

2025 Sustainability Report & Sustainability Management Approach Report

27 August 2025 – Ansell Limited (ASX:ANN) releases to the market its FY25 Sustainability Report and Sustainability Management Approach Report.

This announcement was authorised for release by the Board of Directors of Ansell Limited.

ENDS

=====

For further information:

Investors & Analysts

Australia	Michael Evans, IR	Tel: +61 481 008 490	michael.evans@ansell.com
-----------	-------------------	----------------------	--

Media

Australia	Nicholas Owens, Sefiani Communications Group	Tel: +61 421 977 062	nowens@sefiani.com.au
-----------	---	----------------------	--

About Ansell

Ansell (ASX:ANN) is a global leader in safety solutions and an integrated manufacturer of personal protection equipment for healthcare and industrial workplaces. Each day, over 10 million workers in more than 100 countries trust their safety to Ansell brands such as HyFlex, Ringers, MICROFLEX, TouchNTuff, GAMMEX, AlphaTec and Kimtech. Driven by a vision to lead the world to a safer future, the company continuously pursues new product and service innovations that predict, prevent, and protect against workplace risk while promoting sustainable sourcing and manufacturing.

Information on Ansell and its products can be found at www.ansell.com. **#AnsellProtects**

Ansell® and™ are trademarks owned by Ansell Limited or one of its affiliates. © 2025 Ansell Limited. All Rights Reserved



Contents

OVERVIEW

- 2 About this report
- 3 Statement from the Managing Director & CEO
- 4 About Ansell
 - 5 How we create value
 - 6 Our material topics
 - 7 Achievements and affiliations
 - 8 Customer success stories
 - 9 Our global footprint
- 10 Our stakeholders
- 11 Our sustainability governance model
- 12 2040 Sustainability Action Plan

PEOPLE

- 16 Employee health and safety
- 20 Labour rights
- 25 Our employee experience
- 29 Community engagement and investment

PLANET

- 34 Energy and emissions
- 38 Waste, water and biodiversity
- 42 Climate risk

PRODUCT

- 44 Product stewardship
 - 46 Material
 - 47 Manufacturing
 - 48 Packaging
 - 49 Use
 - 49 End-of-use
- 50 Ansell Earth

APPENDIX

- 52 Data tables
 - 52 Workforce
 - 53 Health and safety
 - 53 Energy and emissions
 - 54 Water
 - 54 Waste

About this report

This report covers Ansell's sustainability performance for the period of 1 July 2024 to 30 June 2025, and was released on 27 August 2025. We report on our sustainability progress annually.

Unless otherwise stated, all disclosures made within this report cover Ansell Limited and the entities it controlled during the reporting period, including operational data from Ansell Seremban which was first reported last year. A full list of entities can be found in our [2025 Annual Report](#). The structure and content of this report were reviewed by responsible members of the Executive Team and by the Board's Sustainability & Risk Committee, with the Ansell Board providing final approval.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021, as detailed in the GRI index that appears in our 2025 Sustainability Management Approach Report. Information on our management approach for all material topics can also be found in the Sustainability Management Approach Report.

In FY22, we reported in alignment with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Updates to our climate disclosures for FY25 are available in the Director's Report of our 2025 Annual Report and on page 42 of this report; however, for our full TCFD disclosure, please see our [2022 Sustainability Report](#).

To provide feedback or ask questions regarding this report and/or Ansell's sustainability performance, please contact:

Catherine Stribley

VP, Corporate Governance,
Social Responsibility & Company Secretary
catherine.stribley@ansell.com

Nora Schiess

Senior Director, Marketing
nora.schiess@ansell.com

Ansell's reporting suite

For further information and context on the topics covered throughout this report, please reference our additional FY25 reports. Ansell's complete reporting suite is available on our website and includes:



2025 Annual Report



2025 Corporate
Governance
Statement



2025 Labour Rights
Report (and Modern
Slavery Statement)



2025 Sustainability Management
Approach Report (which includes
our GRI index)



Click cover to download PDF

Acknowledgement of Country

We acknowledge and respect the traditional lands and cultures of First Nations peoples in Australia and globally. We pay our respects to Elders past and present and recognise First Nations peoples' longstanding and ongoing spiritual connections to land, sea, community and Country. Appreciation and respect for the rights and cultural heritage of First Nations peoples is essential to the advancement of our societies and our common humanity.

Statement from the Managing Director & CEO

At Ansell, we are proud of our 130-year history, encompassing decades of work as a pioneer in bringing safety solutions to the world. Since our founding, we have always focused on the horizon, constantly innovating to meet the emerging needs of our customers while building a company that will thrive long into the future.

Achieving these complementary goals has required us to continually balance sustainability and viability. In other words, to create value for our shareholders, we must be a resilient company; to be a resilient company, we must support and protect our people and our planet.

Over the last year, we continued to pursue ambitious, multi-year targets in three areas:

- Enhancing employment working conditions across our operations and supply chain.
- Reducing our environmental impacts.
- Helping our customers achieve their own sustainability goals.

Our People

To further our commitment to protecting human rights, health and well-being across our operations, we substantially increased the percentage of our workforce adhering to a 60-hour work week from 60% in FY24 to 76% in FY25, while decreasing our injury rate by 16%. We also expanded the number of finished goods suppliers that uphold our labour, health and safety standards from 72% in FY24 to

Since our founding, we have always focused on the horizon, constantly innovating to meet the emerging needs of our customers while building a company that will thrive long into the future.

90% in FY25, extending our priorities deeper into our supply chain. While our Supplier Management Framework has helped us achieve these goals with our larger suppliers, we know there is still progress to make with our smaller suppliers to ensure they are also successful in making this critical progress (please see our [Labour Rights Report](#) for more on this). By embedding these and other practices in how we do business, we are protecting our people, enhancing our reputation as an employer, and serving as a proactive role model in our industry.

Our Planet

In FY25, our renewable energy investments enabled us to achieve a 9% reduction in Scope 1 & 2 emissions and 50% renewables in our energy mix, despite a 12% increase in energy consumption (due to volume). To date, our overall green energy investments have achieved annualised cost savings in excess of USD 10 million. We also signaled our commitment to long-term reductions across our supply chain by submitting our net-zero targets to SBTi, for which

we received approval in July 2025 (see our announcement on page 14).

At the same time, our efforts to reduce water consumption continued to enhance our business continuity in manufacturing regions that are under significant water stress. These achievements go beyond advancing environmental goals—they are also generating significant cost savings for our business.

Our Products

In FY25, 80% of the products we launched featured reduced impacts—from incorporation of low-energy-consumption materials to minimised packaging to enhanced reusability and recyclability. These changes are appealing directly to our customers around the world, who are invested in reducing waste and decreasing their carbon footprints. We are working in partnership with them towards these common goals, backing our sustainability claims with rigorous research and educating them on the impact of their buying choices. This is not only enhancing customer

loyalty, it's creating sales growth and competitive differentiation for our business.

We often face decisions about how best to advance our sustainability goals, and we are firm in our conviction that they must also support our financial objectives. In this report, we show the results of our ongoing sustainability efforts, and to highlight the role that these priorities play in cementing our long-term viability as a company. Reducing costs by enhancing efficiency, conserving critical resources and responding to the needs of our customers is a win-win scenario for Ansell. We look forward to continuing our sustainable success for all our stakeholders and our planet.



Neil Salmon

Managing Director and Chief Executive Officer



About Ansell

LEADING THE WORLD TO A SAFER FUTURE

For over 130 years, Ansell has delivered advanced protection solutions to people at work and at home, keeping them out of harm's way.

As the safety industry evolves, so does Ansell. We help workers and organisations stay two steps ahead of the challenges they encounter keeping workplaces safe and implementing sustainable work practices.

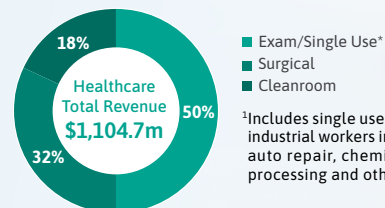
We operate across two business segments:

Healthcare Segment



The Healthcare Segment manufactures and markets innovative solutions for a wide range of customers, including hospitals, surgical centres, dental surgeries, veterinary clinics, first responders, manufacturers, auto repair shops, chemical plants, laboratories and life science & pharmaceutical companies.

The portfolio includes surgical gloves and other operating room consumables, single use and examination gloves¹, and products for life science companies including clean and sterile gloves, garments, and consumables.



- Exam/Single Use*
- Surgical
- Cleanroom

¹Includes single use gloves used by industrial workers in manufacturing, auto repair, chemical, food processing and other industries.

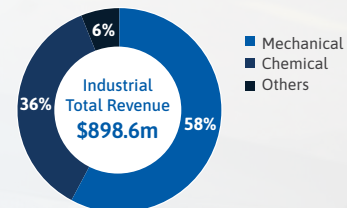
MICROFLEX[®] TouchNTuff[®]
 MICROTOUCH[®] GAMMEX[®] ENCORE[®]
 BioClean[®] KIMTECH[®]

Industrial Segment



The Industrial Segment manufactures and markets high-performance hand, eye and chemical protective clothing solutions for a wide range of industrial applications.

Ansell protects workers in industries including automotive, chemical, metal fabrication, machinery and equipment, food, construction, mining, oil & gas, utilities, logistics, and first responders.



- Mechanical
- Chemical
- Others

HyFlex[®] AlphaTec[®] ACTIVARMR[®]
 RINNERS GLOVES[®] EDGE[®] KLEENGUARD[®]



How we create value

FY25 in numbers

25+

industries served across
Industrial, Healthcare and
Life Sciences sectors

15,000+

employees

No. 1 or 2

position in key
segments globally

~10B

gloves sold per year

1,000+

suppliers

14

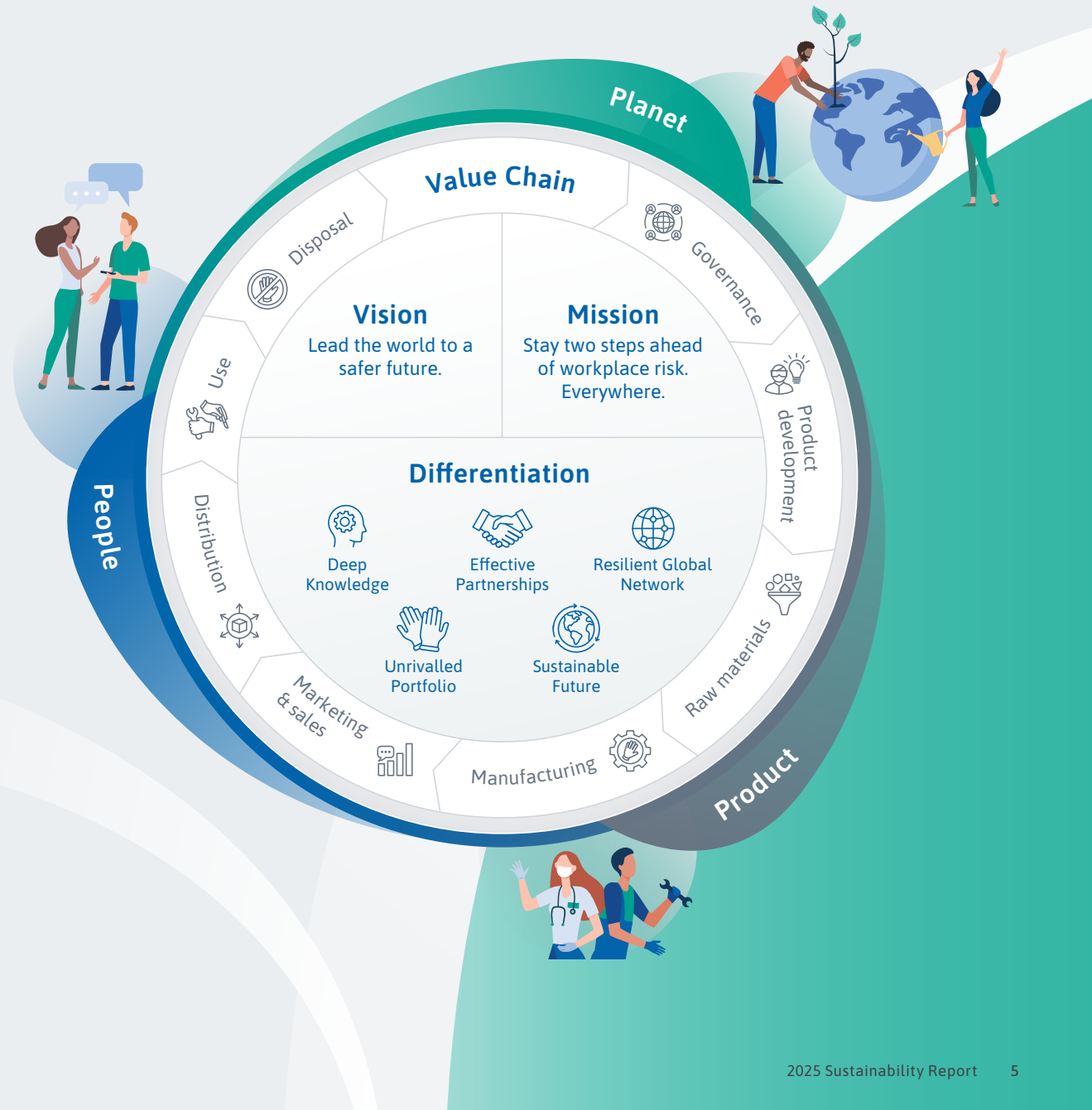
manufacturing
facilities

21

R&D centres

Value creation model

At Ansell, our commitment to sustainability is reflected in our vision, mission and how we operate across the value chain—from governance and product development to delivery and impact.



Our material topics

To inform how we manage, measure and communicate our sustainability performance, we conducted our double materiality assessment (DMA), which builds from our previous materiality assessments.

Our material topics are as follows:

- Employee health and safety
- Labour rights
- Belonging, inclusion and employee engagement
- Community engagement and investment
- Energy and emissions
- Climate risk
- Biodiversity
- Water
- Waste
- Innovation and product stewardship (including product quality and safety)

Our material sustainability focus areas are underpinned by:

- Governance and business ethics
- Stakeholder engagement and sustainability communications

In the coming years, Ansell will be subject to mandatory climate-related disclosures under the incoming Australian Sustainability Reporting Standards (ASRS) and the EU's Corporate Sustainability Reporting Directive (CSRD). CSRD reporting aligns with the European Sustainability Reporting Standards (ESRS), which require companies to engage in a DMA to identify the material environmental, social, and governance (ESG) topics within their business. The DMA assesses ESG topics from two perspectives: inside-out (the company's positive and negative impact on society and the environment) and outside-in (the financial risks and opportunities for the company stemming from ESG topics). Evaluating ESG topics through this dual lens ensures that companies are weighing environmental and ethical responsibility in parallel with actions to increase business resilience and profitability.

From October 2024 to March 2025, Ansell performed its first DMA with the guidance of a third-party consultancy. This included five phases of work:

- **Context mapping:** To understand the business context in which Ansell operates, we evaluated all key activities of the business and mapped our entire value chain. We also developed a list of key stakeholder groups, which includes affected stakeholders and the users of our sustainability

Ansell is a participant in the United Nations Global Compact and supports the role of businesses working alongside governments and civil society to achieve the United Nations Sustainable Development Goals (UN SDGs). Our material topics align with seven UN SDGs.



statements, to determine which aspects of the DMA would require their input. Identified internal stakeholders included representatives of the following departments: Environmental Health & Safety (EHS), Human Resources, Research & Development, Global Packaging, Procurement, Sourcing, Corporate Social Responsibility, Quality Assurance and Regulatory Affairs. External stakeholders included supplier, investor, distributor, and customer/end-user representatives.

- **Development of the shortlist:** Starting from the list of all ESRS topics, we conducted desk research, benchmarking studies and internal stakeholders' workshops to develop a first list of topics most likely to be applicable to Ansell. This step also considered the possibility of adding company-specific topics.
- **Identification and evaluation of Impacts, Risks and Opportunities (IRO):** The list of relevant sustainability matters served as a structure to identify Ansell-specific IROs that could be associated with each sustainability topic. Internal stakeholders were consulted through interviews to identify relevant and specific IROs that cover the entire value chain and to evaluate the IROs on a short- (one year), medium- (between one and five

years) and long-term (more than five years) view, based on ESRS compliant scales of evaluation. The parameters of this evaluation included scale, scope, irremediability, likelihood and impact on financials.

- **External stakeholders' consultation:** We then engaged with key external stakeholders (customers, suppliers and shareholders) to provide their input on our IROs.
- **Validation of final list of material topics:** The final list of IROs and associated material topics was validated by Ansell's Executive Leadership Team (ELT) and Board. To avoid any evaluation bias, the IRO and material topics were challenged through multiple workshops with internal teams, our ELT Sustainability Council and the CEO.

This DMA resulted in 10 material topics substantiated by various IROs. The result aligns with our current material topics, bringing additional details for some topics (e.g. climate risks → climate risks and opportunities) as well as new material topics (e.g. air pollution, business conduct). This outcome confirms the strength and focus of our existing sustainability initiatives and targets. The complete results of this process will be released in our first CSRD report, to be published in 2028.

Achievements and affiliations

Awards



Recognised by **Morningstar Sustainability** on the ESG Regional Top-Rated and Top-Rated Companies Lists for 2025



Awarded **EcoVadis Gold Medal** for being among the top 5% of companies assessed by EcoVadis and among the top 2% in our industry category*



Recipient of **International Safety Awards 2025** with Distinction



Recipient of the **Traceability Distinction** from Mabéo, our French distributor, for leadership in product transparency and sustainability



Honoured with **Top Responsible Supplier** Program Performance Award



Recognised by Frost & Sullivan as **2025 Global Company of the Year** for Sustainability in Hospital Supplies

Partnerships and signatories

United Nations Global Compact

RE100

EP100

Renewable Thermal Collaborative

Responsible Glove Alliance

CDP Supply Chain Member

USAID Corporate Clean Energy Alliance

Workplace Gender Equality Agency Gender Equity Pledge

Task Force for Climate-related Financial Disclosures

Aqueduct Alliance

Science Based Targets initiative

International Union for Conservation of Nature



Employees at our plant in Biyagama, Sri Lanka display recent awards and achievements.

*EcoVadis designated Ansell as part of the 'other manufacturing n.e.c. (nowhere else classified)' industry

Customer success stories



Supporting our customers' goals through our sustainability commitments

Thermo Fisher Scientific, a global provider of products and services to healthcare and the life sciences, has set ambitious sustainability goals to address climate change and sustain natural resources. To achieve this, it is working to achieve net-zero emissions by 2050 by transitioning away from fossil fuels, accelerating the adoption of renewable energy, and engaging with its suppliers to make collective progress.

As one of these suppliers, Ansell has become a valued partner to Thermo Fisher in this climate journey, supporting its goal to ensure 90% of its suppliers set a science-based target by 2027, which we attained in 2024. We are also now a member of the Fisher Scientific channel's Trusted Sustainability Partner program, which identifies suppliers who demonstrate a commitment to protecting the environment by meeting a strict set of criteria.

Thermo Fisher Scientific channel's engagement with our Ansell Earth portfolio is perhaps the best example of our value as a sustainability partner. Ansell Earth features products with environmental benefits backed by data, and those products are enrolled in the Fisher Scientific channel's Greener Choice program. We have also provided additional sustainability value to the Fisher Scientific channel with our RightCycle™ program, enabling our mutual customers to more effectively manage laboratory waste by recycling used PPE.



Driving waste reduction for PEI Surgical

PEI Surgical has supplied medical devices, equipment and consumables to the Irish healthcare market for more than 50 years. Underpinning its dedication to being a responsible, trusted partner are its efforts to decarbonise its supply chain, implement circular economy principles, and achieve zero waste to landfill by 2027.

PEI recognises that deep partnerships with its suppliers are essential to these aims, and Ansell has met the company toe to toe, supporting its sustainability goals through a strong alignment in values and innovative product solutions. Our commitment to environmental stewardship, evident through sustainable packaging initiatives and our Zero Waste to Landfill goal, directly complements PEI's focus on circular economy principles and responsible supply chain practices.

In a meaningful demonstration of our alignment, Ansell partnered with PEI and the marine charity Flossie and The Beach Cleaners in 2025 for a hands-on sustainability initiative. Together, our companies collected 18 kg of marine litter while learning more about micro-plastics and ocean health. This event didn't just clean a beach, it symbolised how supply chain partners and distributors can work together to drive meaningful environmental change.



Elevating supply chain transparency for Lyreco

Lyreco Italy, a national distributor of workplace products and solutions, knows that protecting the planet and people requires everyone's commitment. Its three-pillar sustainability strategy—Planet, People, and Progress—focuses on circular solutions and emissions reduction, inclusive and fair working conditions and responsible innovation and collaboration.

These priorities dovetail perfectly with Ansell's own goals, making us not just a supplier to Lyreco but an active and conscientious partner. Much of our alignment lies in shared initiatives related to emissions, packaging and product performance. For example, Ansell's HyFlex™ 11-842 glove has contributed significantly to Lyreco's goal to generate 90% of revenue through sales of sustainable products.

Ansell and Lyreco also share a deep commitment to improving workplace practices. In fact, Lyreco has identified our actions related to workplace safety and increased representation of women in managerial roles as best practices. It also applauds our focus on verifying our own suppliers to ensure safety, ethical behavior and traceability—a tangible contribution to Lyreco's own goal to build a verified and sustainable supply chain, fulfilling not only customers' expectations but also their global sustainability commitments.

Our global footprint

Ansell Limited is legally domiciled in Melbourne, Australia and listed on the Australian Securities Exchange (ASX: ANN). Our four corporate headquarters are in Melbourne, Australia; Brussels, Belgium; Iselin, New Jersey (US); and Cyberjaya, Malaysia.

We operate 14 manufacturing facilities that produce a wide range of products, with our largest facilities in Malaysia, Sri Lanka and Thailand, and smaller plants in Brazil, China, Lithuania, Portugal, Vietnam and India. We have 22 distribution centres and warehouses located globally to distribute Ansell products across our various markets.

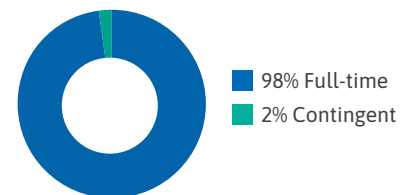
Ansell sources materials and commodities from 1,000+ suppliers in over 29 countries. Our Global Sourcing team selects strategic and key suppliers based on expenditure, criticality to the business and alignment with our core operating principles. We also work with third parties that supply select finished goods, predominantly exam and single-use gloves.

We employ more than 15,000 people in over 55 countries across production and professional services. Our production workforce is primarily comprised of local employees, with a significant migrant workforce in Malaysia and Thailand.

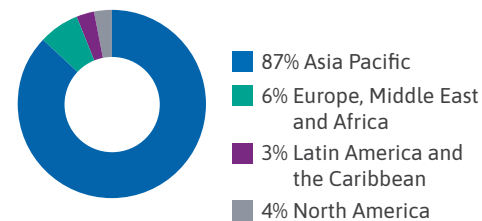


Our workforce demographics

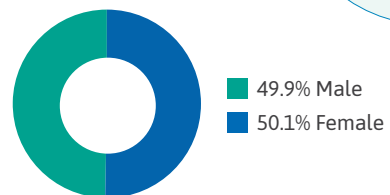
Position



Geographic region

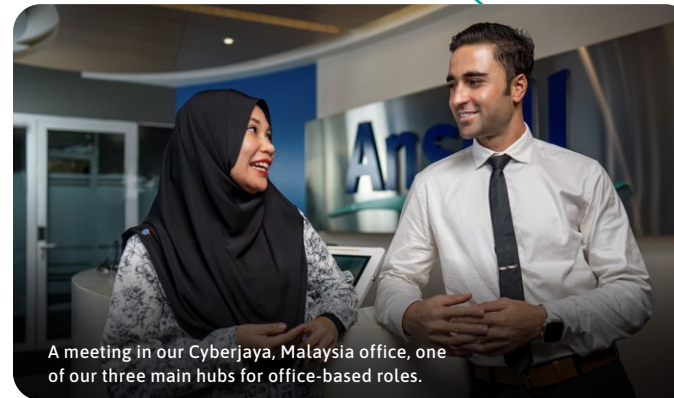


Gender



Our stakeholders

We work closely with our key stakeholders and are committed to maintaining open communication and fostering meaningful dialogue on the issues that matter most to them.



A meeting in our Cyberjaya, Malaysia office, one of our three main hubs for office-based roles.



Turning rejected gloves into something new through careful sorting for recycling at our Sri Lanka plant.

Employees

KEY TOPICS

Health and safety; belonging and inclusion; labour rights; environmental performance; product innovation

OUR APPROACH

We have multiple touchpoints with employees to discuss our sustainability strategies and progress, including town halls, webinars, educational training, inclusion activities and regional networks. Teams set priorities every year based on Ansell's strategy, which include sustainability priorities.

Investors

KEY TOPICS

Social compliance initiatives; carbon footprint reduction strategies; reporting transparency

OUR APPROACH

Sustainability topics are addressed in our investor meetings, including our overall sustainability progress, net-zero commitment, and management of modern slavery risks and labour standards across our operations and supply chain.

Customers

KEY TOPICS

Product health and safety; environmental impact and claims; supply chain transparency; product recycling and end-of-life

OUR APPROACH

Our Sales and Marketing teams host educational webinars and videos and conduct briefings for customers and industry groups on topics such as sustainable supply chain practices, risk assessments and our approach to managing labour rights and modern slavery risks. Customers are increasingly leveraging the Ansell Earth framework to review their portfolios and adapting the criteria in sustainability-related product evaluations.

Suppliers

KEY TOPICS

Compliance with environmental and labour standards and regulations; ethical sourcing and traceability; certification, reporting and audits

OUR APPROACH

We drive progress in our value chain through trainings, briefings, workshops, dedicated working groups and top-to-top engagement, focusing on topics ranging from Scope 3 ambitions to labour rights due diligence. Continuing to evolve our audit standards strengthens our leading approach in our supply chain.

Our sustainability governance model

Ansell's Board of Directors and management have established a culture of integrity, transparency and accountability that permeates our company. Our core values and commitment to operating in line with the highest legal, moral and ethical standards are also embedded in our Code of Conduct.

SUSTAINABILITY GOVERNANCE MODEL

Ansell Board of Directors (the Board)

Oversees and reviews the management, administration and governance of the company, including Ansell's strategy, targets and performance.

Sustainability & Risk Committee (SRC)

Reviews the design and implementation of Ansell's risk management system and monitors Ansell's risk profile against risk appetite. Evaluates and monitors the effectiveness and progress of our sustainability policies, programs, objectives and targets. Targets are set by the Board with guidance from SRC and updates to targets as required are made at least annually to the Board and the SRC. Ultimately, the Board will approve any required updates to targets.

See [Sustainability & Risk Committee Charter](#) for committee roles and responsibilities.

Audit & Compliance Committee (ACC)

Reviews Ansell's financial statements and reporting and ensures disclosures align with TCFD recommendations. Oversees Ansell's external auditors, internal audit and controls and reviews internal audit assessments, including labour and social performance.

See [Audit & Compliance Committee Charter](#) for committee roles and responsibilities.

Executive Leadership Team (ELT) Sustainability Council

Consists of the CEO and all members of the ELT and is responsible for overall development and implementation of Ansell's sustainability strategy, including reviewing progress against strategic sustainability objectives and providing regular updates and recommendations to the Board on decisions that require Board oversight and approval. The CEO and relevant members of the ELT are accountable for ESG performance with an ESG metric linked to remuneration.

People Workstream

Labour Rights Committee

Consists of members of the ELT and functional leads of relevant areas of the business and is responsible for managing modern slavery and labour rights risks in our operations and third-party supply chain.

Chief Human Resources Officer and Chief Operations & Supply Chain Officer

Executes our People Sustainability Strategy and programs related to health and safety, belonging and inclusion, community engagement, the labour rights program and the Supplier Management Framework.

Planet Workstream

Chief Operations & Supply Chain Officer

This workstream executes our decarbonisation strategy as part of our Net Zero Commitment, as well as our water stewardship and zero waste to landfill initiatives, and is responsible for our CDP and TCFD reporting.

Product Workstream

Chief Product & Marketing Officer

Delivers new product innovations, executes our packaging pledge and sustainable product pipeline development. Partners with customers, suppliers and other stakeholders to develop circularity and end-of-life solutions for reduced environmental impact.

Communication & Training Workstream

Chief Product & Marketing Officer

Equips our people with key knowledge on sustainability at Ansell, engages with customers on industry solutions for more sustainable PPE, and communication strategy.

