

## Human Rights

Starting with ethical leadership and continuing along our value chain, Ansell is committed to respecting human rights as established in the United Nations Guiding Principles on Business and Human Rights.

### Our People and Human Rights

Ansell operates with a fundamental respect for the people we employ, do business with, and interact with along our value chain and in accordance with local and country governance. In recent years, we have made progress on our sustainability journey on some important issues, most notably the adoption by the Board in FY16 of the Ansell Human Rights Statement (which can be found online at <http://www.ansell.com/en/About/Corporate-Responsibility/About.aspx>) in accordance with the UN Guiding Principles on Business and Human Rights.

The adoption of the Ansell Human Rights Statement is a call to action for all of us at Ansell as we strive to create open and inclusive workplaces where human rights are respected and all employees are valued.

In FY17, we conducted Human Rights Impact Assessments at manufacturing plants in Malaysia, Sri Lanka and Mexico, along with our third-party partner BSR. Human rights risks impacting production workers were identified through this assessment and from reviews by stakeholders in civil society and Ansell has developed policies and actions to mitigate these risks.

*"After successfully launching a number of sustainability initiatives during the first year of our partnership, Ansell has once again demonstrated its leadership in their industry sector by undertaking a Human Rights Impact Assessment to identify, prioritise and remedy human rights impacts across its value chain, moving the needle forward on its commitment to sustainable business practices."*

**Laura Gitman**  
Senior Vice President, BSR

A key finding of the Human Rights Impact Assessment concerned production employees working excessive hours. In response to this issue, the Human Resources department implemented online tracking for employee time, attendance, leave and hours of work. This online system went live in June 2017. Overtime hours are now more closely monitored, with monthly reports from the manufacturing plants shared with the head of Human Resources and the Executive Leadership Team, and summary reports provided at Board level.

Additionally, Ansell participated in human rights workshops during FY17 and is in the process of updating and standardising our policies to be more forward looking on human rights issues facing our business today and in future.

Ansell meets or exceeds minimum labour standards and remuneration for its manufacturing organisation and works to ensure that its employees are adequately rewarded for their contributions at, or in most cases, above the prevailing market-rate.

### Ansell Code of Conduct

The global Code of Conduct is the foundational policy for the high level of ethical behavior expected by each Ansell employee. Along with other significant policies such as the Ansell Corporate Responsibility Policy and the Modern Slavery Statement, the Code of Conduct can be found online at <http://www.ansell.com/en/About/Corporate-Responsibility/About.aspx> as well as on the employee Intranet.

The Code of Conduct outlines the options available to all Ansell employees to report concerns and seek advice without fear of retaliation, and provides information on the additional obligations of supervisors and managers.

The Code of Conduct explains Ansell's fair employment practices. We respect workers' rights to freedom of association as well as collective bargaining in all our businesses. Ansell further ensures freedom of movement for its contract workers. Ansell has a firm policy against child labour and verifies the ages of workers in its operations.

### Supplier Accountability

Ansell expects the same degree of respect for human rights from our suppliers. We expect that suppliers will comply with all applicable laws and regulations in the manufacture and distribution of our products, and in providing us their services.

All suppliers are required to review and add their signature to the Ansell Supplier Code of Conduct (which can be found online at <http://www.ansell.com/-/media/Corporate/MainWebsite/About/Corporate/Corporate-Governance/Supplier-Code-of-Conduct.ashx?la=en>).

We require that all material direct suppliers of Ansell products whose contracts with our Company exceed US\$100,000 comply with our Third-Party Social Accountability Policy. These suppliers must demonstrate their compliance with this policy at Ansell's request, and may be subject to audits and self-assessments.

In FY17, Ansell began working with its partner Sedex, a not-for-profit association, on a process to assess risk within our supply chain, verifying the ethical practices of Ansell suppliers, and identifying areas of strength and improvement within the Company's supply chain.

*"Ansell's valued membership of Sedex enables them to collaborate with their global supplier base on responsible sourcing practices. We are delighted to support Ansell in their continued strengthening of CSR performance, and to support them, as with all our members, with their continuous improvement programs."*

**Jonathan Ivelaw-Chapman**  
CEO, Sedex



If you are viewing this report electronically, click or tap the image above to see what Ansell employees think about Human Rights.

