



Safer. Smarter. Stronger.

Corporate Social Responsibility
& Sustainability Report 2019

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“Ansell is SAFETY. We protect the most valuable assets of any company – its people.”

*Magnus Nicolin
Managing Director and
Chief Executive Officer*

Above: Team members participating in Ansell China's Single Use Industrial (SUI) Sales Meeting and Supply Chain Training walk through a bamboo forest.

On the cover:

Top: A team from Ansell Poland challenged themselves to overcome mud, water, fire, swamps, slopes, vertical walls, ropes, barbed wire and trenches during a Runmageddon race outside of Krakow, Poland.

Bottom: Launched in 2017, Ansell's Bio-Link Reforestation Project constitutes Sri Lanka's first carbon offsetting project and is now certified under the ISO 14064-2 Standard. Working with 45 smallholder farmers, 3,000 trees have now been planted to create a biodiversity corridor between Haycock and Danawala, two separate protected rain forest patches in the southern region of the country. Plant monitoring activities help to measure the growth of the trees in order to quantify the carbon removal enhancement. In total, 6,000 trees will be planted over the course of the project.

About Ansell

Ansell has evolved from an Australian rubber latex products manufacturer to one of the world's most advanced safety solutions providers. Every day millions of people around the world depend on Ansell. With Ansell products they know they are protected and can perform better. Our category expertise, innovative products, trusted brands and advanced technologies give them the confidence that no other company can deliver. By expanding the Company's global reach, category depth and robust innovation pipeline, we support our customers' growth and provide solutions for new needs. This approach allows us to continue to deliver for our customers, employees and shareholders.

Safer.

Committed to the safety of all workers in our supply chain and that of our customers.

Smarter.

Committed to innovative products and processes for sustainable and long-term performance.

Stronger.

Achieved 125+ years of stability and differentiation, even as our business continues to grow.

In FY19, members of the Executive Leadership Team and senior operations leaders kicked off an ambitious project to update and consolidate the existing enterprise resource planning (ERP) processes across eight Ansell manufacturing locations in Sri Lanka, Malaysia, Thailand, China and Vietnam. After careful consideration, Ansell Vietnam, shown here, was selected as the pilot plant for the implementation.



Chief Executive Officer's Review

Over the past several years, Ansell has transformed the ways in which we incorporate sustainability into our business practices, and we will continue to advance further in this area in the years ahead.



Ansell = Safety. For over 125 years, Ansell has protected people, the most valuable asset of any organisation, and again this year we have recorded injury rates in our manufacturing plants, distribution centers and offices that are amongst the lowest of global peers and best-in-class global corporations. Ansell leads the Personal Protective Equipment (PPE) industry and the Healthcare industry in bringing innovative new workplace safety technologies to market, and so, understandably, we believe that safety in our own workplace is fundamental to good business.

Taking our mission further, we remain committed to leading the PPE and Healthcare industries in responsible human rights, environmental and governance practices. We recognise how global, social and environmental factors are driving the need to re-examine the way business is done – both within our industry and across the global economy. Over the past several years, Ansell has transformed the ways in which we incorporate sustainability into our business practices, and we will continue to advance further in this area in the years ahead. We are listening to the voices of our customers and distributors, non-governmental organisations, governments, investors and other partners, and we share their concerns for worker rights, safe environmental practices, and managing risk across our operations. Our **Responsible and Responsive Strategy & Purpose** illustrates how we are connecting care for the interests of all stakeholders to our business strategy.

This year a number of labour standards practices in the glove manufacturing industry came to the attention of global observers and media reports highlighted sub-optimal practices in several facilities.

As an industry leader, Ansell has responded to this increased attention by bringing greater transparency to the conditions in our plants and renewing our commitment to high standards for labour practices while engaging independent assessments of our own position and those of our suppliers. We also assessed the guidelines of the International Labour Organisation (ILO) and other recognised labour standards organisations to ensure that the appropriate standards to protect the health and safety of our employees are in place at all Ansell facilities around the world.

Based on the findings, we have reinforced workplace standards within our own manufacturing facilities by, for example, implementing digital scanning of all workers arriving and leaving Ansell facilities to make sure we can track hours worked and rest days with 100% accuracy, thus ensuring full adherence to compliance standards. We expect our suppliers to be transparent about their business practices as well and we will continue to work to transform our shared supply chain and to make improvements where needed.



Our Responsible and Responsive Strategy & Purpose

Better Society	 Employees and wider workforce	 Community	 Business ethics	<ul style="list-style-type: none"> • We care about our people and safety is our top priority • We support our communities • We play fair and conduct business ethically
Better Environment	 Water	 Energy and carbon	 Materials and waste	<ul style="list-style-type: none"> • We use natural resources with care • We work to continually lower our GHG emissions • We respect the local environment
Better Business	 Customers	 Suppliers	 Investors	<ul style="list-style-type: none"> • We provide our customers with safety and productivity solutions • We demand the same high standards of our suppliers • We reward investors with long-term sustainable growth

We know that community expectations in environmental sustainability management in general – and climate change risk management and disclosure in particular – continue to rise. This year marked the commencement of our journey to disclose material climate change-related financial risks in accordance with the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We formalised this commitment by joining the growing list of leading companies registering their support for the Recommendations of the TCFD. Ansell is on a journey to operate more efficiently, to conserve resources and to protect communities through strategic environmental management. We understand that companies that fail to adequately manage environmental risk face increasing pressure on not only their social license to operate, but also to their ability to attract and retain passionate employees, loyal customers and long term investors and indirectly to be able to continue to generate strong financial returns.

Our ongoing work in this area includes a program of climate-related stress-testing and scenario planning regarding the impact of drought, excessive rains, rising sea levels and so forth, the results of which we intend to publish in future annual reports.

Our climate change strategy and risk management will be dynamic and is expected to become more rigorous and demanding over time. We intend to analyse the data from our initiatives to date, reviewing and strengthening our approach to both physical and economic transition risk analysis and management. The output of this review will be consolidated to guide our climate risk management strategy into the future.

Ansell is committed to making progress on the sustainability program and to help transform the communities around us by safeguarding the well-being of workers everywhere, choosing sustainable options for our strategies and investments, and thus ensuring the integrity of our business.

I believe our reporting on Ansell's Environmental, Social and Corporate Governance (ESG) impact in this Corporate Social Responsibility and Sustainability Report will focus our strategies, affect our investment decisions and give a clear standing to important issues in our business such as working conditions, gender equality and protection of the environment, and where we fall short, we can measure by how much and then take action to get better every year.












Magnus Nicolin
Managing Director and Chief Executive Officer



Human Rights Day observance at Ansell's manufacturing facilities in Sri Lanka.

Snapshot – Reporting on Our Goals

		Goal	Highlights
Better Society  Employees and wider workforce	Workplace Safety (page 16)	Sustain the lowest injury rates in the industry, with a continued 10% reduction YOY in lost time injuries and medical treatment injuries	<ul style="list-style-type: none"> • Ansell continues to record Lost Time Injuries (LTIs) and Medical Treatment Injuries (MTIs) rates among the lowest of its global peers and best-in-class global corporations. • Ansell's LTI frequency rate the end of FY19 was 0.046 cases/100 employees/year. MTI frequency was 0.257 cases/100 employees/year.
	Employee Engagement (page 18)	Ensure that Ansell employee engagement scores approach best in class levels globally by the end of FY25	<ul style="list-style-type: none"> • Since FY16 employee engagement has improved steadily, up 5%. We have narrowed the gap between Ansell's engagement score and the Global Best Employer Benchmark from 17% to 15%. • Ansell's company-wide engagement score exceeds the Global Manufacturing benchmark average by 6%.
	Diversity (page 21)	Achieve 30% women at Director Level and above, 40% at Manager through Associate Director and 50% women at Board level, re-setting our target from end of FY20 to the end of FY22	<ul style="list-style-type: none"> • Board: 50/50 gender balance by November 2019 (+12% YOY). • Director level and above: 25% female (+3% YOY). • Manager through Associate Directors: 34% female (no change). • Viewing this goal more realistically, we have reset the target finish from end of FY20 to end of FY22 to enable initiatives to take effect.
Better Society  Community	Volunteerism (page 24)	Engage employees to help others by having all locations participate in community service activities by the end of FY21	<ul style="list-style-type: none"> • With the launch of an online tracking platform, employees now have a way to capture their volunteer hours.
	Philanthropy (page 25)	Global donations and community investments aligned to CSR and Sustainability strategy and our Ansell Values	<ul style="list-style-type: none"> • Ansell continues to administer a charitable donation program aligned with its global corporate social responsibility pillars of human rights, community, environment and governance.
Better Society  Business Ethics	Business Ethics (page 26)	Foster an ethical culture, lead with integrity	<ul style="list-style-type: none"> • In FY20, we will launch a refreshed global Ansell Code of Conduct. • An Ethical Decision-Making training pilot program was launched at Ansell Sri Lanka. • Registered our support of the recommendations of the TCFD.
Better Environment  Water	Water (page 30)	15% intensity reduction in water usage, measured in m³/\$M production value, below the FY16 baseline by the end of FY25	<ul style="list-style-type: none"> • In FY19, our intensity performance deteriorated with an increase of 2% vs last year in m³/\$M production value. This is driven by lower production value due to closure of plants in Mexico and Korea and reallocation of volumes to more efficient locations. However, we achieved a 5% improvement in absolute water use resulting from our water use reduction program. • We recognise the need to intensify our efforts to reduce water use in order to achieve our goal.

			Goal	Highlights
Better Environment  Energy and carbon		GHG Emissions (page 31)	25% intensity reduction of Scope 1 and Scope 2 emissions, in tonnes of CO₂ – equivalent/\$M production value, below FY16 baseline by the end of FY25	<ul style="list-style-type: none"> In FY19, we achieved an improvement of 3% vs FY18. This resulted in a 12.5% reduction in GHG emissions from our baseline year of FY16, which translates to a 50% accomplishment of our goal thus far. We continue to increase the use of energy generated from renewable sources in our manufacturing operations.
		Energy (page 33)	Continuous improvement to identify and implement energy reduction and efficiency opportunities to support and augment our GHG Emissions reductions target	<ul style="list-style-type: none"> FY18 to FY19 shows an increase of 2% in intensity (mmBTU per production value). This increase was primarily due to plant closures in Mexico and Korea, re-allocation of volume to more efficient locations, resulting in lower production value. However, our absolute energy consumption was reduced by 5%, driven by our energy reduction program. Energy reduction becomes even more important as we shift our product from natural rubber to synthetic materials and to higher value products.
Better Environment  Materials and waste		Waste (page 34)	Zero Waste to Landfill from all manufacturing facilities by the end of FY23	<ul style="list-style-type: none"> In FY19, Ansell teams conducted assessments of the diverse waste streams generated at our manufacturing facilities and identified that approximately 10% of the waste generated is sent to landfills. With this knowledge in hand, we established an aggressive target of Zero Waste to Landfill by end of FY23. We understand this target is indeed a challenging one. However, acknowledging the need for businesses to use resources efficiently and in an optimum way, we cannot operate sustainably without tackling this issue as a business priority.
Better Business  Customers		Our Customers (page 35)	Deliver sustainable value to our Customers	<ul style="list-style-type: none"> We continue to develop innovative products and solutions to sustain our customers and improve the safety and well-being of their employees.
Better Business  Suppliers		Our Suppliers (page 40)	Partner with suppliers to ensure completion of standardised CSR audits	<ul style="list-style-type: none"> We are monitoring the independent audits and subsequent corrective actions underway in the facilities of suppliers.
Better Business  Investors		Our Investors (page 41)	Understand the material sustainability issues of our investors	<ul style="list-style-type: none"> We are committed to understanding the sustainability issues that matter most to our investors. To do this, we will undertake a formal engagement program with investors to progress our understanding of their material sustainability issues. We will use the information gathered during the process to identify and prioritise key sustainability issues and integrate them into our business strategy.

Our Approach to Corporate Social Responsibility and Sustainability

Governance at Ansell

Ansell believes that good corporate governance serves the long-term interests of shareholders, strengthens the Board and management, and enhances public trust in the Company. Our corporate governance principles enable our management to make fair and ethical decisions and influence how all employees do business every day, leading the way to sustainable growth and creating value for customers. Our Code of Conduct serves as a constant reminder of our core values.

By creating an effective governance framework, the Ansell Board of Directors (Board) and management have set a culture of integrity, transparency and accountability that permeates throughout the Company.

Ansell's Board oversees our sustainability approach, with the Board's CSR & Risk Committee assisting with governance and monitoring. The CSR & Risk Committee is responsible for establishing appropriate corporate social responsibility standards, policies and programs, and monitoring their operation and effectiveness. The CSR & Risk Committee oversees human rights (including safety), environment and community matters, from a corporate responsibility and sustainability perspective. To view Ansell's CSR & Risk Committee Charter, visit <https://www.ansell.com/nz/en/about-us/sustainability/sustainability-governance>

Members of the CSR & Risk Committee are Non-Executive Directors who have been determined by the Board to be appropriately skilled to consider matters overseen by the committee. All Board members are standing invitees – and in practice all Board members commonly attend CSR & Risk Committee meetings.