Key FY25 activities of the Board included:

- Monitoring labour standards performance across our internal operations and third-party supply chain, including visits to employee accommodation
- Evaluating our performance against environmental and safety targets to confirm alignment
- Enhancing the Company's sustainability strategy
- Reviewing key sustainability risks and opportunities
- Monitoring sustainable product development pipeline
- Monitoring ESG-related investor ratings
- Attending ad hoc trainings and conferences individually to strengthen their skills
- Receiving briefings on the SBTi process in reference to Ansell Scope 3 target setting

FY25 Board approvals related to sustainability are:

- Approved updates to Belonging & Inclusion Policy, Responsible Sourcing Policy, Supplier Code of Conduct and Labour Standards Policy
- Approved release of FY24 sustainability reporting suite
- Approved update to Product target in respect to new and update products being designed with reduced environmental impact
- Approved the adoption of a Scope 3 target and SBTi Commitment (SBTi verification was received in July 2025. See page 35.)

Further details of our sustainability governance and risk management are in our [2025 Sustainability Management Approach Report](#). See the [2025 Corporate Governance Statement](#) for information on Ansell's approach to governance, committee responsibilities, and the Board skills matrix. Our Board committee charters and corporate policy suite are available on our [website](#).

2040 Sustainability Action Plan

PEOPLE We focus on enhancing the health and well-being of our employees, creating decent and inclusive work environments and reducing inequalities across our operations.

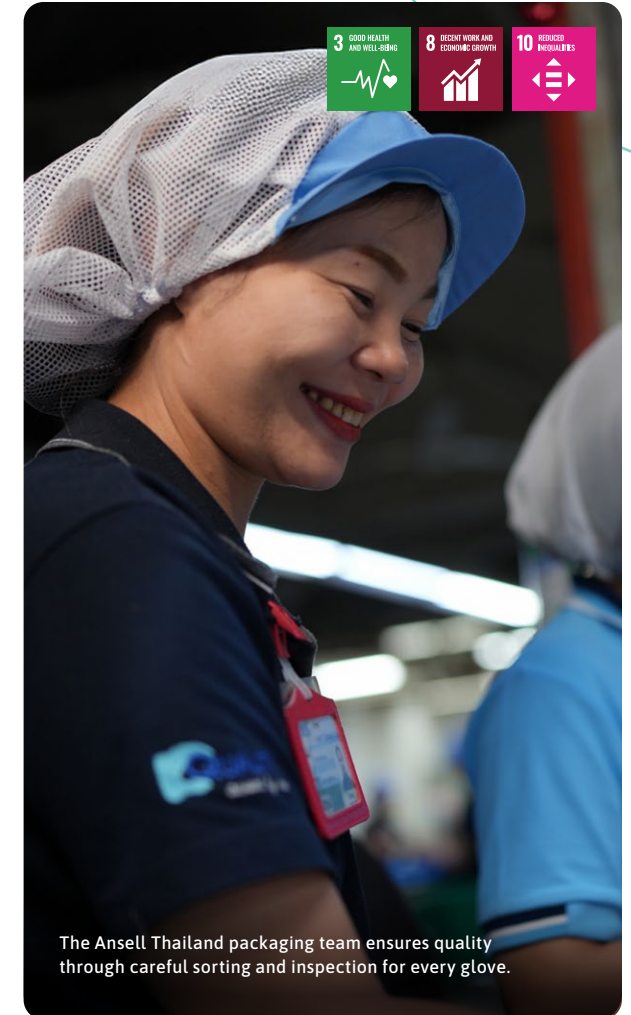
	TARGET	FY25 PROGRESS	FY25 ACTIONS
Safe & respectful workplace	Reduce Total Recordable Injury Frequency Rate (TRIFR) by 10% by FY30 (from baseline 1.170) ^a	<ul style="list-style-type: none"> • 16% decrease in TRIFR (from 0.949 in FY24 to 0.795) • 32% difference vs baseline (1.170) 	<ul style="list-style-type: none"> • Conducted root cause analysis and evaluation in areas of frequent non-compliance and used insights to enhance safety standards across plants. • Launched the Zero On campaign to address unsafe behaviours through enhanced communication, training and active employee participation in identifying and mitigating risks. We continue to seek reductions, with zero injuries as our ultimate goal.
	Achieve an average of at least one safety improvement observation submission per plant employee annually to mitigate unsafe conditions and acts	<ul style="list-style-type: none"> • 3.69 safety observations submitted per employee (1.45 in FY24) • 180% increase in observations submitted (from FY24 to 63,610 submissions) 	<ul style="list-style-type: none"> • Enhanced employee reporting of near misses, unsafe conditions and unsafe acts to increase learning and prevent incident occurrence. • More than doubled our safety observation rate to further improve Ansell's safety culture.
	Make year-on-year progress in implementing 60-hour workweeks across all Ansell plants [†]	<ul style="list-style-type: none"> • 76% of our operational employees are covered by a 60-hour workweek standard (16% increase over FY24) 	<ul style="list-style-type: none"> • Maintained compliance with local laws on working hours and rest days at all plants. • Increased the percentage of our operational employees covered by the 60-hour workweek standard. • Maintained the number of compliant sites (9 out of 14).
	Ensure 100% of direct suppliers meet Ansell's labour, health and safety standards for decent work for their employees by FY27 [‡]	<ul style="list-style-type: none"> • 90% of in-scope finished goods suppliers are rated A or B (18% increase over FY24)[§] • 85% of in-scope raw material suppliers are rated A or B (16% increase over FY24) 	<ul style="list-style-type: none"> • Worked with our supply chain partners to proactively identify and closeout issues, which helped suppliers to implement sound management systems to mitigate recurring non-conformances. • Trained 32 new suppliers on Supplier Code of Conduct.
	Build an inclusive workplace by offering trainings on equal opportunity principles and awareness campaigns, as well as measuring progress and reporting on the global percentage of women in leadership positions	<ul style="list-style-type: none"> • Achieved 84% engagement score in response to survey question: 'I feel like I belong at Ansell.' 	<ul style="list-style-type: none"> • Increased inclusion efforts in recruitment and retention of talent. • Organised activities and events to celebrate historical cultural contributions and strengthen our commitment to workplace inclusion.
	TARGET	FY25 PROGRESS	FY25 ACTIONS
Supporting communities	Respond to the needs of communities with financial and product donations, disaster relief and employee volunteerism	<ul style="list-style-type: none"> • 5,022 pairs of upcycled flip-flops distributed to people in need in multiple countries • 74 recipients of custom Project Joy gloves • Proceeds from 381,216 pairs of special-edition HyFlex glove styles (plus a corporate grant) donated to Australian Indigenous program 	<ul style="list-style-type: none"> • Expanded our humanitarian efforts by supporting disaster relief for Hurricane Helene, the California wildfires, and flood recovery in Poland. • Furthered our commitment to the long-term Project Joy and HyFlex glove charitable projects.

^aThe TRIFR baseline was set as 1.170 in FY23. The baseline is calculated using projected increases in total working hours due to anticipated volume growth and the acquisition of a new plant with a historically higher incidence of injuries.

[†]The maximum 60-hour workweek for operational employees, including regular working hours and voluntary overtime, is informed by the International Labour Organization (ILO) standards on hours of work and weekly rest, and the Ethical Trading Initiative (ETI) Base Code Clause 6.

[‡]Suppliers that are in-scope for Ansell's Supplier Management Framework.

[§]Excludes suppliers for Kimberly-Clark's Personal Protective Equipment business, which was acquired in July 2024. Suppliers have been onboarded onto our Supplier Management Framework (SMF) in FY25 and will be formally assessed in FY26.



The Ansell Thailand packaging team ensures quality through careful sorting and inspection for every glove.

2040 Sustainability Action Plan

PLANET We aim to achieve a zero-carbon future by reducing our fossil fuel dependency, increasing energy efficiency, sending zero waste to landfill, supporting customer waste reduction and building partnerships across our value chain.

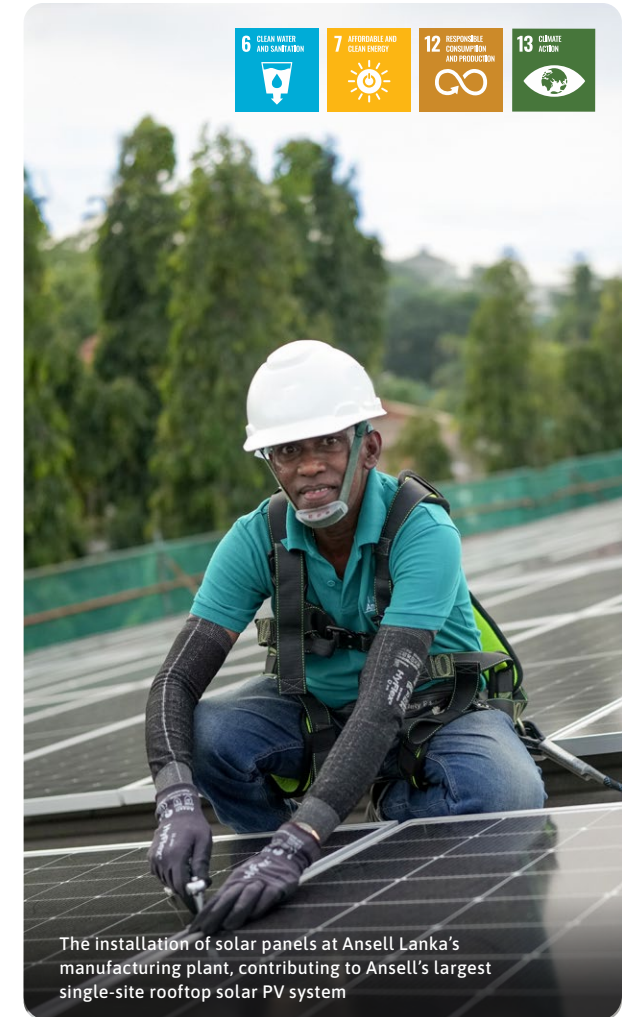
	TARGET	FY25 PROGRESS	FY25 ACTIONS
Zero-carbon future	Achieve net-zero Scope 1 & 2 emissions by FY40 with a near-term target of 42% reduction by FY30 (from FY20 base year) [§]	<ul style="list-style-type: none"> 19% reduction in Scope 1 & 2 greenhouse gas (GHG) emissions from FY20 base year 9% decrease in Scope 1 & 2 GHG emissions (compared to FY24) 50% renewables in our energy mix (41% in FY24) 	<ul style="list-style-type: none"> Submitted net-zero targets for SBTi validation in accordance with the Net-Zero Standard, which was received in early FY26 (see page 35 for our validated targets, which will be reported on in our 2026 Sustainability Report). Decreased absolute Scope 1 & 2 emissions from 250,784tCO₂e in FY24 to 227,904tCO₂e in FY25, despite 12% increase in energy consumption (due to incremental production volume). Returned our renewable energy mix to 50%. After the acquisition of Ansell Seremban, our renewable energy mix had dropped to 41% (FY24).
	Source 100% renewable electricity in plants by FY40	<ul style="list-style-type: none"> 58% of electricity used in plants is renewable 9 out of 14 Ansell plants now consume 100% renewable electricity 	<ul style="list-style-type: none"> Prioritised green energy sourcing from regional grid. Purchased International Renewable Energy Certificates (IRECs) for two additional plants, Ansell Seremban and Ansell Thailand, and continued to purchase IRECs for the remaining plants in Malaysia. Completed installation of Ansell's largest single-site rooftop solar PV system, with a 7.04MW capacity.
	Certify all manufacturing plants to ISO 50001 Energy Management Systems by FY28	<ul style="list-style-type: none"> 7 out of 14 plants certified ISO 50001 	<ul style="list-style-type: none"> Certified three additional plants after detailed mapping of energy sources, establishment of energy governance and accountabilities, trainings, and multiple audits.
	Ensure 90% of suppliers by spend have science-based emissions targets in place by FY30 (new target added in FY26)	<ul style="list-style-type: none"> 77 suppliers engaged on SBTi 104 suppliers onboarded onto the CDP Supply Chain Program 	<ul style="list-style-type: none"> Throughout FY25, we expanded supplier engagement on emissions reduction target setting. In early FY26, we received SBTi validation of new Scope 3 emissions reduction targets, which Ansell will report progress on in our 2026 Sustainability Report (see page 35 for our validated targets).
	TARGET	FY25 PROGRESS	FY25 ACTIONS
Conserve natural resources	Reduce water withdrawals by 35% by FY27 (from FY20 base year) [†]	<ul style="list-style-type: none"> 3% increase in water withdrawals (compared to FY24) with 16% increase from FY20 base year 	<ul style="list-style-type: none"> Made progress on activating RO systems after addressing water quality issues, and remain committed to meeting our target as we make further investments in water efficiency and recycling systems.
	Achieve Zero Waste to Landfill (ZWL) for all manufacturing plants [‡]	<ul style="list-style-type: none"> All 12 Ansell plants in operation when this goal was established have been certified, and our two newer plants are now working on certification 99.81% of waste generated at Ansell certified plants was diverted from landfill[‡] 	<ul style="list-style-type: none"> Made progress on ZWL certification efforts at two remaining sites—Ansell India and Ansell Seremban—by sharing knowledge from certified sites.
	Improve environmental stewardship to reduce impacts on natural resources	<ul style="list-style-type: none"> 70% of biomass used to fuel hot water generators (HWGs) at our Sri Lanka and Thailand plants is certified under national sustainable biomass sourcing standards[§] 	<ul style="list-style-type: none"> Collaborated with local partners to identify reliable, sustainably sourced biomass suppliers that meet our operational needs. Strengthened compliance with the EU Deforestation Regulation by investing in traceability software and engaging suppliers of natural rubber latex.

[§]In line with SBTi Corporate Net-Zero Standards and Guidance.

[†]At the time of acquisition, Ansell Seremban had a fully operational RO system and had already achieved the RO water usage target Ansell set for our plants. Therefore, our overall FY20 base year and FY25 metrics for water withdrawals exclude this site.

[‡]FY25 waste metrics exclude Ansell India and Ansell Seremban.

[§]Biomass used to fuel HWGs is certified under Sustainable Produced Fuel Wood Certification standard (SLS 1551:2016) at Ansell Lanka, and certified under BRSC (BECIS Responsible Sourcing Criteria) at Ansell Thailand.



The installation of solar panels at Ansell Lanka's manufacturing plant, contributing to Ansell's largest single-site rooftop solar PV system

2040 Sustainability Action Plan

PRODUCT We strive to lower the impact of our products by using less fossil fuel based, incorporating more recycled and bio-based content, increasing product durability, and improving end-of-life treatment by enhancing recycling, reuse, or composting of our products and packaging.

	TARGET	FY25 PROGRESS	FY25 ACTIONS
Material & process innovation	Design 80% of new and updated products with reduced environmental impact by FY26 [†]	• 80% of products launched in FY25 featured reduced impacts	<ul style="list-style-type: none">• Relaunched MICROFLEX™ LIFESTAR EC™ as an accelerator-free exam glove.• Expanded work begun in FY24 to incorporate more recycled yarn material into the HyFlex™ mechanical glove styles.• Adopted low-energy-consumption nitrile butadiene rubber (NBR) grades.• Made investments in increasing product durability.• Expanded RightCycle to more customers as we qualified top-selling products in the BioClean™ cleanroom portfolio and the entire safety eyewear and goggles category.• FY26 goal to achieve a 20% increase in customer landfill waste diversion through RightCycle as we expand capability and capacity.
	Ensure 100% of packaging material is recyclable, reusable or compostable by FY26 [‡]	99% of Industrial and 100% of Healthcare's outer case and inner dispenser packaging is recyclable, reusable or compostable. [§]	<ul style="list-style-type: none">• Completed a transition from plastic-coated U-shaped inserts and polybags to strong, lightweight, and recyclable paper bands.• Introduced a vacuum pack to minimise packaging materials in our SMART Pack™ format.• Continued replacing individual polybags with bulk packaging where suitable.

[†]Made using less fossil-based material and more recycled or bio-based material when compared with gloves of a similar make.
[‡]Excludes packaging for some products used in food manufacturing, sterile or cleanroom environments which require specialised packaging to prevent contamination of work environments.
[§]FY25 metrics excludes packaging data for recently acquired brands or country-specific products, which will be assessed and reported in the 2026 Sustainability Report.

Ansell receives SBTi validation of emissions targets

In July 2025, our near-term and net-zero emissions reduction targets were officially approved by the Science Based Targets initiative (SBTi). This validation confirms that our climate goals are grounded in the latest climate science and are consistent with the Paris Agreement to limit the global average temperature increase to 1.5°C above pre-industrial levels. Our targets cover Scope 1, 2 and relevant Scope 3 emissions and support our commitment to reaching net-zero greenhouse gas emissions by FY45. See page 35 for our official SBTi targets, which we will begin reporting against in our 2026 Sustainability Report.

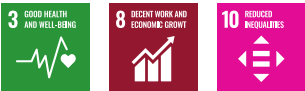


Our best cut sleeve, now made green — the HyFlex 11-280 is crafted with a minimum of 20% recycled materials.

PEOPLE

We focus on enhancing the health and well-being of our employees, creating decent and inclusive work environments and reducing inequalities across our operations.

CONTRIBUTION
TO THE
UN SDGs



IN THIS
SECTION

- 16 Employee health and safety
- 20 Labour rights
- 25 Our employee experience
- 29 Community engagement and investment



Employee health and safety

In FY25, we strengthened our approach to workplace safety, achieving a reduction in injuries and enhancing engagement around safe behaviors.

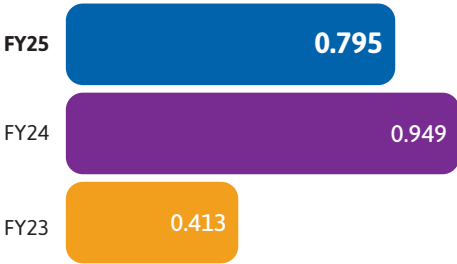
Supported by strong leadership and embedded in daily practices, our safety culture continues to protect employees and empower them to speak up, act responsibly, and look out for one another.

PROGRESS AGAINST TARGETS



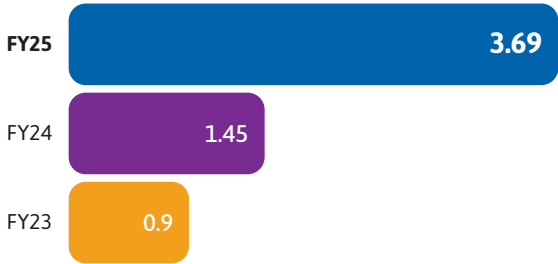
Reduce Total Recordable Injury Frequency Rate by 10% by FY30²

Total recordable injuries per million hours worked



Achieve an average of at least one safety improvement observation submission per plant employee annually to mitigate unsafe conditions and acts

Average number of safety improvement observations submitted per plant employee



²The TRIFR baseline was set as 1.170 in FY23. The baseline is calculated using projected increases in total working hours due to anticipated volume growth and the acquisition of a new plant with a historically higher incidence of injuries.

Ansell remains firmly committed to continuous improvement as we pursue our goal of zero workplace accidents. Ansell’s 5-Point Safety Charter and EHS framework guide our health and safety management system, global standards for High-Risk Tasks (HRTs) and Core Operating Procedures, which apply to all employees, contractors and visitors.³

To build a safety culture within the workplace, we also invest in the training and empowerment of our employees, equipping them with the knowledge and tools necessary to actively engage in risk control and hazard prevention. Our commitment extends beyond our direct employees to include our contract workforce, regular contractors and external personnel who contribute to our operations.

In FY25, we reduced both medical treatment and lost time injuries, reflecting our continued progress overall in making our workplaces safer. Our TRIFR fell from 0.949 in FY24 to 0.795, and our Lost Time Injury Frequency Rate (LTIFR) declined from 0.503 to 0.273.⁴

We also further focused on reporting risks such as near misses, unsafe conditions and unsafe acts across our locations in FY25 so employees could continue to learn how to prevent incidents before they occur. This resulted in a leading indicator rate of 3.69 average observations submitted per plant employee (compared to 1.45 in FY24). This reflected a significantly increased level of engagement that not only supported compliance but also enhanced the overall responsiveness and effectiveness of our EHS management systems.

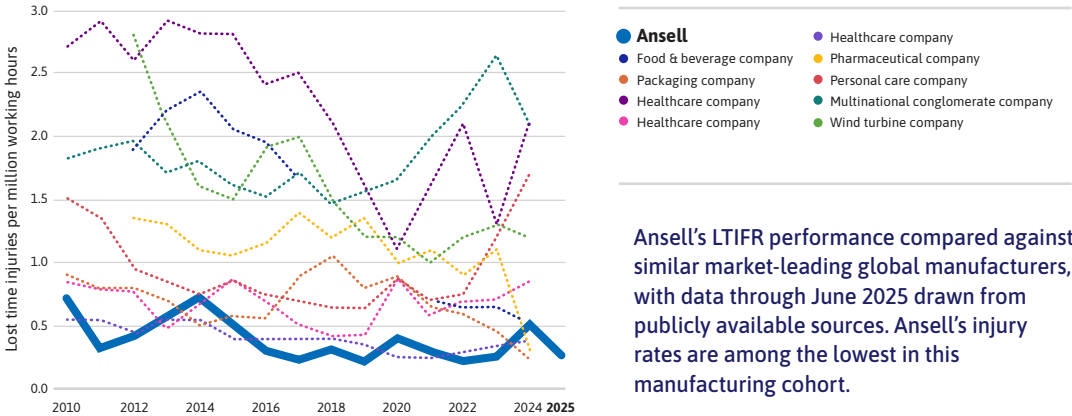


An employee wears proper PPE while working the latex mixing station in the Ansell Thailand plant.



16% reduction
in TRIFR from last year

Ansell lost time injury frequency rate comparative performance



Ansell’s LTIFR performance compared against similar market-leading global manufacturers, with data through June 2025 drawn from publicly available sources. Ansell’s injury rates are among the lowest in this manufacturing cohort.

1,100 consecutive safe days in Vietnam

Employees at Ansell Vietnam celebrate 1,100 consecutive days of zero safety incidents at the plant since June 25, 2022—equivalent to 5.5 million safe work hours. In the past three years, plant employees have improved safety awareness through weekly Gemba walks, monthly safety discussions, daily safety mini-games and regular workplace safety audits.



“This achievement is a testament to the dedication, shared responsibility and collective pride of every employee at Ansell Vietnam. Here, safety is not merely a priority; it is a core value embodied in our daily actions.”

—Pham Tai Tue, EHS Manager

³Ansell’s safety management system meets US Occupational Safety and Health Administration (OSHA) and Australian regulatory requirements.
⁴TRIFR are calculated as lost time injuries and medical treatment injuries per million hours worked. LTIFR are calculated as lost time injuries per million hours worked.

Zero Harm program

The foundation of our approach to risk management and hazard prevention is our Zero Harm program, launched in FY24, which engages all plant employees in identifying potential safety issues and developing solutions. The program empowers them to reduce the risk of harm by embracing the concept of *failing safely*. This includes failures resulting from poor communication, unacknowledged near-miss reports or performing tasks without proper PPE. The Zero Harm program teaches employees to address the latent conditions that lead to these failures, improve behaviour and develop plans to minimise injuries when adverse events occur. Zero Harm has three main focus areas: **Consistency, Resilience and Cultural Transformation.**

63,610

safety observations received from employees

+180%

safety observations submitted from FY24

100%

of operations completed AnsellGUARDIAN assessments

Consistency: Build on organisational successes and strengths

Identifying workplace risks early allows us to eliminate them before they cause harm. Using the same safety audit approach highly valued by our customers, all plants completed AnsellGUARDIAN™ assessments to help our employees understand PPE compliance and mitigate injury risks. Our employees are in a unique position to further this goal, capturing insights as issues emerge and sharing ideas to enhance our safety performance. We ask all plant employees to contribute at least one improvement observation per year to mitigate near misses, unsafe conditions and unsafe acts. In FY25, we received 63,610 submissions from employees, an increase of 180% compared to 22,737 received in FY24.

ZERO ON Campaign: In FY25, we prominently launched the Zero On campaign at all sites to address unsafe behaviours through better communication and training. This campaign reinforced a safety-first mindset and encouraged active employee participation in identifying and mitigating risks, significantly contributing to a reduction in unsafe acts.

Resilience: Ensure the organisation at all levels has the right mindset about environment, safety and health

We have incorporated a science-based Human and Organisational Performance (HOP) approach to incident investigation and mitigation. Built on employee insights and leadership learning, the approach unearths conditions and behaviours underlying safety incidents to help employees and managers understand how they can result in accidents. It enables us to address the context that drives risk behaviours and mistakes, rather than correcting incidents in isolation. At the same time, our Behaviour Observation System (BOS) identifies behavioural issues at sites and promotes the necessary actions to correct them.

Learn Once, Learn Everywhere: When a risk is identified during monthly reviews at one manufacturing site, a 90-day countdown begins to share the findings with other Ansell sites, ensuring the information is promptly received, reviewed and assessed for effectiveness.



EHS team members at Ansell Thailand assess waste management systems.

Cultural transformation: Educate organisational leaders on how to create safer working environments

Our daily engagement activities and existing safety methodologies, such as Gemba walk, learning teams, and leading indicator reporting, are all now integrated into the EHS pillar of our Ansell Production System (APS). To further our cultural transformation, in FY25 we conducted site-specific workshops on the Incident Elimination Daily Management System (IE DMS), focusing on the most critical tools for reducing safety incidents and actively engaging employees in identifying risks and implementing corrective and preventive actions. We also introduced the upgraded Safety, Observation, Training, Engagement, Reporting, Investigation and Action system (SOTERIA) in FY25, providing employees with a more efficient platform

Gemba Walk

The Gemba approach actively involves employees in monitoring existing controls, uncovering latent conditions and then determining underlying causes of unsafe behaviours. It includes both General Gemba, with teams conducting walks in targeted areas to address gaps and mitigate risks, and Focused Gemba, which zeroes in on high-risk tasks. Both approaches proactively identify gaps and create opportunities to close them, ultimately enhancing site performance as measured by leading indicators.

for reporting EHS-related incidents. This streamlines the tracking and analysis of EHS data, improving overall utilisation. The upgrade includes a mobile app, which we expect to enhance employee engagement, leading to an increase in leading indicator reporting and more effective follow-up on corrective actions. In FY26, we will begin testing the app at our plants.

High-risk tasks

Ansell strongly emphasises enhancing employee safety related to HRTs and continuously reassesses both the factors contributing to HRT incidents and our strategies for addressing them. In FY25, we reviewed and enhanced uniform adoption of our HRT safety procedures across the company, following our Global Environmental Health and Safety team’s (GEHS) completion of comprehensive assessments and evaluations of processes and controls to prevent accidents related to HRTs.

During the assessment, cutting tool safety was identified as a key priority in FY25 to mitigate risks associated with handling sharp objects. We focused on the adoption of consistent guidelines and data reporting, while promoting the sharing of lessons learned across plants. In addition, we established regular touchpoints between the GEHS teams and site EHS representatives. This approach facilitated the rapid identification and resolution of safety concerns, reinforcing adherence to established safety protocols.



Project Engineering team member overseeing solar panel installation on the rooftop of the Ansell Sri Lanka manufacturing plant.



Sharing safety practices with our contractors in Sri Lanka

During a recent large-scale solar installation project at Ansell Lanka, the contractor learned about our safety standards for working at heights, including how to properly use fall protection equipment. Our plant teams also shared Ansell’s safety management procedures, such as risk assessments, safety trainings, emergency preparedness and tracking safety performance.

Together, we were able to complete a large project without any harm to Ansell or contractor employees. The contractor continued these safe practices at other workplaces, protecting their employees and using performance data and safety protocols to demonstrate to future clients how they prioritise safety.

This is just one example of how Ansell Lanka has actively elevated workplace standards in its community by sharing its safety knowledge and expertise with local companies.

Labour rights

Respect for labour rights and fair treatment of all individuals involved in our business remain central to how we operate.

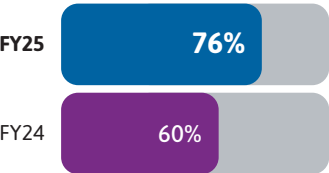
This year, Ansell drove improvements against targets related to working conditions for more employees in both our own manufacturing sites and those of our suppliers. Through strong governance and regular engagement across our value chain, we continue to foster environments where people are treated with dignity and respect.

