

## Board Skills Matrix

### What is this policy about?

Recommendation 2.2 of the ASX Corporate Governance Principles & Recommendations (3<sup>rd</sup> edition) recommends that:

*“A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.<sup>1</sup>”*

### Board Skills Matrix

The Board of Ansell Limited is ultimately responsible for the oversight and review of the management, administration and overall governance of Ansell Limited. Accordingly, the Board has created the following matrix which captures the key skills and diversity attributes of the Board members which it believes are critical to succeeding in its objectives. The Ansell Limited board presently possesses this blend of skills and diversity attributes.

General	Governance	Technical	Industry Experience	Diversity
Board efficiency and effectiveness	Understanding of legal, ethical and fiduciary duties	Health and Safety	Personal Protective Goods and Equipment; Medical Goods and Devices, FMCG	Gender diversity
General management with P&L responsibility	Governance committee experience	Supply Chain	Manufacturing	Diversity and multiculturalism
Global / International / Emerging Markets management experience	Risk management	Marketing, Sales and Customer Service – Industrial, Medical, Wholesale and Retail (including Fast Moving Consumer Goods)	Logistics / Distribution / Supply Chain	Language other than English
	Project management	Financial qualifications	International Trade / E Commerce	
	Mergers & Acquisitions (including divestments & joint ventures)	Manufacturing	Services	
		Digital		

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<sup>1</sup> <http://www.asx.com.au/documents/asx-compliance/cg-principles-and-recommendations-3rd-edn.pdf>