Considering the evolving sustainability landscape and its importance to business success at Ansell, we refined and expanded our Corporate Social Responsibility (CSR) and Sustainability structure and process, better and more fully addressing Ansell's CSR and Sustainability agenda and responsibilities across our matrix organisation. The newly formed CSR & Sustainability Council will advance discussions and decisions on the critical policies, practices and standards which will shape our near-term and mid-term CSR and Sustainability areas of focus and reporting methodology.

This Council encompasses leaders from areas including the Company's Compliance, Human Resources, Investor Relations, Law, Sales, Operations, and Employee Health & Safety functions. Also, following the recent pressures and the increasing and evolving focus from external stakeholders on various aspects of corporate social responsibility and sustainability, four cross-functional supporting teams were created within the structure of the Council to efficiently facilitate the embodiment of Ansell's CSR and Sustainability principles and contribute to decision making and operation of the business. These teams are:

- Stakeholder Response & Communications
- Safety, Human Rights & Communities
- Environment & Climate
- Reporting, Standards & Governance

Ansell is committed to sound corporate governance to underpin its sustainability practices. Its Core Values, Code of Conduct and related policies constitute the governance framework for its activities, an important part of which are its corporate social responsibility and sustainability activities.



Managing Director and CEO Magnus Nicolin
at Ansell's Capital Markets Day in Sydney, Australia.

Stakeholder Engagement

Ansell is committed to positive and meaningful stakeholder engagement. We engage with our stakeholders on issues that are important to them, to our industry and to Ansell. We interact with many different types of stakeholders, including employees, customers, investors, regulators, suppliers, consumers and the sustainability community. Ansell knows that it builds greater trust with stakeholders when it is transparent and accountable.

Risk Management Framework

Ansell places a high priority on risk identification and management throughout all its operations and has processes in place to continuously assure the integrity of our Risk Management Framework. The Company's risk management practices include:

- A comprehensive risk control program that includes property protection, health, safety & environmental and responsible practice audits using underwriters, self-audits, and engineering and professional advisers
- Processes to identify the business risks (both financial and non-financial) applicable to each area of Ansell's activities and the maintenance of a specific framework that prioritises and monitors the mitigation of those risks
- Regular reporting to the Audit and Compliance Committee and the CSR & Risk Committee, as appropriate, and through those committees to the Board

Ansell has adopted a detailed and structured Risk Management Framework to ensure that risk management activities are an integral component of sound management practices and good governance.



Touring the new expansion at Ansell's Vietnam manufacturing facility.

Further details of Ansell's Risk Management Framework are contained in the Company's Corporate Governance Statement and a summary of Ansell's material business risks (including economic, environmental and social sustainability risks) and the mitigation plans are provided in Ansell's 2019 Annual Report.

The Corporate Governance Statement and the Annual Report can be found on the website at www.ansell.com.



A ribbon cutting for Ansell's newest commercial office, in Mumbai, India.

Our Methodology

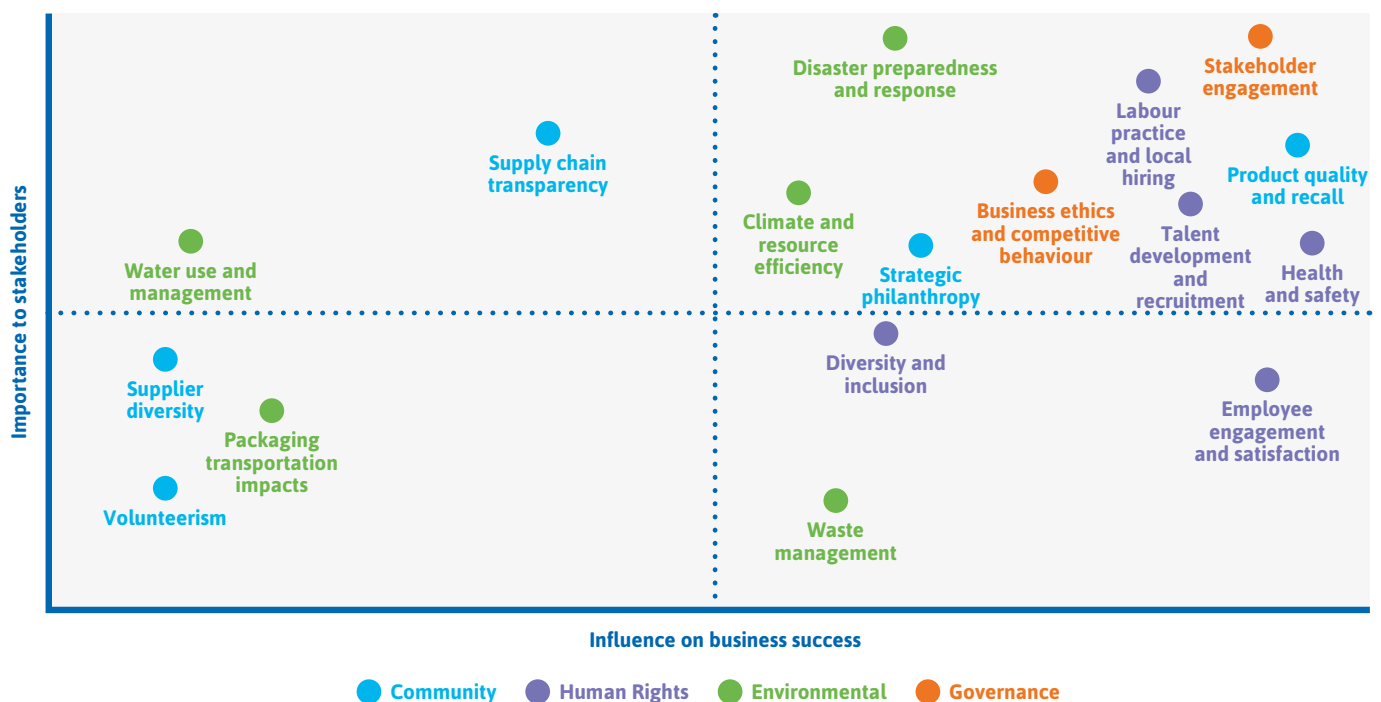
In FY16, Ansell conducted an initial materiality study with the assistance of an external consultancy to determine the sustainability topics most important to Ansell stakeholders and those having the greatest influence on business success. As a part of this process, we surveyed internal stakeholders, including members of our executive leadership and representatives from our business units and operational teams, as well as external stakeholders including customers and non-governmental organisations. The nine key material issues we identified during this process have helped to determine our core CSR structure to date and are aligned to ten of the United Nation's 17 Sustainable Development Goals.

During recent years, Ansell has made significant progress incorporating environmental, social and governance standards into our business operations, implementing actions to address gaps and enhance strengths in the key focus areas. In our FY18 sustainability report, we announced our initial goals aligned to these targeted activity areas, and we report on our progress and challenges against these goals in this report.

Whilst our engagement with key stakeholders is a continuous process, during FY20, we will refresh our materiality assessment, focusing more closely on emerging issues that will shape our strategy and actions in future years, and consider instances where we can commit to make a positive contribution to the achievement of the Sustainable Development Goals.



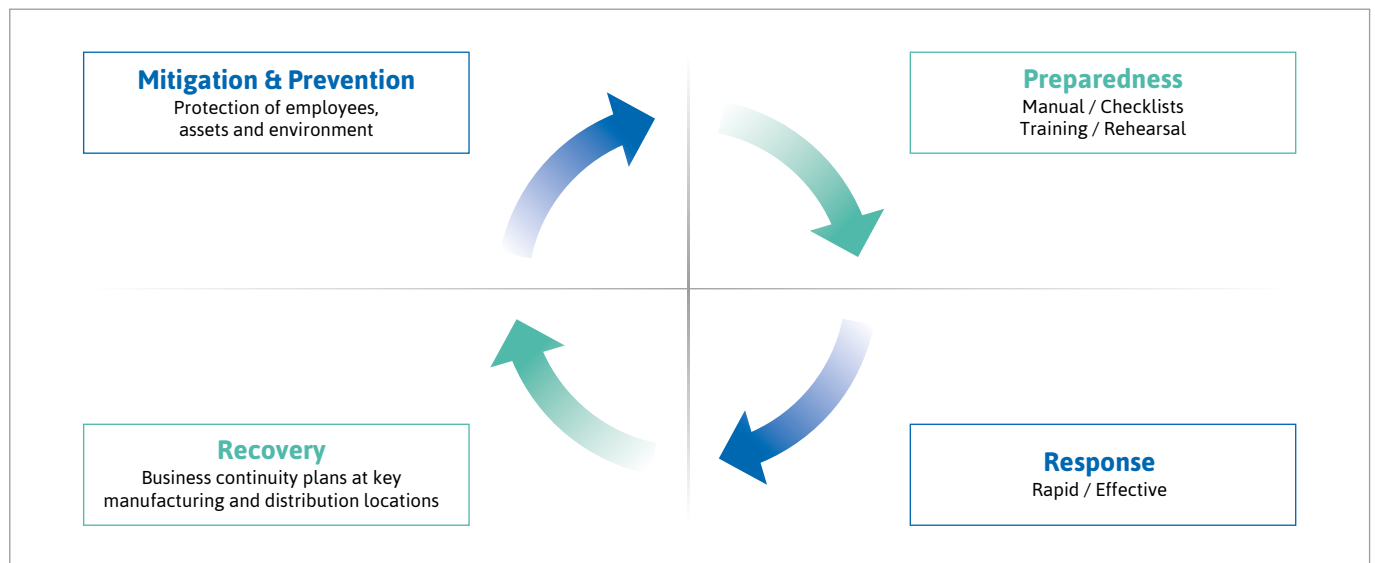
FY16 Materiality Assessment Map



Crisis Management and Recovery

A crisis is an adverse incident or series of events that has the potential to severely damage an organisation's employees, operations, business, brand or reputation. To protect its global stakeholders and to prevent the interruption of our vital operations, Ansell is committed to employing all appropriate strategies for anticipating and controlling crises and mitigating risk. The Corporate EHS & Risk Management team coordinates the development, training, testing and maintenance of the Crisis Management Program (CMP) at Ansell.

Scenario testing is carried out at locations across Ansell to refresh employees on their roles, responsibilities and resources should a natural or operational disaster occur. During FY19, Ansell's Executive Leadership Team participated in Crisis Management & Recovery training at Ansell's Cyberjaya, Malaysia hub to experience CMP response firsthand as well as to understand their vital roles in crisis management and recovery.



Left and right: Crisis management training is key to preparedness and successful recovery. Training sessions are shown here at Ansell's facilities in Thailand and Lithuania.



A Global Business in a Global Environment

Every day, more than 12,000 people in 55 countries across four regions bring their passion and dedication to the design, manufacturing and marketing of our products on which millions of workers and healthcare professionals rely.

It is inevitable that a global company such as ours will need to manage a diverse and dynamic range of social and environmental factors. This figure contains just a few examples of the broad trends recently observed in the countries in which we operate. Going forward, we will continue to refine and strengthen our approach to the identification and proactive management of significant emerging social and environmental factors, consistent with our belief that sustainability, responsiveness and resilience are important drivers of value in our business.

Climate Change

- 1 Fires in the Amazon, Indonesia, Portugal.
- 2 Drought and water rationing in Sri Lanka.
- 3 Flooding in Thailand.

Environmental Risk

- 4 Recycling flows to India and China disrupted by the refusal of these countries to accept waste from Europe any longer.
- 5 Air pollution.
- 6 Climate change.

Safety

- 7 Global terrorism affecting safety, including in Australia, Belgium, France, India, US, Sri Lanka, Sweden, Turkey, the UK and elsewhere.
- 8 Ebola and high-threat pathogens, vaccine hesitancy, dengue, HIV, influenza pandemics, antimicrobial resistance and similar global health threats.

Labour Issues

- 9 Labour issues in Malaysia with excessive overtime and new regulations limiting flows of available workers from Nepal and Indonesia.
- 10 Massive moves of manufacturing from China driven by trade disputes and labour cost inflation to Vietnam, Laos, Cambodia and other countries.



- Pin Corporate hubs
- Circle Offices
- Square Manufacturing and distribution facilities
- Triangle Research and development facilities





Labour Standards

2019 Review of Labour Standards in our Supply Chain

What We Did

- Reviewed national standards, ILO conventions and other recognised guidelines to determine what standards are legally appropriate in the countries in which Ansell operates and how they could contribute to Ansell's over-arching objective of securing employee health, safety and well-being.
- Where non-compliance findings were identified at any Ansell locations, corrective action plans were implemented, with progress monitored through follow-up audits.
- Where non-compliance findings were identified at supplier locations, Ansell has amplified engagement and support for those suppliers to ensure they implement corrective action plans. Ansell will continue to work collaboratively with suppliers as they progress corrective action, with progress measured by follow-up audits. In cases where non-compliance findings are not corrected, Ansell will review its business relationship with the supplier and on a case-by-case basis, consider all options for remediation including the decision to seek an alternative supply of its products.

What We Found

- We concluded that we have appropriate standards in place. Ansell is committed to operating in accordance with all applicable national laws as a minimum and will apply more rigorous internal working standards in circumstances where national standards do not meet the Company's own health and safety standards, to ensure the health and safety of our people and those working in our supply chain.
- Some of our manufacturing sites fell short against our labour standards on overtime and rest days.
- Some non-compliance amongst our suppliers.
- Audits generally provided positive platform for improvement.