PROGRESS AGAINST TARGETS



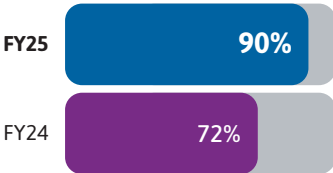
Make year-on-year progress in implementing 60-hour workweeks across all Ansell plants⁵

% of Ansell workforce observing and practicing maximum 60-hour workweeks

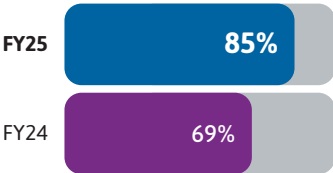


Ensure 100% of direct suppliers meet Ansell’s labour, health and safety standards for decent work for their employees by FY27⁶

% of finished goods suppliers that meet Ansell's standards (rated A or B)⁷



% of raw material suppliers that meet Ansell's standards (rated A or B)⁸



⁵The maximum 60-hour workweek for operational employees, including regular working hours and voluntary overtime, is informed by the ILO standards on hours of work and weekly rest, and the ETI Base Code Clause 6.

⁶Suppliers that are in-scope for Ansell’s Supplier Management Framework.

⁷Excludes suppliers for Kimberly-Clark’s Personal Protective Equipment business, which was acquired in July 2024. Suppliers have been onboarded onto our SMF in FY25 and will be formally assessed in FY26.

⁸Raw material suppliers of packaging, yarn and liners, latex and chemicals.

Across our operations and supply chain, Ansell upholds high standards of dignity, fairness and respect in the workplace through a robust framework of policies, practices and management systems. In FY25, we made notable progress in enhancing our mechanisms to support the well-being of our employees and the individuals employed by the suppliers we work with, while strengthening our ability to identify and address emerging issues and risks in a timely and effective manner.

Employee support

Ansell is committed to advancing programs, policies and practices that enhance the lives of employees in our own operations as well as those who work for suppliers across our value chain.

Progressing standards on working hours

All Ansell manufacturing sites comply with local labour laws. In addition, we offer employees at least one rest day per week and ensure that any overtime is strictly voluntary. We require the same compliance from our suppliers. To align with international best practices on working hours, Ansell has committed to transition all Ansell-operated plants to a maximum 60-hour workweek.⁹ While the number of compliant sites—9 out of 14—did not change in FY25, the proportion of our operational employees covered by the standard increased by 16% to 76%. This reflects

encouraging progress, as more individuals are now working within the target work hour limits. We continue to navigate the challenge of implementing this change while responding to increasing demand and maintaining the high quality our customers expect of Ansell products.

Our experience navigating this challenge in our own plants has given us the knowledge and credibility to engage with our suppliers on the issue. While 90% of finished goods and 85% of raw materials suppliers in-scope of our SMF currently meet Ansell’s standards on labour rights, non-conformances related to excessive overtime and inadequate rest days are historical systemic issues that require enhanced engagement with our remaining high-risk supply chain partners. Through self-assessment questionnaires and direct supplier engagement, we identified 53 high-risk suppliers who provided their



On the production floor at Ansell, every team member is properly trained and equipped with PPE to ensure safe and efficient glove manufacturing.

commitment to work towards full compliance with local laws on working hours. As of the end of FY25, approximately 68% of these suppliers had established the necessary policies and systems to uphold our standards. The remaining suppliers require more time and resources to address issues, which they plan to complete in FY26.

Freedom of association

Ansell respects the right to freedom of association and collective bargaining. Without exception, our employees have the right to join or form trade unions of their own choosing and to bargain collectively. We have a Freedom of Association and Collective Bargaining Policy on a site-by-site basis that reflects national laws and draws on our group-wide commitment set out in our Labour Standards Policy. All Ansell migrant employees also have the option to access collective representation.



An employee at our Ansell Thailand plant operates a drying oven.

As of the end of FY25, operational employees at 13 out of 14 plants are covered by employee committees, employee-appointed representatives, unions and / or collective bargaining agreements, representing more than 98% of all operational employees. These forums have played a key role in helping us maintain positive working relationships and open communication across all Ansell manufacturing sites.

⁹The maximum 60-hour workweek for operational employees, including regular working hours and voluntary overtime, is informed by the ILO standards on hours of work and weekly rest, and the ETI Base Code Clause 6.

Monitoring and engagement

Ansell aims to lead the industry in advancing workers' rights. We continuously strengthen our labour rights monitoring and engagement framework to improve working conditions across our operations and supply chain.

Our audit program

Third-party audits provide an independently assessed point-in-time snapshot of working conditions at Ansell's manufacturing plants and supplier sites. Audit frequency is based on inherent risk levels and findings from previous audits, with a particular focus on risks related to the employment of migrant workers, including potential indicators of forced labour.

SMETA & WRAP audits

In past years and at the start of FY25, Ansell utilised Sedex Members Ethical Trade Audits (SMETA) to perform audits at many of our own plants, as well as those of our suppliers. These audits were conducted by independent, accredited third-party auditors using the SMETA four-pillar framework, which encompasses Labour, Health and Safety, Environment and Business Ethics.¹⁰

In November 2024, we began transitioning from SMETA to the Worldwide Responsible Accredited Production (WRAP) certification as our primary audit platform. As the world's largest independent certification program specialising in apparel, footwear and sewn products, WRAP is also recognised for its thorough evaluation of labour practices, health and safety standards, environmental compliance, ethical business practices and customs and security compliance. The shift to WRAP takes advantage of emerging audit standards to help us continuously identify new areas for improvement and reduce audit familiarity by evolving our audit programs. Similar to SMETA, WRAP also aligns with the ETI Base Code, with the added advantage of seamlessly adhering to the audit guidelines of the Responsible Glove Alliance, providing a valuable certification that helps our customers assess their supply chains.

To support the transition to new WRAP audit methodologies, we conducted extensive implementation training at our plants and ten training sessions for over 500 supplier representatives. This proactive engagement

strengthened our suppliers' understanding of WRAP audits and streamlined the process of registering for certification. For more information about our transition to WRAP certification, please see our [2025 Labour Rights Report](#).

Forced Labour Indicator audits

Ansell supplements our WRAP audits with Forced Labour Indicator (FLI) audits, a comprehensive and stringent assessment. Every plant is required to undertake an FLI audit at least once, with subsequent FLI audits utilised to fulfill customer requirements or on an as-needed basis for plants with high risk or significant operational changes. During these audits, sites are required to provide evidence to auditors that no indicators of forced labour are present.¹¹ FLI audits use a red, orange, yellow and green flag system based on the 11 ILO FLIs,¹² with the presence of one or more red flags indicating and increased risk that requires further investigation and action.



Our durable HyFlex 11-754 cut protection gloves are touchscreen compatible.

500+ supplier representatives trained on new WRAP audit

¹⁰This framework references the ETI Base Code, ILO standards and relevant local laws.

¹¹For further details on the requirements of the FLI audit program, see Ansell's [2023 Labour Rights Report](#), page 29.

¹²For more information on the 11 ILO FLIs, visit ILO.org.

Assessing supplier performance

Audit outcomes are one of several factors used to evaluate suppliers’ compliance with our Supplier Code of Conduct. All 119 SMF in-scope suppliers are assessed and assigned a rating from A to D (low to high risk) based on our performance criteria. To strengthen standards and promote responsible practices across our supply chain, we have set a target for 100% of our direct in-scope suppliers to achieve an A or B rating by FY27, demonstrating that they meet Ansell’s labour, health and safety expectations and provide decent work. By working with our supply chain partners, we progressed significantly on the elevated standards we introduced in FY24, with 90%¹³ of finished goods suppliers and 85%¹³ of raw material suppliers rated as A or B. The percentage of finished goods suppliers rated A or B increased from 72% to 90%¹³, and raw material suppliers improved from 69% to 85%¹³ after we onboarded 13 new raw material suppliers, showing efforts by Ansell and our supply chain partners to proactively identify and close out issues as well as implement sound management systems to mitigate recurring non-conformances. Notably, 17% of assessed suppliers improved from C ratings to B ratings.¹³

Grievance management

We recognise that raising workplace concerns can be challenging—particularly when power dynamics are at play. At our Ansell facilities, we are committed to creating an environment where all employees, especially those from vulnerable groups such as migrant employees, feel safe to speak up. To support this, we offer a range of grievance reporting mechanisms, including secure and anonymous channels. Our no-retaliation policy further reinforces that employees can raise concerns in good faith without fear of adverse consequences.

Channels for sharing feedback with HR are available at each site, and include internal options such as Gemba walk, HR Shopfloor Corner, Town Hall meetings and emailing or talking to plant managers and supervisors directly. In addition, we offer the Ansell Compliance Hotline, which is managed by an independent third party and can be accessed via a QR code that is posted throughout each plant. Callers to the hotline can remain anonymous, and the service is available to all Ansell stakeholders, including suppliers and contractors, in multiple languages. Alternate hotlines designed to be even more convenient for



Members of our R&D team discuss material analysis in our Cyberjaya office.

our operational employees to access are available at six plants across Malaysia and China. These hotlines are managed by Lloyd’s Register Quality Assurance (LRQA), a leading independent global assurance and risk mitigation partner, and can be accessed through a toll-free phone number, WhatsApp or Facebook Messenger. Our Supplier Code of Conduct requires that suppliers also offer and maintain effective grievance mechanisms to encourage reporting without fear of retaliation. For suppliers that are in-scope for our SMF audit program, audit findings

related to grievance mechanisms are reviewed regularly to ensure the timely closeout of findings. We also hold awareness sessions for new suppliers or to refresh existing suppliers on the importance of effective grievance mechanisms and share Ansell’s implementation and investigation approach, as outlined in our Global Grievance Policy. This year, 32 new suppliers attended our topic-specific sessions.

¹³Excludes suppliers for Kimberly-Clark’s Personal Protective Equipment business, which was acquired in July 2024. Suppliers have been onboarded onto our SMF in FY25 and will be formally assessed in FY26.

Recruitment fee remediation

In the manufacturing sector, the widespread and unethical practice of charging recruitment fees can result in debt bondage—a form of forced labour that disproportionately impacts vulnerable groups. At Ansell, we recognise the harm caused by these practices and are vigilant in preventing them. Whenever we discover that Ansell employees or workers employed by our suppliers have paid recruitment fees, we act. We begin by engaging directly with the affected workers, conducting an independent investigation to confirm that fees were paid and, if so, how much. We then implement industry best practices to ensure restitution, including seeking independent verification to confirm all payments were disbursed and workers' needs have been properly addressed.

Remediation at our plants

In 2019, Ansell introduced a Zero Recruitment Fee policy—one of the first in our industry—and began reimbursing migrant employees at our Malaysian facilities for fees paid to recruitment agents in their home countries. We completed this initiative in 2021 and in 2023, expanded our assessment to former migrant employees no longer employed by Ansell at the time of review. This resulted in reimbursement to 218 additional employees. LRQA then conducted interviews with former employees and confirmed that our remediation efforts were carried out in accordance with industry best practices.

Later in 2023, we expanded our focus to our Thailand plant, where on-site audits also uncovered instances of recruitment fees paid by contract workers. After unsuccessful attempts to facilitate reimbursement through the contract

supplier, including providing funding for remediation (for which the reimbursement status was not transparently disclosed to Ansell) we escalated our approach to remediate the issue more rapidly. We launched an initiative to transition more than 1,000 contract production workers to direct employment with Ansell, enabling fee remediation and giving us the ability to address other labour concerns. In January 2025, we completed these reimbursement payments, and a subsequent WRAP audit found no further indicators of debt bondage at the site.

Applying lessons to our supply chain

In 2023, Ansell began leveraging our operational experience in recruitment fee remediation to help our suppliers address this issue. Following a successful first wave with finished goods suppliers—resulting in reimbursements to approximately 19,000 people totaling over USD

30 million—we extended our efforts in 2024 to packaging suppliers, which identified over 750 individuals needing remediation. In FY25, we expanded our due diligence once again to include yarn and natural rubber latex suppliers, and new suppliers resulting from our acquisition of Kimberly-Clark's Personal Protective Equipment business. These efforts led to 285 workers receiving fee reimbursements. To enable reimbursements by suppliers facing financial barriers, we provided advance payments on future orders.

To maintain compliance, we regularly engage with suppliers to ensure they are upholding our recruitment policies, as stated in our Supplier Code of Conduct. To date, 93% of SMF in-scope suppliers that underwent formal recruitment fee assessments—through either third-party audits or self-assessment questionnaires—successfully completed both due diligence and remediation. The remaining suppliers are establishing remediation procedures and are committed to completing the process within the next two years, which will be overseen to completion by an Ansell working team.

While almost all of Ansell's larger and more established supply chain partners have controls and audits to manage risks related to unethical recruitment practices that persist in Asia, we recognise these practices remain prevalent among

Our packaging team in Sri Lanka manually packs gloves using strong, lightweight and recyclable paper bands.



smaller and less-resourced suppliers. This year, Ansell became aware of labour rights compliance issues at our ceramic former suppliers, and as part of the corrective actions underway, we have agreed timelines for reimbursement of recruitment fees. Read more in our [2025 Labour Rights Report](#). In our commitment to scaling responsible recruitment practices across our value chain and advocating for broader industry reform, our goal remains clear: No worker in Ansell's supply chain should ever have to pay for an opportunity to work.

Our employee experience

Ansell recognises the importance of cultivating engagement, belonging and inclusion. FY25 employee survey results showed a clear improvement in sentiment across these areas.

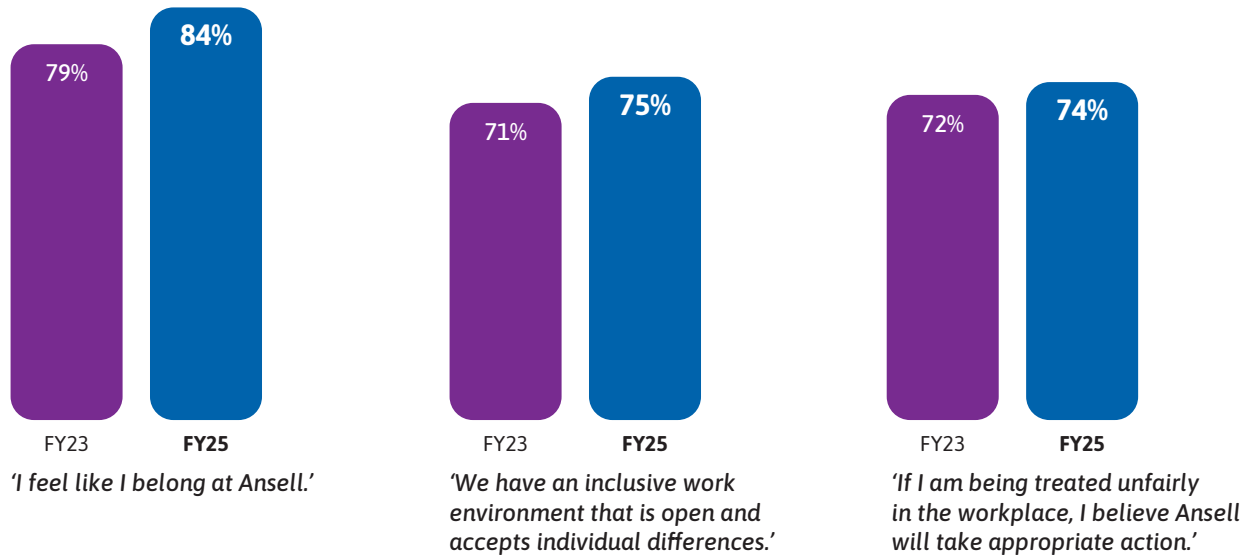
We believe that this continued focus on supporting our people is key to our business success—empowering employees, fuelling innovation and decision-making and strengthening attraction and retention for long-term growth.

PROGRESS AGAINST TARGET



Build an inclusive workplace by offering trainings on equal opportunity principles and awareness campaigns, as well as measuring progress and reporting on the global percentage of women in leadership positions.

Engagement survey results on belonging & inclusion-related questions



Over the last two years, we have taken meaningful steps to strengthen the employee experience at Ansell. We introduced our updated vision, mission and PRIDE values to reinforce a shared sense of purpose and simplified our organisational structure to support faster decision-making and clearer accountability. We invested in tools to enhance collaboration and efficiency across the business and prioritised communication and transparency with more open dialogue through town halls and leadership updates. We improved workplace environments and also expanded learning and development opportunities. Finally, we launched recognition programs tied to our PRIDE values to celebrate the contributions of our colleagues and foster a culture of appreciation and belonging. By embracing differences, providing opportunities for growth and supporting well-being, we have created a culture of connection that fosters respect, collaboration and shared purpose.

Global engagement survey

We regularly measure employee engagement and its drivers to gain valuable insights into the employee experience in areas such as leadership, growth opportunities and work-life balance. Our biennial survey helps us identify areas of strength and opportunity and gives employees a voice in making Ansell a great place to work.

In 2025, 95% of employees participated in our survey, and 76% overall reported feeling engaged—a 9-point improvement over 2023 and the highest employee engagement rate in the last ten years. A breakdown of these results showed that engagement for our production workers increased 9 points to 79% and improved by 8 points

to 66% for our professional employees, placing our results well above industry benchmarks, which have remained flat for the past five years. The survey areas with the largest gains included those covering benefits plans and perceptions of Ansell’s future and long-term success.

New analyses added to the survey this year established that newly integrated employees through acquisition had comparable engagement (66%) to the broader organisation while our migrant employee population in the APAC region had very high engagement (92%), highlighting not only our successful integration efforts, but also our respectful treatment of all migrant employees. We

P

We have **PASSION** for our purpose

R

We are a **RELIABLE** partner to our customers

I

We act with **INTEGRITY**

D

We **DELIVER** what we promise

E

We thrive in **EMPOWERED** inclusive teams



76%

overall engagement rate reported in FY25, highest engagement rate in the last 10 years

also introduced a new index aligned with the PRIDE values that showed 78% of employees expressing a favourable view of these priorities.

Key to our engagement commitment is the actions we take on the results. In 2025, 67% of colleagues agreed that effective actions were taken after the last survey, and we will continue that practice following this survey. Action plans are rolled out at the company-wide and individual team levels. We will address employee concerns across three priority areas: (1) optimising decision-making at all levels, (2) employee well-being, and (3) continuing the operationalisation of Ansell’s strategies.

Cultivating belonging & inclusion

Ansell is committed to building a workplace where everyone feels a genuine sense of belonging and inclusion (B&I). We believe that when colleagues feel respected and empowered to bring their whole selves to work, they are more engaged, innovative and inspired to contribute to our shared success. By welcoming a range of perspectives and ways of working together, we are creating a workforce that better reflects the geographies and customers we serve, while making sure that everyone feels seen, heard and supported.

Supporting gender inclusivity

As a result of Ansell's continued focus on cultivating an engaging and supportive workplace, in FY25, we saw an increase in the representation of women within our global workforce. This development reflects our ongoing efforts to create an environment where all individuals can thrive, contribute and lead. We remain committed to advancing inclusive leadership and fostering a culture that supports equal opportunity across all levels of the organisation.

B&I global activities

To advance inclusion and reinforce our commitment to creating a sense of belonging for all, Ansell supports several regional employee networks and invests in many activities each year designed to educate and raise awareness of inclusive behaviours. In FY25, we experienced a notable increase in both in-person and virtual participation in globally organised B&I events, such as:

- **International Women's Day:** Employees marked the occasion by embracing the global theme, Accelerate Action, through interactive sessions that encouraged meaningful conversations, highlighted inclusive leadership and reinforced their dedication to gender equality.
- **Minds of All Kinds campaign:** This global initiative invited employees to explore and appreciate the wide range of cognitive styles that shape how people think, work and contribute to innovation across Ansell.
- **Allyship for All—Allyship is a Journey:** Throughout June, employees joined in celebrations that honoured the identities of Ansell employees, fostered visibility and underscored Ansell's ongoing commitment to creating an inclusive and respectful workplace.
- **Real Talk Series:** This ongoing series gave employees space to have candid conversations on inclusion to build trust and deepen understanding.

Across our sites, teams organised various activities and events throughout the year that brought people together, celebrated cultural diversity and strengthened our commitment to inclusion within the workplace and local communities. Examples included:

- **New Year at Ansell Lanka:** Employees welcomed the year with a multi-faith blessing ceremony that reflected our values of inclusion, respect and unity—strengthening team spirit and setting a positive tone for the months ahead.
- **Cultural celebration at Ansell Cyberjaya:** Employees came together for a festive lunch featuring traditional dance, multicultural cuisine and reflections on our PRIDE values, encouraging cross-cultural understanding, inclusion and mental well-being.
- **Cultural day at Ansell Brussels:** Employees celebrated the diversity of their team's many nationalities through food, music and traditions, while also donating to Serve The City, a Brussels-based volunteer organisation that serves the homeless, refugees and others in need of care and connection.
- **Inclusive employment in Malaysia and Thailand:** Ansell expanded job opportunities for individuals with disabilities at our Seremban and Thailand facilities, aligning their skills with meaningful roles across the business to promote workplace inclusion.



Cyberjaya team at Unity in Giving: An Iftar gathering during Ramadan, combined with International Women's Day celebration.



Portugal Employee Day—a proud 20-year tradition, celebrating unity and belonging within the Ansell family.

Learning together

Our Learning & Development (L&D) strategy is designed to expand access to relevant, high-impact content shaped by employee feedback and business priorities. By offering a range of learning formats and methodologies, we support the development and real-world application of new skills—creating opportunities for growth and enabling employees to contribute more effectively to our organisational goals.

These voluntary opportunities include our Global Inclusion course, which invites employees to

complete a self-assessment exploring inclusive behaviours across multiple dimensions. We also offer mentoring and coaching programs that support professional growth and on-the-job learning for all Ansell employees. In FY25, we introduced a new global mentoring initiative to broaden access and deepen impact, and provided targeted coaching to managers and teams to support development aligned with both individual aspirations and business objectives.

Caring for the whole employee

Supporting the physical, mental and emotional well-being of our employees is essential to creating a healthy and productive work environment. Ansell is committed to providing programs and resources that promote well-being, and we continually adapt these offerings to meet the evolving needs of our workforce.

Globally, we offer training on topics such as building healthy habits, managing stress and preventing burnout and change fatigue, supported by dedicated intranet resources that provide additional tools and guidance. Employees also

have access to subscriptions for the digital Headspace app, which offers content on sleep, meditation, mindfulness and mental health, along with a mental health concierge service to help connect them to essential resources. In addition, many Ansell sites provide local programs to support employees’ physical, mental and financial well-being, such as discounted gym memberships and access to financial planning resources, empowering employees to prioritise their health and well-being in the ways that matter most.

LinkedIn Learning

In 2025, Ansell introduced LinkedIn Learning, an online platform offering over 20,000 up-to-date courses in areas such as business, technology, marketing, leadership and inclusion. Available in multiple languages, LinkedIn Learning allows employees to build role-specific skills and learn at their own pace.



Cyberjaya-based employees attend a Tea Talk workshop during Mental Health Awareness week.

Pregnancy and parenthood support

Ansell recognises that pregnant employees and new parents have unique needs and supports these employees in various ways across our different plant and office locations. At our Shah Alam plant, pregnant employees can request a specialised safety assessment and, if desired, can choose to transition to a safer, more suitable position during their pregnancy. The plant also offers reserved parking for pregnant employees and private rooms for breastfeeding mothers. Similarly, our Lanka plant adjusts work schedules and modifies tasks for expecting mothers to ensure their comfort and well-being. In addition to programs like these, we also offer benefits such as parental leave and on-site childcare to underline our commitment to supporting employee health and safety during important life stages.



Community engagement and investment

Ansell has a long and proud history of supporting the communities where our employees live and work, as well as regions impacted by civil unrest or natural disasters.

In FY25, we continued these efforts by hosting volunteer events, making financial donations to causes aligned to our values, and providing critical PPE to those in need.

PROGRESS AGAINST TARGET



Respond to the needs of communities with financial and product donations, disaster relief and employee volunteerism

381,216

pairs of special-edition gloves sold in support of Australian Indigenous program

5,022

pairs of upcycled flip-flops donated to people in need

74

people received custom gloves as part of our Project Joy program

1

school building built to give educational opportunities to children in Iginiyagala, Sri Lanka



Many Ansell employees dedicated time in FY25 to environmental restoration efforts in their local communities.

Ansell community engagements—whether through product donations, financial support or volunteering—make a significant impact on people and organisations worldwide each year. In FY25, we launched several new initiatives that expanded and amplified our efforts to support those in need.

Providing humanitarian aid

When communities are struck by devastation caused by conflicts or the climate crisis, Ansell responds with product and financial donations to support frontline relief efforts. In FY25, we contributed to several impactful initiatives, helping those in need across various regions.



Fred Meyerhoffer delivers Ansell PPE to first responders.



Cartons of PPE ready for shipment to support workers involved in flood cleanup efforts.



Relief workers stand with Ansell PPE donated to support wildfire response efforts in California.

Hurricane Helene response in the US

In the wake of severe flooding caused by Hurricane Helene in the Carolinas, Ansell acted swiftly to donate heavy-duty industrial and medical gloves to aid disaster-relief efforts in Greenville, South Carolina.

Flooding in southwest Poland

Following severe flooding in Southwest Poland, Ansell mobilised resources to donate vital PPE to support affected communities. In collaboration with Polish Humanitarian Action, our employees ensured that PPE reached first responders and those in need across impacted cities.

California wildfires relief efforts

In response to the devastating wildfires in California, Ansell donated gloves and coveralls to the Los Angeles Sanitation Department for use in cleanup operations across the region. The PPE was used for extensive waste collection from burned areas, hazardous topsoil removal, and distribution to partnering non-profits and local citizens.

‘Everyone at Ansell is dedicated to supporting the communities where we live and work, especially during challenging times.’

—**Fred Meyerhoffer**, Global Trade Compliance Director, led Hurricane Helene PPE donations

‘By mobilising resources and collaborating with regional partners, we make a tangible difference in our communities.’

—**Bartłomiej Mozdzen**, Digital Marketing Manager, led efforts to donate PPE to Polish Humanitarian Action

‘Our quick action in delivering disaster-relief donations shows Ansell’s dedication to making a difference. We’re proud to be part of a company that cares deeply for those affected by crisis.’

—**Joseph Coskey**, Business Analytics Senior Manager, and **Thomas Pilkington**, Regional Sales Associate Director, led PPE donations in Los Angeles

Volunteering in our communities

Throughout FY25, Ansell employees dedicated their time, skills and energy to a diverse range of volunteer initiatives, embodying our values in action and strengthening the shared sense of purpose that connects our teams worldwide.

The most extensive project undertaken by volunteers this year was the redevelopment of a school in the remote village of Inginiyagala, Sri Lanka, driven by our Lanka Global Engineering team. The local Rathmalgaha-Ella School had been operating in a dilapidated structure with no electricity and poor shelter from the elements. Recognising their urgent need, the team rallied support from across the company to raise 8.5 million Sri Lankan rupees (approximately USD 29,000). Ansell CEO and leadership teams from our Sri Lanka plants and Global Engineering teams proudly attended the opening day. Their efforts funded the construction of a safe and modern facility, featuring three classrooms, electricity for lighting and fans, and a sturdy roof and walls to protect students and teachers from extreme weather.

Other volunteer activities this year included food outreach in Brussels to help people experiencing homelessness; tree planting in Colombia to promote environmental restoration; clearing litter and debris left behind after winter flooding in the

UK; and delivering 25 sets of new desks and chairs to a school for underprivileged students in India. Each project was tailored to the needs of the local community and carried out in partnership with local organisations, customers and residents to maximise impact.

Empowering indigenous communities

Through our Australian Indigenous Program, Ansell reinforces its dedication to creating an inclusive environment that uplifts the lives of Australia’s First Nations peoples. As part of this initiative, each year we select a local non-profit that supports Indigenous communities to receive both a corporate donation and a share of proceeds from select HyFlex gloves sold in packaging designed by Kristina Taylor, a Kamilaroi and Ngarrabul artist. Kristina’s artwork is inspired by the three most fundamental elements of life—the land, the sky and water. This year, proceeds from 381,216 pairs of gloves sold plus additional corporate donations went to the Stars Foundation, an organisation empowering Aboriginal and Torres Strait Islander girls with education, well-being and leadership mentoring programs.



The Ansell team at the official opening of the newly donated classrooms at Rathmalgaha-Ella School in Inginiyagala, Sri Lanka

‘Ansell Lanka not only gave us a building but also donated shoes, musical instruments and desks and chairs. They have uplifted the facilities here. Thank you Ansell Lanka for all your support.’

—L.W.D.R. Prasad, Principal at Rathmalgaha-Ella School in Inginiyagala, Sri Lanka



Our HyFlex 11-57i gloves packed in special edition packaging designed by Kristina Taylor, a Kamilaroi and Ngarrabul artist.

From waste to wellness

In FY24, Ansell began working with Geomax Rubber, a Malaysian-based company that upcycles rubber products, to transform our pre-consumer glove waste into flip-flops. These flip-flops are donated to community centres, orphanages and schools across several countries where Ansell plants operate, increasing our social impact while also helping us divert waste from landfills.