# Corporate Social Responsibility & Sustainability Report

continued

## Human Rights Day

On December 10, 2016, Ansell employees around the world commemorated Human Rights Day, the day on which, in 1948, the United Nations General Assembly adopted the Universal Declaration of Human Rights. Ansell employees demonstrated their belief that human rights are those basic rights inherent to all human beings that form the foundation for freedom, justice and peace, and which apply equally in all countries.

From 'being treated fairly and with respect and dignity' to 'having a fair say without discrimination,' Ansell employees shared their beliefs via videos responding to the question, "What matters most to me about Human Rights?"

## Human Capital Management

The Ansell Human Resources Committee, chaired by a member of the Board of Directors, has oversight for the management of people resources at Ansell. Employees are at the core of our business success and we focus significant resources on workforce acquisition, workforce management and workforce optimisation company-wide. People risks updates are provided to the Board regularly through the Risk Committee, chaired by a member of the Board of Directors. The Executive Leadership Team and the Board Risk Committee provide oversight for the actions and results of the CSR Steering Committee at Ansell.

Programs, policies and procedures are in place to nurture employee engagement. In FY16 Ansell launched a global onboarding program to increase retention and expanded the program to Ansell manufacturing facilities in FY17. Responding to employee feedback from the 2015 Employee Engagement and Culture Survey, Ansell launched and expanded training and management programs in FY 17 to enable employees to develop their professional goals and support their ability to contribute effectively to the organisation.

## Recruitment, Talent Development and Retention

At Ansell, we are building a strong global leadership foundation anchored around the Company's core Leadership Competencies. We are introducing new programs and expanding existing programs to better develop Ansell people, those individuals around the world who rise to the challenges of meeting the Company's evolving business needs daily.

Leadership Competencies encourage employee engagement and frame the commitments we make to Ansell's workers, customers, consumers and shareholders. Building on the 2015 Employee Engagement and Culture Survey, several new programs for employees at various levels within the Company have been introduced to increase employee productivity while reinforcing existing skills. At Ansell, we're building leaders.

### Demonstrating the Ansell Values of

**Integrity**  
**Trustworthiness**  
**Creativity**  
**Involvement**  
**Passion**  
**Agility**  
**Teamwork**  
**Excellence**

through an Innovative and Engaging Culture where our leaders are

#### **People Oriented**

Bringing out the best in others to work collaboratively in a global environment

#### **Candid & Transparent**

Speaking openly with respect for all

#### **Decisive**

Taking action with good judgement

#### **Global & Long-Term Oriented**

Creating a compelling future and destination

#### **Growth focused**

Innovating to be faster, better, smarter

#### **Proactive**

Initiating and driving change

#### **Risk Tolerant**

Taking calculated risks for disruptive change



*"Being a part of Ansell's Global Management development program has been an amazing experience! As a leader, we challenge ourselves to develop our managerial style to help our employees to be high performers, foster employee engagement, and create a good collaborative working environment. The GMD has helped me to achieve these objectives."*

**Ornsuma Phatthanasing**  
Sr Analyst, Finance Lat Krabang



### Global Supervisor Development

Early in FY17, we set out to create an Ansell-customised leadership development program targeted primarily at people managers in the plants. Leveraging input from many of those supervisors as well as senior leaders, we crafted a 6-day leadership program which is delivered over a 6-month period using a blend of classroom and experiential learning. The Supervisor program covers leadership fundamentals: coaching, delegating, motivating, performance management and communications. The program was piloted at the Bangalore plant and then delivered in Thailand. In FY18, the program will expand to manufacturing plants in Malaysia and Sri Lanka.

### Global Manager Development

More than 27 sessions have been held around the Ansell world, training over 500 managers. This interactive and engaging learning experience strengthens the ability of managers to lead and coach direct reports and to collaborate with cross-functional teams in a way that energises and motivates them to higher levels of performance. Managers learn foundational skills that are key not only to the growth of Ansell but to each manager's own professional and personal development as well.

### Recognition by Development

Feedback from the 2015 Employee Engagement and Culture Survey indicated that employees were not receiving appropriate recognition (beyond pay and benefits) for their contributions and accomplishments. This half-day program was created for all people managers around the world, led by production line managers in partnership with Human Resources. Eighty percent of all Ansell people managers have completed the program and the 2017 Employee Engagement and Culture Survey showed significant improvement in that specific survey item.