What Actions We Took

At our manufacturing sites, we created specific action plans to mitigate any deviance from our own policies and procedures as well as from local law in the countries in which we operate, including:

- implementing digital tracking tools to monitor compliance;
- offering competitive compensation and attractive working environments;
- restructuring shift roster systems;
- hiring more workers; and
- providing manager and supervisor training.

Today all 10 Ansell manufacturing facilities in Asia are in compliance to local laws regarding working hours/overtime and rest days for all production workers. Our remaining manufacturing plants in Brazil, Lithuania and Portugal will be audited by the end of FY20, with anticipated compliance.

- We have amplified pressure on our suppliers for corrective action and will continue to audit suppliers in our supply chain until compliance is achieved and at regular intervals thereafter.
- One supplier terminated owing to non-compliance in critical area.

Our Commitment

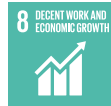
- Ansell is committed to operating in accordance with all applicable national laws as a minimum and will apply more stringent working conditions in circumstances where national standards do not meet the Company's health and safety standards.

Our Commitment to Labour Standards

For 125 years, Ansell has delivered advanced protection solutions to millions of people around the world. We are proud of our track record in creating a safe working environment at Ansell and we strive to promote and respect the rights and well-being of all workers. As announced earlier this year, following the increased scrutiny of labour practices in the glove manufacturing industry, Ansell committed to a comprehensive review of labour standards in our own facilities and those in our supply chain. This review was conducted by our own leaders as well as independent, third-party auditors and external thought leaders well versed in contemporary human rights standards and compliance. This review is now complete, and we have concluded that we now have standards appropriate to maintain the health and safety of our people and for those working in our supply chain.

Our Approach and Focus

Ansell places a high priority on risk identification and management throughout our operations and has processes in place to assure the integrity of our Risk Management Framework. This Framework is based on a comprehensive program including integrated policies, procedures, systems and controls and regular reporting that seeks to identify, assess, mitigate and prevent risks involved in and/or arising from the conduct of Ansell's operations and business relationships. Consistent with our Human Rights Statement, Ansell's approach concerning the management of human rights risks, including slavery and human trafficking, is necessarily 'people centred' and seeks to use due diligence to identify and assess where potential impacts may be potentially severe (and/or have the capability to become so) and therefore require prioritised action as part of a systematic approach.



In the context of Ansell's two main business units, Industrial and Healthcare represent broadly equal parts of our overall business but with distinct manufacturing and supply chain risk profiles concerning slavery and/or broader human rights risks. Our management approach has been informed by the Human Rights Impact Assessment we undertook in 2016 and an assessment of the risks in each of our business units and specific product lines. We considered the human and labour risk profiles of the jurisdictions where our manufacturing sites and direct tier 1 suppliers are located and the overall need to develop the maturity of labour standards in certain jurisdictions. This assessment indicated that we should prioritise our efforts and on-going review and actions on disposable glove manufacturing in Southeast Asia, then progressively expand our risk assessment and approach, and prioritise further steps concerning other areas of our business operations and relationships.

Ensuring Our Own House Is in Order

In FY16, Ansell conducted an internal Human Rights Impact Assessment with an external global, non-profit sustainability consultancy. Following the findings of this assessment, and working with Sedex, one of the world's largest collaborative platforms for sharing responsible sourcing data, Ansell conducted self-assessments at each of its global manufacturing plants, beginning in FY17.

This process identified strengths and gaps in our labour policies and procedures. In FY18, Ansell Human Resources and Operations teams then implemented an ambitious agenda to update and standardise our practices across our global operations.

We continued our progress on creating positive transformational change in human rights at Ansell in FY19. Using the best-practice Sedex Members Ethical Trade Audit (SMETA) 4-pillar methodology, third-party audits were conducted by independent auditors at all 10 Ansell manufacturing plants in Asia to evaluate labour standards, health and safety, environment and business ethics, providing independent verification of Ansell compliance with these standards. Where non-compliance was identified, we created specific action plans to mitigate any deviance from our own policies and procedures as well as from local law in the countries in which we operate. To ensure transparency, Ansell is a member of Sedex and all audit reports are uploaded to the Sedex digital data platform.

Follow-up audits to confirm our progress began in October 2019 and are scheduled to be completed by December 2019. SMETA audits will be conducted in our manufacturing facilities in Brazil, Lithuania and Portugal by the end of FY20, with anticipated compliance.

Ensuring our Supply Chain is up to Standard

As part of Ansell's review of labour standards in our supply chain, we also reviewed the workplace standards of our suppliers. The reviews comprised third party audits covering hours and overtime worked, rest days taken, practices associated with the recruiting of foreign employees, together with possible human rights violations including freedom of movement and association. Ansell's purpose was to establish the facts through third party review, and to work collaboratively with its suppliers to ensure appropriate standards were understood and met, and that breaches were identified and unacceptable practices removed. This is consistent with Ansell's general approach to supplier relationships, where long-term business relationships are highly valued. Most of Ansell's suppliers have responded positively to the audits and have demonstrated clear improvement, and Ansell continues to monitor corrective action through follow-up audits.

One supplier was terminated owing to its labour standards being found to be persistently deficient in one key respect. Ansell will terminate a supplier only reluctantly. But as a last resort, termination is an entirely appropriate response for any business to ensure its standards are met. In addition, if a termination is decided for consistent breaches of labour standards, it sends a clear message throughout the supplier cohort that Ansell's commitment to high standards is paramount.

Refer to page 40 for further information on supplier audits and Ansell's Supplier Code of Conduct.

Compliance to Working Hours and Wages

Following the Human Rights Impact Assessment conducted in FY16 at manufacturing sites in Malaysia, Mexico and Sri Lanka, production management at all Ansell manufacturing sites completed comprehensive training on the SMETA 4-Pillar Standards which embedded the Ethical Trading Initiative (ETI) Base Code, an internationally recognised code of good labour practice founded on the ILO Conventions. Ansell uses a comprehensive tracking system to ensure employee work hours are in accordance with local laws and labour standards.



Ansell manufacturing sites use comprehensive tracking tools to monitor compliance (including the use of card, finger or face scanning to capture worker attendance and automated time-clock systems).



All Ansell manufacturing locations in Asia track employee attendance on a daily, weekly and monthly basis and use this data to monitor worker productivity, staffing needs, labour cost management, and the support of fair and consistent behaviours by supervisors and managers.

Many of Ansell's production workers expect to receive high levels of overtime and desire to maximise their work hours as much as possible over short periods – and in the case of migrant workers, to maximise earnings during their time spent away from their families and their home country. Ansell's adherence to legal rest day requirements and overtime limitations in our countries of operation often cause employees to look instead for work at other local companies who will offer them additional overtime (without rest days) despite existing but sometimes unenforced regulations. Ansell is seeking to ensure a fair wage for fair hours of work for all its workforce and looking to help others in our industry move to this position.

Ansell meets or exceeds local country minimum labour standards and remuneration for its workforce and ensures that all employees are adequately rewarded for their contributions to the Company at, or in many cases, above the prevailing market-rate.

Some of Ansell's production sites are in geographies where labour markets are booming and competition for workers is high, such as Vietnam and Malaysia. In response, Ansell offers competitive compensation and an attractive work environment to retain employees and to recruit and attract a dependable workforce. Our manufacturing sites in Asia commonly offer incentives including free or deeply discounted commissary meals, transportation, religious and holiday celebrations, health screenings, gifts for expectant mothers, and scholarship programs for the children of employees.

As part of our reinforced workforce management, we recently hired several hundred additional workers and supervisory staff across key sites, including in Sri Lanka, Malaysia and Vietnam, to preemptively ensure compliance with local requirements and limitations by having excess workers available – a reserve pool. These increases were also made to accommodate production targets that have increased as these plants have expanded their operations in line with our Transformation Program.

Additionally, we re-structured shift roster systems and upgraded local Human Resource Information Systems to monitor thousands of worker movements.

We instituted manager and supervisor training, with a further view towards developing and implementing additional tools and technologies to enable improved 'real-time' work shift and personnel planning and decision-making, to minimise and prevent accidental non-compliance to local law and regulation.

Support for Human Rights Charters

As a responsible business with high standards for business ethics and values, Ansell is committed to operating in accordance with all applicable national laws as a minimum and will apply more rigorous internal working standards in circumstances where national standards do not meet the Company's own health and safety standards.

Ansell aligns with the UN Guiding Principles on Business and Human Rights as well as the International Labour Organisation (ILO) core Conventions and respects human rights as set out in the Universal Declaration of Human Rights. Ansell's commitment to respecting human rights extends to its supply chains and we seek to engage with suppliers and contractors who aspire to do the same.

Ansell has a unique geographical manufacturing footprint, with major activities in many countries, with different workforce standards and cultures, and different approaches and methods for regulation. We have reviewed our practices against several highly detailed universal standards proposed by public interest groups and have concluded that a 'one size fits all' approach is neither desirable nor practical when considering the various issues and stakeholder views that require consideration. Ansell will continue to evaluate the advisability and practicality of implementing any additional labour standards.

Managing a global production workforce is a complex process. Despite the best intentions and having clear policies and guidelines in place, many variables and complications – ranging from changing shift patterns and the deployment of temporary workers to absenteeism and employee turnover – make



Worker collective agreement signing is formalised at Ansell's manufacturing plant in Melaka, Malaysia.



workforce acquisition, workforce management and workforce optimisation challenging. However, we have re-affirmed a clear position in full compliance with applicable local national laws and standards, at a minimum.

Human Capital Management

Ansell utilises its Human Resources Information System (HRIS) to create dashboards that monitor headcount, turnover, gender diversity, and employee movement on a real-time basis. This technology enables Ansell to be more proactive in understanding human capital issues and thus act on a timely basis. Employees are central to the Company's business success, and Ansell focuses significant resources on workforce acquisitions, management and optimisation, on a company-wide basis. In addition, members of Ansell management regularly provide people-risk updates to the Executive Leadership Team, as well as the CSR & Risk Committee and Human Resources Committee of the Ansell Board.

Freedom of Association and Employee Representation

Ansell respects the right to freedom of association and collective bargaining in all its businesses. Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargaining collectively. Ansell has adopted an open attitude towards the activities of trade unions and their organisational activities.

Ansell has established a Freedom of Association and Collective Bargaining policy and procedure based on national laws and core ILO Conventions 87 and 98 that has been instrumental in maintaining healthy industrial relations and meaningful social dialogue across all manufacturing plants. The main element of the policy is that the workers' representatives are not discriminated against and have access to carry out their representative functions in the workplace. 95% of Ansell's total production worker population is represented by a union or independent workers' committee. 55% of Ansell's workforce is covered by a collective bargaining agreement.

All matters relating to wages, benefits, grievances, health and safety issues take place through effective management and worker dialogue. Ansell has an established process where all workers can give feedback through worker surveys and a confidential compliance hotline, in addition to through the regular direct management and human resources channels.



Ansell Cyberjaya selected as 'Asia's Best Employer Brand 2019' winner in the healthcare category.

Forced Labour

Ansell is committed to treating its employees with dignity and respect. This means, in part, that we must treat one another fairly and comply with all applicable laws concerning employment and workplace conditions.

Ansell does not tolerate forced labour. Ansell will not compel any employee to work against their will, either by intimidation or threat, or by physical confinement, human trafficking, slavery or any other means. Ansell will not demand that employees surrender any government-issued identification, such as a passport, to the company as a condition of employment.

Recruitment Fees

Ansell acknowledges a major cause of forced labour in global supply chains is the charging of recruitment fees and related costs from foreign workers. Ansell has a zero-recruitment fee policy, meaning Ansell does not require any of its employees (including foreign workers) to pay any recruitment fees or other related fees for their employment.

Given the increased scrutiny of labour practices in Malaysia in FY19, policies and processes have been put in place to strengthen the prevention of debt-bonded labour within our supply chain. These include implementing a new Foreign Workers Recruitment Policy, enhanced training on modern slavery and conducting worker interviews and self-assessments. We have also been working closely with our licensed labour agents (who hire the foreign workers) to implement more rigorous recruitment standards. We assessed these labour agents against a set of criteria and the appointed agents have signed agreements acknowledging Ansell's expectations and requirements.

Child Labour and Minimum Hiring Age

Ansell does not tolerate child labour.

Regarding the hiring of minors, even if local law permits, Ansell will not hire any employee or engage a contingent worker (an individual hired through a third-party staffing agency to perform temporary work) below the age of 18 years for any job. If applicable laws impose a higher minimum age requirement than 18 years, Ansell follows the stricter standard in compliance with the law. In line with this policy, Ansell also supports global organisations that combat child abuse in any form, such as Childhood™, a global non-profit organisation founded by H.M. Queen Silvia of Sweden to combat child abuse, child labour and child sexual abuse.

We expect our material suppliers and outsourced manufacturers to uphold similar employment practices with regards to forced labour and child labour. This commitment is evident in our Human Rights Statement, our employee Code of Conduct and our Supplier Code of Conduct.



Workplace Safety

Goal: Sustain the lowest injury rates in the industry, with a continued 10% reduction YOY in Lost Time Injuries (LTIs) and Medical Treatment Injuries (MTIs).