To date, 5,022 pairs of upcycled flip-flops have been distributed to people in need in Malaysia, Thailand, Sri Lanka, China and Vietnam.



Ansell donates upcycled flip-flops to communities in need in China.

Supporting unique protection needs

Project Joy is an ongoing program Ansell offers to provide unique, custom-fitted gloves for individuals with differently shaped hands. This year, the program expanded significantly to reach users in regions outside of North America and is now supported by cross-functional R&D and Manufacturing teams at our Mexico, Sri Lanka, Vietnam and Portugal sites. We start by taking photos and precise measurements of the individual’s hands, which serve as the foundation for designing custom-knit gloves, and then create moulds that ensure a perfect fit. Our teams take immense pride in supporting recipients of the new gloves, many of whom have long relied on ill-fitting gloves or no hand protection at all.



To learn more, watch our video “Not All Gloves Make the Cut”: From Waste to Aid—Ansell Recycled Flip-Flops.



Custom Ringers R840 gloves designed for a unique hand shape.



FY25 Project Joy achievements

In FY25, we produced 2,609 individual gloves for 74 employees across 42 companies, with users placing orders for pairs or single Project Joy gloves. In FY25, our projects increased by 66% over FY24, including a 450% increase in repeated orders and 8 orders still in progress. We will continue to supply these custom gloves to the recipients as long as needed.

PLANET

We aim to achieve a zero-carbon future by reducing our fossil fuel dependency, increasing energy efficiency, sending zero waste to landfill, supporting customer waste reduction and building partnerships across our value chain.

CONTRIBUTION
TO THE
UN SDGS



IN THIS
SECTION

- 34 Energy and emissions
- 38 Water, waste and biodiversity
- 42 Climate risk



Energy and emissions

Ansell has committed to new Scope 3 targets to reach net-zero across our value chain by FY45, while maintaining our target to reduce absolute Scope 1 and 2 GHG emissions by 90% across our operations by FY40 (read more on page 35).

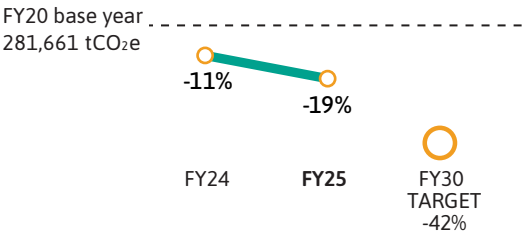
In FY25, we made strong progress against these targets, including completing our largest solar panel installation to date and increasing our ability to source renewable energy. To date, our overall green energy investments have achieved annualised cost savings in excess of USD 10 million.

PROGRESS AGAINST TARGETS



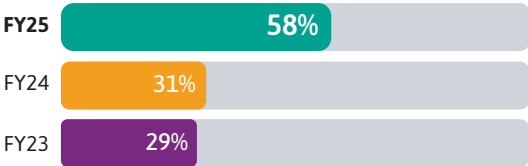
Achieve net-zero Scope 1 & 2 emissions by FY40 with a near-term target of 42% reduction by FY30 (from FY20 base year)

% change from base year (FY20)



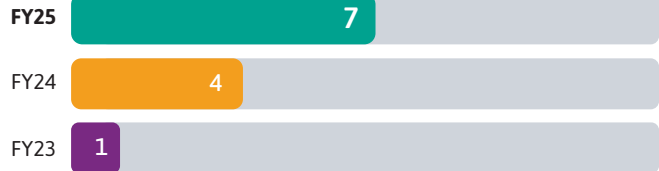
Source 100% renewable electricity in plants by FY40

% renewable electricity



Certify all manufacturing plants to ISO 50001 energy management systems by FY28

No. of plants certified



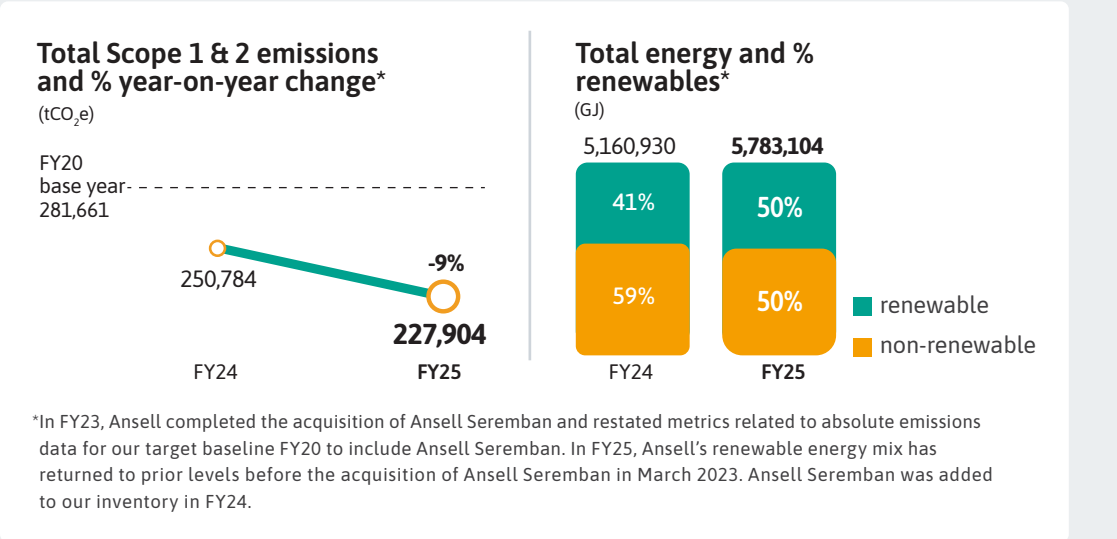
Ensure 90% of suppliers by spend have science-based emissions targets in place by 2030 (new target added for FY26)

77 suppliers engaged on SBTi

104 suppliers onboarded onto the CDP Supply Chain Program

In FY25, we continued to make progress towards our near-term target of reducing Scope 1 and 2 emissions by 42% by FY30 against our FY20 baseline. Although our energy consumption increased by 12%, this was paired with a 9% decrease in our Scope 1 and 2 emissions, achieving a significant decrease in our emissions intensity to 49.27 tCO₂e per million production units, signalling the ongoing success of our emissions-reduction initiatives. This trend has been seen over the last 5 years.

The bulk of our Scope 1 and 2 emissions result from our manufacturing activities, with six of our plants in FY25 accounting for 90% of our emissions. To achieve our near-term FY30 target, we have set site-specific KPIs and closely monitor progress both company-wide and at individual plants. Our ongoing actions towards these goals include aggressively reducing energy consumption, increasing our capabilities to generate alternative energy, sourcing more green energy, and implementing additional manufacturing efficiencies.



Increasing renewable energy

To transition Ansell plants away from fossil fuels and support our journey to 100% renewable energy by FY40, we have made major investments in renewable sources of energy, as laid out in detail in our investment program that will help us deliver on our FY30 reduction goal. Those renewable energy initiatives, which are foundational to reaching our emissions-reduction and energy-use goals, focus on three pathways: renewable grid electricity, solar photovoltaic (PV) systems and biomass-powered high-pressure hot water generators (HWGs).

Renewable electricity sourcing

In FY25, we consumed 58% renewable electricity, with the addition of two more plants this year, 9 out of 14 have now achieved the 100% renewable electricity benchmark. As part of our strategy to increase renewable energy in our supply mix, we prioritise green energy whenever it is available from the regional electrical grid, despite higher incremental costs. We have power purchase agreements (PPAs) in place with some utilities and continue to purchase energy attribute certificates through the Malaysian government's Green Electricity Tariff (GET) program as part of our long-term strategy to increase renewable electricity consumption at the plants. This year we also purchased International Renewable Energy Certificates (iRECs) for our plants in Malaysia, including additional plants in Malaysia and Thailand, to achieve the 100% renewable electricity benchmark as we continue to phase in GETs and PPAs.



Ansell's Science-Based Targets

In July 2025, the SBTi validated Ansell's near- and long-term science-based emissions reduction targets and our 2045 net-zero science-based target. We will begin reporting against approved targets in our 2026 Sustainability Report.

Overall Net-Zero Target: Ansell Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY2045.

Near-Term Targets: Ansell Limited commits to reduce absolute Scope 1 and 2 GHG emissions 42% by FY2030 from a FY2020 base year.*

Ansell Limited also commits to reduce absolute Scope 3 GHG emissions from fuel- and energy-related activities and end-of-life treatment of sold products 25% by FY2030 from a FY2022 base year.*

Ansell Limited further commits that 90% of its suppliers by spend, covering purchased goods and services and upstream transportation and distribution, will have science-based targets by FY2030.

Long-Term Targets: Ansell Limited commits to reduce absolute Scope 1 and 2 GHG emissions 90% by FY2040 from a FY2020 base year.*

Ansell Limited also commits to reduce absolute Scope 3 GHG emissions 90% by FY2045 from a FY2022 base year.*

*The target boundaries include land-related emissions and removals from bioenergy feedstocks.



Solar PV installations

Across all our photovoltaic solar arrays, we generated 15 MW of capacity in FY25. We also completed our installation of Ansell’s largest single-site rooftop solar array in FY25, with a 7.04 MW capacity, which is our largest to-date. The solar system will be fully connected to the grid in FY26 and will shift Ansell Lanka’s electricity mix to 17% renewably sourced. This new array will also increase Ansell’s overall renewable electricity consumption by an estimated 4%.

Renewable thermal energy generation

Renewable thermal energy, powered by fuels such as woody biomass, is supporting Ansell’s transition to carbon-neutral operations. Ansell Lanka set up their first biomass-powered HWGs in 2009 and installed two additional generators in 2014 and 2018. These projects significantly decreased the plant’s GHG emissions and are sourced with 100% sustainable certified biomass.¹⁴

In FY25, in partnership with a Bangkok-based company specialising in energy service sector, we decommissioned a low-efficiency boiler at our Thailand plant, and we are in the process of installing a cutting-edge HWG. The new HWG will significantly reduced the site’s carbon footprint by shifting its fuel mix to 61% biomass and 39%

natural gas. In addition, the ash generated from the plant will be repurposed as raw material for organic fertiliser, benefiting the local agricultural community. By investing in renewable energy and circular economy principles, this project has set a new standard for responsible business practices across the region.¹⁵

Improving energy efficiency

In FY25, three additional Ansell manufacturing plants received ISO 50001 certification. This internationally recognised certification, now achieved by 7 of our 14 plants, requires a significant commitment from each plant to combine leading-practice energy management, monitoring and awareness to generate energy savings and minimise wastage. During certification, each plant performed detailed mapping to identify energy sources, established governance and accountabilities for energy monitoring, completed training and conducted multiple audits. Ansell Textiles Lanka in Sri Lanka was our first plant to complete the certification. Since 2024, the plant has achieved energy intensity reductions of 6-7% annually, showing the benefits of consistent and structured approach to energy savings. Our goal is for all 14 plants to have ISO 50001-certified energy management systems by FY28.



Ansell Lanka’s solar PV capacity is the largest at Ansell. The site also has Ansell’s first ‘Mini Forest’, 3 acres of bio-diverse ecosystem, gazetted to educate on and conserve local biodiversity.



Ansell’s first plant to operate with 84% renewable energy

Ansell Lanka’s achievement in renewable thermal energy makes this plant a role model and inspiration for sustainability across our operations. As of FY25, 97% of its thermal energy is from renewable sources, with furnace oil consumption dropping to only 3%. This remarkable achievement required overcoming challenges as the plant trialed new technologies, including securing a sustainable fuel wood supply and conducting numerous feasibility studies to improve the efficiency of the boilers and reduce woodchip consumption. In addition, 100% of the biomass supplied for the HWGs is now certified against local sustainable sourcing standards.¹⁵

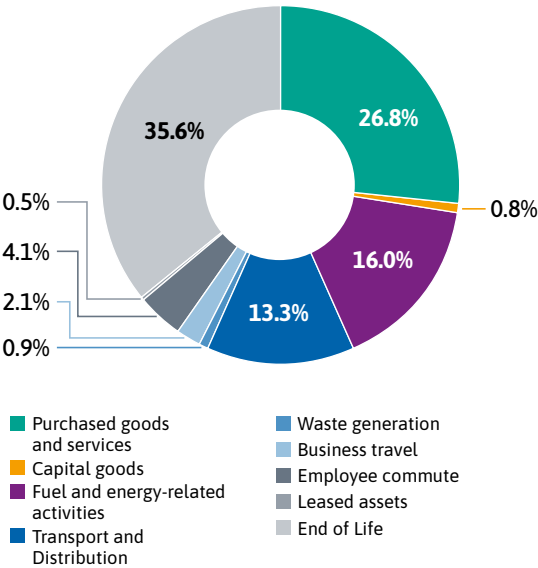
With its new solar array and these critical refinements to HWG operations and sourcing, Ansell Lanka has now achieved 84% of its total energy consumption coming from renewable sources.

¹⁴Certified against Sri Lanka’s first Sustainable Produced Fuel Wood Certification.
¹⁵For more information about our sourcing of woodchips for biomass boilers, please see the Biodiversity section of this chapter.

Engaging suppliers

Scope 3 emissions represent over 80% of our total GHG emissions, largely comprised of emissions from purchased goods and services (PG&S), upstream transportation and distribution, fuel- and energy-related activities and end-of-life treatment. To address these emissions, we have been investigating key activities in our value chain to define Scope 3 reduction targets.

% FY24 Scope 3 Emissions by Category



In June 2024, Ansell formally submitted our letter of commitment to SBTi, confirming our intention to set near-term and long-term science-based GHG emission reduction targets, including for our Scope 3 value chain emissions. In July 2025, our net-zero and near- and long-term emissions reduction targets were validated by SBTi in accordance with its Net-Zero Standard (see targets on page 35). This critical step in our end-to-end emissions reduction journey complements and extends our previously announced targets.

Our Scope 3 target includes our target for 90% of suppliers by spend, covering PG&S and upstream transportation and distribution, to have science-based targets in place by FY30. To support this ambition, we have refined our engagement strategies and capability-building programs to take a selective approach with targeted suppliers, focusing on enhancing their climate action performance across the value chain. To date, we have engaged 77 suppliers on their SBTi commitment, and 60% by spend have declared their timelines towards SBTi commitment to us, reflecting accelerated progress towards this ambition.

To achieve this, Ansell has implemented a multi-pronged strategy:

- 1. Executive-level collaboration:** Commenced biannual leadership dialogues to reinforce supplier commitment and lay the foundation for collaboration.
- 2. Quarterly follow-up & progress review:** Provide technical support, share best practices and address challenges in suppliers' decarbonisation efforts.
- 3. Capacity-building:** Delivered four training sessions on CDP disclosure, Scope 1 and 2 emissions reduction and carbon footprint calculations, benefiting over 180 suppliers.

Ansell continues to onboard additional SMF in-scope suppliers to the CDP Supply Chain Program each year, including 35 in-scope suppliers in FY25, totalling to 104 suppliers to date, representing 94% of our spend in finished goods, raw materials and logistics categories. We use the CDP Supply Chain Program as a key tool to monitor suppliers' performance data and commitments year on year, and benchmark their efforts against our global reporting standards. To support this, we regularly conduct webinars to strengthen suppliers' understanding of data quality, reporting frameworks and evolving regulatory requirements.



Kimberly-Clark's Personal Protective Equipment business integration update

Following our July 2024 acquisition of Kimberly-Clark's Personal Protective Equipment business, Ansell teams began working closely with the business's suppliers to ensure a smooth integration. These efforts include aligning on Ansell's sustainability standards, particularly around carbon emissions reporting. As Kimberly-Clark's Personal Protective Equipment business was supported by contract manufacturers, this integration will primarily affect Ansell's Scope 3 emissions. We plan to report these emissions beginning in our FY26 Sustainability Report, once integration activities are complete and we have had sufficient time to collect and analyse new data.

Water, waste and biodiversity

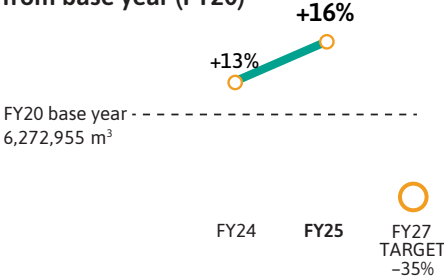
Throughout FY25, Ansell continued to implement resource-saving technologies across our operations. Because some of our resource conservation targets are based on absolute numbers or reductions compared to prior years, FY25 reported data may understate efficiency gains, particularly in areas like water withdrawal, when measured relative to production output. We remain committed to delivering the action plan and achieving our goals.

PROGRESS AGAINST TARGETS



35% reduction in water withdrawals by FY27¹⁶ (from FY20 base year)

% water withdrawals change from base year (FY20)

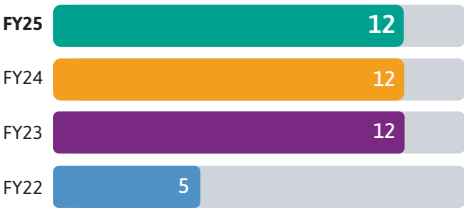


While total water withdrawals increased in FY25, Ansell remains committed to meeting our FY27 water withdrawal target as we make further investments in water efficiency and recycling systems.



Achieve Zero Waste to Landfill for all manufacturing plants

No. of plants certified¹⁷



ZWL target met in FY23 for all 12 Ansell plants active in 2019, when the target was set.



Improve environmental stewardship to reduce impacts on natural resources

70% of biomass is certified under sustainable biomass sourcing standards¹⁸

¹⁶At the time of acquisition, Ansell Seremban had a fully operational RO system and had already achieved the RO water usage target Ansell set for our plants. Therefore, our overall FY20 base year and FY25 metrics for water withdrawals excludes this site.

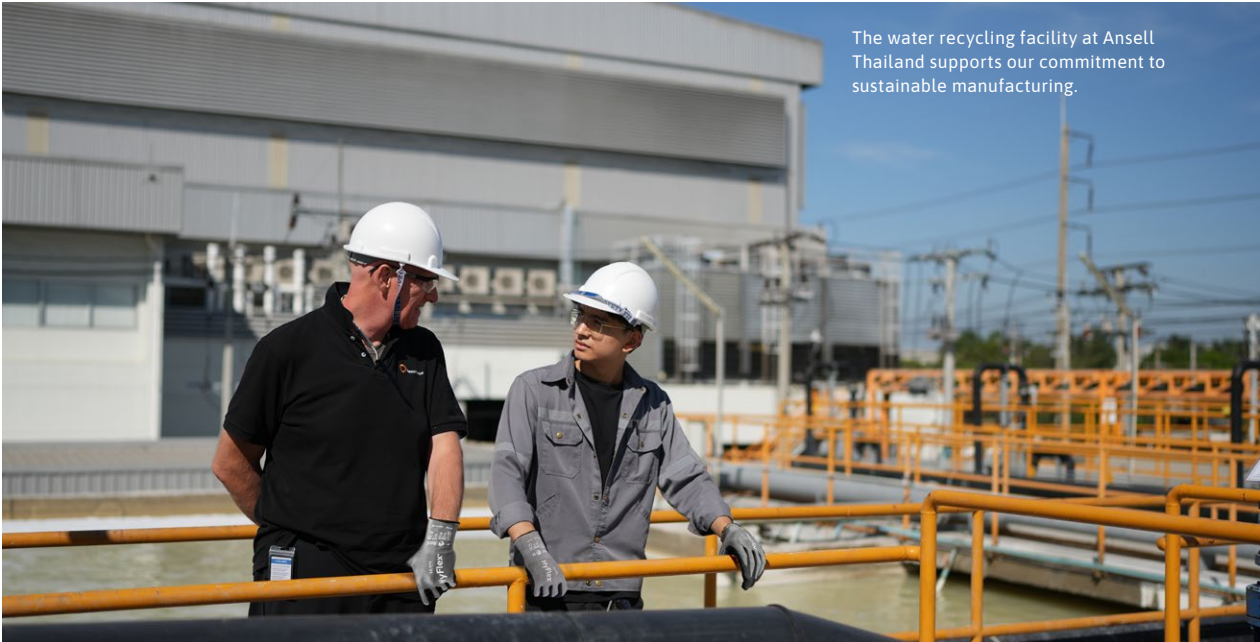
¹⁷Certified a waste-to-landfill diversion rate exceeding 99% against Intertek’s Zero Waste to Landfill certification criteria. Achievement of this target includes the 12 manufacturing plants operated by Ansell when this goal was set. Since then, two new manufacturing plants have been added to Ansell’s portfolio and are in the process of achieving this certification.

¹⁸Biomass used to fuel HWGs is certified under Sustainable Produced Fuel Wood Certification standard (SLS 1551:2016) at Ansell Lanka, and certified under BRSC (BECIS Responsible Sourcing Criteria) at Ansell Thailand.

Water

Ansell remains committed to our target of reducing water withdrawals across our operations by 35% by FY27, relative to our FY20 baseline. This commitment stems from past water and physical risk assessments that identified a high or extremely highline baseline of water stress at certain plant locations, necessitating actions to decrease our water impacts in the regions where we operate.

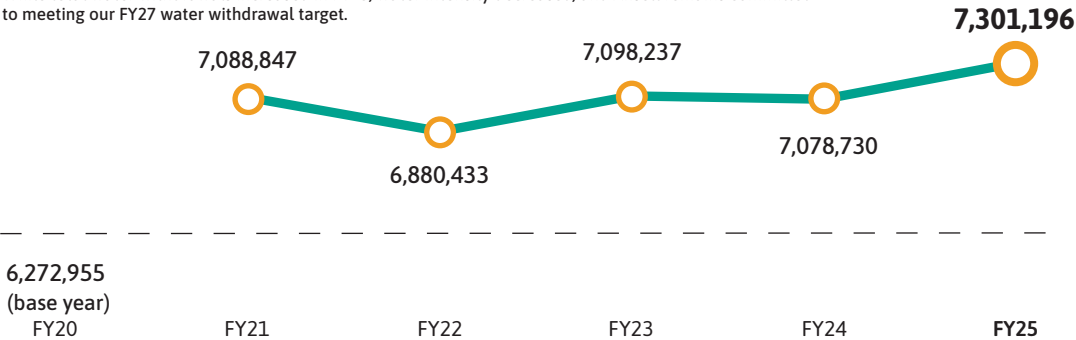
In FY25, our total water withdrawals rose by 3% compared to FY24. Despite this, our water intensity decreased to 2.19m³ per thousand production units (from 2.74 in FY24), highlighting our ongoing progress in decreasing water use in our manufacturing activities. Implementing reverse osmosis systems are a key strategy for reducing overall water withdrawals, and we made progress in addressing issues from introducing new technology to our manufacturing operations. We remain committed to meeting our FY27 water withdrawal target as we make further investments in water efficiency and recycling systems. We will continue to prioritise water-saving initiatives next year with the goal of meeting our FY27 target, focusing on five facilities that account for 97% of our total withdrawals.



The water recycling facility at Ansell Thailand supports our commitment to sustainable manufacturing.

Water withdrawals (m³)

While total water withdrawals increased in FY25, water intensity decreased, and Ansell remains committed to meeting our FY27 water withdrawal target.



Overcoming challenges with implementing new RO systems

Reverse osmosis (RO) is a water purification method that removes contaminants from wastewater, allowing it to be safely reused. While Ansell engineering teams began developing custom RO systems capable of meeting the needs of our manufacturing plants several years ago, feasibility studies at three pilot sites identified two key challenges: inconsistent water quality that did not reliably meet our manufacturing standards and water discharge that failed to meet local environmental regulations. In FY25, we made progress in addressing these issues. This work will continue in FY26, and Ansell remains committed to scale effective RO systems across our operations so that we can meet our FY27 water reduction target.

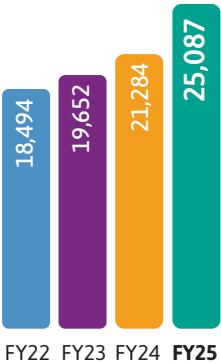


Waste

In FY25, Ansell achieved an overall waste diversion rate of 99.81%, an increase from FY24, among the 12 plants that have maintained Zero Waste to Landfill certification since 2023. This success was driven by improved on-site waste awareness despite the increase in total waste generated from increased production.¹⁹

Ansell’s ZWL target is based on the European Union’s 5R principles of refuse, reduce, reuse, repurpose and recycle—a waste management framework that guides organisations to decrease waste generation from the earliest stages of their production processes. To measure progress against this goal, our sites pursue certification by Intertek, which requires a minimum waste diversion rate of 99%.²⁰ Certification efforts are currently underway at our two remaining manufacturing sites, Ansell India and Ansell Seremban, with knowledge sharing from certified sites supporting their progress and Ansell Seremban planned for certification in FY27.

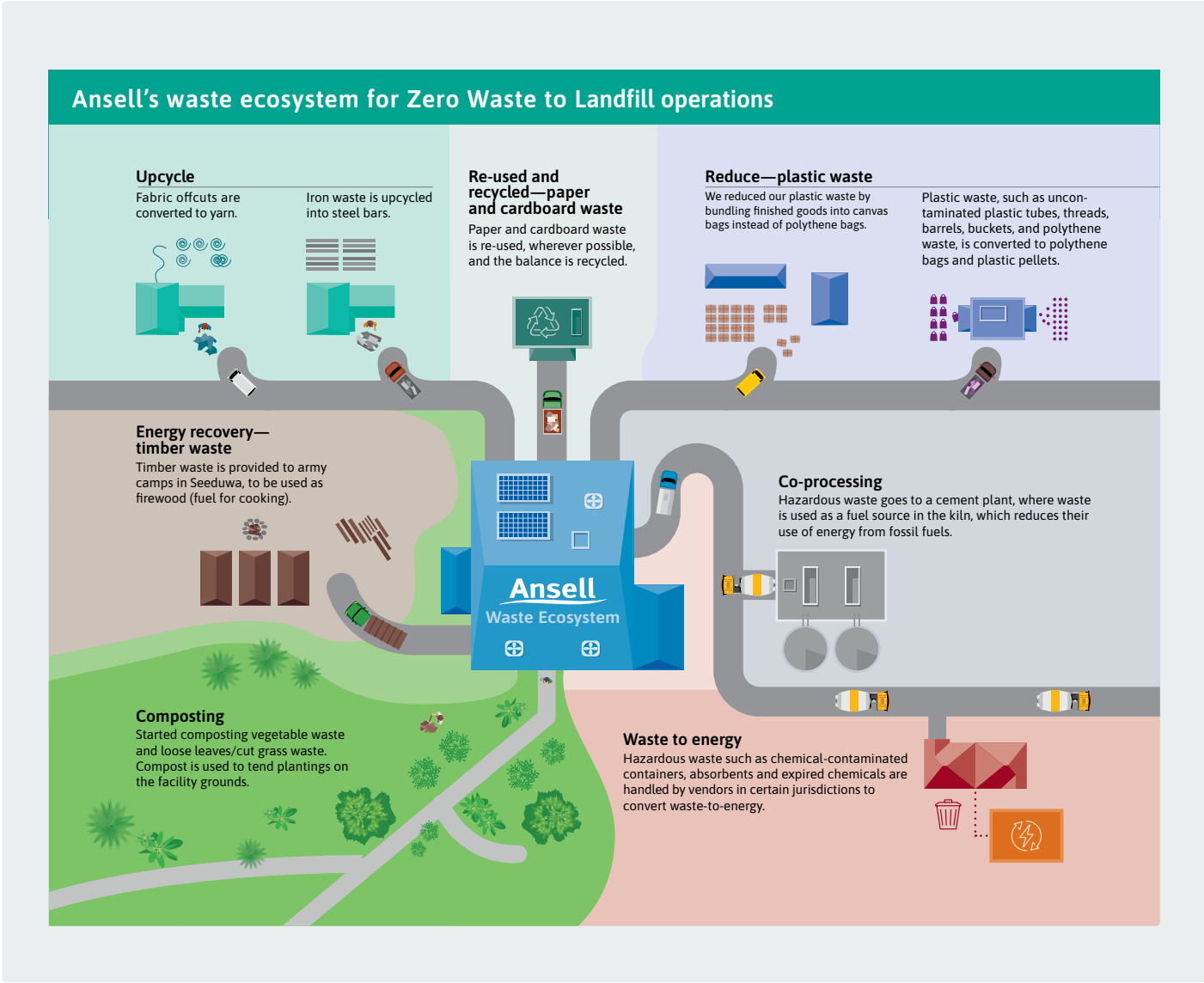
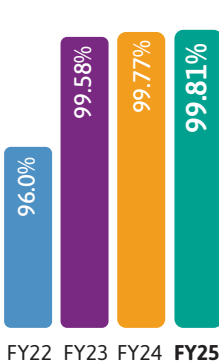
Total waste generated (MT)



Total waste to landfill (MT)



% waste diverted from landfill



¹⁹Waste metrics exclude Ansell Seremban and Ansell India as they are pending ZWL certification.

