star Resources Ltd

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

TRIFR
Total Reportable Injury Frequency Rate; calculated according to the number of reportable work-related injuries or illness for each one million hours worked

UN SDG(s)
The United Nations Sustainable Development Goals

US or USA
The United States of America

WA
Western Australia

WHS
Work, Health and Safety

WHS Act
Work Health and Safety Act 2020 (WA)

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

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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@nsrltd.com



Northern Star Resources
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Subiaco, Western Australia
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