Our Performance

Ansell continues to record injury rates amongst the lowest of its global peers and best-in-class global corporations. Ansell's LTI frequency rate the end of FY19 was 0.046 cases/100 employees/year. The MTI frequency was 0.257 cases/100 employees/year.

Our Perspective

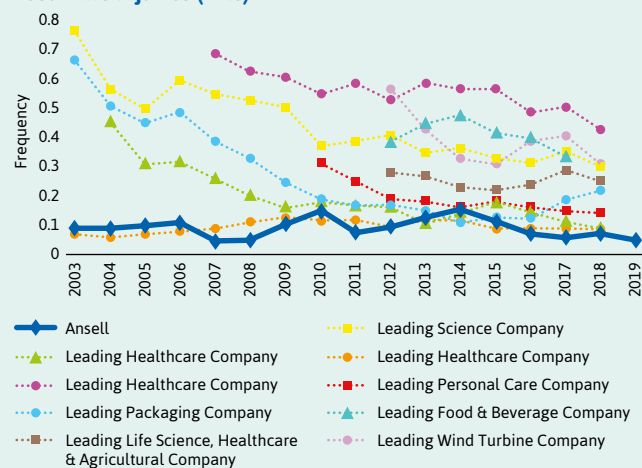
Bringing innovative new technologies to workplace safety and safety in our own workplace is fundamental to everything we do at Ansell. We seek to improve our performance further and aspire to eliminate adverse safety events.

The health and safety of employees at Ansell remains our top priority. Ansell is committed to providing a safe work environment and ensuring that employees receive best-practice training in all aspects of their work, wherever they may be located – at our manufacturing facilities, distribution centers and offices.

Ansell continues to record injury rates among the lowest of global peers and best in class global corporations. LTI frequency rate at Ansell at the end of FY19 was 0.046

cases/100 employees/year. For the same period, MTI frequency was 0.257 cases/100 employees/year. A comparison of Ansell safety performance against that of comparable market-leading global manufacturers drawn from publicly available website data through 2018 illustrates Ansell's best-in-class safety record in Lost Time Injuries. Ansell also achieved excellent safety performance in Medical Treatment Injuries. The Company's multi-year safety record reflects a strong emphasis on safety products, safety culture, safety expertise and continuous improvement.

Lost Time Injuries (LTIs)



Ansell data as of June 2019.

Employee Health and Safety

Ansell's 5-Point Safety Charter and all Ansell Environmental, Health and Safety (EHS) policies apply to our operations everywhere, including new acquisitions. Hazards in our operations are well understood and effectively managed to protect our employees, contractors, visitors, locations and the communities in which we operate.

Our global EHS teams continuously work to raise safety standards at all Ansell locations, and to identify and manage EHS risk. We evaluate our compliance to regulatory requirements as well as to our own policies and procedures. We identify opportunities for improvement and share exemplary practices and new innovations amongst our global EHS team.

To assure standardised reporting and metrics globally, Ansell, like many multinational companies, follows the U.S. Occupational Safety and Health Administration (OSHA) record keeping rules and formulas to record and measure injury and illness rates worldwide.

High-Risk Safety Surveys

Ansell's world-class safety record is only achievable when we all work together to stay safe. Ongoing training is vital to maintain safety performance at the highest level. In FY16 Ansell launched high-risk safety surveys at all sites – manufacturing plants, warehouses and office locations – to enhance safety awareness and teach proper procedures to machine operators.

In FY19, we have added these high-risk safety surveys to the metrics we monitor:

- Industrial Power Truck Safety
- Building Life Safety
- Confined Space Safety
- Hazardous Chemical Transfer



Ansell EHS teams maintain a continuous focus on the proper use of personal protective equipment for all employees. Not wearing appropriate PPE is considered an 'unsafe act'. Behaviour-Based Safety (BBS) training uses real-life observations from employees to identify unsafe practices and areas of risk within their workplace. The program began in FY17 and, during 2018, was rolled out to all manufacturing sites. In FY19 production workers participated in more focused BBS training throughout the year to minimise the incidence of unsafe acts and behaviour in all Ansell manufacturing operations.

Additional safety training in FY19 included refresher briefings on Ansell's Core Standards for Safety and Risk Management.



Travel Safety Program

In today's world, threats can occur anytime and anywhere, even in locations traditionally thought of as safe. An incident can occur while employees are traveling on business, on holiday, or even close to home. Ansell provided its employees with access to an industry-leading 24/7 mobile technology solution that monitors all corners of the globe for geopolitical, terrorist, environmental, health and other threats that may put Ansell people and locations at risk.

A comprehensive online platform assists Ansell to prepare, monitor, and respond to a broad range of potential operational disruptions and threats to employees. Using the mobile phone app minimises safety risks to employees and is a critical component for the effective provision of duty of care, enabling Ansell to manage travel itineraries, provide awareness of security threats, and ensure the most appropriate mitigation and response strategies. If an incident is triggered, or if a threat is perceived, users have several response options, depending on the level of crisis, as well as access to local emergency numbers and the ability to check in with Ansell employees from their current location.



Ansell hosts members of the Workplace Safety & Health Association, the professional body at a manufacturing facility in Sri Lanka. This group is responsible for developing professional conduct and certification of Occupational Safety & Health professionals in Sri Lanka.



Employee Engagement

Goal: Ensure that Ansell employee engagement scores approach best in class levels globally by the end of FY25.

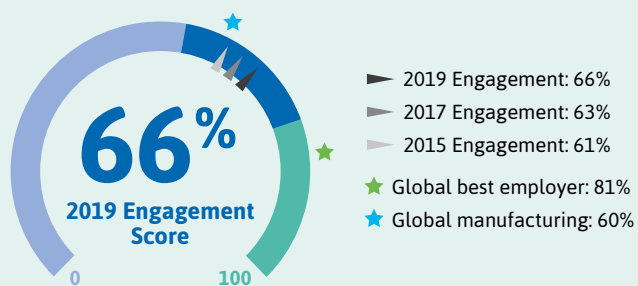
Our Performance

Since launching bi-annual, global, all employee engagement surveys in FY16, we have improved engagement by five percentage points, from 61% to 66%. We have closed the gap between Ansell's engagement score and the Global Best Employer benchmark from 17% to 15%. Ansell's company-wide engagement score now exceeds the Global Manufacturing benchmark by 6% (up from 4% in FY16).

Our Perspective

We are making continued progress towards our goal and need to drive actions that will accelerate shrinking the gap with Best Employer companies. We will continue to listen to the voice of our employees to determine the actions which they

tell us will take us from good to great. In the next period, our focus will be on improving non-financial recognition, improved collaboration and prioritisation, together with ensuring we communicate clearly and regularly with all our workforce.



Ansell's engagement exceeds the Global Manufacturing norm by 6%.

Keeping Our People Engaged

Measuring engagement is important to Ansell. Engaged, motivated employees lead to overall company growth in the form of higher retention and lower turnover; higher productivity; increased profitability; lower absenteeism, and increased employee loyalty. Ansell completed its most recent global employee and engagement survey in April 2019. Previous global surveys took place in 2017 and 2015.

Ansell prepares employees to meet today's global business challenges while also helping them develop to their fullest potential. Over the last several years, using employee responses from our global surveys to steer our course, Ansell has made significant improvement in learning and development, performance management, and enabling infrastructure.

Knowing that their voices are being heard is important to Ansell and its employees. Based on feedback from the 2019 survey, two-thirds of Ansell employees are confident that survey results will be acted upon.

Ansell provides opportunities for professional development and career growth, helping to make the world a safer place and empowering employees to deliver industry-leading innovation in their work.

Recruitment, Talent Development and Retention

In FY18, the online global career site was relaunched and now incorporates the eCareer program. The New Hire Onboarding Program was expanded to manufacturing sites to strengthen new employee integration and build employee retention. Ansell manufacturing sites provide employee engagement activities including social events, sport contests, gifts for new mothers, scholarship competitions for children of employees, and wellness programs. This is all in addition to constantly reviewing the core compensation packages for the workforce, together with their key terms and conditions, including catering and rest facilities, health insurance and other key employee benefits to ensure our workforce feels valued and respected.

Turnover status is reviewed monthly by each local management team. Employee referral programs reward employees who introduce individuals who are then hired by Ansell. Both professional employees and production workers exiting Ansell are asked to participate in an exit interview and their feedback is used for corrective action.

Employee Turnover Data

	FY16 %	FY17 %	FY18 %	FY19 %
Male staff turnover	18.0	23.0	17.8	15.6
Female staff turnover	18.8	22.4	20.1	19.6
Total turnover	18.4	22.7	19.1	17.64

Total turnover reflects a weighted average based on the number of male and female employees at Ansell.



eCareer

In FY17, Ansell launched its global eCareer site, a single source for acquiring talent for all professional positions. Found on www.ansell.com, eCareer is available to external candidates as well as current Ansell employees interested in facilitating their career progression. In FY19:

- 689 job requisitions were created
- 16,776 candidate submissions were received
- 455 candidates were hired
- Of the 455 new hires, 21% were internal employees (94) and 79% were external candidates (361)

Global Manager Development Program

Ansell continues to deliver its flagship Leadership Development Program. In FY19, the training was presented to employees in the US, Belgium and Malaysia. Over 70% of leaders report a noticeable improvement in their reports' managerial skills after participating in the programme.

Global Supervisor Program

This programme focuses on developing supervisors at Ansell manufacturing sites and is a blend of facilitated training and on-the-job coaching. After introducing the pilot programme in India in FY17, more than 200 supervisors across Ansell manufacturing sites in Sri Lanka, Thailand and Malaysia have participated in this training. In FY20, Ansell will expand to include Vietnam, Portugal and Lithuania.

Ansell360

In this programme, people managers receive development feedback from their manager, peers and direct reports based on each of Ansell's seven Leadership Competencies. Development actions for the people managers are then identified based on the results. Over 150 Ansell people managers have participated in the Ansell360 feedback process.



Ansell University

Ansell University offers employees a vast array of professional development and Ansell-specific eLearning courses. In FY19, employees completed 3,800 professional development courses focused on topics including safety, stress management, and desktop skills such as Outlook and Excel. Employees also completed over 5,000 Ansell-specific courses, including product, quality, compliance and unconscious bias training.

Left: Employees participating in the Global Manager Development Training program held in Cyberjaya, Malaysia.
Right: Ansell invests in learning and professional development for its employees.





Human Rights Day

Each year, Human Rights Day is observed by Ansell and the international community during the week of December 10. It commemorates the day in 1948 the United Nations General Assembly adopted the Universal Declaration of Human Rights. Human Rights Day is observed at all Ansell locations.

When the General Assembly adopted the Declaration, it was proclaimed as a 'common standard of achievement for all peoples and all nations towards which individuals and societies should strive by progressive measures, national and international, to secure their universal and effective recognition and observance'. Although the Declaration, with its broad range of political, civil, social, cultural and economic rights, is not a binding document, it inspired more than 60 human rights instruments which together constitute an international standard of human rights.

Human Rights Day is celebrated by employees around the Ansell world. Apples, a symbol of safety and peace, have become an integral part of the Ansell observance.



The Human Rights Day celebrations now involve the children of employees at some locations.





Diversity

Gender Diversity

Goal: Achieve 30% women at Director Level and above, 40% at Manager through Associate Director and 50% women at Board level, resetting our target from end of FY20 to the end of FY22.

Our Performance

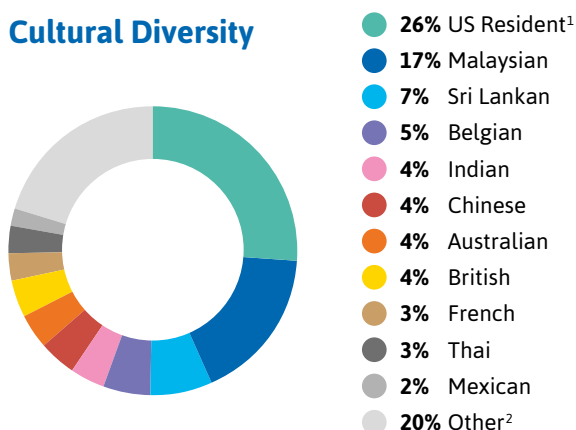
In FY20 Ansell will achieve an even gender balance on its Board of Directors. Our progress on our employee goals have not yet achieved the same degree of success. Whilst we have made significant improvements at Director and above level (increasing from 19% to 25% in three years), there has been no change at Manager through Associate Director level, and we anticipate falling short of our goals by the deadline previously set. Our goal is to achieve a sustained balanced workforce for the long term and we remain fully committed to this objective.

Our Perspective

Ansell continues to address how to more quickly accomplish this mandate within the confines we face: including the avoidance of imposing unilateral termination programs or discriminatory hiring freezes across the board for male employees and dealing with the disciplined headcount-addition restrictions embodied in our Transformation goals, established in FY18 to more sharply focus on ongoing business activities following the Sexual Wellness divestiture. Viewing this goal more realistically, we now believe we need to re-set our target finish line to the end of FY22 to be better positioned to achieve it. Nonetheless, we remain committed to the initial target percentages and will continue to invest time and effort in our underlying programs that support and further this initiative for better gender balance. Achieving numbers is one aspect, the goal is to ensure a balanced workforce at all levels of our organisation and to harness this diversity fully through our inclusion goals.