²⁰For more information, see [Zero Waste to Landfill | Sustainable Landfill Diversion Solutions](#).

Biodiversity

Ansell advanced several key biodiversity initiatives in FY25, including biomass fuel certification at our Sri Lanka and Thailand plants, and strengthened compliance with the EU Deforestation Regulation on natural rubber latex.

Sustainable fuel wood sourcing

Generating thermal energy from biomass-based technology for use in our manufacturing plants is more complex and capital-intensive than using traditional fossil fuels, and it relies on a less-developed supply chain. To overcome this challenge, Ansell has collaborated with local partners to identify reliable, sustainably sourced biomass suppliers that meet our operational needs.

As part of this effort, Ansell technical experts participated in a United Nations Development Program (UNDP) to develop the Sustainable Produced Fuel Wood Certification standard in 2016 (SLS 1551:2016). Certified suppliers must comply with the requirements of the standard for sustainable sourcing practices and processes, including taking action to protect local biodiversity, determine chain of custody and traceability and engage with the community. In FY24, all woodchip supply partners to our Ansell Lanka plant were audited and certified as compliant with the requirements of the standard, making 100% of biomass sourced to fuel our HWGs at our Ansell Lanka plant fully certified.

At our Ansell Thailand plant, we are in the process of completing the certification of a woodchip supply chain for the new biomass boiler in compliance with BECIS Responsible Sourcing Criteria (BRSC) and with the support of a local partner managing the on-site HWG. In FY25, 33.1% of the biomass supply used by Ansell Thailand HWGs was certified against this standard.

These accomplishments have paved the way for wider adoption of these certifications for other industries and value chains in regions where Ansell operates.

Natural rubber latex sourcing

In FY25, Ansell also took significant steps to strengthen our compliance with the EU Deforestation Regulation (EUDR) for natural rubber latex (NRL) traceability ahead of the regulation's enforcement, which is scheduled for December 2025. To fully meet EUDR requirements, Ansell must educate our suppliers on deforestation and its harmful impacts, ensure traceability of NRL in our finished goods, publish details of our due diligence system for tracing NRL in products, make

product information accessible to customers, designate an EUDR officer responsible for NRL traceability and have our due diligence systems audited by a third party. Although we have already conducted audits and other engagements with NRL suppliers, these new initiatives represent an even stronger commitment to our oversight of this high-risk supply sector.

We are proud to report that we are on track to be fully compliant by the deadline. To support this effort, Ansell invested in software for deforestation risk analysis and legality assessments, enabling us to collect geolocation data and harvest dates from suppliers for each plot of land where NRL is produced—whether purchasing NRL for in-house manufacturing or purchasing outsourced finished goods containing NRL. Additionally, we initiated regular one-on-one engagement for suppliers in-scope of our SMF to support EUDR compliance and launched training on how to use our software.



Ansell Thailand EHS team members at the biomass facility.

Climate risk

Ansell acknowledges the impact of our manufacturing activities on our climate and the negative consequences that climate shifts could have on our business. To uphold our responsibility to our global community and our business stakeholders and remain compliant with all emerging and evolving regulations, Ansell has fully integrated climate risks into our governance and strategy, with dedicated committees overseeing TCFD alignment and regular Board reporting. Our FY22 scenario analysis informs both our corporate risks and strategic responses, which underpin our decarbonisation and water-target initiatives. We publish climate metrics and targets annually through CDP and in our Annual Report and are preparing to meet upcoming ASRS and CSRD disclosure requirements.

Climate risks are integrated and assessed in Ansell's Enterprise Risk Dashboard, scenario analysis framework and TCFD reporting. Ansell takes the following actions to align with the TCFD framework to improve our transparency on how climate change impacts could affect our financial standing now and in the future.

- **Governance:** The Sustainability & Risk Committee and Audit & Compliance Committee, with the support of the CEO and the ELT report regularly to the Board on progress and updates to Ansell's climate change strategy and action plan. This year, we reviewed our governance structure, and the Climate Working Group replaces our TCFD Steering Committee. The working group is comprised of management from across Ansell and supports the ELT and Board by periodically reviewing the identification and disclosure of climate-related risks.

- **Strategy:** Ansell's FY22 climate scenario analysis identified physical and transition risks and opportunities, which informs Ansell's climate strategy. This analysis integrates climate-related risks and opportunities into our financial reporting and planning. In FY25, we are continuing to follow the strategic responses to each climate-related transition and physical risk outlined in our 2022 Sustainability Report. In FY26, we have planned to refresh our climate scenarios and financial impact assessment in time for the mandatory AASB S2 reporting. We will also revisit our strategic response to these resulting climate-related transition and physical risks.

- **Risk management:** The ELT and the Board are ultimately responsible for overseeing climate-related risks and ensuring that this approach is in line with our risk management framework. To identify, manage and prioritise climate risk against other types of risk, climate risks are incorporated

into our SRC Enterprise Risk Dashboard. During FY25, there have been no major transactions reported that required consideration of trade-offs associated with climate risk and opportunities.

- **Metrics and targets:** Our TCFD risk assessment informs the metrics Ansell monitors and the targets we set. Our decarbonisation strategy and contextual water target strategy formalise our key targets related to mitigating physical and transitional climate risks.

Our FY22 TCFD analysis identified our highest-priority physical risks and opportunities and guided the development of Ansell's decarbonisation strategy. We continue to monitor our climate-related risks and opportunities annually to identify whether we need to update our disclosure or strategy, and report annually through the CDP. Please refer to the Director's Report in the 2025 Annual Report for our disclosure on climate risks. Our full TCFD disclosure is available in our 2022 Sustainability Report.



Food waste compost being used to fertilise plants around the warehouse at the Nitritex manufacturing plant.

PRODUCT

We strive to lower the impact of our products by using less fossil fuel based material, incorporating more recycled and bio-based content, increasing product durability and improving end-of-life treatment by enhancing recycling, reuse or composting of our products and packaging.

CONTRIBUTION
TO THE
UN SDGS



IN THIS
SECTION

- 44 Product stewardship
- 50 Ansell Earth



Product stewardship

In FY25, we advanced efforts to reduce the environmental footprint of products, enabling customers to make more sustainable choices. We achieved our FY26 target for product design improvements that reduce environmental impact and remain on track to meet our sustainable packaging goals. This progress was driven by work to explore new materials and processes impacting every stage of the product life cycle.

PROGRESS AGAINST TARGETS



Design 80% of new and updated products with reduced environmental impact by FY26²¹

% of new and updated products designed with reduced environmental impact



Ensure 100% of packaging material is recyclable, reusable or compostable by FY26²²

% of industrial packaging material that is recyclable, reusable or compostable²³



% of healthcare packaging material that is recyclable, reusable or compostable²³



²¹Made using less fossil-based material and more recycled or bio-based material when compared with gloves of a similar make.
²²Excludes packaging for some products used in food manufacturing, sterile or cleanroom environments, which require specialised packaging to prevent contamination of work environments.
²³Excludes packaging data for recently acquired brands or country-specific products, which will be assessed and reported in the 2026 Sustainability Report.

Product stewardship

At Ansell, we are committed to designing products that are both high-performing and environmentally responsible. By decreasing our products’ environmental impacts, we are meeting our customers’ demand for more sustainable products, building resilience into our supply chain and enhancing investor trust, all while helping advance the sustainable future of manufacturing.

In FY25, 80% of new and redesigned products were engineered to reduce their environmental footprint compared to conventional alternatives. We also formalised sustainability criteria within our product stewardship framework, expanding our targets to prioritise durability and extended-use designs. This progress reflects the growing influence of our Design for Sustainability (D4S) principles across R&D, driving innovation to change material use, optimise manufacturing processes, lower material consumption and extend product life.²⁴ Whether through lightweight designs, the inclusion of recycled or bio-based content or improved durability, we are minimising environmental impact across the product life cycle, without compromising safety or performance.



Employees test products in our Cyberjaya R&D Lab.

Product stewardship focus areas

Ansell designs for sustainability by focusing on actions and initiatives that reduce the impact of our products across their entire life cycle—from material sourcing, to product disposal.



Material

Sourcing bio-based materials that minimise environmental impact while maintaining product quality and performance.



Manufacturing

Reducing waste while optimising energy and water consumption in our manufacturing processes.



Packaging

Minimising resource consumption and increasing recyclability while maintaining our superior protective packaging qualities.



Use

Increasing product durability and lifespan to reduce resource consumption and the need for product replacement.



End of Use

Optimising end-of-use treatment and solutions to reduce waste generation and improper disposal, including our RightCycle program, the world’s first manufacturer-led program for recycling non-hazardous PPE.

²⁴D4S principles draw on the UN SDGs, the ISO framework and the US Federal Trade Commission Guides for the Use of Environmental Marketing Claims. Ansell products adhere to internationally recognised standards (ISO 9001:2018, Registration, Evaluation, Authorisation and Restriction of Chemicals), including supporting standards of ISO 17025-accredited laboratories and Life Cycle Assessments performed according to ISO 14040/ISO 14044.

Product stewardship

Material

Over FY25, our expanding pipeline of material innovations drove significant improvements in the sustainability of new

and existing products redesigned by our R&D teams. By leveraging new materials in our designs and formulations, we reduced raw material usage, increased the incorporation of recycled content or substituted conventional materials with lower-impact alternatives that extended the life of some products or enabled them to be reused. Many of these innovations meet third-party standards such as the Global Recycled Standard (GRS)—which certifies that specified percentages of pre- and post-consumer recycled content have been used in products.

In FY25, our materials initiatives included the redesign or launch of products under several brands, representing approximately USD 50 million in sales in FY25. They included the following projects:

- **MICROFLEX:** Relaunch of MICROFLEX LIFESTAR EC LSE-104 as an accelerator-free exam glove, reducing dependence on chemical accelerators during glove production to lower the risk of water and air pollution during manufacturing and disposal.

- **HyFlex:** Expansion of work begun in FY24 to redesign six HyFlex mechanical glove styles to incorporate the use of recycled yarn material.
- **AlphaTec:** Adoption of low-energy-consumption nitrile butadiene rubber (NBR) grades, a key component of protective gloves. The first style to be launched under this initiative was AlphaTec, with subsequent styles planned for launch in FY26.

Ansell also strengthened supplier collaboration in FY25 to boost transparency and ensure the ingredients used in our products and packaging are responsibly sourced. We are currently working on increasing the proportion of materials certified under the International Sustainability and Carbon Certification (ISCC) scheme, which verifies that every step in the supply chain, from raw-material extraction to processing, meets stringent standards for environmental protection, social responsibility and lower carbon emissions. By enhancing traceability across our product inputs, we support compliance with emerging environmental regulations, bolster the credibility of our sustainability claims and mitigate supply-chain risks.



Our MICROFLEX LIFESTAR EC gloves are accelerator free and sold in recyclable packaging.



Manufacturing

Beyond choosing more sustainable materials, Ansell product development teams focus on refining the way our products are made to reduce their environmental impact. Because each product has its own material composition and manufacturing requirements, our teams explore ways to fine-tune and adjust processes like heating, dipping and sewing to reduce waste and improve efficiency. In FY25, these efforts included modifications to production methods in the following areas:

- Optimising resource use by reducing energy and water consumption in production.
- Reducing chemical inputs required in manufacturing.
- Modifying techniques to eliminate the need for chlorination during post-processing.

We were proud to achieve a meaningful improvement in First Pass Yield (FPY) across our operations in FY25, meaning a higher proportion of products met quality standards during initial post-production inspections without rejection or required rework. This efficiency gain reflects enhanced process control and product consistency, enabling Ansell to meet customer demand while using fewer natural resources—such as energy and water—and reducing material waste generated during manufacturing.

Engineering upgrades underway at our Ansell India plant in Coimbatore, India will support sustainable manufacturing through water recycling and the use of renewable energy.

Product stewardship



Packaging

At Ansell, we're committed to making packaging choices backed by science to reduce the environmental footprint of

our products and of our customers. We aim to use less packaging wherever possible and offer more responsible disposal options—without compromising the protection our products provide.²⁵

In FY25, we advanced several targeted initiatives to reduce the environmental impact of our product packaging:

- **U-Card redesign:** Completed a transition from plastic-coated U-shaped inserts and polybags to strong, lightweight and recyclable paper bands—now adopted across 99% of eligible styles,

excluding our food-safe products due to important requirements for ensuring food security and hygiene.

- **SMART Pack optimisation:** Introduced a new vacuum pack to further minimise packaging materials used in our SMART Pack format for surgical and cleanroom products.
- **Bulk packaging expansion:** Continued initiative to replace individual polybags with bulk packaging where suitable, reducing plastic use and packaging waste.

We are proud to be on track to reach our target to have 100% of our packaging materials be recyclable, reusable or compostable by FY26.

PACKAGING REDUCTION HIGHLIGHTS^{†‡}

Ansell has made strong progress since FY18 to reduce the environmental impact of our packaging.

99%

reduction in paper and 52% reduction in plastic across mechanical and chemical product portfolios

51%

reduction in plastic and paper across surgical product portfolio

26%

reduction in paper and 18% reduction in plastic across cleanroom product portfolio

[†]Excludes packaging for some products used in food manufacturing, sterile or cleanroom environments that require specialised packaging to prevent contamination of work environments.

[‡]FY25 metrics excludes packaging data for recently acquired brands or country-specific products, which will be assessed and reported in the 2026 Sustainability Report.

²⁵Our Quality Statement and Sustainable Packaging Guidelines formalise our leading practices.

²⁶To learn more about SMART Pack, see <https://www.ansell.com/my/en/brands/smart-pack>.



The Nitritex Cleanroom Packaging team conducts a quality inspection of SMART Pack pouches before distribution.

SMART Pack packaging²⁶

SMART Pack, initially launched for our surgical gloves, has been an important innovation for Ansell to help reduce the carbon footprint of our products. SMART Pack packaging is carefully configured to address sterile requirements to prevent particulate contamination during transfer and handling. Currently, the packaging is certified AAA for recyclability, and we are working actively to change other non-recyclable aspects of the design.

Product stewardship



Use

At Ansell, we engineer our products to deliver exceptional quality and reliable protection for their intended use. To

reinforce our commitment to performance, we pursue independent certifications that validate product durability and provide clear benchmarks for ongoing improvement. While product performance is our foremost priority, our investments in advanced materials and technologies to extend product lifespan also bring important environmental benefits—helping slow the consumption of natural resources, reduce habitat disruption and limit biodiversity loss. These actions also help lower GHG emissions across the product life cycle.

In FY25, Ansell advanced efforts to extend the use phase of our gloves by investing in external certifications (ISO 6330:2021 and ISO 15797:2017) of 11 mechanical styles, designed to be laundered and reused.²⁷ This provides an economic benefit to end-users, reducing the risk of premature disposal of PPE and thus reducing waste and driving sustainability through extended use. Learn more about the washability of these products on our [website](#).



End of use

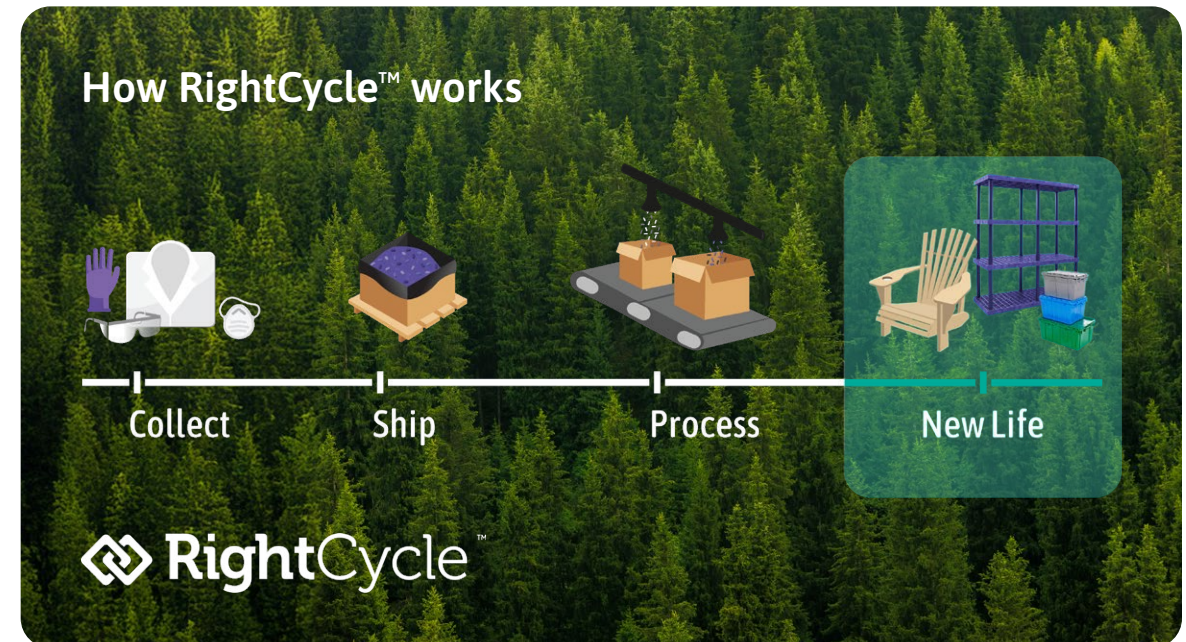
With our acquisition of Kimberly-Clark's Personal Protective Equipment business in FY25, Ansell acquired

RightCycle—the first large-scale program for recycling non-hazardous PPE waste in the US, UK, Ireland, Germany, Austria, Belgium, France, Spain, the Netherlands and Switzerland. Through this program, our customers can dispose of certain Ansell products in recycling bins at their facilities, offering them a responsible way to manage PPE waste and support their sustainability goals. Ansell pays for the processing of the waste material, which is used by our recycling partners as a raw material in the production of second-life products such as floor underlayments, composite lumber, garden furniture and pallets.

Since RightCycle was first introduced in 2011, the program has recycled a total of 3,156 metric tons of post-consumer waste through the end of June 2025. Since the start of the program at Ansell in July 2024, we have recycled approximately 453 additional tons of used PPE, a 30% increase over our initial target. We accomplished another significant milestone as we expanded the program by qualifying top-selling products in the BioClean cleanroom portfolio and the entire safety eyewear and goggles category for

RightCycle eligibility in the North America market. As the program tracks customers' recycling volumes by weight, we can provide environmental impact certificates annually to participating customers, recognising and celebrating their progress toward more sustainable operations. Further initiatives are also underway bring this

program to more customers as we need to dramatically increase the volume that our third-party recyclers can manage while also reducing the recycling cost to a fraction of the current cost. Our FY26 goal is to achieve a 20% increase in customer landfill waste diversion through RightCycle, as we continue to expand our capability and capacity.



²⁷ISO 6330 specifies domestic washing and drying procedures for textile testing, and ISO 15797 specifies test procedures and equipment that can be used in the evaluation of workwear intended to be industrially laundered.



Ansell Earth

To support customers in making more sustainable choices, Ansell highlights products with a reduced environmental impact compared to others in their category. These are featured on our website as part of our Ansell Earth portfolio, with each product backed by one or more environmental claims supported by data, which can be downloaded from the product page.

Since its launch in 2023, Ansell Earth has grown to include 181 products. In FY25, we took the next step in transparency by sharing life cycle assessment-based carbon footprint information for 12 mechanical gloves in the Ansell Earth portfolio. Ansell will continue to add carbon emissions data to more product pages in the coming years to support customers in making more informed purchase decisions.

Many of our customers have actively engaged with the Ansell Earth portfolio, sparking valuable conversations around sustainability priorities. Some have even integrated Ansell Earth into their procurement strategies and adopted it as a reference point in portfolio reviews and sustainability-related evaluations, showcasing its influence on purchasing decisions. These interactions provide us with important insights into our customers' sustainability goals, helping us identify new opportunities to develop future innovations that meet their evolving needs.



Made with recycled yarn, the HyFlex 11-842 glove supports both protection and the planet. One of the first of its kind to blend performance with sustainability.



Produced using 54% renewable energy, with certified waste diversion, water recycling, and accredited environmental management systems, the TouchNTuff 92-600 glove reflects Ansell's commitment to responsible manufacturing.



GAMMEX PI Glove-in-Glove System uses packaging containing 50% recycled material.

APPENDIX

IN THIS
SECTION

- 52 Data tables
- 52 Workforce
- 53 Health and safety
- 53 Energy and emissions
- 54 Water
- 54 Waste



Data tables

Workforce

HEADCOUNT BY EMPLOYMENT TYPE, REGION AND GENDER (AS AT 30 JUNE 2025)^A

	NA	LAC	EMEA	APAC	Female	Male	Total
Employees	621	463	948	13,732	7,903	7,861	15,764
Contingent Workers	11	10	92	225	120	218	338

^AIn addition to the above, an average of 860 workers a month work on Ansell sites as service providers. Ansell has no non-guaranteed hours employees. There were no significant fluctuations in the number of employees during the reporting period.

% WOMEN IN LEADERSHIP

	FY23 [†]	FY24	FY25
Board of Directors	44.0	50.0	50.0
Executive Leadership	29.0	22.0	25.0
Director to Vice President	31.0	35.0	35.0
Management (Manager through to Associate Director)	39.0	40.0	40.0

[†]In FY23, we changed the externally reported employee categories for the percentage of women in leadership. Prior reported information can be found in previous sustainability reports.

% OVERALL TURNOVER

	FY21	FY22	FY23	FY24	FY25
Male staff turnover	19.0	18.8	13.0	12.5	15.3
Female staff turnover	21.4	22.0	14.1	16.0	26.6
Total turnover	20.0	20.3	13.5	14.2	21.0

% TURNOVER – PROFESSIONAL EMPLOYEES

	FY21	FY22	FY23	FY24	FY25
Male staff turnover	5.69	8.4	12.6	10.9	8.3
Female staff turnover	6.33	10.5	11.9	10.7	9.7
Total turnover	5.99	9.4	12.3	10.8	9.0

% TURNOVER – PRODUCTION EMPLOYEES

	FY21	FY22	FY23	FY24	FY25
Male staff turnover	23.03	24.2	13.1	12.9	16.8
Female staff turnover	25.08	27.5	14.7	17.4	31.0
Total turnover	24.09	25.8	13.9	15.2	24.0

EMPLOYEES: TOTAL NEW HIRES AND LEAVERS

	Region				Gender		Age				Total
	NA	LAC	EMEA	APAC	Female	Male	Baby Boomers (1945 – 1964)	Generation X (1965 – 1980)	Millennials (1981 – 1999)	Generation Z (2000 Onwards)	
New Hires	84	98	104	3,707	2,545	1,448	11	174	1,858	1,950	3,993
Leavers	75	93	88	4,364	2,675	1,945	43	462	2,362	1,753	4,620

Health and safety

All health and safety figures include contingent employees, including employees hired by Ansell through contract agencies. They do not include third-party contractors hired to undertake a specific job or task, such as caterers or tradespeople who take direction from the company they work for.

	FY21	FY22	FY23	FY24	FY25
Total recordable injury frequency rate (Per million hours worked)		0.718	0.413	0.949	0.795
Lost time injury frequency rate (per million hours worked)		0.230	0.265	0.503	0.273
Days lost frequency rate (per 100 employees per year)	4.049	0.887	2.447	3.620	1.510
Medical treatment injury (per 100 employees per year)	0.232	0.161	0.092	0.217	0.186
Leading indicator frequency rate (per 100 employees per year)	46.440	68.862	89.980	145.420	369.035
Number of safety improvement observations submitted to mitigate unsafe conditions and acts	6,984	10,511	13,679	22,737	63,610
Fatalities (number)	0	0	0	0	0
Fatalities (per 100 employees per year)	0	0	0	0	0

Hand- and finger-related injuries were the main types of injuries sustained by workers in FY25. Leading indicator frequency rate increase represents the raised awareness at plants to report unsafe conditions, unsafe acts and near misses.

HRT procedures focus on the proactive identification of high-risk activities and building the health and safety competencies of everyone engaging with the HRT. Eight high risks tasks that are common top risks in all our plants: powered industrial truck operations; working at height; exposure to hazardous energy; confined space entry; exposure to hazardous substances; works done by contractor; electrical work; and exposure to machinery hazards.

Energy and emissions^o

TOTAL ENERGY

	FY24	FY25
Total energy (GJ)	5,160,930	5,783,104
Total renewable energy (GJ)	2,136,468	2,918,442
% renewables in energy mix	41%	50%
% Electricity from total energy	14%	15%
% Electricity from renewable sources	29%	58%

^oIn FY23, Ansell completed the acquisition of Ansell Seremban. In FY24, we restated metrics related to absolute emissions data for our target base year FY20 to include Ansell Seremban. In FY25, Ansell's renewable energy mix has returned to prior levels before the acquisition of Ansell Seremban in March 2023. Ansell Seremban was added to our inventory from FY24. We did not restate FY20-FY23 data for energy and intensity-related indicators. Prior years' energy and emissions metrics are reported in our [2023 Sustainability Report](#).

ENERGY INTENSITY

	FY24	FY25
GJ/thousand production units	1.39	1.25

TOTAL GREENHOUSE GAS EMISSIONS

	Metric tons of CO ₂ e		
	FY20	FY24	FY25
Scope 1 emissions	175,135	173,100	181,558
Scope 2 emissions (market based)	106,526	77,684	46,346
Scope 1 & 2 emissions	281,661	250,784	227,904
Direct biomass emissions^	206,458	287,011	359,895
Scope 3 emissions	n/a	798,935	— [†]

^aAnthropogenic biogenic CO₂ emissions are reported separately, and CH₄ and N₂O are reported as anthropogenic as per Annex D of ISO 14064-1:2018. Biomass emissions are reported separately from Scope 1 and 2 emissions and are not covered by emissions-related targets.

[†]Current year Scope 3 data is reported a year in arrears. Our Scope 3 inventory is calculated by subject matter experts using a spend-based methodology. We used our financial data, industry averages, and other emission factors based primarily on spend data. As we enhance our supply chain engagement and develop our Scope 3 roadmap, we expect to improve the accuracy of our inventory with increased granularity. Scope of our environmental data is for our manufacturing plants only. Our distribution centres and offices are leased and therefore fall under Scope 3 emissions.

GREENHOUSE GAS EMISSIONS INTENSITY

	FY24	FY25
tCO ₂ e/million production units	67.55	49.27

COMPOSITION OF SCOPE 1 EMISSIONS

	Metric tons of CO ₂ e		
	FY20	FY24	FY25
CO ₂	168,516	163,255	169,364
CH ₄	4,220	6,588	6,642
N ₂ O	2,400	3,257	3,970

Water

Metrics related to water data exclude Ansell Seremban.

WATER WITHDRAWALS

	FY20	FY21	FY22	FY23	FY24	FY25
m ³	6,272,955	7,088,847	6,880,433	7,098,237	7,078,730	7,301,196

WATER INTENSITY

	FY20	FY21	FY22	FY23	FY24	FY25
m ³ /thousand production units	2.80	2.62	2.39	2.45	2.74	2.19

Including Ansell Seremban in FY25, our total water withdrawals were 8,554,013m³ and water intensity was 1.85m³/thousand production units. Read more in the Water section of this report.

Waste

Metrics related to Waste Management exclude Ansell India and Ansell Seremban.

VOLUME OF WASTE

	FY20	FY21	FY22	FY23	FY24	FY25
Total waste generated (MT)	9,811	17,559	18,494	19,652	21,284	25,087
Waste to landfill (MT)	1,738	1,417	812	83	50	47
% Waste to landfill	18%	8%	4%	0.42%	0.23%	0.19%

VOLUME OF WASTE BY METHOD OF WASTE HANDLING AND DISPOSAL

Method of waste handling and disposal	FY23 ^a		FY24		FY25	
	Quantity (MT)	% Total	Quantity (MT)	% Total	Quantity (MT)	% Total
Reuse	2,624	13.29%	2,171	10.67%	2,749.2	10.96%
Recycling	10,260	51.98%	11,818	55.53%	11,208.6	44.68%
CoProcessing/Waste to Energy	6,772	34.31%	7,145	33.57%	11,081.5	44.17%
Incineration	23	0.12%	1	0.01%	0.2	0.00%
Chemical Pre-Treatment and Neutralisation	0.16	0.00%	–	0.00%	–	–
Secured/Sanitary Landfilling	11	0.05%	11	0.05%	16.5	0.07%
Uncontrolled Landfilling	49	0.25%	38	0.18%	30.8	0.12%

^aReporting Ansell’s volume of waste by method of waste handling and disposal commenced in 2023. Prior to, data was solely monitored and reported internally and submitted to auditors during Zero Waste to Landfill certification process.

