

The board of directors (**Board**) of Ansell Limited (**Company**) actively seeks to ensure it has an appropriate mix of diversity, skills, experience and expertise to enable it to discharge its responsibilities effectively and to be well equipped to help our company navigate the range of opportunities and challenges it faces.

The Board has created the following matrix, capturing the key skills and other attributes of Board members which it believes are needed for robust decision-making and the effective governance of the Company. The matrix is reviewed and updated periodically to ensure that it covers the attributes needed to address existing and emerging business and governance issues relevant to the Company. These skills and attributes are prioritised when identifying potential future Director candidates as part of coordinated succession planning.

Further, every 3 years directors are asked to undertake a self-assessment of their own attributes with reference to the matrix. As part of this self-assessment, directors are asked to grade their capability or competency in respect of a particular attribute from [1 to 5], with [1] being 'no capability'; [2] being 'limited capability'; [3] being 'capable'; [4] being 'advanced capability' and [5] being 'expert capability'. The table below summarises the number of directors with an 'Advanced' capability or competency for each skill or area of experience or other attribute based on their most recent completed self-assessment.

While each director has varying levels of skills, knowledge and experience and every director does not possess each skill or have the same knowledge or experience, the Board believes that collectively it possesses the requisite blend of skills and other attributes to discharge its duties effectively.

Skills & Experience	Number of directors with developed capability or competency
<p>Leadership Senior executive role or substantial Board experience in a publicly listed company or large organisation, with proven track record of leadership</p>	 9 out of 9
<p>International Experience Global experience working in multiple geographies over an extended period of time, including a strong understanding of and experience with global markets, and exposure to a range of political, culture, regulatory and business environments.</p>	 9 out of 9
<p>Strategy & Commercial Acumen Experience in assessing and testing strategic objectives, business plans and financial performance and driving execution.</p>	 9 out of 9
<p>Governance & Compliance Commitment to and knowledge of governance issues, including the legal, compliance and regulatory environment applicable to listed entities or large complex organisations.</p>	 9 out of 9
<p>Risk Management Experience with risk management frameworks and controls, setting risk appetites, identifying and providing oversight of key business risk (both financial and non-financial) and emerging risks.</p>	 9 out of 9
<p>Health & Safety Demonstrable understanding of workplace health and safety, environment and corporate social responsibility management, performance and governance.</p>	 9 out of 9
<p>Sustainability Understanding and experience in environmental management and social responsibility, including climate change, human rights and responsible sourcing.</p>	 9 out of 9
<p>Relevant Industry Experience Experience in some or all of the following markets or industries which are directly relevant to the organisation: personal protective equipment (including medical devices), industrial, healthcare or services industries, or experience relevant to the manufacturing, marketing, distribution or selling of personal protective equipment.</p>	 6 out of 9
<p>Financial Acumen Relevant experience and capability to evaluate and oversee financial statements and understand key financial drivers of the business, bringing understanding of corporate finance and experience to evaluate the adequacy of financial risk and controls.</p>	 8 out of 9

Skills & Experience

Number of directors with developed capability or competency

Digital

Experience in leveraging digital technology to drive competitive strategy, innovation, revenue growth and business performance.



Customer Focus

Experience in developing and overseeing the embedding of a strong customer-focused culture in large complex organisations, and a demonstratable commitment to achieving customer outcomes.



People and Culture

Experience in organisational culture and overseeing the operation of people management and succession planning, and setting strategy linked remuneration and reward frameworks.