A great deal of business success at Ansell stems from the value we place on diversity and inclusion. Maintaining a diverse workforce promotes an open and tolerant workplace, free from harassment, and where the different talents, backgrounds, perspectives and contributions of our workforce are valued and treated with respect. All levels of our organisation reflect the mosaic of the markets we serve. We embrace diversity to transform our future and power innovation at Ansell.

Cultural Diversity

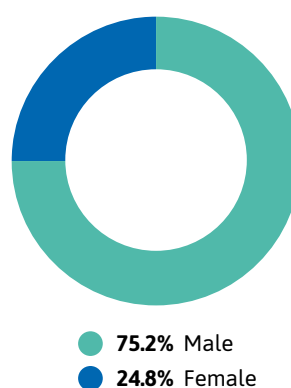


Cultural diversity of Ansell employees at Manager level and above.

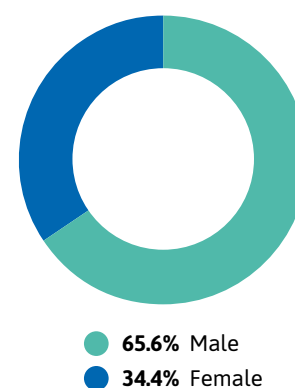
- US Resident: Country of origin data of US resident population is not currently available.
- Other nationality (less than 2% each): Algerian, Argentinian, Austrian, Bangladeshi, Belarusian, Brazilian, Bulgarian, Canadian, Chilean, Colombian, Croatian, Czech, Danish, Dutch, Egyptian, Filipino, Finnish, German, Greek, Hungarian, Indonesian, Iranian, Irish, Italian, Japanese, Jordanian, Kazakh, Korean, Latvian, Lebanese, Lithuanian, Luxembourg, Myanmar, Nepalese, New Zealander, Norwegian, Pakistani, Peruvian, Polish, Portuguese, Romanian, Russian, Rwandan, Singaporean, Slovak, South African, Spanish, Swedish, Swiss, Tunisian, Turkish, Ukrainian, Venezuelan, Vietnamese.

Gender Diversity

Directors and Above



Manager through Associate Director



Creating Better Gender Balance

		FY16	FY17	FY18	FY19
Women in Leadership		%	%	%	%
Non-Executive Directors	Board of Directors	29.0	29.0	38.0	50.0
	Executive Leadership	19.1	20.0	22.2	24.8
Management	Manager through Associate Director	32.0	32.6	34.0	34.4



Women's Leadership Forum sessions took place in Ansell's global regions, including in Brazil, Belgium and the United States.

In FY16, the Board endorsed a goal to create greater gender diversity by FY20. Ansell continues to work towards achieving these goals although we are recognising we may take a little longer to achieve our targets. Key activities include ensuring a robust talent feeder pool from graduates through all levels and early identification of key diverse talents to ensure that they are identified, developed and progressed in line with our diversity and inclusion values. Small group sessions hosted by Ansell's Board members provided informal opportunities for female employees to discuss professional development and career progression.



Women's Leadership Forum

In the four years since its creation, the Women's Leadership Forum (WLF) at Ansell has been focused on creating awareness and action driving the advancement of women at Ansell. The WLF is structured around regional teams as well as a global steering committee.

WLF Accomplishments

In FY19, a Gender Dynamics program was launched globally to train people managers to identify unconscious biases and behaviour patterns which sometimes form invisible but powerful barriers to women's advancement. By the end of FY20, the majority of our people managers across Ansell will have participated in the training.

Additional initiatives:

- Several flexible working practices are in place across different locations, and we are currently reviewing our global flexible working practices to ensure we can standardise and offer maximum flexibility on a more consistent basis.
- Established a Parental Leave Policy for male and female employees in countries that currently have a maternity leave of less than 12 weeks and no paternity leave: Hong Kong, Indonesia, Malaysia, Mexico, Philippines, Sri Lanka, Thailand and the United States.
- Established a diverse slate interview practice to minimise the adverse impact of gender dynamics on women's advancement.





International Women's Day

Women and men around the Ansell world united under the theme #BalanceforBetter on International Women's Day, March 8, 2019 to think, act and be gender inclusive. Aligned with Ansell's goal to have all Ansell locations participate in community service activities by FY21, Ansell employees around the globe partnered with local non-profit organisations that support women in need.

Women throughout Ansell were celebrated for their important contributions to the business. Each member of the Executive Leadership Team led or participated in an event tied into International Women's Day, wherever they may have found themselves in the Ansell world.



International Women's Day is celebrated by women – and men – around the Ansell world.





Volunteerism

Goal: Engage employees to help others by having all locations participate in community service activities by the end of FY21.

Our Performance

Volunteerism has long been a part of Ansell's DNA. In FY19, we focused on the important role that volunteerism plays in employee recruitment, retention and engagement, and are making efforts to connect employees with meaningful opportunities to contribute to our communities.

Our Perspective

Ansell employees have always stepped up to do good deeds, and we encourage employees to reach out for good within their communities as well as around the world. With the launch of a new online tracking platform, employees now have a way to capture their volunteer hours. Our challenge will be to have employees adopt the use of this dashboard to track aggregate volunteer contributions around the Ansell world.

Hands-On with HyFlex® Day

Ansell places a great value on providing employees with ways to add more meaning and purpose to their work life and develop stronger leadership skills. One way Ansell observed its 125-year history of safety in FY19 was with the launch of its inaugural Hands-On with HyFlex® Day. Through this community outreach initiative, which has become an annual Ansell event and is expanding, employees at each of Ansell's global hubs in Australia, Belgium, Malaysia, and the United States donated their time and talents on a local community re-building project, showcasing the advanced protection of HyFlex®, one of our core brands.

This employee volunteer project aligns with the UN Sustainable Development Goals of Disaster Preparedness/Response and Strategic Philanthropy. Ansell partnered with local non-profit organisations Habitat for Humanity in the US and Australia, Serve the City in Belgium, and the Great Heart Charity Association in Malaysia.

Hands on with HyFlex® Day provided opportunities for Ansell employees to make a difference in local communities in New Jersey USA, Melbourne Australia, Cyberjaya Malaysia and Brussels Belgium.

Using a newly launched digital platform that track's employee volunteer time and donations, Hands-On with HyFlex® Day engaged 100 Ansell employees who in turn volunteered for a global total of 646.5 volunteer hours. Over 1,500 HyFlex® gloves and US\$10,000 were donated by Ansell.

Employees at many Ansell locations have long-established volunteer programs, like Portugal's Piece of Cake initiative and a program in Sri Lanka that supports school children in rural areas. And while volunteering may be a new concept in some locations, Ansell employees everywhere are always willing to lend a hand to people in need when disaster strikes.





Philanthropy

Goal: Global donations and community investments aligned to CSR and Sustainability strategy and our Ansell Values.

Our Performance

In FY19, Ansell undertook a wide variety of initiatives.

Our Perspective

Ansell will continue to develop and structure a philanthropy program aligned with its CSR and Sustainability strategy.

Direct Relief Donation

During FY19, Ansell celebrated its 125th anniversary. Each 125th anniversary event was truly fun and unique, and provided opportunities for employees in our offices, distribution centers, manufacturing facilities, and remote locations to show their pride in being part of an impressive legacy.



A 125 Years of Safety online quiz was a way for Ansell employees, customers and distributors and other stakeholders to celebrate for a cause. Ansell donated one US dollar for every correct answer to the online trivia quiz, resulting in a donation of US \$35,000 to our long-time non-profit partner Direct Relief,

a nonprofit, nonpartisan organisation whose mission is to improve the health and lives of people affected by poverty or emergency situations by mobilising and providing essential medical resources needed for their care.

Product Donation and Charitable Support

In FY19, Ansell donated nearly US \$400,000 in safety products to charitable organisations helping to make the world a better place for people to live, including Doctors Without Borders/ Médecins Sans Frontières, Operation Smile, Blanca's House and Special Olympics Belgium.

In addition to Direct Relief, Ansell made financial contributions to the following non-profit organisations:

- Childhood™, a non-profit organisation based in Sweden, Germany, USA and Brazil to combat child abuse globally
- Enactus, a US-based organisation dedicated to creating a better world while developing the next generation of entrepreneurial leaders and social innovators. The Enactus network of global business, academic and student leaders are unified by a vision to create a better, more sustainable world
- The Fred Hollows Foundation, a non-profit aid organisation based in Australia that focuses on treating and preventing blindness and other vision problems
- Donations were also distributed to grass roots organisations serving families in the communities where Ansell operates.

Top left: US employees gather holiday cheer for unprivileged children during Operation Sleigh in Metropark.

Top right: Ansell donates products to Operation Smile, Doctors Without Borders, Direct Relief, Fundacion Tierra Nueva, International Medical Mission and other humanitarian relief organisations.

Bottom left: Young students and schools receive support from Ansell employees in Sri Lanka.

Bottom middle: Annual Peace of Cake events in Portugal assist local families in need.

Bottom right: Ansell Brussels employees raised funds and volunteered for the Belgium Special Olympics.





Business Ethics

Goal: Foster an ethical culture, lead with integrity.

Our Performance

In FY20, we will launch a refreshed global Ansell Code of Conduct, available in 18 languages, and all professional employees will receive online training. An Ethical Decision Making training pilot program was launched in FY19 at Ansell Sri Lanka and will be expanded to other manufacturing sites in FY20. Following our commitment to the Task Force on Climate-related Financial Disclosures in FY19, we will disclose climate-related financial information in the coming year. In FY20, we will begin to structure this Report following the GRI Sustainability Reporting Standards to provide the market with consistent sustainability disclosures and engage with stakeholders on emerging sustainability issues.

Our Perspective

Ansell management leads by example to create and promote a workplace environment where ethical principles and business conduct are expected and encouraged behaviours. We will continue to evaluate related initiatives and adopt new standards as appropriate as we continue to refine our Corporate Social Responsibility and Sustainability framework at Ansell.

Our Values

Integrity – We value doing what is right and ethical.

Trustworthiness – We value acting with respect, fairness and dependability.

Agility – We value responsiveness to customers and each other, openness to change and flexibility.

Creativity – We value inventiveness, innovation and new and divergent ways of thinking.

Passion – We value energy and excitement, commitment, drive and dedication.

Involvement – We value our team members' input, influence and initiative.

Teamwork – We value collaboration and a sense of partnership, sharing and caring.

Excellence – We value a tenacious focus on results, accountability and goal achievement.

Ansell continues to anchor its strong global foundation on these eight Ansell values, adopted in 2010. Now more than ever, with our world evolving faster and faster, where new information becomes available and competitive landscapes change overnight, we need to stay grounded with our values and integrity.

Ansell Code of Conduct

At Ansell, we are committed to upholding the highest legal, moral and ethical standards in all of our corporate activities. We have adopted a global Code of Conduct consisting of Guiding Principles and Policies on Business Conduct, which aims to strengthen Ansell's ethical climate and provide guidelines for situations in which ethical issues arise. The Code of Conduct is available in local languages on our website, www.ansell.com.

Our Code of Conduct applies to Directors, executives, management and employees, sets high standards for ethical behaviour and business practice beyond complying with the law, and is based on the following guiding principles, whereby Ansell:

- Strives to uphold high ethical standards in all corporate activities
- Is committed to competing lawfully, fairly and ethically in the marketplace, consistent with its aim of providing quality products to its customers
- Is committed to pursuing sound growth and earnings goals by operating in the best interests of Ansell and its shareholders
- Strives to treat all employees with fairness, honesty and respect
- Expects all employees to work together for the common good and to avoid placing themselves in a position that conflicts with the interests of Ansell
- Is committed to good corporate citizenship and participating actively in, and improving, the communities in which Ansell does business
- Expects all employees to conduct themselves in accordance with the guiding principles

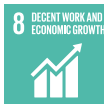
It is Ansell's policy to comply with the letter and spirit of all applicable laws, and no Director, executive or manager or employee has authority to violate any law or to direct another employee or any other person to violate any law on behalf of Ansell. Assistance is available to clarify whether particular laws apply and how they may be interpreted.

Our Code of Conduct also sets out Ansell's policies in respect of ethical issues such as conflicts of interest, social accountability and fair dealing.

Ansell's Chief Compliance Officer reports to the CSR & Risk Committee annually as to compliance with the Company's legal, regulatory and ethical compliance policies, procedures and programs, including our Code on Conduct.

We provide avenues for employees to report their concerns of suspected breaches and seek compliance advice, including anonymously to the hotline. Individuals who report their concerns in line with the Company's policies are protected under those policies from any form of retaliation.

Employees and Directors are periodically required to participate in compliance training programs to ensure that they remain up to date regarding relevant legal and industry developments, as well as our Code of Conduct and ethical practices. Ansell provides focus-specific compliance training each year.