STATEMENT AROUND VERIFICATION OF DATA

Environmental data is provided monthly by crossfunctional teams including Engineering, EHS and Finance at each of our manufacturing plants, and compiled by the Environmental Sustainability arm of Global EHS. This team together with Global Engineering follows up on data-gaps and anomalies and performs verification against documentary evidence submitted (including invoices, meter readings and consumption records). All data is used to update SmartSheet Dashboards so there is clear visibility on plant-level and group-level performance. Ansell developed an internal verification program to verify the Scope 1 and 2 environmental data disclosed on page 53 of the 2025 Sustainability Report and achieved the internal verification objectives. The FY25 GHG Inventory was verified in accordance with ISO 14064-3:2019 as meeting the requirements of ISO 14064-1:2018 by Control Union International, an independent IFIA accredited inspection group.



Ansell

Join the conversation:



[ansell.com](https://www.ansell.com)



Sustainability Management
Approach Report

2025

Contents

SUSTAINABILITY GOVERNANCE

- 3 Our sustainability governance model
- 7 Industry associations

STAKEHOLDER ENGAGEMENT

- 9 Collaborating with stakeholders
- 11 Our material topics
- 12 The Sustainable Development Goals
- 13 Our value chain

PEOPLE

- 15 Employee health and safety
- 17 Belonging & inclusion and Employee engagement
- 19 Community engagement and investment

PLANET

- 21 Energy and emissions
- 23 Climate risk
- 25 Water
- 27 Waste
- 29 Biodiversity
- 31 Innovation and product stewardship
- 33 Product safety and quality

APPENDIX

- 36 GRI content index

About this Report

Ansell's Sustainability Management Approach Report supplements our [annual sustainability reporting suite](#). Ansell's sustainability management approach disclosure relates to its material sustainability topics references the Global Reporting Initiative (GRI) Standards 2021 and is a roll-forward document year on year, with updates made to the disclosure, where relevant. A detailed GRI Index is available on [page 36](#) of this document.

Acknowledgement of Country

We acknowledge and respect the traditional lands and cultures of First Nations peoples in Australia and globally. We pay our respects to Elders past and present and recognise First Nations peoples' longstanding and ongoing spiritual connections to land, sea, community and Country. Appreciation and respect for the rights and cultural heritage of First Nations peoples is essential to the advancement of our societies and our common humanity.

SUSTAINABILITY GOVERNANCE

IN THIS SECTION

- 3 Our sustainability governance model
- 7 Industry associations



Our sustainability governance model

Ansell's Board of Directors and management have established a culture of integrity, transparency and accountability that permeates our company. Our core values and commitment to operating in line with the highest legal, moral and ethical standards are also embedded in our Code of Conduct.

SUSTAINABILITY GOVERNANCE MODEL

Ansell Board of Directors (the Board)

Oversees and reviews the management, administration and governance of the company, including Ansell's strategy, targets and performance.

Sustainability & Risk Committee (SRC)

Reviews the design and implementation of Ansell's risk management system and monitors Ansell's risk profile against risk appetite. Evaluates and monitors the effectiveness and progress of our sustainability policies, programs, objectives and targets. Targets are set by the Board with guidance from SRC and updates to targets as required are made at least annually and the SRC. Ultimately, the Board will approve any required updates to targets.

See Sustainability & Risk Committee Charter for committee roles and responsibilities.

Audit & Compliance Committee (ACC)

Reviews Ansell's financial statements and reporting and ensures disclosures align with TCFD recommendations. Oversees Ansell's external auditors, internal audit and controls and reviews internal audit assessments, including labour and social performance.

See Audit & Compliance Committee Charter for committee roles and responsibilities.

Executive Leadership Team (ELT) Sustainability Council

Consists of the CEO and all members of the ELT and is responsible for overall development and implementation of Ansell's sustainability strategy, including reviewing progress against strategic sustainability objectives and providing regular updates and recommendations to the Board on decisions that require Board oversight and approval. The CEO and relevant members of the ELT are accountable for ESG performance with an ESG metric linked to remuneration.

People Workstream

Labour Rights Committee

Consists of members of the ELT and functional leads of relevant areas of the business and is responsible for managing modern slavery and labour rights risks in our operations and third-party supply chain.

Chief Human Resources Officer and Chief Operations & Supply Chain Officer

Executes our People Sustainability Strategy and programs related to health and safety, belonging and inclusion, community engagement, the labour standards program and the Supplier Management Framework.

Planet Workstream

Chief Operations & Supply Chain Officer

This workstream executes our decarbonisation strategy as part of our Net Zero Commitment, as well as our water stewardship and zero waste to landfill initiatives, and is responsible for our CDP and TCFD reporting.

Product Workstream

Chief Product & Marketing Officer

Delivers new product innovations, executes our packaging pledge and sustainable product pipeline development. Partners with customers, suppliers and other stakeholders to develop circularity and end-of-life solutions for reduced environmental impact.

Communication & Training Workstream

**Chief Product
& Marketing Officer**

Equips our people with key knowledge on sustainability at Ansell, engages with customers on industry solutions for more sustainable PPE, and communication strategy.

Key FY25 activities of the Board included:

- Monitoring labour standards performance across our internal operations and third-party supply chain, including visits to employee accommodation
- Evaluating our performance against environmental and safety targets to confirm alignment
- Enhancing the Company's sustainability strategy
- Reviewing key sustainability risks and opportunities
- Monitoring sustainable product development pipeline
- Monitoring ESG-related investor ratings
- Attending ad hoc trainings and conferences individually to strengthen their skills
- Receiving briefings on the Science Based Targets initiative (SBTi) process in reference to Ansell Scope 3 target setting

FY25 Board approvals related to sustainability are:

- Approved updates to Belonging & Inclusion Policy, Responsible Sourcing Policy, Supplier Code of Conduct and Labour Standards Policy
- Approved release of FY24 sustainability reporting suite
- Approved update to Product target in respect to new and update products being designed with reduced environmental impact
- Approved the adoption of a Scope 3 target and SBTi Commitment (SBTi verification was received in July 2025.)

Every three years, the Board engages external consultants to review its effectiveness and structure. Directors also undertake a self-assessment to grade their skills and capability in reference to attributes of the Board matrix. The Board believes that it collectively possesses the requisite blend of skills and other attributes to discharge its duties effectively, including understanding and experience related to environmental and social responsibility topics such as climate change, human rights and responsible sourcing. There was no substantial change to board composition in FY25. See the [2025 Corporate Governance Statement](#) for information on Ansell's approach to governance, committee responsibilities, and the Board Skills Matrix. Our Board Committee Charters and corporate policy suite are available on our website.

Risk Management Framework

ANSELL'S RISK AND OPPORTUNITY MANAGEMENT PRACTICES INCLUDE:

- A comprehensive risk management program that includes property protection and health, safety and environmental 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 risks according to likelihood and consequences and monitors the mitigation of those risks.
- Regular data collection and reporting from relevant business units to the ELT, the ELT Sustainability Council, operational Risk Management Executive (RME) meetings, the SRC or ACC, as appropriate, and the Board.

CONTROLS AND PROCEDURES SUPPORTING OVERSIGHT:

- Chief Operations & Supply Chain Officer and Global Environment, Health and Safety (GEHS) teams monitors climate risks and opportunities and integrates them into the Enterprise Risk Dashboard and scenario analysis. Regular reviews under our risk management program ensure alignment with the Risk Management Framework.
- Climate risks are reported in the Enterprise Risk Dashboard to the Board and SRC, with the SRC, ACC, CEO, ELT, ELT Sustainability Council, Climate Working Group and RME ensuring oversight.¹
- At plant-level, the RME regularly monitors safety and environmental sustainability performance across emissions, energy, water and waste.

INTEGRATION WITH OTHER INTERNAL FUNCTIONS:

- Our ELT Sustainability Council, which consists of all ELT members, is responsible and accountable for the overall implementation of Ansell's sustainability strategy and provides regular updates to the Board and SRC.
- Each of Ansell's sustainability workstreams—People, Planet, Product and Communication and Training—is sponsored by one or more ELT members, who are supported by project leads. Project leads oversee collaboration between mid-level management and dedicated project teams, driving the integration of sustainability considerations into all levels of our business and strategic decision-making.
- GEHS and plant leadership monitors the development of environmental regulatory requirements and the progress of Ansell's climate initiatives against the risk profile, and is supported by Ansell's Climate Working Group, comprising managers from Ansell's finance, risk, GEHS and sustainability functions.
- RME meetings, led by GEHS and the Chief Operations & Supply Chain Officer are attended by plant leadership, plant team leads and global functions like Human Resources. Meetings are conducted regularly to update performance on sustainability projects, including SBTi commitments and safety of people at plant level, ensuring full integration with other internal functions.

¹For more information on Ansell's management of climate risks, see 'Climate risk' on p. 42.

Remuneration-linked sustainability key performance indicators (KPIs) for CEO and ELT members

ESG metrics linked to the CEO and ELT members' remuneration were introduced in FY22, and ELT members have been paid out on accomplished ESG-focused objectives (subject to business's financial performance for the year). In FY23, we refined our approach, with ELT members who directly oversee certain sustainability projects being assigned remuneration-linked sustainability KPIs, to ensure focused attention where required.

The aim of these sustainability performance-linked objectives is to move the dial on our sustainability strategy, goals and performance. Payout against the ESG metrics is decided on a weighted average for each metric and the level of completion. ELT members' ESG targets are set out below. Further incorporation of key climate-related and other ESG metrics and targets into remuneration for executives is currently under review.



Ansell Board members welcomed at Ansell Textiles Lanka plant with traditional Kandyan dance ceremony.

ELT MEMBER	REMUNERATION-LINKED SUSTAINABILITY KPIs
Chief Executive Officer	KPI on delivery of all ESG goals, with a focus on social compliance and renewed progress on water and safety results.
Chief Human Resources Officer	KPIs related to our commitments under People pillar, focused on social responsibility at Ansell plants.
Chief Operations & Supply Chain Officer	KPIs related to operations and supply chain commitments under our Planet pillar, including net-zero decarbonisation strategy and water usage reduction.

Ansell policies and charters

Ansell's policy suite guides our business conduct and formalises how we approach issues covered by our policies. The Board reviews and approves all Ansell policies before they are adopted. We endeavor to update our policies regularly so that they remain relevant to our business and how we manage our material issues.

This year, Ansell's Board approved updates to the following policies:

- (updated) Supplier Code of Conduct
- (new, replaces previous policy) Belonging & Inclusion Policy
- (updated) Labour Standards Policy
- (updated) Responsible Sourcing Policy

Ansell's governance policies are publicly available on our website, and relate to the following issues:

Labour rights

- Human Rights Statement
- Labour Standards Policy

People

- Belonging and Inclusion Policy
- 5-Point Safety Charter
- Safety and Loss Control Policy

Environment

- Environmental Sustainability Policy

Supply chain

- Conflict Minerals Policy
- Supplier Code of Conduct
- Responsible Sourcing Policy

Products

- Quality Statement Policy

Corporate governance

- Ansell Constitution
- Corporate Governance Statement
- Ansell Code of Conduct
- Tax Transparency Public Disclosure
- Anti-Bribery and Corruption Policy
- Continuous Disclosure Policy
- Mandatory Shareholding Policy
- Risk Management Policy
- Securities Trading Policy
- Whistleblower Policy

Our environment team considers the precautionary principle in its work; however, the principle is not formally embedded in policies. Some of our policies, such as our Labour Standards Policy, stipulate due diligence.

Information on Ansell's Board and Committee governance is available on our website, including:

- Board Charter
- Board Skills Matrix
- Membership of Board Committees
- Audit and Compliance Committee Charter
- Sustainability and Risk Committee Charter
- Governance Committee Charter
- Human Resources Committee Charter

Code of Conduct

Ansell's Code of Conduct embeds our core values and commits to operating under the highest legal, moral and ethical standards in our business. Each Ansell employee and Board member is expected to understand and adhere to our Code of Conduct, which sets out expectations on issues including corruption and bribery, human rights, conflicts of interest and social accountability, as well as when and how to report concerns and seek advice.

Our Code of Conduct is available on our website. We require all email-enabled Ansell employees and Directors to undertake Code of Conduct compliance training programs every two years. Employees are required to complete topic-specific compliance training during other years.

Failure to comply with our Code of Conduct, including its provisions relating to fair employment and human rights, may lead to disciplinary action, up to termination, consistent with local law. Violations by an individual may also subject Ansell and/or its officers to civil and/or criminal liability.

Employees can seek compliance advice by contacting the Compliance Function or relevant Ansell departments. All concerns can be reported to our independently managed Compliance Hotline, which is available online and by phone in local languages. Individuals who report their concerns in good faith are protected by Ansell's 'no retaliation' policy. Our Supplier Code of Conduct, updated this year, is published on our website and formalises our expectation that our suppliers uphold responsible environmental, social and governance practices in line with Ansell's values. A direct link to Ansell's compliance hotline is available to suppliers, their employees, contractors and other stakeholders to report non-compliance with Ansell's Supplier Code of Conduct without fear of retaliation. We require all Ansell suppliers to have grievance mechanisms and to undertake remediation where required. Please see our [Labour Rights Report \(and Modern Slavery Statement\)](#) for more information on our Supplier Code of Conduct, grievance mechanisms and approach to remediation.

2,521

Professional employees completed Code of Conduct training in FY25 and remaining to complete in FY26

2,878

Production employees received an in-person refresher course on our Code of Conduct in FY25 and remaining to complete in FY26



Industry associations

BODY	TYPE	COUNTRY OR REGION	ANSELL POSITION
European Commission	Government regulator	EU-27	Engagement in ESF
Korea Occupational Safety and Health Agency (KOSHA)	Government regulator	South Korea	Dialogue
CUPPE	Government regulator	China	Dialogue
International Organization for Standardization (ISO)	Standardisation body	Global	Expert member
European Committee for Standardization (CEN)	Standardisation body	EU-27	Expert member
British Standards Institution (BSI)	Standardisation body	United Kingdom	Expert member
Bureau for Standardization (NBN)	Standardisation body	Belgium	Expert member
Swedish Institute for Standards (SIS)	Standardisation body	Sweden	Expert member
International Safety Equipment Association (ISEA)	Standardisation body	North America	Expert member
American Society for Testing and Materials (ASTM)	Standardisation body	North America	Expert member
National Fire Protection Association (NFPA)	Standardisation body	North America	Expert member
Standardisation Administration of China	Standardisation body	China	Expert member
Brazilian National Standards Organization (ABNT)	Standardisation body	Brazil	Dialogue
Australian/New Zealand Standards (AS/NZS)	Standardisation body	Australia and New Zealand	Member
European Safety Federation (ESF)	Professional organisation	Europe	President
British Safety Industry Federation (BSIF)	Professional organisation	United Kingdom	Board member
Febelsafe	Professional organisation	Belgium	President
Assosistema	Professional organisation	Italy	Member
Synamap	Professional organisation	France	Board member and expert member
Animaseg	Professional organisation	Brazil	Member
Asepal	Professional organisation	Spain	Member
Malaysian Rubber Glove Manufacturers Association	Professional organisation	Malaysia	Ordinary member
MedTech Europe	Professional organisation	Europe	Member
MECOMED	Professional organisation	Middle East & Africa	Member
Asian Pacific Medical Technology Association (APACMed)	Professional organisation	Asia Pacific	Member
Association of British HealthTech Industries (ABHI)	Professional organisation	United Kingdom	Member
Medical Technology Association of India (MTAI)	Professional organisation	India	Member
Medical Technology Association of Japan (MTJapan)	Professional organisation	Japan	Member
Korea Medical Devices Industry Association (KMDIA)	Professional organisation	Korea	Member
La Cámara Nacional de la Industria Farmacéutica (CANIFARMA)	Professional organisation	Mexico	Member
Responsible Glove Alliance	Non-profit membership organisation	Global	Member

STAKEHOLDER ENGAGEMENT

IN THIS SECTION

- 9 Collaborating with stakeholders
- 11 Our material topics
- 12 The Sustainable Development Goals
- 13 Our value chain



Collaborating with stakeholders

Understanding our stakeholders' priorities and keeping them informed about our environmental and social impact is integral to our operations.

Each year, Ansell engages a diverse set of stakeholders on a wide range of sustainability topics. Our focus is on addressing inquiries, delivering clear information, and fostering meaningful dialogue through various channels and touchpoints.

As awareness of environmental and social challenges has grown, so has stakeholder interest in the impact of our operations. Ansell is committed to continuing to maintain open communication and transparency as we report on progress against our sustainability targets each year.



STAKEHOLDER GROUP	KEY AREAS OF INTEREST	HOW WE ENGAGE
Distributor customers	Business conduct Business continuity/reliability of supply Environmental impact and compliance Labour rights Pricing Innovation and product stewardship Responsible supply chain	Customer service interaction Direct engagement Marketing Plant visits Sales and contract negotiations Trade shows Webinars Website Sustainability Report Labour Rights Report (and Modern Slavery Statement)
End users	Business continuity/reliability of supply Environmental impact and compliance Labour rights Pricing Innovation and product stewardship Responsible supply chain	AnsellGUARDIAN® Contact through distributors Customer service interaction Customer site visits Marketing Webinars Websites Sustainability Report Labour Rights Report (and Modern Slavery Statement)
Employees	Health and safety Labour rights Belonging and inclusion Employee engagement Financial performance Community engagement and investment Climate risk Environmental impact and compliance	Newsletters, posters and emails Conferences and events Engagement surveys Intranet Town halls Training Volunteer and community programs Sustainability Report Labour Rights Report (and Modern Slavery Statement)



STAKEHOLDER GROUP	KEY AREAS OF INTEREST	HOW WE ENGAGE	
Investors	Financial performance Climate risk Environmental impact and compliance Belonging and inclusion Health and safety Labour rights	Annual General Meeting Annual Report ASX disclosures Chairman's circuit Direct engagement Investor presentations	Sustainability webinar Written letters and communications Sustainability Report Labour Rights Report (and Modern Slavery Statement)
Local communities	Community engagement and investment Environmental impact and compliance	Education and healthcare support Local events	Philanthropic activities Sponsorships Volunteer programs
NGOs and activists	Labour rights Responsible supply chain	Direct engagement Donations/disaster relief support Partnerships	Sustainability Report Labour Rights Report (and Modern Slavery Statement)
Regulators	Business conduct Environmental impact and compliance Health and safety Labour rights	Annual Report Sustainability Report Modern Slavery Statement	Direct engagement Participation in business and industry associations
Suppliers	Business conduct Business continuity Labour rights Product specifications and quality expectations Responsible supply chains	Audits (including third-party audits) Direct engagement Supplier trainings Supplier events, such as supplier summits Participation in business and industry associations	Supplier agreements Supplier Code of Conduct Sustainability Report Labour Rights Report (and Modern Slavery Statement)

Our material topics

To inform how we manage, measure and communicate our sustainability performance, we conducted our double materiality assessment (DMA), which builds from our previous materiality assessments.

Our material topics are as follows:

- Employee health and safety
- Labour rights
- Belonging, inclusion and employee engagement
- Community engagement and investment
- Energy and emissions
- Climate risk
- Biodiversity
- Water
- Waste
- Innovation and product stewardship (including product quality and safety)

Our material sustainability focus areas are underpinned by:

- Governance and business ethics
- Stakeholder engagement and sustainability communications

In the coming years, Ansell will be subject to mandatory climate-related disclosures under the incoming Australian Sustainability Reporting Standards (ASRS) and the EU’s Corporate Sustainability Reporting Directive (CSRD). CSRD reporting aligns with the European Sustainability Reporting Standards (ESRS), which require companies to engage in a double materiality assessment (DMA) to identify the material environmental, social, and governance (ESG) topics within their business. The DMA assesses ESG topics from two perspectives: inside-out (the company’s positive and negative impact on society and the environment) and outside-in (the financial risks and opportunities for the company stemming from ESG topics). Evaluating ESG topics through this dual lens ensures that companies are weighing environmental and ethical responsibility in parallel with actions to increase business resilience and profitability.

From October 2024 to March 2025, Ansell performed its first DMA with the guidance of a third-party consultancy. This included five phases of work:

- **Context mapping:** To understand the business context in which Ansell operates, we evaluated all key activities of the business and mapped our entire value chain. We also developed a list of key stakeholder groups, which includes affected stakeholders and the users of our sustainability statements, to determine which aspects of the DMA

Ansell is a participant in the United Nations Global Compact and supports the role of businesses working alongside governments and civil society to achieve the United Nations Sustainable Development Goals (UN SDGs). Our material topics align with seven UN SDGs.



would require their input. Identified internal stakeholders included representatives of the following departments: Environmental Health & Safety (EHS), Human Resources, Research & Development, Global Packaging, Procurement, Sourcing, Corporate Social Responsibility, Quality Assurance and Regulatory Affairs. External stakeholders included supplier, investor, distributor, and customer/end-user representatives.

- **Development of the shortlist:** Starting from the list of all ESRS topics, we conducted desk research, benchmarking studies and internal stakeholders’ workshops to develop a first list of topics most likely to be applicable to Ansell. This step also considered the possibility of adding company-specific topics.
- **Identification and evaluation of Impacts, Risks and Opportunities (IRO):** The list of relevant sustainability matters served as a structure to identify Ansell-specific IROs that could be associated with each sustainability topic. Internal stakeholders were consulted through interviews to identify relevant and specific IROs that cover the entire value chain and to evaluate the IROs on a short- (one year), medium- (between one and five years) and long-term (more than five years) view, based

on ESRS compliant scales of evaluation. The parameters of this evaluation included scale, scope, irremediability, likelihood and impact on financials.

- **External stakeholders’ consultation:** We then engaged with key external stakeholders (customers, suppliers and shareholders) to provide their input on our IROs.
- **Validation of final list of material topics:** The final list of IROs and associated material topics was validated by Ansell’s Executive Leadership Team (ELT) and Board. To avoid any evaluation bias, the IRO and material topics were challenged through multiple workshops with internal teams, our ELT Sustainability Council and the CEO.

This DMA resulted in 10 material topics substantiated by various IROs. The result aligns with our current material topics, bringing additional details for some topics (e.g. climate risks → climate risks and opportunities) as well as new material topics (e.g. air pollution, business conduct). This outcome confirms the strength and focus of our existing sustainability initiatives and targets. The complete results of this process will be released in our first CSRD report, to be published in 2028.

The Sustainable Development Goals

Ansell supports the role of business in working alongside governments and civil society to achieve the United Nations Sustainable Development Goals (SDGs).

We evaluated our actual and potential negative and positive impacts on the SDGs, and identified seven goals that Ansell is best positioned to make a meaningful impact on. Following our DMA completed this year, we have mapped our material topics to each SDG.

GOOD HEALTH AND WELL-BEING



Ansell provides hand and body protection solutions to millions of workers and healthcare professionals globally. Innovation drives our business forward and we are focused on developing products that perform better and continue to keep users safe. Our employees' health and well-being is a priority for us.

Material topics: Employee health and safety and Innovation and product stewardship

CLEAN WATER AND SANITATION



Ansell's manufacturing processes and raw materials are water intensive. We continue to reduce our water intensity through efficiency improvements, rainwater storage and water recycling.

Material topic: Water

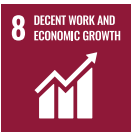
AFFORDABLE AND CLEAN ENERGY



Ansell has a role to play in energy efficiency and renewables. As part of our decarbonisation strategy, Ansell is reducing our reliance on fossil fuels and shifting to renewable energy.

Material topics: Energy and emissions and Climate risk

DECENT WORK AND ECONOMIC GROWTH



Ansell makes a significant contribution to employment and economic growth, and promotes decent work.

Material topics: Labour rights, Belonging and inclusion and Employee engagement

REDUCED INEQUALITIES



As a global employer, Ansell can help to address inequality.

Material topics: Labour rights, Belonging and inclusion and Employee engagement, and Community engagement and investment

RESPONSIBLE CONSUMPTION AND PRODUCTION



Product stewardship is an important area of focus for Ansell. We focus on reducing the environmental impact of the lifecycle of our products and packaging, including our manufacturing operations, while ensuring safer and high quality products.

Material topic: Innovation and product stewardship

CLIMATE ACTION



Ansell supports the Paris Agreement. Beyond our efforts to decarbonise our operations, we are partnering and collaborating to advocate for climate action.

Material topics: Energy and emissions and Climate risk

Our value chain

Ansell has both positive and negative environmental and social impacts across its value chain. These are outlined below, alongside how we seek to accordingly maximise or minimise these impacts through our sustainability strategy.

	PRODUCT DEVELOPMENT	UPSTREAM SUPPLY CHAIN, INCLUDING NATURAL RESOURCES	MANUFACTURING	MARKETING AND SALES	DOWNSTREAM SUPPLY CHAIN	USE	DISPOSAL
Relevant stakeholders	<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Suppliers and workers Local communities 	<ul style="list-style-type: none"> Ansell employees and contractors Local communities 	<ul style="list-style-type: none"> Distributor customers End users 	<ul style="list-style-type: none"> Suppliers and workers Local communities 	<ul style="list-style-type: none"> Distributor customers End users 	<ul style="list-style-type: none"> Distributor customers End users
Relevant material topics	<ul style="list-style-type: none"> Product innovation and stewardship 	<ul style="list-style-type: none"> Labour rights Energy and emissions Climate risk Biodiversity Water 	<ul style="list-style-type: none"> Employee health and safety Labour rights Belonging and inclusion and Employee engagement Community engagement and investment Energy and emissions Climate risk Biodiversity Water 	<ul style="list-style-type: none"> Product innovation and stewardship 	<ul style="list-style-type: none"> Labour rights Energy and emissions Climate risk Biodiversity Water 	<ul style="list-style-type: none"> Product innovation and stewardship 	<ul style="list-style-type: none"> Product innovation and stewardship
Impacts	<ul style="list-style-type: none"> Product design influences life cycle environmental impacts 	<ul style="list-style-type: none"> Labour rights Social and community impacts Scope 3 emissions Biodiversity impacts Water use Supplier waste 	<ul style="list-style-type: none"> Labour rights, health and safety, and belonging and inclusion in our internal operations Social and community impacts in the areas surrounding our operational footprint Scope 1 and 2 emissions Biodiversity and natural capital in the areas surrounding our operational footprint Water use Operational waste 	<ul style="list-style-type: none"> Contribute to global PPE industry and supply 	<ul style="list-style-type: none"> Labour rights in downstream warehousing and distribution suppliers Scope 3 emissions Water use Supplier waste 	<ul style="list-style-type: none"> Protection of global industrial and healthcare workers Packaging waste 	<ul style="list-style-type: none"> End-of-life product waste to landfill
Our strategic response	<ul style="list-style-type: none"> Develop product portfolio to support customers' environmental goals Improve resource and emissions efficiency of products through design phase 	<ul style="list-style-type: none"> Build supplier capacity to promote labour rights and respect decent livelihoods Encourage suppliers to decarbonise through technical support and engagement Ansell Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY45 	<ul style="list-style-type: none"> Promote decent livelihoods for Ansell production employees and remediate harm Improve resource and emissions efficiency of products Energy efficiency and renewable energy expansion to achieve Net Zero for our operations (Scope 1 & 2) by FY40 Water-efficient processes and recycling Minimise waste to landfill 	<ul style="list-style-type: none"> Supply more sustainable products to support customers' environmental goals Promote sustainability best practices and set new benchmark for the PPE industry 	<ul style="list-style-type: none"> Build supplier capacity to promote labour rights and respect decent livelihoods Encourage suppliers to decarbonise through technical support and engagement Ansell Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY45 	<ul style="list-style-type: none"> Provide high-quality PPE to keep industrial workers, healthcare professionals, and all users safe Deliver quality high-performance products with longer use life 	<ul style="list-style-type: none"> Demonstrate second-life use viability of products after disposal Educate customers and connect them with providers of alternative end-of-life options, including product recycling and industrial composting where appropriate Ansell Limited commits to reach net-zero greenhouse gas emissions across the value chain by FY45

PEOPLE

CONTRIBUTION
TO THE
UN SDGS



IN THIS
SECTION

- 15 Employee health and safety
- 17 Belonging and inclusion and Employee engagement
- 19 Community engagement and investment



Employee health and safety

DEFINITION

Actively managing health and safety risks to protect Ansell’s employees, contractors and visitors. Working continuously to raise safety performance and standards at our locations.

IMPACT

Ansell’s operating footprint includes manufacturing plants, warehouses and distribution centres, research and development facilities, and corporate offices. Many of these areas of operation have an elevated risk of occupational health and safety impacts due to the nature of work. We want to protect our employees, and we do so by being vigilant in executing our employee health and safety management system.

Our supply chain also includes manufacturing and primary production environments that present health and safety risks. These are not within Ansell’s operational control; however, we have some influence through our Supplier Code of Conduct and Supplier Management Framework (see further on the next page).