### Ansell360 Feedback

Ansell360 is our customised 360 feedback program. The approach leverages the rigor, validity and reliability offered through the technology provided by the Center for Creative Leadership. The Ansell360 is also driven by Ansell's seven Leadership Competencies. Employees who participate in the Ansell360 receive

comprehensive development feedback aligned to our Leadership Competencies. To date, nearly 150 leaders, including the Executive Leadership Team, have participated in the Ansell360 process.

### Corporate Athlete

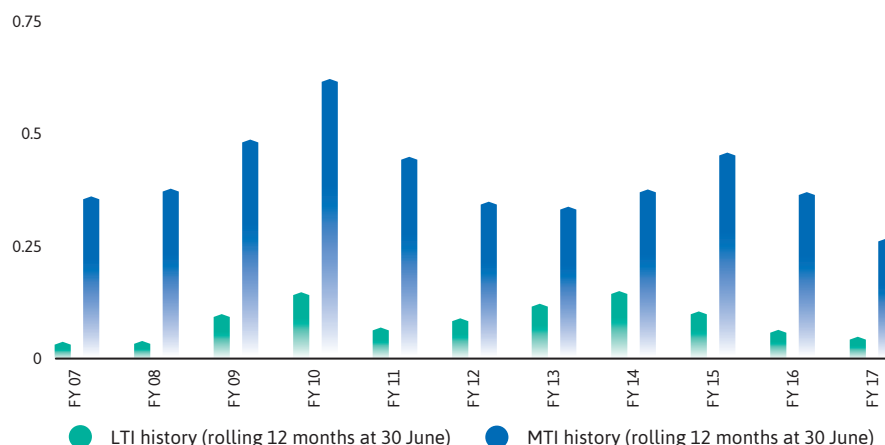
Ansell has partnered with Johnson & Johnson's Human Performance Institute to deliver the Corporate Athlete program. This one-day program, which is facilitated by Ansell, focuses on comprehensive energy management. By integrating the sciences of performance psychology, exercise physiology and nutrition, Ansell is training employees to effectively maximise their energy. In FY17, we delivered the program twice and received outstandingly positive feedback. We plan to deliver 12 additional sessions in FY18.



Ansell University provides a way for employees to balance life, work and professional development. In FY17, employees completed just over 10,000 online learning modules anchored around the Ansell Leadership Competencies.

The most-accessed trainings in FY17 included instructor-led Corporate Athlete, Recognition by Development, Global Manager Development and Global Supervisor Development.

### Lost Time Injuries (LTIs) and Medical Treatment Injuries (MTIs) per 100 employees per annum. These figures continue to be at historically very low levels.



This chart is current as of 30 June 2017.



# Corporate Social Responsibility & Sustainability Report

continued

Most viewed eLearning courses in FY17 included Distracted Driving, Office Ergonomics, Unconscious Bias, Comprehending Financials: A Guide to Financial Statements, Gender Dynamics & Talent Development and LinkedIn's 'Rock Your Profile,' as well as Ansell Code of Conduct, Internet Security and other mandatory trainings.



## Employee Engagement

In FY15, Ansell completed its first ever all-employee engagement and culture survey. Responding to the feedback we received, Ansell launched several initiatives ranging from leadership development training to structural mechanisms to diversity initiatives.

In FY17, Ansell completed its second I AM ANSELL Employee Engagement and Culture Survey of our 15,000+ member workforce. An impressive ninety-one percent of employees responded to the survey and let their voices be heard.

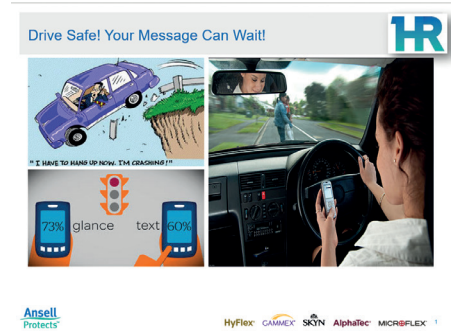
Overall, Ansell's employee engagement score increased two percentage points, to 63%, demonstrating that the initiatives we put into place are having an important impact. In addition, Ansell's engagement score is significantly higher than the benchmark for global manufacturing companies. Ansell is committed to developing key areas of focus, continuing to progress in leading our industry by putting people first.