CSR and Sustainability Policies

Ansell strives to create a world where people enjoy optimal protection against the risks to which they are exposed. When it comes to workers in our own facilities, we take worker protection seriously and are committed to setting an example as a leader for others in our industry. Ansell adopted its own Human Rights Statement in FY16. Additional Corporate Social Responsibility and Sustainability policies can be found at <https://www.ansell.com/us/en/about-us/sustainability>. These include:

- 5 Point Safety Charter
- Communication of EHS and Risk Management Incidents
- Conflict Minerals Policy
- Corporate Social Responsibility Policy
- Diversity and Inclusion Policy
- Environmental Policy
- Human Rights Statement
- Labor Standards Statement
- Modern Slavery Statement
- Quality Statement Policy
- Safety and Loss Control Policy
- Supplier Code of Conduct

Culture of Ethical Decision Making

In FY19 Ansell invested in developing a Culture of Ethical Decision-Making Training program, a new training program aimed at raising our plant managers' awareness of their decision-making process from an ethical/moral perspective. The one-day, interactive, in-person training focuses on real-life, on-the-floor dilemmas and offers participants several options to choose from when making their decision. Participants learn to factor in the ethical angle of their decision making in addition to the usual

operational/efficiency considerations, and to make the link to our Code of Conduct as well as our corporate strategy and value proposition. This training aims at enabling our employees to fully appreciate the intrinsic value of a code and to develop the ability to use and apply ethics consistently for better results.

Planning for this program began in FY19 and was rolled out in early FY20 at Ansell's Sri Lankan manufacturing sites. Over 250 employees completed the training during seven separate training sessions. This novel approach, compared to the more traditional off-the-shelf ethics and compliance trainings, was attended by the participants with a positive reaction. Ethical Decision-Making Training will be expanded to other manufacturing sites in FY20 and beyond, and as such, positions ethical decision-making as a crucial managerial competence.

Non-discrimination

To maintain a diverse workplace, we make sure it is free from unlawful acts of discrimination. This means that all our employment decisions are based on merit. Ansell also works to ensure that our workplace is free from harassment, which we define as any form of unwelcome conduct towards another person that has the purpose or effect of creating an intimidating, hostile or offensive work environment for that person. While the definition of harassment may vary in the locations where we do business, Ansell will never tolerate any form of harassing behaviour.

Employees are encouraged to report any discrimination or harassment concerns promptly. Ansell will investigate all such reports and will take corrective action as appropriate. Employees will not face any retaliation for making a report that complies with Company policies. Ansell maintains a global, confidential Compliance Hotline, available in local languages and operated by an independent vendor. Employees can access this service by phone or online.



Helping employees to feel welcome and engaged is key to business success at Ansell. Here, employees at Ringers Gloves in Houston Texas US, Ansell's newest acquisition.



Managing Director and CEO Magnus Nicolin visits the new Vietnam plant expansion.

Privacy Protection

Ansell respects and protects the personal data of employees, customers and other third parties with whom we do business and is committed to the responsible collection, storage, use, transfer and disposal of personal data. We have policies and procedures in place to ensure we meet privacy legislation in the jurisdictions in which we operate, including measures to protect data from unauthorised disclosure and action plans to remedy any kind of breach of data privacy.

Anti-Corruption and Bribery

Our commitment to anti-corruption and bribery compliance is reflected in our Code of Conduct.

Ansell takes a firm stance against corruption and bribery.

- We prohibit authorising, offering, giving or promising anything of value directly or indirectly to a government official to influence official action, or to anyone to encourage them to perform their work disloyally or otherwise improperly. We also require our people to take care that third parties acting on our behalf do not violate anti-corruption laws.
- We prohibit paying, accepting, or offering a bribe, kickback or improper payment to anyone while conducting business on Ansell's behalf.

Marketing and Sales

Our Code of Conduct provides our Marketing and Sales teams with clear guidance on their responsibilities to customers and business partners, from product safety to fair dealing, bribery and competition law. No business gain or success, no matter the size, will ever be acceptable or worthwhile if it comes at the expense of our values. Our competitive advantage must be based strictly on the quality of our products, the strength of our brands, and our value-added services.

Sourcing

Ansell expects adherence to local laws and accepted ethical behaviors in every aspect of its business and in every region of the world. To achieve this, Ansell requires that its suppliers and participants in its supply chain comply with responsible conduct in all areas of operations; respect for the rights of all individuals; and respect for the environment. All Ansell suppliers must comply with our Supplier Code of Conduct and demonstrate their compliance at Ansell's request, and may be subject to audits and self-assessments.

Political Donations

Ansell does not make any political donations to any political party, politician or candidate in any country. While Ansell supports employees' freedom to participate in personal political activity, Ansell employees are required to avoid any such actions that may appear to be done on Ansell's behalf, and no Ansell funds may be used for political donations.

Environmental Management

Environmental Management

Start Clean, Run Clean, Leave Clean. Ansell is a world-class manufacturer, operating facilities throughout Asia, South America and Europe, with an extensive third-party supply chain. Ansell's environmental management framework provides structure and standards for overseeing daily activities. We have global systems in place to measure, track and manage relevant data in our facilities on environmental management and performance, including environmental compliance and operational performance metrics, specifically in the areas of water management, energy efficiency and waste management. This data is displayed to site employees to drive engagement and improvement and is reviewed by plant and executive management against performance indicators, enabling Ansell to identify successes, risks and opportunities for improvements across its operations. Potential non-compliance issues are reported to senior operations management who are responsible for mitigating and remediating these issues. The Ansell Board and its CSR & Risk Committee monitor key data on the Company's operations worldwide.

Environmental Stewardship

Demolition of a former legacy battery-manufacturing site, located in Shreveport, Louisiana was completed in FY19 at a cost of US \$2.8 million and removed significant quantities of hazardous materials from this community. The demolition project to restore the site from extensive fire damage required 27,000 field hours – which were completed without a single lost time or recordable safety incident. Ansell continues to maintain the site.

Notable hazardous materials safely removed from the environment, in approximates:

- 3,500 yd3 of Lead/ACM-impacted roofing material
- 2,800 yd3 Asbestos
- 2,000 Fluorescent / HID / Hg Halide / Sodium lamps + ballasts
- 750 gallons of PCB-containing oil + transformers
- >1,000 yd3 Lead-impacted C&D Waste

Shreveport – Legacy Site Demolition and Restoration

Before:



After:



CDP Reporting

For the second year, Ansell participated in the CDP review processes on Climate Change and Water Security. By doing so, Ansell is raising its ambitions and taking meaningful steps to ensure long-term sustainability and profitability, as well as equipping Ansell to respond to global regulatory and policy changes.

Ansell's membership in the CDP Reporter Services program highlights our ambition to further develop our disclosures and reporting transparency. This service provides:

- One-to-one guidance from a CDP reporting expert during the disclosure period
- Reviews of the drafts prior to submission with advice on improving the quality of the report
- Gap analysis and reviews of final disclosure in order to put in place actions to address those improvement opportunities

Previous feedback for CDP notes robust governance at the board and management level; consistent and verified Scope 1 and 2 emissions data; and significant emission reduction achieved through reduction activities. We continue to raise our ambition in the management of climate change and water security issues and consider the CDP process as an important input to help us identify areas of priority focus.

In FY20, Ansell will focus on conducting climate risk assessments of our manufacturing locations and utilising scenario analysis to identify corporate level exposures in order to put in place mitigation strategies. In addition, we will also consider embarking on our Scope 3 assessment journey and improving our engagement with our value chain partners.

Task Force on Climate-related Financial Disclosures

In FY19, we joined other leading companies around the globe in showing our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In addition to an ongoing commitment to undertake robust climate-risk assessment and disclosure, supporting the TCFD recommendations represents a commitment on the part of Ansell to take action against climate change as we communicate these actions with our employees, customers, investors and other stakeholders.

ISO 14001 Certification

All Ansell manufacturing sites holding ISO14001:2004 status completed mandated transition to ISO14001:2015. All Ansell facilities strive to meet local and country regulations and requirements.

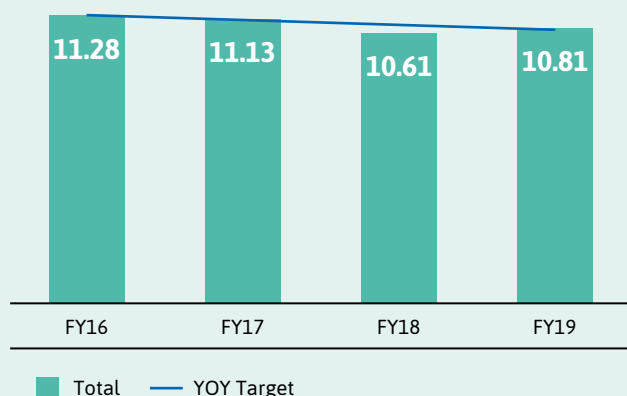
The demolition project to restore the Shreveport, Louisiana US site after extensive fire damage required 27,000 field hours, which was completed without a single lost time or recordable safety incident.

Water

Goal: 15% intensity reduction in water usage, measured in m³/\$M production value, below the FY16 baseline by the end of FY25.

Our Performance

Water/Recovery (m³/million USD ('000))



In FY19, our performance deteriorated with an increase of 2% vs last year in m³/\$M production value. This was driven by lower production value due to closure of plants in Mexico and Korea, re-allocating volume to more efficient locations. However, we achieved a 5% improvement in absolute water use resulting from our water use reduction program.

Our Perspective

Measured against our baseline year, this is only a 2.4% improvement thus far. Recognising the need to intensify our efforts to reduce water use in order to achieve our goal, we will focus on:

1. Product and process optimisation, including introducing new process technology that uses less water to manufacture. FY19 saw the introduction of our next generation FORTIX™ DGX technology which enables us to reduce water use significantly in our high volume HyFlex® range manufacturing process.
2. Water use conservation, ensuring we do not have wastages in water use and also, proactively harvesting rainwater where available. In FY19, we completed Ansell's first rainwater harvesting project in our Vietnam facility and are analysing the benefits of this initiative.

Water recycling will be an important initiative moving forward as we have been testing and piloting recycling our water using technologies such as reverse osmosis. To significantly improve our water use metrics, investment in water recycling will be vital.

Rainwater Harvesting in Vietnam

A rainwater harvesting system was launched at our recently expanded plant in Vietnam to reduce the overall withdrawal of water. This system uses 1,500m² of roof area to collect rainwater in a 100m³ underground tank. The water collected is used for gardening, cleaning operations and toilet flushing. This project results in a 12% reduction from the annual overall water use at this location.



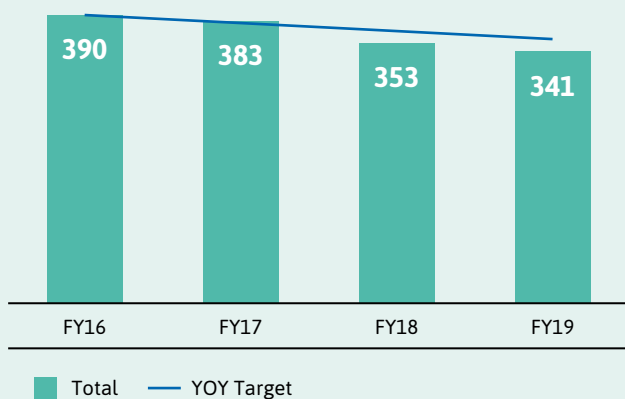
We have established a reverse osmosis waste water treatment pilot project at our Biyagama site in Sri Lanka. The goal of this project is to eventually process for re-use up to half of all waste water used at the Biyagama site.

GHG Emissions – Carbon

Goal: 25% intensity reduction of Scope 1 and Scope 2 emissions, in tonnes of CO₂ – equivalent/\$M production value, below FY16 baseline by the end of FY25.

Our Performance

GHG/Recovery (tCO₂e/million USD)



The chart above includes Korea and Mexico plants from FY16 until their closure in mid-FY19. As the manufacturing was transferred from those sites to others, we are maintaining these figures instead of recalculating the baseline. In FY19, we achieved an improvement of 3% vs FY18. This resulted in a 12.5% reduction from our baseline year of FY16, which translates to a 50% accomplishment of our goal to achieve 25% intensity reduction by end of FY25.

Our Perspective

Our main areas of focus to reduce our GHG footprint are:

- Continuing to increase the use of energy generated from renewable sources in our manufacturing operations.
- Improve the energy efficiency of our manufacturing operations, thus directly and indirectly reducing CO₂ emission.

We have increased our use of energy in our manufacturing operations that is generated from renewable sources in FY19 to 45% compared to 43% in FY16.

FY19 saw the full year contribution of the fourth bio-mass boiler operating at Ansell's largest manufacturing in Colombo, Sri Lanka. Investing in energy generation from more sustainable sources such as biomass remain one of Ansell's key initiatives. We are currently installing a fifth bio-mass boiler at our Bangkok facility which we expect to commence service during FY21. Additionally, Ansell has begun to invest in solar-generated energy. We have implemented a photovoltaic solar project in Sri Lanka and a solar water heater project in our Vietnam facility. We are committed to increasing the use of solar energy in our manufacturing facilities in years to come.

In line with this focus, we have switched the electricity purchase in our Portugal plant to fully generated by renewable sources. The electricity purchase in our Thailand plant has been improved to co-generation, which has a lower emissions factor compared to the national grid. Ansell will prioritise purchasing energy generated from renewable sources when and if it is available in the countries and regions where we operate.

GHG Strategy and Validation

Climate change is a critical global challenge. Ansell is working to mitigate greenhouse gas emissions (GHG) through technology and innovation. Ansell obtained third-party certification of its GHG inventory in FY19 by Control Union International, an independent, IFIA accredited inspection group compliant with the requirements of ISO 14064-3: 2006 and ISO 14064-1: 2006.