GOOD HEALTH AND WELL-BEING



Innovation drives our business forward, and we are focused on developing products that perform better and continue to keep users safe.

Policies and commitments

Ansell is guided by a 5-Point Safety Charter and an EHS Framework, which includes global standards for High-Risk Tasks (HRTs) and Core Standards, which establish the framework of our EHS management system and covers all employees and contractors. Our management systems adhere to the US Occupational Safety and Health Administration (OSHA) and Australian regulatory requirements. HRT procedures focus on proactively identifying high-risk activities and building the health and safety competencies of everyone engaging with HRTs. Our consolidated EHS Manual will continue to meet OHSAS, ISO 14001, ISO 50001 and ISO 45001, which underpin our existing individual policies.

In FY24, we commenced our Zero Harm program. Embedded in our management systems is careful focus on risk assessment and mitigation. Every plant follows the global Health and Safety Risk Management COP, which includes details of Hazard Identification Risk Assessment and Risk Control. Activities and assessment are

conducted by site EHS professionals or subject-matter experts in the relevant areas, while site leadership remains accountable for the appropriate implementation of risk mitigation measures. Furthermore, all employees are made aware of measures in place through trainings, briefings and other communications. The effectiveness of control measures is monitored through Gemba walks, inspection programs, internal audit programs, review of the risk register and management reviews.

Our incident management system is made up of incident reporting procedures, a root-cause analysis process including closeout of corrective actions, and a KPI reporting dashboard.

We upskilled non-EHS specialists to become subject-matter experts and established competency requirements for each line and functional area at plants. This is in addition to current training metrics required of employees.

Management

Every employee at Ansell has a role to play in maintaining a healthy and safe workplace. This is why we take a combined top-down, bottom-up approach to employee health and safety. Global Environmental, Health and Safety (EHS) is responsible for establishing targets, monitoring results and recommending initiatives. Our on-site teams, which include plant managers and non-EHS specialists, are responsible for reviewing incident reports, conducting root-cause analyses and implementing health and safety strategies.

Plants' senior management formally sponsor HRTs at respective plants. Every employee at Ansell is responsible for reporting incidents as they occur, attending health and safety training, and acting in line with Ansell's 5-point Safety Charter.

Ansell's Operational Leadership Team (OLT), which includes senior management at plants and our Chief Officer of Operations and Supply Chain, holds monthly risk management meetings, which include a review of KPI dashboards and implementation status of corrective actions. We also hold a monthly forum for plant EHS leads to promote knowledge-sharing between plants, followed by quarterly meetings with plant leads, EHS teams, Global EHS and regional heads of operations. All production plants and offices with more than seven employees have safety

committees that bring together employees, supervisors and managers to discuss specific safety concerns and promote Ansell's safety culture.

Our Supplier Code of Conduct sets out our expectation that suppliers protect the health and safety of their workforce. Ansell's Supplier Management Framework supports Ansell to monitor health and safety-related impacts in our supply chain, including through our supplier engagement activities and audit program.

Effectiveness

To measure the effectiveness of our health and safety management, we monitor indicators including lost time injury, medical treatment injury, near-miss frequency rates and fatalities and lead indicators, including success of our HRT standards. We track performance monthly through our EHS dashboard, which is reported back to the ELT and the Board. We also conduct assessments against our HRT procedures and labour rights-related audits.

Engaging with stakeholders on employee health and safety

Ansell regularly engages with our employees on health and safety through site-specific safety committees, plant leadership, line managers and other leaders at the plants, encouraging employees to identify and submit improvement ideas to address potential hazards, including the integration of EHS Pillar in Ansell Production System and SOTERIA app. Our employees' feedback on our approach to safety informs how we improve health and safety outcomes across all facilities. We also engage with our suppliers on health and safety, as outlined earlier in this report.

LABOUR RIGHTS

Please see the [Labour Rights Report \(and Modern Slavery Statement\)](#) for details on our management approach.

Carefully sorting gloves before packing, ensuring quality and consistency in every pair.



Belonging & inclusion and Employee engagement

DEFINITION

Belonging & inclusion: Working towards equal treatment where all employees feel they belong and can be successful.

Employee engagement: Attracting, developing, and retaining a committed and passionate workforce while managing talent availability as a strategic factor in achieving business goals.

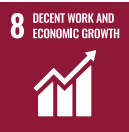
IMPACT

With more than 15,000 people in over 55 countries, Ansell is a truly global employer. The choices we make every day directly shape the experiences of our people and influence communities throughout our supply chain.

Through our focus on belonging and inclusion, we aim to create a culture where everyone feels respected, connected, and able to contribute meaningfully. We recognise that different identities, experiences, and perspectives strengthen our teams, fuel innovation, and drive performance.

We bring this commitment to life by championing initiatives that foster inclusion, build connection, and enable all employees to thrive.

DECENT WORK AND ECONOMIC GROWTH



Ansell makes significant contribution to employment and economic growth and promotes decent work.

REDUCED INEQUALITIES

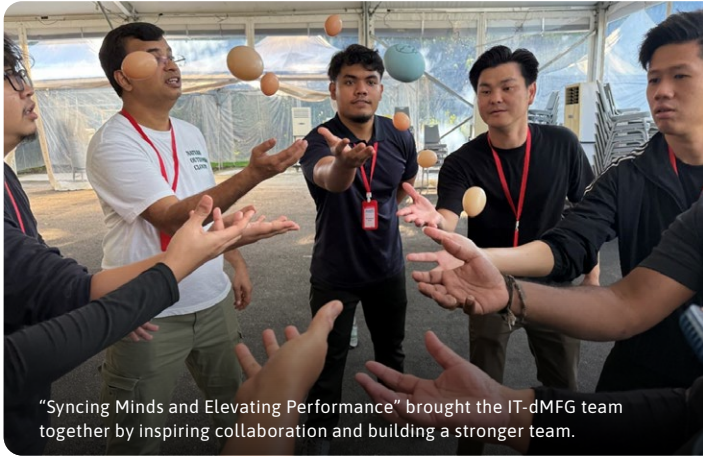


As a global employer, Ansell can help to address inequality.

Policies and commitments

Over the last two years, we have taken meaningful steps to strengthen the employee experience at Ansell. We introduced our updated Vision, Mission and PRIDE values to reinforce a shared sense of purpose and simplified our organisational structure to support faster decision-making and clearer accountability.

Ansell implements a global approach and supports employee-led regional belonging and inclusion groups. We also updated our Belonging & Inclusion Policy in FY25. Ansell's Belonging & Inclusion Policy guides our program of work and builds on our Code of Conduct by prescribing practices, tracking and reporting requirements expected across Ansell. Our commitments are reflected in all areas of the employee experience at Ansell, including talent acquisition, career and skill development, and performance management.



"Syncing Minds and Elevating Performance" brought the IT-dMFG team together by inspiring collaboration and building a stronger team.



CEO Neil Salmon and Ansell India team marked a special day with the first Ansell India Cricket League.

Management

Globally, employees participate virtually and in person at annual B&I events. At the regional level, we empower teams to develop locally appropriate B&I and engagement actions. A regional approach enables each B&I team to determine its areas of focus, with counsel from relevant ELT members and the Human Resources Department, to set measurable targets.

Providing the right learning and development opportunities is imperative to helping Ansell grow its leadership talent from within. Our Learning & Development (L&D) strategy is designed to expand access to relevant, high-impact content shaped by employee feedback and business priorities. By offering a range of learning formats and methodologies, we support the development and real-world application of new skills, creating opportunities for growth and enabling employees to contribute more effectively to our organisational goals. We assess the impact of the training by tracking participant feedback.

We use our performance management and employee career progression process to support employee career goals. Every employee receives formalised performance reviews, which may be delivered via our online portal or manually. Professional employees complete two check-ins during the year and an annual review (inclusive of

career development conversations). At a minimum, production employees receive annual performance feedback.

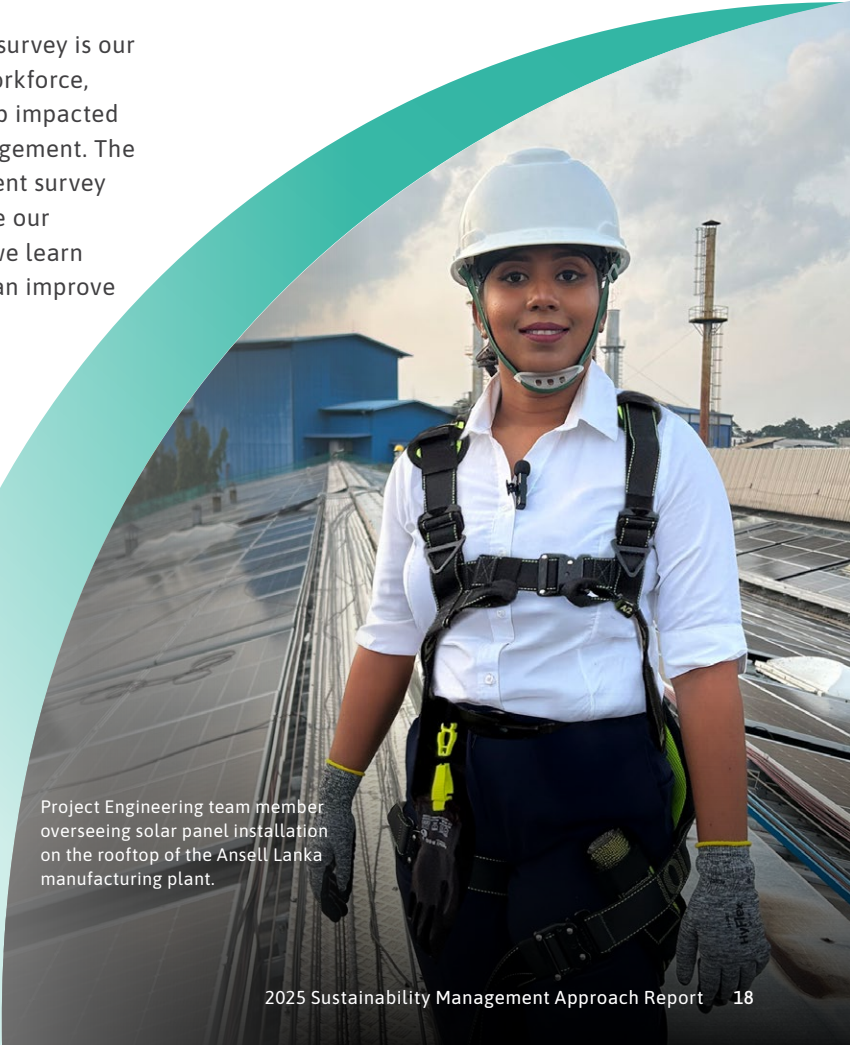
Local Human Resources team members report to the Human Resources Leadership Team, chaired by our Chief Human Resources Officer, who reports to the CEO and the Board. By using both global and regional lenses, we can reflect the unique circumstances across our locations and employees' cultural backgrounds, while establishing a unified approach across Ansell.

Effectiveness

Ansell also conducts a biennial, all-employee engagement survey, which is used to measure engagement, sense of belonging and whether employees feel Ansell creates an inclusive work environment. The results of the survey are an important insight into employee engagement and help inform our forward program of work. We also monitor informal feedback channels from employees related to specific initiatives, such as trainings and performance mentoring programs, to identify areas for improvement. Employees have other avenues for more frequent engagement, including our internally managed channels, such as our open-door policy, and our externally managed channels, such as hotlines.

Engaging with stakeholders on belonging and inclusion and employee engagement

Our biennial employee engagement survey is our main platform to engage with our workforce, who is our primary stakeholder group impacted by belonging and inclusion and engagement. The results from the employee engagement survey informs how we manage and improve our employees' experience at Ansell as we learn what Ansell does well and how we can improve in the future.



Project Engineering team member overseeing solar panel installation on the rooftop of the Ansell Lanka manufacturing plant.

Community engagement and investment

DEFINITION

Supporting and investing in the communities we operate in through philanthropy and volunteering. Recognising that Ansell generates a significant economic impact in many of the local communities in which it operates, mainly through the provision of employment.

IMPACT

Due to the size of our operational footprint, we interact with many local communities across the globe, through both direct employment and wider engagement. Ansell places importance on making a positive contribution through our presence.

REDUCED INEQUALITIES



As a global employer, Ansell can help to address inequality.

Policies and commitments

We conduct our community investment activities in line with Ansell’s values and Code of Conduct. Our initiatives largely comprise three avenues: product donations, financial support and volunteering.

Management

Ansell’s approach to community investment and engagement is guided by the needs of our local communities. This approach is supplemented by our corporate philanthropic actions, which primarily focus on custom-fitted gloves delivered through Project Joy, and on disaster relief activities where our employees work and live.

Staff in our regional offices and local operations identify initiatives relevant to our local communities, which are then approved and funded by local and/or corporate management.

This locally led approach is supplemented by activities determined by our corporate function. The ELT is responsible for approving all major financial or product donations.

Effectiveness

Ansell engages with stakeholders during these community activities to ensure our engagement and investment are well directed. We currently do not formally assess or report on the socioeconomic impact.

Engaging with stakeholders on community engagement and investment

We work with our regional offices and local plants to identify and support local causes in communities where our operations make an impact.



The Ansell Cyberjaya team supports a local cause by planting indigenous trees at Taman Tugu Urban Forest.

PLANET

CONTRIBUTION
TO THE
UN SDGs



IN THIS
SECTION

- | | |
|-------------------------|---------------------------------------|
| 21 Energy and emissions | 29 Biodiversity |
| 23 Climate risk | 31 Innovation and product stewardship |
| 25 Water | 33 Product safety and quality |
| 27 Waste | |



Energy and emissions

DEFINITION

Reducing the greenhouse gas impacts of our operations via our decarbonisation strategy, through energy efficiency and use of renewable energy, manufacturing process innovation, and policy advocacy. Supporting our value chain in doing the same.

IMPACT

As a manufacturer, our operations and broader value chain have an impact on climate change through the generation of greenhouse gas (GHG) emissions, primarily through the use of fossil fuel-based energy. Our base year inventory, established in FY20, shows that 20% of our GHG emissions are from our internal operations (Scope 1 and 2), while Scope 3 represents the greatest emissions impact. Emissions from purchased goods and services and end-of-life treatment make up 80% of our Scope 3 emissions (FY20 base year). Ansell has the potential to positively impact our own and our customers' emissions footprints through ongoing research and development of products and packaging with lower environmental impacts, including energy-efficient manufacturing processes.

AFFORDABLE AND CLEAN ENERGY



As part of our decarbonisation strategy, Ansell is reducing our reliance on fossil fuels and shifting to renewable energy.

CLIMATE ACTION



Ansell supports the Paris Agreement. Beyond our efforts to decarbonise our operations, we are partnering and collaborating to advocate for climate action.

Policies and commitments

Ansell is guided by our Environmental Sustainability Policy, which enshrines our commitments to our decarbonisation strategy and our commitment to reach net-zero greenhouse gas emissions across the value chain by FY45. The strategy has three primary focus areas: reducing our dependency on fossil fuels and transitioning to renewable energies; innovation in manufacturing processes, products and circularity; and collaboration through value chain partnerships and policy advocacy.

In June 2024, Ansell formally submitted our letter of commitment to SBTi, confirming our intention to set near-term and long-term science-based GHG emission reduction targets, including for our Scope 3 value chain emissions. In July 2025, our net-zero and near- and long-term emissions reduction targets were approved by SBTi in accordance with its Net-Zero Standard (see targets on page 35 of the [2025 Sustainability Report](#)). This critical step in our end-to-end emissions reduction journey complements and extends our previously announced targets.

Management

Currently 79% of Ansell plants (11 out of 14 plants) have ISO 14001-certified Environmental Management Systems, and 50% (7 out of 14 plants) have certified ISO 50001-certified management systems. We commit to sourcing 100% renewable electricity for our entire operations by FY40, and to implementing ISO 50001-certified energy-efficient management systems at our plants by FY28. Our commitments support the initiatives of Climate Group's RE100 and EP100.

Progress against our decarbonisation strategy and our environmental performance is reported to the Board quarterly and overseen by the Board's SRC. Our Planet workstream project leads and the Chief Officer of Operations & Supply Chain manage and monitor our strategies, reporting to the CEO and ELT. Performance metrics are also reported quarterly at our management-level Risk Management Committee meetings, chaired by the Chief Officer of Operations & Supply Chain, and attended by plant leadership and Planet workstream leaders. Across our supply chain, our Planet workstream project leads work with our global procurement team to establish a dialogue on Scope 3 emissions between Ansell and our key suppliers. Full details of our actions are disclosed in our [2025 Sustainability Report](#).

Ansell remediates all non-compliances with environmental laws and regulations, including any actual negative operational emissions-related impacts we identify.

Effectiveness

To track the effectiveness of our approach to managing energy and emissions, we monitor our emissions and energy performance metrics against our targets, which we report externally in our annual Sustainability Report and submit annually to CDP's Climate Change questionnaires. Details of the performance metrics and basis of preparation of the reported information are disclosed in our Sustainability Report.

Engaging with stakeholders on energy and emissions

Ansell engages with industry organisations and coalitions to understand how we can improve our approach to managing emissions and energy. This includes joining global initiatives, such as RE100, EP100 and the Renewable Thermal Collaborative.

Ansell engages with suppliers on their emissions through the CDP Supply Chain Program. We also collaborate with customers in addressing and managing their Scope 3 emissions.



Solar panels installed on the rooftop of Ansell Lanka's manufacturing plant, supporting sustainable energy initiatives.



Employees at our Ansell Lanka plant pose with recent certificates and awards.

Climate risk

DEFINITION

Recognising and taking steps to increase the resilience of Ansell’s operations and supply chain to climate-related risks.

IMPACT

Climate change and its associated effects are presenting direct impacts on our business, which are likely to have significant implications for our operations and our supply chain. The key risks identified through scenario analysis are detailed in our TCFD on pages 46-50 of our [2022 Sustainability Report](#).

Climate change also presents a mix of transitional risks and opportunities across our business, including carbon pricing, demand for low-carbon products, reputation, regulatory changes, demand for PPE and resource recovery and efficiency.

AFFORDABLE AND CLEAN ENERGY



As part of our decarbonisation strategy, Ansell is reducing our reliance on fossil fuels and shifting to renewable energy.

CLIMATE ACTION



Beyond our efforts to decarbonise our operations, we are partnering and collaborating to advocate for climate action.

Policies and commitments

Our Environmental Sustainability Policy sets out our commitment to continually assess, quantify and manage the physical and transitional risks and opportunities associated with climate change. We do this through periodic review of the climate risk analysis, including underlying assumptions, and use this to inform our metrics and targets, ongoing risk management and financial planning. See also the Energy and Emissions, Water and Waste sections of this report on pages 21, 25 and 27, respectively.

In the coming years, Ansell will be subject to mandatory climate-related disclosures under the incoming Australian Sustainability Reporting Standards (ASRS) and the EU CSRD. We are currently taking steps to ensure our compliance with these requirements. In FY26, we have planned to refresh our climate scenarios and financial impact assessment in time for the mandatory AASB S2 reporting.



Maintenance is being conducted at Ansell Thailand’s water recycling facility to ensure smooth operations.



Ansell Thailand EHS team members at the biomass facility, which supplies 54% of the plant's energy needs.

Management

Climate-related impacts are integrated into Ansell's Risk Management Framework and are assessed and reviewed as part of our Enterprise Risk Dashboard. To align with recommendations of the TCFD, we assessed our risks and disclosed our exposure to climate impacts, together with our response (read more in our [Annual Report](#)).

Two Board-level committees—the Sustainability & Risk Committee and the Audit & Compliance Committee—support the Board to oversee Ansell's approach to climate change. The committees are supported by the CEO, ELT Sustainability Council and the ELT. The Board receives regular reports and recommendations from the Board Committees, which inform their understanding of Ansell's risks and how they are communicated to stakeholders. With the support of the Board Committees, the Board guides our ELT Sustainability Council, which consists of all ELT members, is responsible and accountable for the overall implementation of Ansell's sustainability strategy and provides regular updates to the Board and the SRC. GEHS and plant leadership monitor the development of environmental regulatory requirements and the progress of Ansell's climate initiatives against the

risk profile and is supported by Ansell's Climate Working Group, comprising managers from Ansell's finance, risk, GEHS and sustainability functions.

We integrate physical climate risk management at plant level via Emergency Response Plans, which escalate to the corporate level through the Corporate Crisis Management Recovery Plan. When a climate related incident occurs, the response and recovery process is triggered and escalated depending on severity and impact. Long-term risks are integrated into decision-making as part of the Enterprise Risk Dashboard and are reviewed by the ELT and the SRC, and as appropriate, the Board.

Effectiveness

We monitor various climate-related metrics through our Planet material topics, energy and emissions, water and operational waste.

Engaging with stakeholders on climate risk

Ansell's engages with stakeholders on climate risk related to associated topics, including our material topics of Energy and Emissions, Water and Waste.

Water

DEFINITION

Ensuring continued access to water for our operations and improving water conservation efforts through processes, including water recycling and water stewardship efforts, to minimise consumption.

IMPACT

Ansell uses water in many of our manufacturing processes, and it is an important input in the development of our products. We are reliant on a supply of high-quality fresh water, which is under threat in many of the geographies in which we operate due to climate change. This may have negative impacts on the environment or on local communities with which we share water resources. Ansell may also be linked to water-related impacts in our upstream supply chain, from third-party manufacturers through to raw material suppliers.

CLEAN WATER AND SANITATION



We continue to reduce our water intensity through efficiency through efficiency improvements, rainwater storage and water recycling.

Policies and commitments

Ansell’s Environmental Sustainability Policy acknowledges that our manufacturing processes depend on large volumes of clean water and includes a commitment to achieve our contextual water targets. In FY21, Ansell partnered with the World Resources Institute (WRI) to conduct a water risk assessment at our manufacturing plants. This was supported in FY22 by a physical risks assessment as part of our climate risk assessments. We found that baseline water stress coupled with annual withdrawals is classified as ‘extremely high’ at Ansell Thailand and ‘high’ at Ansell India, while other plants range from medium to low. The outputs of these assessments have been leveraged to develop our contextual water targets.

Our commitment is made up of tiered contextual targets for our plants. Based on criteria comprising total water withdrawals in the baseline year, exposure to high baseline water stress and guidance from the UN Global Compact’s CEO Water Mandate, we categorised plants into three tiers with corresponding targets and actions towards our FY27 target to reduce total water withdrawals by 35% from a FY20 baseline.

All plants commit to implement water stewardship activities to achieve the following:

TIER 1

Reduce water withdrawals by
50%

TIER 2

Reduce water withdrawals by
25%

TIER 3

Reduce water withdrawals at the plant or in the local community equivalent to
25%

The water recycling facility at Ansell Thailand supports our commitment to sustainable manufacturing.

Management

Commissioning reverse osmosis facilities at the plants as well as identifying opportunities to reduce water consumption through product design are our primary actions and investments to reduce our water withdrawals and our dependency on direct and indirect water withdrawals. As part of our ISO 14001 management systems, we have processes in place for the proper treatment of and discharge of wastewater that is in line with local regulations. Ansell remediates all non-compliances with environmental laws and regulations, including any actual negative operational water-related impacts we identify.

Ansell's Supplier Code of Conduct requires suppliers to manage their own businesses in compliance with local laws and regulations, and have ambitions for a sustainable business. This includes expectations for suppliers to comply with local wastewater treatment regulations and strive to reduce their impacts on water resources where they operate.

Progress against our performance is reported to the Board quarterly and overseen by the Board's Sustainability & Risk Committee (SRC).

Management and monitoring of our water strategy is reported to the CEO and ELT by the Chief Operations & Supply Chain Officer and the project leads of the Planet workstream. Performance metrics are also reported quarterly at our management-level Risk Management Committee meetings, chaired by the Chief Officer Operations & Supply Chain Officer, and attended by plant leadership and Planet workstream leaders.

Effectiveness

To measure consumption and the effectiveness of our water strategy, we monitor water withdrawals against our water reduction targets. We assess the effectiveness of our strategy based on progress against our targets.

Engaging with stakeholders on water

As a Lead Member of CDP's Supply Chain Program on, Ansell engages with selected suppliers on water through the CDP Supply Chain Program platform.

Ansell is also a member of the Aqueduct Alliance, member of the WRI Aqueduct Alliance, engaging with other members to gain insights and collaborate for shared solutions on water stewardship.

Waste

DEFINITION

Minimising manufacturing waste by increasing the efficiency of our resource use, increasing recycling, and consideration of opportunities to reuse materials.

IMPACT

Ansell produces a significant amount of waste, with potential impacts on the environment and communities. A majority of our operational waste derives from our manufacturing plants.

Ansell is also linked to waste-related impacts in our upstream supply chain, from third-party manufacturers through to raw material suppliers, and downstream through our customers and end users. Across our value chain, waste generated during end-of-life disposal of our products contributes to our Scope 3 footprint (See more under Innovation and Product Stewardship on page 31).

RESPONSIBLE CONSUMPTION AND PRODUCTION



We focus on reducing the environmental impact of the life cycle of our products and packaging, including our manufacturing operations, while ensuring safer and high-quality products.



Ansell Thailand is one of 12 manufacturing plants certified as Zero Waste to Landfill by Intertek.

Policies and commitments

Our Environmental Sustainability Policy sets out our commitment to minimise the use of all resources and to achieve our Zero Waste to Landfill target. The policy also sets out our commitment to a continuous improvement mindset with an end goal of promoting circularity, both within our plants and externally. We consider the unique requirements of each plant in conjunction with the 5R principles (refuse, reduce, reuse, repurpose and recycle) to establish initiatives to achieve our established targets.



Waste is sorted correctly to promote responsible recycling practices as part of our Zero Waste to Landfill goal.

Management

Waste generated from our activities include hazardous waste, such as sludge from wastewater treatment plants, contaminated materials, expired chemicals, and nonhazardous waste, such as scrap materials, paper, plastic and food waste.

The day-to-day management of waste-related impacts and activities is the responsibility of individual plant management.

We practise waste segregation and appropriate waste handling and disposal in compliance with laws and regulations, as guided by our plant-level standard operating procedures and environmental management system ISO 14001.

In seeking alternatives to landfill disposal, waste management vendors were important partners as we executed our strategies. In locations where waste disposal boundaries of local laws were limited, we decided to screen and select vendors specialising in different materials or waste handling solutions. Criteria for partnerships included: availability of environmental licences (e.g., Environmental Protection Licences (EPL)¹) held by vendors, formal contracting on diverting our waste to landfill and transparent information sharing, vendors’ compliance to laws and regulations, and willingness to be audited and engaged via training and briefings to continuously improve. The capabilities of selected vendors largely influenced the collection and segregation of general and hazardous waste at the sites.

Performance is reported to the Board quarterly and overseen by the SRC. Our Planet project leads, and the Chief Operations & Supply Chain Officer manage and monitor performance, reporting to the CEO and ELT. Performance metrics are also reported quarterly at our management-level Risk Management Committee meetings, chaired by the Chief Operations & Supply Chain Officer, and attended by plant leadership and Planet workstream leaders.

Ansell remediates all non-compliances with environmental laws and regulations, including any actual negative operational waste-related impacts we identify. We are engaged in ongoing remediation of legacy sites in the United States that were previously negatively impacted by soil and groundwater contamination related to our

operations. Read our 2024 Sustainability Report for our case study.

Ansell’s Supplier Code of Conduct requires suppliers to conduct business sustainably and in compliance with local laws and regulations. This includes expectations for suppliers to apply the 5R principles of waste management and to handle all waste streams in compliance with local laws.

Effectiveness

To measure the effectiveness of our Zero Waste to Landfill strategy, we monitor the volume of waste generated, sent to landfill and diverted and other metrics as reported in our Sustainability Report. We maintain Zero Waste to Landfill certification at 12

out of 14 plants, and we are preparing our two remaining plants in Malaysia and India for certification. Each plant is certified by third-party Intertek upon achieving a waste-to-landfill diversion rate of over 99%, in accordance with Intertek’s Zero Waste to Landfill certification criteria.

Engaging with stakeholders on waste

Ansell engages with waste partners to identify improved disposal opportunities.

We are also engaging customers on alternatives for handling products at end of life.

OUR ZERO-WASTE JOURNEY

Awareness and Training
Announced our zero-waste target and increased employee awareness and training.

Waste Identification
Identified the different waste streams and sources of generation.

Waste Segregation
Segregated waste by type and recyclability, beyond regulatory requirements.

Waste Reduction and Diversion
Looked for alternative disposal methods, including waste to energy from incineration, and looked for waste reduction opportunities.

Zero Waste to Landfill Certification
Independent, third-party certification of landfill diversion rate exceeding 99%, accomplished at each certified plant.

