











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 or competency and [5] being capability or competency is present and strongly developed. The Board considers that a grade of [3] or above indicates a 'developed capability or competency' and the table below summarises the number of directors with a 'developed capability or competency' for each skill or area of experience or other attribute based on their most recently 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><b>Leadership</b> Senior executive role or substantial Board experience in a publicly listed company or large organisation, with proven track record of leadership</p>	 <span data-bbox="1326 815 1495 864">9 out of 9</span>
<p><b>International Experience</b> 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>	 <span data-bbox="1326 943 1495 992">9 out of 9</span>
<p><b>Strategy &amp; Commercial Acumen</b> Experience in assessing and testing strategic objectives, business plans and financial performance and driving execution.</p>	 <span data-bbox="1326 1077 1495 1126">9 out of 9</span>
<p><b>Governance &amp; Compliance</b> Commitment to and knowledge of governance issues, including the legal, compliance and regulatory environment applicable to listed entities or large complex organisations.</p>	 <span data-bbox="1326 1211 1495 1261">9 out of 9</span>
<p><b>Risk Management</b> 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>	 <span data-bbox="1326 1346 1495 1395">9 out of 9</span>
<p><b>Health, Safety &amp; Sustainability</b> Demonstrable understanding of health and safety, environment and corporate social responsibility management, performance and governance.</p>	 <span data-bbox="1326 1480 1495 1529">8 out of 9</span>
<p><b>Relevant Industry Experience</b> 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>	 <span data-bbox="1326 1626 1495 1675">9 out of 9</span>
<p><b>Financial Acumen</b> 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>	 <span data-bbox="1326 1783 1495 1832">8 out of 9</span>
<p><b>Digital</b> Experience in leveraging digital technology to drive competitive strategy, innovation, revenue growth and business performance.</p>	 <span data-bbox="1326 1917 1495 1966">5 out of 9</span>
<p><b>Customer Focus</b> 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.</p>	 <span data-bbox="1326 2051 1495 2101">6 out of 9</span>