Ansell Bio-Link Carbon Insetting Reforestation Project – Phase I & II

In FY17, Ansell announced a landmark program in conjunction with the Conservation Carbon Company and the Sustainable Future Group to restore degraded rainforest in Sri Lanka while reaping a carbon insetting benefit.

Ansell's Bio-Link Project is Sri Lanka's first carbon insetting project. It will be certified according to the ISO 14064-2 Standard, with its carbon savings assessed by the Sustainable Future Group, an independent third party, following internationally accepted standards and guidelines.

Ansell's bio-link aims to create a biodiversity corridor between Haycock and Danawala, two separate protected rainforest patches in the southern region of Sri Lanka. The project includes planting 2,000 trees in the Neluwa-Mandalapura area during the first year of the project, and 1,000 trees each year afterward for a minimum of five years.

The 2,000 saplings were distributed amongst 25 smallholder farmers to cover approximately 8 hectares of planted areas during Phase One of the project in March 2018. The 1,000 plants were distributed for 17 farmer lands in March 2019 and 210 plants were distributed for casualty replanting.



The results are measurable as Ansell's multi-year rain forest reforestation project in Sri Lanka progresses.

The carbon benefit calculations were done based on the United Nations Framework Convention on Climate Change – Inter Governmental Panel on Climate Change (UNFCCC – IPCC) Guidelines and estimates the carbon benefits separately for individual tree species. Growth prediction models were derived using available individual tree growth rate data with field verifications to estimate the diameter growth at 20 years.

Expected community benefits from this project are enhanced access to natural resources and the diversification of the crop base of smallholding farmers in the local communities. Other expected results brought about by the establishment of this bio-link are increased biodiversity migration and improved biodiversity resilience through strengthened ecosystems.

As a next step, a Community-based Organisation (CBO) will be formed with the help of Ansell, to assist farmers by creating a market mechanism to sell the existing cash crops and generate revenue for their families.

An Ansell First: Green Power Purchase Agreement in Portugal

Ansell took a major step forward in FY19 by signing a Green Power Purchase Agreement (PPA) with EDP, a Portuguese electric utilities company based in Lisbon. This 4-year energy agreement guarantees that all electrical energy purchased for the facility will be from renewable sources such as hydro-electricity.

This PPA will effectively reduce Ansell Portugal's Scope 2 emissions by approximately 900mtCO₂e (which would be a 37% reduction of the total Scope 1 & 2 emissions inventory of the facility) and contribute towards the reduction of Ansell's overall Scope 2 emissions by 1%.

Ansell will continue to explore opportunities to sign Green PPAs in other manufacturing locations.



Image above: The Ansell Bio-Link Project, Sri Lanka's first carbon insetting initiative, will be certified according to ISO 14064-2. Ansell Operations team members are joined by representatives from the Conservation Carbon Company and the Sustainable Future Group.

An Ansell First: Solar PV Project Completed in Sri Lanka

A 728kW solar PV system was completed in FY19 at Ansell's glove knitting facility in Sri Lanka. The new grid went live in June 2019. The project will be verified as per ISO14064-2 and it is estimated that the system will generate reductions of 650 mtCO₂e per year. This is approximately a 12% reduction of the total Scope 1 & 2 footprint of the facility.

Photovoltaics are best known as a method for generating electric power by using solar cells to convert energy from the sun into a flow of electrons by the photovoltaic effect. Solar cells produce direct current electricity from sunlight, which can be used to power equipment or to recharge a battery.

Additional opportunities to invest in solar PV energy installations are actively being explored and will be implemented once technical, environmental and financial feasibility assessments are completed.

Our Newest Bio-Mass Hot Water Generator

Glove production requires applications that involve heat, which is traditionally created with fossil-fueled generators, contributing to GHG emissions. Ansell is investing in bio-mass hot water generators to mitigate the impact of its manufacturing by reducing GHG as an offset of fossil fuels used in its heating processes, helping Ansell to better manage its energy resources.

As part of Ansell's commitment to reduce its greenhouse gas emissions footprint, we will have replaced 58MW of oil-fueled heat generators with four bio-mass hot water generators in Sri Lanka and Thailand, with installation of the fifth bio-mass hot water generator to be installed in our Bangkok, Thailand plant in FY21, as part of an expansion program at that site.

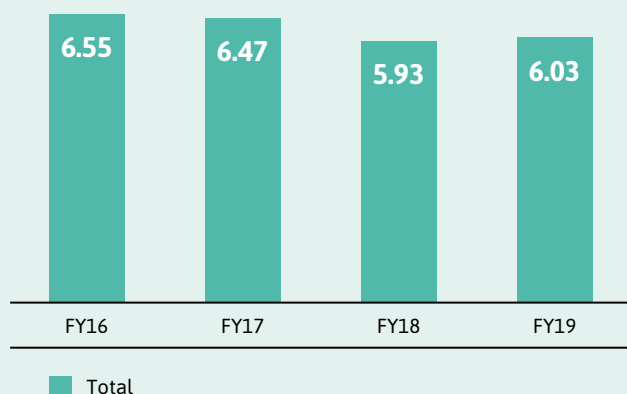
Using one of today's most advanced combustion technology systems, this new bio-mass hot water generator in Bangkok will fuel a significant portion of the plant expansion. Highly effective emission control mechanisms will help to replace thermal energy demand with carbon neutral sources. The annual GHG reduction contribution is expected to measure 40,000 tCO₂e at maximum capacity.

Energy

Goal: Continuous improvement to identify and implement energy reduction and efficiency opportunities to support and augment our GHG Emissions reductions target.

Our Performance

Energy/Recovery (mmbtu/million USD ('000))



FY18 to FY19 shows an increase of 2% in intensity (mmbtu per production value). This increase was primarily due to plant closures in Mexico and Korea, re-allocation of volume to more efficient locations, resulting in lower production value. However, our absolute energy consumption was reduced by 5%, driven by our energy reduction program.

Our Perspective

Ansell's use of energy in our manufacturing operations consists of primarily thermal heating (85%) using boilers or gas burners, and electricity (15%).

The focus on energy is driven by our goal to reduce GHG emissions and establish an energy efficient operation which will contribute to lowering our operating costs as well as lessening our carbon footprint.

Our energy reduction program is driven by these strategies:

1. Technologies and CapEx – we continue to invest in new technologies which have higher energy efficiency. In FY19, we continue to roll out more heat recovery systems for both leach water and boiler exhaust, which both contributed to the absolute improvement.
2. Management Infrastructure – 'We can't improve what we can't measure'. Hence, focus in recent years has been to provide real time measurement of energy use in our manufacturing operations. At the end of FY19, we have completed online energy monitoring systems in our facilities in Sri Lanka, Vietnam and one facility in Malaysia. We will continue to expand this to all our manufacturing sites by FY21. In addition to real time measurement, in FY20 we will focus on setting standards and KPIs for all our facilities to ensure we continue to drive further improvement.
3. People – in Ansell we believe both knowledge and awareness are important to create an energy conservation culture. In FY19, we conducted Certified Energy Manager programs globally and will continue to train our engineers to improve their competency.
4. Lastly, our focus on production efficiency with Overall Equipment Effectiveness (OEE) and First Pass Quality and Yield (FPY) will continue to deliver greater energy efficiencies in our manufacturing processes.

Energy reduction is becoming more and more critical going forward as we shift our products from natural rubber to synthetics and to higher value products, which typically require a higher energy footprint to produce. Thus, Ansell will continue its focus on greater energy reduction programs.





Waste

Goal: Zero Waste to Landfill from all manufacturing facilities by end of FY23.

Our Performance

In FY19, Ansell teams conducted assessments of the diverse waste streams generated at our manufacturing facilities and identified that approximately 10% of the waste generated is sent to landfills. With this knowledge in hand, we established an aggressive target of Zero Waste to Landfill by end of FY23.

Our Perspective

Each manufacturing location will be tasked with conducting detailed waste mapping and material balances. This will assist them in identifying the sources of generation, which will then encourage the teams to innovate by Refusing and Reducing or seek opportunities to Reuse in the process. We will encourage teams to seek out opportunities to divert the remaining waste from landfills by applying the principles of the solid waste management hierarchy with compliance to the regulatory frameworks applicable at each location.

As our teams internally confirm that they have achieved this ambitious target, we will partner with an external verification body to certify that they are a Zero Waste to Landfill facility.

Waste Reduction Initiatives

Over the course of FY19, Ansell invested in improved machinery with lower tolerances and higher accuracy in our cutting operations at Ansell Textiles Lanka. This resulted in a reduction of 2,500MT of waste fabric being generated annually.

In our facility in Thailand, we diverted from landfill, the ash from our biomass hot water generator. This material is now being used to manufacture soil conditioner and fertiliser. This has resulted in a reduction of 1,800MT of waste being sent to landfill annually.



Refuse

End the use of disposable items and toxic generating goods or services.



Reduce

Limit your ecological footprint.



Reuse

Choose items that you can use over and over again.



Recycle

There is surely usefulness beyond the conventional lifecycle of anything. Nature does not throw away.



Restore

Hasten the revitalisation of natural systems. Step back, watch nature heal itself.

Focusing on the 5R Principles of Waste Management will help Ansell to achieve its zero waste goal.

Examples of waste initiatives piloted during FY19 include:

Site	Project	Environmental Impact
Ansell Textiles Lanka	Improved marker efficiency by investing in new technology (Laser and Lectra Cutters and Compactor)	Reduction of 2,500 MT/annum of waste fabric
Ansell Lanka	Increased percentage of blended reserve in latex (3 HGBU Products)	Reduction of 63,000 L/annum of waste latex
Ansell Lanka	Recycling of ceramic formers into refractory products	Reduction of 20–30 MT/annum of waste sent to landfill
Ansell Thailand	Recycling of ash from BioMass HWG as soil conditioner and fertiliser	Reduction of 1,800 MT/annum of waste sent to landfill
Ansell Kedah	Diversion of ETP sludge from landfill to co-processing in cement kiln	Reduction of 420 MT/annum of waste sent to landfill
Ansell Kedah	Increased percentage of blended reserve in latex (4 AG Lines)	Reduction of 60 MT/annum of waste latex
Ansell Melaka	Improved pot-life of coating to reduce frequency of draining	Reduction of 612 MT/annum of coating solution



Our Customers

Goal: Deliver sustainable value to our Customers.

Our Perspective:

- Continue to develop innovative products and solutions to sustain our customers and improve the safety and well-being of their employees.
- We will consider the development of targets to improve the health and safety of workers within our value chain.

At Ansell, we understand the critical importance of health and safety to our customers, and the integral role that our products play in keeping their workers safe. Our commitment to customer value creation includes a strong focus on product innovation, customer support (including safety advice and consultancy services), and being a strong industry advocate for the highest standards of compliance, quality and performance.

Innovation Awards Program

To sustain a culture of innovation, Ansell employees are encouraged to compete in the Innovation Awards program, now in its seventh year, which rewards winning teams with a US\$50,000 cash prize. The Innovation Awards program provides an opportunity for employees in all functions, regions and Global Business Units to showcase innovations they have designed and/or implemented that contribute to success at Ansell. The program recognises and acknowledges individual employees and teams, their projects and programs, and their commitment to business leadership through innovation.



Chamila Jayasundara, Associate Director R&D, Sri Lanka and Team Leader of this year's top winner in our Innovation Awards Program accepts the Platinum Award from Ansell Chairman Glenn Barnes on behalf of his team for their project Fortix™ Advancement – DGX Technology.

Employees can enter their project into any of five categories:

- Business Process Innovation
- Commercial Innovation
- Manufacturing Innovation
- Product Innovation
- Quality Innovation

In FY20, Ansell will introduce a sixth category to the program – Sustainability Innovation.

Ansell GUARDIAN® – Providing the Safest Solutions to Meet Customer Needs



Ansell GUARDIAN® is our proprietary consultative service, responding to customer needs to implement the right personal protective equipment solution, lower risk, contain costs, and improve performance and productivity. As an industry pioneer with advanced and proprietary technology and analytics, the Ansell GUARDIAN® team has conducted more than 15,000 assessments and more than 50,000 chemical assessments since 2010, at customer locations in more than 55 countries.

Ansell GUARDIAN® – Focus on Safety to Improve Business Performance

Safety is a core consideration at Ansell and Ansell GUARDIAN® is how we bring it to market for the world's largest multinational industrial enterprises as well as in Ansell's own facilities.

Increasing demands for compliance, consolidation and simplification are driving companies to find new ways to reduce PPE costs without sacrificing worker safety. Ansell Guardian is our proprietary service to help companies select the right personal protective solution to improve their safety, productivity and cost performance.

Workplace injuries and illnesses such as burns, lacerations, cuts and fractures as well as latex and chemical allergies, can severely impact and present serious drawbacks for a company's business performance.



How We Do It



1. Analyse

Ansell/customer team discuss business objectives and understand safety requirements.



2. Benchmark

Understand needs, establish current performance baseline to later quantify improvements.



3. Improve

Development of an implementation plan for business improvement.



4. Measure

Quantify the success of the program against baseline measurements and establish new benchmarks.



5. Expansion

Implementation of plan throughout your organisation.



6. Commitment

We continue to monitor the success and performance of our recommendations and make adjustments as your business changes over time.

Ansell CHEMICAL GUARDIAN™

With more than 156 million registered chemicals in the world, the selection of chemical protective solutions is often a challenging exercise.