Sharing Improvements
Focused on ‘last mile’ challenges. Solutions from each plant are shared with each other.

Constantly Improving
Continue to improve our processes in line with circularity principles.

Biodiversity

DEFINITION

Identifying, assessing and addressing our business’s interactions with, and impacts on, biodiversity and nature.

IMPACT

Ansell’s operations depend on natural capital directly in our operations (e.g., through biomass and water use) and indirectly through our supply chain (including primary production). This has the potential to negatively impact natural resources and biodiversity. By-products from our operations and improper disposal of our products may also impact natural ecosystems.

RESPONSIBLE CONSUMPTION AND PRODUCTION



We focus on reducing the environmental impact of the life cycle of our products and packaging, including our manufacturing operations, while ensuring safer and high-quality products.

Policies and commitments

Our Environmental Sustainability Policy sets out our commitment to protect the environment, including building our understanding of our biodiversity impacts and dependencies and developing long-term plans to manage and minimise those negative impacts.

Our partnership with International Union for Conservation of Nature (IUCN) will lay the foundations for policies and procedures that specifically address Ansell’s biodiversity impacts and dependencies.



Food waste compost being used to fertilise plants around the warehouse at the Nitritex manufacturing plant.

Management

In July 2022, Ansell announced our commitment to engage with the IUCN to assess the organisation’s natural capital impacts and dependencies in our value chain and develop plans for potential improvements and mitigation of negative footprints. In February 2023, we made good on this commitment by signing a Memorandum of Understanding with the IUCN to commence collaboration to support. [Read more here.](#)

As a first step towards understanding our impact on biodiversity and natural resources, in FY24 we used the Integrated Biodiversity Assessment Tool (IBAT)* to assess the biodiversity-related features of all our plants with fully operational manufacturing operations. IBAT was developed through a partnership of BirdLife International, Conservation International, IUCN and United Nations Environment World Conservation Monitoring Centre (UNEP-WCMC). For each plant, the tool identified counts of protected areas and Key Biodiversity Areas (KBAs), overlapped by a 10-kilometer buffer. KBAs are sites contributing significantly to the global persistence of biodiversity in terrestrial, freshwater and marine ecosystems. The report identified 9 plants within 10-kilometer of a protected area, and 4 plants within

10-kilometer of a KBA. This information is key input for the work Ansell is doing with the IUCN.

Project leads from the Planet workstream, led by the Chief Operations & Supply Chain Officer, will update the ELT and Board on the progress of the work with IUCN. The outcome of this critical work is the development of our strategic management of natural capital and biodiversity. Ansell has set up a cross-functional team to update our supply chain traceability and due diligence procedures in light of the incoming European Union Deforestation Regulation (EUDR).

Ansell remediates all non-compliances with environmental laws and regulations, including any actual negative nature-related impacts we identify. Our Supplier Code of Conduct sets out our expectation that suppliers meet environmental compliance obligations and mitigate negative impacts on the environment.

*IBAT Explanatory notes

1. Citation: IBAT Multi-Site Report Ansell Manufacturing Report, 2023. Generated under licence number 27862-45017 from the Integrated Biodiversity Assessment Tool on 20 June 2023. www.ibat-alliance.org
2. The report scope currently excludes all non-manufacturing facilities.
3. Limitations of IBAT reports: This report provides an indication of potential biodiversity related features; protected areas, Key Biodiversity Areas and species close to the specified location. While it provides an early indication of potential biodiversity concerns, the report does not provide details of potential direct, indirect, downstream or cumulative impacts. Furthermore, the report provides a set of conservation values sourced from global data sets and is not a substitute for additional investigation and due diligence, especially concerning national and/or local conservation priorities.
4. Key Biodiversity Areas (KBAs): Sites qualify as global KBAs if they meet one or more of 11 criteria, clustered into five categories: threatened biodiversity; geographically restricted biodiversity; ecological integrity; biological processes; and, irreplaceability. KBAs comprise an “umbrella” set of internationally recognised priority sites for biodiversity that include Important Bird and Biodiversity Areas (IBAs); and Alliance for Zero Extinction (AZE) sites. For further information please see the Key Biodiversity Areas website.
5. Protected areas: Ansell study data pertains to the IBAT National category of data-protected areas designated or proposed at the national or sub-national level.

Effectiveness

Once we have defined a management approach for biodiversity, we will establish measures to monitor our performance.

Engaging with stakeholders on biodiversity

Ansell is increasingly engaging with investors and customers on the importance of managing biodiversity, including direct engagement with suppliers and regulators to complete our work towards EUDR compliance. As we are in the early stages of understanding our business’s relationship to nature, we have not yet commenced stakeholder engagement that is specific to our wider approach to biodiversity.



UK and EMEA Medical Remote Team spend a day planting hazel trees along the banks of the River Lathkill in the Peak District National Park in Derbyshire.



Installing solar panels at Ansell Sri Lanka, helping reduce our environmental footprint.

Innovation and product stewardship

DEFINITION

Providing our customers with innovative safety solutions. Continued focus on research, development and innovation across products and processes. Working to reduce adverse social and environmental impacts of Ansell’s products and packaging throughout their life cycle. Awareness and management of environmental and social impacts in our supply chain, including extraction of raw materials, water use, pesticides and deforestation.

IMPACT

Ansell designs our products to offer the best safety and protection solutions for end users around the world, creating positive impacts. We aim to mitigate potential negative environmental impacts of our products across their life cycle, including at stages of raw materials, manufacturing, packaging, use and end-of-life phases. These impacts are relevant across our operations and upstream and downstream value chain.

RESPONSIBLE CONSUMPTION AND PRODUCTION



We focus on reducing the environmental impact of the life cycle of our products and packaging, including our manufacturing operations, while ensuring safer and high-quality products.

Policies and commitments

Ansell’s Quality Statement sets out our commitment to deliver world-class products and services that are systematically reviewed and designed with improvements driven by customer feedback. Our product design process has been established with sustainability in mind.

In FY22, we completed large-scale and detailed cradle-to-grave life cycle assessments (LCAs), using ISO 14040 and ISO 14044, to establish the environmental impacts baseline of our product portfolio. The baseline work was able to consider the composition of raw materials, the energy mix and intensity of the manufacturing processes, and disposal method of products at its end of life, enabling us to identify environmental hotspots of our products. Using the outcomes of our baseline work, our strategy for sustainable products is data-driven and based on science and evidence, where we consider the hotspots as well as environmental impact of all aspects of the life cycle of existing products and during new product development. As we make progress on our product stewardship strategy, we continue to review and update our LCA work. Since then, we have significantly grown our in-depth knowledge and evidence-based data on the environmental impacts of our products,

enabling us to expand to new opportunities to reduce impacts of our products.

When developing new products and updating existing products, we follow Ecodesign and Design for Sustainability (D4S) principles, which draw on the UN SDGs, the ISO framework and the US Federal Trade Commission Guides for the Use of Environmental Marketing Claims. D4S integrates strategies such as reducing material consumption and use of virgin fossil-based materials, manufacturing process optimisation, and increasing product lifetime, to reduce environmental impact throughout the life of the product while still providing superior protection for users.

We undertake an approach to research and development that includes considerations of growth projections, customer needs and investment and resource requirements. Throughout the process, we consider relevant risks, including those related to sustainability, material choice and end-of-life treatment.

Our Packaging Pledge addresses the environmental impacts of our product packaging and sets out actions under the use and disposal phases of product packaging, each tied to targets and goals.

In FY21, we completed critical work to establish a baseline for our industrial products' packaging, which enabled us to identify priority areas for greenhouse gas emissions reduction and establish our Packaging Pledge. In FY22, we completed the rollout of the Packaging Pledge across the company, including leveraging the FY20 SMART Pack™ surgical glove dispenser baseline assessment. In FY23, we developed Ansell's Sustainable Packaging Guidelines, to support the achievement of our Packaging Pledge. The guidelines consider how packaging use, material choices and disposal can reduce Ansell products' environmental impact. They outline our position on minimising packaging's environmental impact to drive our FY26 goals' achievement, including plastic and paper reduction and science-driven choices of materials and recyclability. The guidelines apply to all marketing, operations, warehousing and transportation operations, and will formalise Ansell's leading practice approach to packaging solutions.

Management

We take an integrated approach to product innovation and product stewardship. We combine our work on material selection and material science with innovations in product development, process manufacturing and scaling for commercial use. We develop new products and improve existing ones based on our evolving understanding of our product's environmental impacts, combined with knowledge of our customers' unmet needs and our particular capabilities. Full details of our efforts are reported in our [Sustainability Report](#).

Team members from R&D are responsible for driving initiatives related to innovation and product stewardship, with oversight from our Chief Product & Marketing Officer, who reports to the CEO, ELT and the Board.

Effectiveness

We monitor the effectiveness of our wider innovation and product stewardship goals through our product development pipeline and performance against our Packaging Pledge targets. Read more in our Sustainability Report.

Engaging with stakeholders on product innovation and stewardship

The impacts across our products' life cycle are relevant to all areas of our value chain, and reducing these impacts depends on ongoing collaboration along life cycle stages within the value chain. We engage with a variety of customers, suppliers and waste upcycling partners to inform our approach to different product lines to identify and undertake actions required to manage specific products and types of impacts. We also collaborate with academic institutions to prepare for the future of new technologies.

Our MICROFLEX™ LIFESTAR EC™ gloves are accelerator free and sold in recyclable packaging.



Product safety and quality

DEFINITION

Producing products that adhere to the highest standards of safety and quality. Innovating within these guidelines to create products that keep our customers safe while reducing our social and environmental impact.

IMPACT

Ansell’s products protect millions of workers and healthcare professionals every day. We uphold stringent requirements to provide quality products to users, thus reducing the impact of adverse incidents.

INNOVATION



Innovation drives our business forward, and we are focused on developing products that perform better and continue to keep users safe.

RESPONSIBLE CONSUMPTION AND PRODUCTION



We focus on reducing the environmental impact of the life cycle of our products and packaging, including our manufacturing operations, while ensuring safer and high-quality products.

Policies and commitments

We are guided by our Quality Statement, which sets out our commitment to complying with all local regulatory authorities and product commercialisation requirements, international standards and applicable regulations and directives. Through a global team of quality assurance and regulatory affairs experts and 21 R&D Centres of Excellence & Analytical laboratories, we execute our commitment to the highest standards of product safety and quality. We require all new and existing products to be compliant with the most stringent material regulations around the world, such as the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) framework and Proposition 65. We audit our management systems through ISO 9001 and ISO 13485 to verify compliance with our relevant standards.

We communicate product safety information via our Instructions For Use (IFUs), also available through QR codes on our products and on the Ansell website. Marketing collateral, such as technical data sheets and safety data sheets, contain details on the chemicals and substances included in our products. This is also communicated to customers through marketing teams.

When a chemical used in the manufacturing of Ansell products is identified as potentially hazardous, Ansell undertakes specific actions to thoroughly investigate and phase out potentially harmful chemicals, securing the safety of our users.

- 1. Respond to regulators:** Ansell engages with regulators such as the European Union’s REACH and California Proposition 65 to understand the health and safety concerns associated with chemicals currently in use and the potential risks associated with alternatives.
- 2. Engage with customers:** Ansell engages with customers to understand how products are impacting their workers, what the products are used for and the attributes that are essential to maintain when replacing chemical components.
- 3. Research alternatives:** Ansell’s R&D team conducts extensive research to identify and develop viable alternatives to hazardous chemicals. Ansell establishes partnerships with suppliers to formulate and test substitute chemicals.
- 4. Implement solutions:** In some instances, implementing alternatives has a co-benefit of improving the environmental footprint of our products.

Cyberjaya R&D team ensures our products meet high-quality and safety standards for our users.



Management

We have a multi-tiered approach to product safety and quality, combining due diligence and certification with research and development to produce high-quality products. We communicate our product quality and safety requirements externally.

Ansell Global Business Units, Quality Management, Legal and Marketing teams are all involved in managing, monitoring, and reporting on activities across product safety and quality. Compliance with regulations is reported to the ELT and the Board.

Effectiveness

We monitor the effectiveness of our product safety and quality actions through ISO 9001 and ISO 13485 audits. Ansell responds to all quality concerns identified through this audit program to minimise potential negative impacts related to product safety and quality.


Engaging with stakeholders on product quality and safety

To ensure that we are meeting industry standards, we regularly engage with regulatory bodies on quality and safety standards. We also engage with our suppliers on product quality and safety to ensure the inputs to our products are meeting our standards and expectations.

APPENDIX

IN THIS
SECTION

36 GRI content index



GAMMEX™ PI Glove-in-Glove
System uses packaging containing
50% recycled material.

GRI content index

Ansell Limited has reported in accordance with the GRI Standards (GRI 1: Foundation 2021) for the period 1 July 2024 to 30 June 2025.

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 2: General Disclosures 2021	2-1 Organisational details	2025 Sustainability Report, pages 2, 4, 9	—	—
	2-2 Entities included in the organisation's sustainability reporting	2025 Sustainability Report, page 2	—	—
	2-3 Reporting period, frequency and contact point	2025 Sustainability Report, page 2	—	—
	2-4 Restatements of information	2024 Labour Rights Report, page 39	—	Restatements were made related to FY23 and FY24 data for total number of non-conformances identified and % closeout, as reported on page 39 of the 2025 Labour Rights Report. FY23 and FY24 values in this year's report were updated to include FY23 and FY24 audits reports from suppliers that were received after the reporting cutoff.
	2-5 External assurance	2025 Sustainability Report, page 54	—	Ansell developed an internal verification program to verify the Scope 1 and 2 environmental data disclosed on page 53 of the 2025 Sustainability Report and achieved the internal verification objectives. The FY25 GHG Inventory was verified in accordance with ISO 14064-3:2019 as meeting the requirements of ISO 14064-1:2018 by Control Union International, an independent IFIA accredited inspection group. We are currently in the process of preparing for external assurance in the future.
	2-6 Activities, value chain and other business relationships	2025 Sustainability Report, pages 4-5, 7, 9 2025 Labour Rights Report, pages 4-9 2025 Sustainability Management Approach Report, pages 7, 13	—	—
	2-7 Employees	2025 Sustainability Report, page 52	—	—
	2-8 Workers who are not employees	2025 Sustainability Report, page 52 2025 Labour Rights Report, pages 6-8	—	—
	2-9 Governance structure and composition	2025 Sustainability Management Approach Report, pages 3-5 2025 Corporate Governance Statement, pages 4-5	—	Ansell reports against Australian listing requirements and the Companies Act, including our process to reviewing independence and outside appointments of Non-executive Directors. However, we do not currently publically report on specific outside positions and commitments. We do not currently collect data related to c) vi and viii. We are currently investigating the feasibility of obtaining this information in the future, prioritising our upcoming ASRS and CSRD reporting requirements.
	2-10 Nomination and selection of the highest governance body	2025 Corporate Governance Statement, pages 7-8	—	—
	2-11 Chair of the highest governance body	2025 Corporate Governance Statement, page 4	—	—

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 2: General Disclosures 2021 continued	2-12 Role of the highest governance body in overseeing the management of impacts	2025 Sustainability Management Approach Report, pages 3-4 2025 Corporate Governance Statement, pages 15-17	—	—
	2-13 Delegation of responsibility for managing impacts	2025 Sustainability Management Approach Report, page 3	—	—
	2-14 Role of the highest governance body in sustainability reporting	2025 Sustainability Report, page 11	—	—
	2-15 Conflicts of interest	2025 Corporate Governance Statement, page 9 2025 Annual Report, page 119	—	—
	2-16 Communication of critical concerns	GRI Index, Additional Disclosures	—	No critical concerns were brought to the Board in FY25.
	2-17 Collective knowledge of the highest governance body	2025 Corporate Governance Statement, page 6	—	—
	2-18 Evaluation of the performance of the highest governance body	2025 Corporate Governance Statement, page 8	—	—
	2-19 Remuneration policies	2025 Annual Report, from page 47	—	—
	2-20 Process to determine remuneration	2025 Annual Report, from page 47 ASX announcement	—	—
	2-21 Annual total compensation ratio	N/A	a, b and c	Ansell currently considers this information confidential. We are currently investigating the feasibility of obtaining this information in the future, prioritising our upcoming CSRD reporting requirements.
	2-22 Statement on sustainable development strategy	2025 Sustainability Report, pages 12-14	—	—
	2-23 Policy commitments	Online policy suite 2025 Sustainability Management Approach Report, page 5	—	—
	2-24 Embedding policy commitments	Throughout 2025 Sustainability Report and 2025 Sustainability Management Approach Report by material topic	—	—
	2-25 Processes to remediate negative impacts	2025 Labour Rights Report, pages 26-29 and 35-36	—	—
	2-26 Mechanisms for seeking advice and raising concerns	2025 Labour Rights Report, pages 35-36 2025 Sustainability Report, page 23 Whistleblower Policy	—	—

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 2: General Disclosures 2021 continued	2-27 Compliance with laws and regulations	2025 Sustainability Management Approach Report, pages 3, 6	—	To the best of Ansell's knowledge, Ansell is not aware of any instances of significant fines or non-monetary sanctions imposed during the reporting period in relation to non-compliances with laws and regulations.
	2-28 Membership associations	2025 Sustainability Management Approach Report, page 7 2025 Sustainability Report, page 7	—	—
	2-29 Approach to stakeholder engagement	2025 Sustainability Management Approach Report, pages 8-10 2025 Sustainability Report, page 10 2025 Labour Rights Report, page 13	—	—
	2-30 Collective bargaining agreements	2025 Labour Rights Report, page 28	—	—
GRI 3: Material Topics 2021	3-1 Process to determine material topics	2025 Sustainability Management Approach Report, page 11 2025 Sustainability Report, page 6	—	—
	3-2 List of material topics	2025 Sustainability Management Approach Report, page 11 2025 Sustainability Report, page 6	—	—
	3-3 Management of material topics	Employee health and safety, 2025 Sustainability Management Approach Report, from page 15 Belonging and inclusion and Employee engagement, 2025 Sustainability Management Approach Report, from page 17 Community engagement and investment, 2025 Sustainability Management Approach Report, page 19 Labour rights, 2025 Labour Rights Report Energy and emissions, 2025 Sustainability Management Approach Report, from page 21 Climate risk, 2025 Sustainability Management Approach Report, from page 23 Water, 2025 Sustainability Management Approach Report, from page 25 Waste, 2025 Sustainability Management Approach Report, from page 27 Biodiversity, 2025 Sustainability Management Approach Report, from page 29 Innovation and product stewardship, 2025 Sustainability Management Approach Report, from page 31 Product safety and quality, 2025 Sustainability Management Approach Report, from page 33	—	—

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	2022 Sustainability Report (comprehensive TCFD disclosure) 2025 Annual Report, pages 42-44	—	—
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	N/A	a)	We do not currently disclose the ratio of entry level wages to local minimum wages across our operating locations; however, we will investigate the feasibility of reporting this information in the future.
GRI 206: Anticompetitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2025 Sustainability Management Approach Report, pages 5-6	—	To the best of Ansell's knowledge, Ansell is not aware of any instances of significant fines or non-monetary sanctions imposed during the reporting period in relation to non-compliances with laws and regulations.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	N/A	a)	Ansell currently monitors data related to this disclosure at plant level, and is preparing this information for disclosure as we prepare for upcoming CSRD reporting requirements.
	301-2 Recycled input materials used	2025 Sustainability Report, pages 44, 46, 50 www.ansell.com/my/en/sustainability/earth	a)	Information on % of recycled materials in the product is disclosed by product, where applicable. Ansell currently monitors data related to this disclosure at plant level, and is preparing this information for disclosure as we prepare for upcoming CSRD reporting requirements.
	301-3 Reclaimed products and their packaging materials	2025 Sustainability Report, page 49	b)	Through our RightCycle™ program, our waste recycling partners collect post-consumer waste disposed by customers via recycling bins.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2025 Sustainability Report, page 53	—	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	302-2 Energy consumption outside of the organization	N/A	—	This information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	302-3 Energy intensity	2025 Sustainability Report, page 53	—	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	302-4 Reduction of energy consumption	2025 Sustainability Report, page 36	a) to d)	Ansell does not currently have sufficient data to directly attribute the proportion of our energy consumptions reductions to our specific energy efficiency initiatives as we are in the process of establishing a reliable energy consumption baseline through the rollout of ISO 50001-certified Energy Management Systems at our plants. We will continue to roll out this initiative in order to collect and report more complete and reliable data in the future.

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	2025 Sustainability Management Approach Report, page 25	—	—
	303-2 Management of water discharge-related impacts	2025 Sustainability Management Approach Report, page 25	iv)	In addition to information and data disclosed in our 2025 Sustainability Management Approach Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	303-3 Water withdrawal	2025 Sustainability Report, page 54	c) i and ii	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	303-4 Water discharge	N/A	b) i and ii, c) i and ii, and d) i, ii and iii	This information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	303-5 Water consumption	N/A	b) and c)	This information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2025 Sustainability Management Approach Report, page 30	a) Disclosure for Group-wide, not individual manufacturing plants	In 2024, we used the Integrated Biodiversity Assessment Tool (IBAT) to assess the biodiversity-related features of all our plants with fully operational manufacturing operations.
	304-2 Significant impacts of activities, products and services on biodiversity	2025 Sustainability Management Approach Report, pages 29-30 2025 Sustainability Report, page 41	a) and b)	Our partnership with the International Union for Conservation of Nature (IUCN) lays the foundation for policies and procedures that address Ansell's biodiversity impacts and dependencies.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	2025 Sustainability Report, pages 53-54	—	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	305-2 Energy indirect (Scope 2) GHG emissions	2025 Sustainability Report, page 53	a)	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	305-3 Other indirect (Scope 3) GHG emissions	2025 Sustainability Report, page 53	—	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	305-4 GHG emissions intensity	2025 Sustainability Report, page 54	—	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	305-5 Reduction of GHG emissions	2025 Sustainability Report, pages 34-35, 53	—	In addition to information and data disclosed in our 2025 Sustainability Report, this information is reported to CDP as Ansell completes CDP's Climate Change and Water Questionnaires annually. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	2025 Sustainability Report, pages 40, 54 2025 Sustainability Management Approach Report, pages 27-28	—	—
	306-2 Management of significant waste related impacts	2025 Sustainability Report, page 40 2025 Sustainability Management Approach Report, pages 27-28	—	—
	306-3 Waste generated	2025 Sustainability Report, page 54	a)	We currently report the total weight of waste generated. We will investigate the feasibility of reporting the breakdown of waste by composition in the future.
	306-4 Waste diverted from disposal	2025 Sustainability Report, pages 40, 54	b) to d)	We currently report the total weight of waste diverted from disposal. We will investigate the feasibility of reporting the breakdown of waste by composition, including hazardous and non-hazardous waste, and recovery methods in the future.
	306-5 Waste directed to disposal	2025 Sustainability Report, pages 40, 54	b) to d)	We currently report the total weight and method of waste handling and disposal. We will investigate the feasibility of reporting the breakdown of waste by composition, including hazardous and non-hazardous waste, in the future.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2025 Sustainability Report, page 37	a)	We use our CDP Supply Chain Program as a key tool to monitor suppliers' performance data and commitments year on year, and benchmark their efforts against our global reporting standards.
	308-2 Negative environmental impacts in the supply chain and actions taken	2025 Sustainability Report, pages 35, 41	a-b, d-e	In addition to our EUDR compliance, we have also established Scope 3 commitments under SBTi, both of which are described in the 2025 Sustainability Report. We are tracking against these requirements and commitments, and will include additional reporting in the future.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2025 Sustainability Report, page 52	—	Ansell currently reports turnover rate by employee type and gender, and will investigate reporting by age group and region in the future.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	N/A	a) and b)	Ansell does not report according to temporary or part-time employee status, but instead permanent or contract/contingent employee status. Contract terms with labour agents for contract labour and on-site service providers are reviewed for consistency and compliance against our Supplier Code of Conduct, including requirements on health and safety and working hours. Ansell currently monitors data related to this disclosure at operational level.
	401-3 Parental leave	2025 Sustainability Report, page 28	a) to e)	Ansell currently monitors data related to this disclosure at operational level; however, consolidation of this data across all our operations is currently not ready for reporting.
GRI 3: Material Topics 2021	3-3 Management of material topics	2025 Sustainability Management Approach Report	—	—
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	GRI Index, Additional Disclosures	—	Minimum notice periods are set in accordance with applicable regulations in each jurisdiction.

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	2025 Sustainability Report, page 19 2025 Sustainability Management Approach Report, from page 15	—	—
	403-2 Hazard identification, risk assessment, and incident investigation	2025 Sustainability Report, pages 17-19 2025 Sustainability Management Approach Report, page 15	—	—
	403-3 Occupational health services	2025 Sustainability Report, page 19 2025 Sustainability Management Approach Report, pages 15-16	—	—
	403-4 Worker participation, consultation, and communication on occupational health and safety	2025 Sustainability Report, pages 17-18 2025 Sustainability Management Approach Report, page 15-16	b)	Ansell currently monitors data related to b) at plant-level, and consolidation of this data across all our operations is currently incomplete for reporting. We will consolidate this information for reporting in the future.
	403-5 Worker training on occupational health and safety	2025 Sustainability Report, pages 18-19 2025 Sustainability Management Approach Report, page 15	—	—
	403-6 Promotion of worker health	2025 Sustainability Report, page 28	—	Ansell also provides all employees with access to non-occupational medical and healthcare services, namely medical insurance or introducing well-being activities such as healthy weight or lifestyle management.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2025 Sustainability Management Approach Report, page 15 2025 Labour Rights Report, pages 41, 43	—	—
	403-8 Workers covered by an occupational health and safety management system	2025 Sustainability Management Approach Report, page 15	—	—
	403-9 Work-related injuries	2025 Sustainability Report, pages 17, 53	a) v and b) v	We currently report injury rates for employees and contingent employees together. We have made partial disclosures related to c) iii in our 2025 Labour Rights Report, where we discuss how we help supplier address excessive overtime and ensure rest days for their workers. Ansell is also required to comply with upcoming ASRS and CSRD reporting requirements.
	403-10 Work-related ill health	GRI Index, Additional Disclosures	a) to e)	Ansell currently monitors data related to this disclosure at plant-level. In FY25 we had no incidents of work-related ill health.

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	N/A	a)	Ansell currently monitors data related to this disclosure. Consolidation of this data across plants and offices is currently under review for future reporting.
	404-2 Programs for upgrading employee skills and transition assistance programs	2025 Sustainability Report, page 28	—	—
	404-3 Percentage of employees receiving regular performance and career development reviews	N/A	a)	Ansell currently monitors data related to this disclosure. Consolidation of this data across plants and offices is currently under review for future reporting.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2025 Annual Report, pages 30-32	—	—
	405-2 Ratio of basic salary and remuneration of women to men	N/A	a) and b)	Ansell currently monitors data related to these disclosure components across its plants and offices. Ansell currently considers this information confidential.
GRI 406: Nondiscrimination 2016	406-1 Incidents of discrimination and corrective actions taken	2025 Labour Rights Report, pages 32, 36	—	—
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2025 Labour Rights Report, pages 16-17, 28, 32	—	—
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	2025 Labour Rights Report, pages 16-17	—	—
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	2025 Labour Rights Report, pages 16-17	—	—
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	2025 Sustainability Report, pages 29-32	a)	—
	413-2 Operations with significant actual and potential negative impacts on local communities	N/A	a)	Ansell has not conducted a formal community impact assessment over its operational footprint, so information related to this disclosure is incomplete.

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION	GRI REQUIREMENT(S) OMITTED	ADDITIONAL DISCLOSURES AND/OR EXPLANATIONS FOR OMISSIONS
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2025 Labour Rights Report, pages 21, 23	—	—
	414-2 Negative social impacts in the supply chain and actions taken	2025 Labour Rights Report, pages 23, 30, 40, 43-44	—	—
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	GRI Index, Additional Disclosures	—	Ansell assesses 100% of our products for health and safety impacts and to identify improvements. Our ISO 9001:2018 certification verifies compliance with relevant standards.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	GRI Index, Additional Disclosures	—	In FY25, Ansell had no recalls of products due to health and safety concerns.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	GRI Index, Additional Disclosures	—	100% of Ansell products have correct information and labelings as required by the relevant PPE Regulations. IFUs are available on our website, or through the addition of a paper version, which includes disposal information. Under our new Ansell Earth program, product information will be updated to additionally advise users of our products' environmental and social impacts.
	417-2 Incidents of non-compliance concerning product and service information and labeling & 417-3 Incidents of noncompliance concerning marketing communications	GRI Index, Additional Disclosures	—	To the best of Ansell's knowledge, Ansell is not aware of any instances of significant fines or non-monetary sanctions imposed during the reporting period in relation to non-compliances with laws and regulations.



Join the conversation:



[ansell.com](https://www.ansell.com)