## Employee Health and Safety

As a manufacturer of personal protection equipment, Ansell maintains a sustained focus on EH&S and holds a commitment to a high-level safety and risk management performance on behalf of our employees and contractors around the world. Injury and illness statistics continue at 'World Class' levels and favourably compare to competitors and industry safety leaders.

In May 2016, however, Ansell experienced a loss of life accident at its manufacturing facility in Thailand. In addition to supporting the family of the deceased, Ansell responded by reviewing its safety training policies and procedures and by reinforcing safety awareness for its employees worldwide.

In FY17, to prevent future serious injuries and fatalities, Ansell's Risk Management leadership prioritised 12 high risk areas and has initiated a program to focus special attention on a new safety area every 120 days.



Safety areas surveyed to date include Work at Heights, Lock Out-Tag Out, Safeguarding of Machinery, and Hazardous Substances. The methodology requires completion of a survey, identification of action items to overcome performance gaps, and implementation of the action items. All Executive Leadership Team and plant meetings at Ansell now begin with a moment dedicated to safety awareness.

During Safety Month in June 2017, safety trainings and awareness building initiatives were further highlighted at Ansell locations around the globe as well as online, through Ansell University.

Additionally, in FY17, in our commitment to safeguard workers and protect the Company's business assets, Ansell spent US\$0.9 million to install new fire protection systems or upgrade existing fire protection systems at its manufacturing facilities.





### Travel Alert System

At Ansell, employee safety is our highest priority. In FY17, Ansell launched a risk management initiative empowering employees to travel with confidence and receive important updates. As part of a new Ansell risk management program we have partnered with an industry-leading travel risk management company, to ensure greater confidence, both at home and when traveling abroad, by providing security alerts, travel information and health updates via a mobile app.

### Employee Turnover Data FY17

		FY16 (%)	FY17 (%)
Turnover	Male staff	18.0	23.0
Turnover	Female staff	18.8	22.4
<b>Total Turnover</b>		<b>18.4</b>	<b>22.7</b>

Some degree of employee turnover can be attributed to enhanced automation and new technology that reduces the number of employees required for manufacturing processes. To counter increased employee turnover not attributed to these workplace efficiencies, specific remedies have been placed into action.

An employee onboarding program, introduced in FY16, has been expanded to manufacturing facilities to enhance both integration to Ansell and employee retention. A full benefits review has taken place in Malaysia with changes in FY18 to better align several benefits to market practice. Compensation for production workers in Mexico was reviewed, resulting in some adjustments. Mexico and other

plants have had employee engagement activities including enhanced training, including physical therapy exercises, as well as monthly social events such as Mother's Day celebrations, picnics and sporting contests.

All new employees are assigned a 'buddy' to support the new hire through this transition. Human Resources Business Partners conduct 'Walk and Talks' at each site, communicating with workers on the plant floor. Feedback is summarised to the management team, as input for corrective actions.

Turnover status is the topic of a monthly review with each local management team. Workers leaving Ansell are asked to participate in an exit interview, and this feedback is also used for corrective action. A worker referral program rewards employees who introduce a friend or colleague to Ansell, who is hired, and helps to maintain a pipeline of potential new hires.

### Diversity and Inclusion

Companies that lead in performance have diverse workforces, supporting the belief that achieving equality and empowerment for women in the workplace makes good business sense. In FY16, the Board confirmed its strategies designed to

increase diversity. As part of this drive, the Board agreed on gender diversity objectives to be achieved by 2020.

While the number of women leaders at Ansell remained essentially flat between FY16 and FY17, several new programs have been introduced to improve gender diversity at all levels and especially within the Company's senior leadership ranks. Ansell also maintains a robust pipeline of high-potential women who have the capacity and desire to take charge of positions of increasingly higher responsibility as they become available.

### Mentorship Program for Ansell Women

In FY17, Ansell worked to enrich the gender diversity profile of our management employees with the launch of a new mentorship program in North America which attracted 55 female managers seeking mentorship, and 35 mentors.

Aimed at increasing the number of women in top jobs, this mentorship program is being replicated in other Regions at Ansell. Through mentoring, women at Ansell are being motivated, supported, challenged and inspired as they develop personally and professionally.