Ansell CHEMICAL GUARDIAN™ employs the strong technical knowledge of their chemists and chemical engineers along with advanced software tools and algorithms to provide a detailed and tailor-made assessment of chemical protective solutions.

Chemical Guardian has generated more than 52,000 chemical assessments, supported by a growing database on more than 22,000 chemical mixtures. Ansell CHEMICAL GUARDIAN™ is well equipped to support customers in making informed decisions on safety in chemical environments.

Ansell GUARDIAN® Implementation Expanded at Ansell Facilities

Focusing on safety to improve business performance is the fundamental principle of Ansell GUARDIAN®. This proprietary methodology helps Ansell's own operations teams select an appropriate personal protective equipment solution to improve safety, productivity and cost performance.

In FY19, Ansell GUARDIAN® assessments were launched at three US facilities as well as sites in Malaysia and Sri Lanka. These latest assessments will be completed by mid-FY20.

After the findings of these assessments are consolidated, Ansell EHS managers will be provided with recommendations for PPE modifications and improvements across all identified operational areas.





Supporting Healthcare Customers with AnsellCARES™

Ansell Cares

As part of Ansell's long-standing commitment to advancing clinical education, AnsellCARES™ was created as a global multifaceted education program guided by leading experts from around the world. Our education and awareness programs promote safety, support risk reduction and improve patient outcomes. Content is based on scientific evidence and best practice healthcare standards. Our services are designed to help customers achieve both immediate and long-term success.

AnsellCARES™
Education. Evidence. Engagement.

Ansell's Continuing Education and Professional Development Programs offer a full complement of resources to assist customers in successful long-term application to practice.

Accredited Continuing Education (CE)

Ansell is an approved provider of accredited continuing education (CE) programs for Registered Nurses and continuing dental education programs (CDE) for Dental Professionals. Online and live accredited programs are available on 15 topics for up to 28 free nursing contact hours, as well as non-accredited programs for all healthcare worker disciplines.

Live Onsite Presentation Requests

Live course presentations can be scheduled onsite at a customer facility.

Product Training Resources

Videos, posters and other training resources covering Ansell products and related clinical topics.

On-Demand Webinar Library

Live webinar event hosting and a growing online library of recorded training sessions for on-demand anytime access.

Clinical Evidence and Resources by Topic

Ansell understands that scientific evidence is vital to advancing clinical practice and so we offer a library of clinical evidence summaries and support resources organised by topic for easy access. We continue to champion new avenues of research aimed at promoting safety for healthcare professionals and improving patient outcomes.

Stay InTouch™

Monthly Blogs

Brief excerpts for busy healthcare professionals. Features the latest clinical practice trends with links to published literature and recommended guidelines for immediate application to practice.

Quarterly Newsletters

Each issue addresses key healthcare concerns, impacts of regulatory and national standards and new practice innovation trends. Includes a 'Key Highlights' summary page for posting/easy staff inservicing.

AnsellCARES™
Education. Evidence. Engagement.

Ansell is a provider approved by the California Board of Registered Nursing, Provider Number 15538 and the American Dental Association (ADA) Continuing Education Recognition Program (CERP)* for contact hours of 1-2.75 CEs as indicated per course listing on www.ansellcares.com.

* ADA CERP is a service of the American Dental Association to assist dental professional in identifying quality providers of continuing dental education. ADA CERP does not approve or endorse individual activities or instructors, nor does it imply acceptance of credit hours by boards of dentistry.



Mitigating Risk and Meeting Compliance Standards in Life Sciences

Our Ansell GUARDIAN® approach provides pharmaceutical, biotechnology and medical device companies with the right solutions to balance employee risk whilst maintaining compliance to cGMP, cGDP standards, and USP <800> recommendations. These manufacturing practices are required to conform to the guidelines recommended by agencies that control the authorisation and licensing of the manufacture and sale of specific products. Maintaining the safety of healthcare workers and patients who come into contact with hazardous drugs and all of the environments in which they are handled is another key benefit of these manufacturing practices.

Our single-use garments provide solutions to these companies while supporting their efforts to reduce waste, emissions and water consumption over reusable garments.

#TrustAnsell: Regulatory Trends and Compliance

While Regulatory complexity is increasing, Ansell ensures product compliance and leads the industry in successfully capitalising on this complexity as a competitive business advantage.

When it comes to Regulatory, Ansell is not only ensuring compliance of our products, but also sharing our expertise and regulatory knowledge with our distributors through training.

As a global leader in the industry, we actively participate in industry-related committees and national regulatory organisations, ensuring we are prepared and can quickly respond to any changes in the regulatory landscape.



Ansell Life Sciences gloves, goggles and clothing encapsulate workers, protecting our customers' cGMP-compliant manufactured products from the risk of hand and body-related human contamination being introduced into highly regulated Cleanrooms & Controlled Environments.



Ansell Global Regulatory Involvement



Body	Type	Country	Ansell Position
European Commission	Government Regulator	EU-28	Engagement in ESF
KOSHA	Government Regulator	South-Korea	Dialogue
CUPPE	Government Regulator	China	Dialogue
ISO	Standardisation Body	International	Expert member
CEN	Standardisation Body	EU-28	Expert member
BSI	Standardisation Body	UK	Expert member
NBN	Standardisation Body	Belgium	Expert member
SIS	Standardisation Body	Sweden	Expert member
ISEA	Standardisation Body	North America	Expert member
ASTM	Standardisation Body	North America	Expert member
NFPA	Standardisation Body	North America	Expert member
Standardisation Administration (PRC)	Standardisation Body	China	Expert member
ABNT	Standardisation Body	Brazil	Dialogue
AS/NZS	Standardisation Body	Australia-New Zealand	Member
European Safety Federation ESF	Professional Organisation	Europe	Board member
BVH	Professional Organisation	Germany	Member
BSIF	Professional Organisation	UK	Member
Febelsafe	Professional Organisation	Belgium	President
Assosistema	Professional Organisation	Italy	Member
Synamap	Professional Organisation	France	Board member & Expert member
Animaseg	Professional Organisation	Brazil	Member
ASIZ	Professional Organisation	Russia	Member
MESA	Professional Organisation	Middle East	Expert member
Asepal	Professional Organisation	Spain	Member



Our Suppliers

Goal: Partner with suppliers to ensure completion of standardised CSR audits

Our Perspective:

- We are closely monitoring the independent audits and subsequent corrective actions underway in the facilities of suppliers. Ansell's purpose is to establish the facts through third party review, and to work collaboratively with its suppliers to ensure appropriate standards were understood and met, and that breaches are identified and corrected, and unacceptable practices removed.

Our Performance:

- Initiated third party audits of our supplier facilities. Audits review the supplier's workplace standards, including hours and overtime worked, rest days taken, practices associated with the recruiting of foreign workers and freedom of movement and association.
- Most suppliers have responded positively to the audits and have demonstrated clear improvement and willingness to progress

We understand that Ansell's sustainability standards must extend beyond our own offices, distributions centers and manufacturing facilities, and into our supply chain. By purchasing raw materials and finished goods from small and large businesses all over the world, we participate in a complex, global supply chain. In this sphere, we create opportunity, like employment and community building, as well as the potential for negative impacts, like pollution or sub-standard labour practices.

During FY19, scrutiny of labour standards in the Malaysian rubber gloves industry revealed a number of sub-standard labour practices among several companies. The industry relies heavily on a labour force comprising foreign, temporary employees.

Ansell takes its Corporate Social Responsibility commitments seriously, and any allegations of forced labour among the Company's suppliers are of the highest concern.

We have also commenced a review of our supply chain sustainability program against the reporting requirements for the Australian Modern Slavery Act 2018.

Supplier Code of Conduct

Ansell has existing policies prohibiting conduct including forced labour within our own Company as well as in its supply chain. We require that all direct suppliers of raw materials and Ansell finished products comply with our global Supplier Code of Conduct.

Ansell will never knowingly tolerate child, forced or involuntary labour of any kind, under any circumstances. Ansell requires its suppliers to adhere to all applicable local laws and ensure responsible, ethical conduct when operating their businesses. Ansell's Supply Chain Group continues to be responsible for due diligence to ensure that all material suppliers have agreed to the provisions of the Supplier Code of Conduct, and to monitor ongoing compliance with this policy.

Third Party Supplier Audits

In light of the scrutiny of labour standards in the Malaysian rubber gloves industry, we committed to a comprehensive global review of labour standards in the Ansell supply chain, especially focusing on adherence to legal working hours and rest days, safe living conditions, freedom of association and movement, and zero recruitment fees for migrant workers. Ansell began an even more stringent social audit policy of our suppliers to ensure that they are following Ansell's standard of creating a safe working environment and respecting the rights and well-being of all employees.

Ansell's purpose was to establish the facts through third party review, and to work collaboratively with its suppliers to ensure appropriate standards were understood and met, and that breaches were identified and corrected, and unacceptable practices removed. This was consistent with Ansell's general approach to supplier relationships, where long-term business relationships are highly valued.

No easy feat, this process remains ongoing, with many suppliers being subject to follow up audits throughout the year and beyond. To date, most of our suppliers have responded positively to the audits and have demonstrated clear improvement and willingness to progress.

One supplier was terminated owing to its labour standards being found to be persistently deficient in one key respect. Ansell will terminate a supplier only reluctantly. But as a last resort termination is an entirely appropriate response for any business to ensure its standards are met. In addition, if a termination is decided for consistent breaches of labour standards, it sends a clear message throughout the supplier cohort that Ansell's commitment to high standards is paramount.

Although we have seen positive progress across our supply base in Southeast Asia, we also recognise there is still further improvement needed.

Once audit compliance has been confirmed, Ansell will conduct repeat audits of its suppliers at least every two years.



Our Investors

Goal: Understand the material sustainability issues of our investors

Our Perspective:

- We are committed to understanding the sustainability issues that matter most to our investors.
- To do this, we will undertake formal engagement program with investors to progress our understanding of our investors' material sustainability issues.
- We will use the information gathered during the process to identify and prioritise the key sustainability issues and integrate them into our business strategy.
- We understand that the sustainability issues that are material for our investors may change over time and we will continue the engagement process to deliver on this ongoing goal.

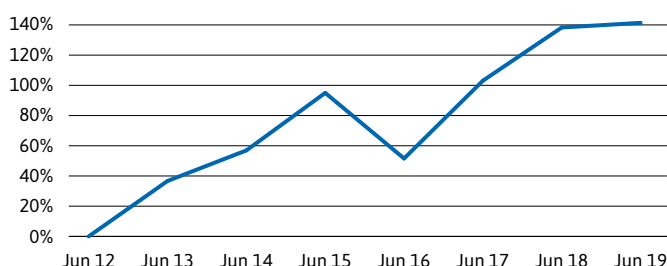
We reward our investors with long-term sustainable growth and understand the sustainability of our business is a shared concern for our investors.

Investor Engagement

Ansell prides itself in its accessibility and communication thereof of the multitude of enterprise strategic initiatives and ongoing sustainability investments. Effectively, an Ansell team interacts with key stakeholders on a quarterly basis either from an executive leadership and/or Board perspective. That is, the biannual earnings release investor circuit with CEO & CFO enables direct accessibility and then separately investor and proxy advisor circuits are conducted with the Chairman and Deputy Chairman during the fiscal year. Also on a biannual basis, the Investor Relations team conducts international road shows in the Americas, Europe and Asia Pacific. Lastly, the Investor Relations team holds upwards +150 annual meetings and conference calls with existing and potential shareholders.

At Ansell, we strive to be focused, efficient and agile in executing our differentiated business proposition. By consistently delivering on our promises and commitments, we aim to gain market share and grow profitability, which in turn will improve shareholder value.

Ansell Total Shareholder Return*



Working from this premise, while our total shareholder returns have been excellent over the last five years (144%), it is not enough to deliver return on investment through EPS growth, ROCE improvements, or increased dividends for 16 consecutive years. We must also deliver investor engagement by being a company that our shareholders can be proud to own; one with excellent environmental sustainability, labour relations, employee engagement, workplace safety and business ethics.

Ansell is committed to transparent engagement with its investors and is an active member of the Australian Investor Relations Association. Following the success of our inaugural Capital Markets Day investor forums in Sydney, Europe and North America, we will be reprising this program in March 2020 in Sydney, London and the US.

* Total Shareholder Return is the cumulative finance return that an investor received from holding shares in Ansell, assuming dividends paid are reinvested in Ansell shares.

Task Force on Climate-related Financial Disclosures

This year marked the commencement of our journey to disclose material climate change-related financial risks regarding the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). TCFD is receiving significant support around the world to make markets more efficient by developing consistent climate-related disclosure to better inform investors, lenders, insurers and other stakeholders. We formalised our commitment by joining the growing list of leading companies to register their support of the recommendations of the TCFD.

Reporting and Disclosure

Ansell understands that investor expectations around reporting and disclosure of material issues continue to evolve. We are committed to continuous review and improvement of our own disclosure practices to ensure we continue to meet emerging expectations. To that end, in FY19 we commenced preparations for reporting against the GRI Standards, which we plan to complete for our FY20 results. As detailed throughout this report, we are also elevating our ambition on the assessment and disclosure in specific areas of regulatory and investor interest, such as modern slavery and climate-related financial risks.

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