### Creating Better Gender Balance

#### Women in Leadership Percentages at Ansell

		FY16 (%)	FY17 (%)
Non-Executive Directors	Board of Directors	29.0	29.0
Executive Leadership	Director level and above	19.0	19.9
Management	Manager level through Associate Director	32.0	32.4

# Corporate Social Responsibility & Sustainability Report

continued

## Breakthrough Leadership for Women

In FY17, a groundbreaking training course was offered to 22 Ansell women working at different levels of the Company and around the globe.

Highly interactive, the program enhanced each woman's skillset to provide leadership in her current position, expanded each woman's understanding of the requirements for leadership at higher levels, and prepared participants to develop and demonstrate their ability to lead as they move forward at Ansell.

The training included sections on Career Enablers for Leadership, Foundation of Business Acumen, Speaking the Language of Power, Strategic Relationships, PIR: Performance of the Business, and Image, Exposure, Mentoring and Action Planning. Ansell women identified the Missing 33%™, as Ansell consultant Susan Colantuono calls that missing 33% of a woman's background that keeps her from reaching the top.



## Women's Leadership Forum

Celebrating its two-year anniversary, the Women's Leadership Forum (WLF) at Ansell is addressing issues fueling the leadership gender gap by helping to provide women with the tools needed to develop in preparation for larger roles.

FY17 initiatives include:

- Launching WLF groups in Australia, Brazil, EMEA, Malaysia and North America
- Conducting learning sessions and presentations around the world, including topics such as Unconscious Bias, Speed Networking, and presentations by external speakers and members of Ansell's own Executive Leadership Team
- Providing opportunities for mentoring, financial acumen training, and professional development and growth
- Female Board members held informal learning sessions at each hub.

## International Women's Day

**#BEBOLDFORCHANGE** was the theme of the 2017 International Women's Day on March 8, 2017, a global day celebrating the social, economic, cultural and political achievements of women. This annual observance also marks a call to action for accelerating gender parity.

Ansell employees around the world used the occasion to speak up about their own ideas on how to progress gender parity. Using brief handheld videos, employees spoke movingly about their own personal beliefs and how they will commit to taking individual actions to increase gender parity at Ansell.

Click on the images below to see what Ansell employees think about women's rights.



**Alin Popescu**  
Victoria Gardens, Australia



**Christina Foo**  
Melaka, Malaysia



**Suraiya Yaacub**  
Cyberjaya, Malaysia



**John Martensen**  
Reno, Nevada USA

*"If you set a flexible and inclusive culture that emphasises productivity over presenteeism (being in the workplace but not fully functioning because of illness, stress or other distraction), that ethic will quickly filter through."*

**Suraiya Yaacub**  
Video Participant



## Financial and Business Acumen Training

In FY17, under the auspices of the Women's Leadership Forum, employees in North America, Australia and Brussels were invited to join an interactive Financial & Business Acumen Training Workshop. Hundreds of Ansell employees – both men and women – took advantage of the opportunity to better understand how Ansell business drives and is driven by strategy and finance. In FY18, the training will be extended to Malaysia, with plans for future presentations at additional Ansell sites.

## Positive Response to HERhealth Pilot

Workers have embraced the HERhealth pilot that launched earlier this year at Ansell plants in Xiamen, China; Bangalore, India; and Dong Nai Province, Vietnam. HERhealth, which was created by Ansell's partner BSR in 2007, brings important health information and services to women in the workplace.

HERproject programs, which includes HERhealth, have reached over 500,000 women workers around the world, 80% of whom report influencing others, leading to approximately one million beneficiaries.

Over 90% of female employees (and many men!) in the three Ansell plants have engaged in HERhealth education. Ansell employees trained by HERhealth as peer instructors led sessions on general and reproductive health, diet, exercise, preventative care, family health and health misconceptions. Female workers also gain access to important health screenings.

Sessions take place during working hours and have strengthened communication and comradely among workers. The program will continue, educating new female hires.



Thirty workers in Xiamen, China formed the new Happy Jogging Club.



Workers in Bangalore, India learn the importance of starting the day with a healthy breakfast.



A health awareness assessment being conducted with operators in Dong Nai Province, Vietnam.