

The Ansell logo is located in the top right corner of the page. It consists of the word "Ansell" in a blue, sans-serif font, with a green underline that extends to the right.

Labour Rights Report
(and Modern Slavery Statement)

2025

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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 Sustainability Report](#)
- [2025 Sustainability Management Approach Report](#)
- [2025 Corporate Governance Statement](#)

Acknowledgment 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.

About this Labour Rights Report (and Modern Slavery Statement)

This report covers actions taken to identify, assess and address modern slavery and protect labour rights at Ansell Limited (ABN 89 0040 853 30) for the period 1 July 2024 to 30 June 2025, and was released on 27 August 2025. We report on these actions and progress annually. Unless otherwise stated, all disclosures made within this report cover Ansell Limited and the entities it controlled during the reporting period, a list of which 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.

This report was prepared in accordance with the criteria set out in the Australian Modern Slavery Act 2018 (the Australian Act), the United Kingdom Modern Slavery Act 2015 (the UK Act), and the California Transparency in Supply Chains Act 2010 (the California Act). The report is also made pursuant to section 11(4)(b)(ii) of the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2024 (the Canadian Act), and the signature in the Statement from the Managing Director and CEO constitutes evidence of approval. It also references the Global Reporting Initiative Standards 2021, as detailed in the GRI index in our [2025 Sustainability Management Approach Report](#).

Statement from the Managing Director & CEO

At Ansell we are fully committed to realising our vision of leading the world to a safer future—delivering advanced protection solutions to people at work and home to keep them out of harm’s way. We aspire to be a leader in our industry, broadening our focus to make sure we are protecting not only our customers, but the people who come to work for us every day, whether at an Ansell location or one of our suppliers’ locations.

Creating safe workplaces is not just about preventing accidents but also identifying and managing workplace risks across our operations and supply chain to protect the human rights of all employees, strictly uphold labour rights, mitigate risks that emerge, and ensure a workplace that is respectful and inclusive of everyone.

We operate in a highly complex global industry with a broad profile of inherent risks. To address these risks and meaningfully improve the lives of people who work for us, we have established strong labour standards; built frameworks, policies and strategies; collaborated with stakeholders to identify needs and forge partnerships; and shared our learnings across our work sites and value chain. As detailed in this report, our labour rights journey has been filled with successes and challenges, and we are committed to continuing on this path.

In FY25, we made steady progress on our labour rights goals. We substantially increased the percentage of our workforce adhering to a 60-hour workweek (including voluntary overtime) from 60% in FY24 to 76% and began transitioning our audit platform for our operations and supply chain to Worldwide Responsible Accredited Production (WRAP) certification, which takes advantage of emerging audit standards to lead the approach in our supply chain.

We also made great strides in reinforcing our ethical recruitment practices to avoid exploitation of employees during the hiring process. We furthered implementation of our Zero Recruitment Fee policy by expanding our reimbursements to former employees at all of our Malaysian sites and by transitioning over a thousand contract employees to permanent employment at our Thailand plant to enable fee reimbursement, in addition to other labour protections.

In our supply chain, we significantly increased the number of finished goods and raw material suppliers that were rated A or B according to our Supplier Management Framework, demonstrating that they uphold our labour, health and safety standards. We also recorded a significant drop in the number of non-conformances identified in suppliers’ audits, reflecting their improved focus, commitment and performance relating to labour rights.

Additionally, we continued to extend our recruitment fee reimbursement priority to our supply chain, offering support and resources to enable more suppliers to address this issue. Following the successful reimbursements of fees to workers in our

‘Creating safe workplaces is not just about preventing accidents but also identifying and managing workplace risks across our operations and supply chain to protect the human rights of all employees, strictly uphold labour rights, mitigate risks that emerge, and ensure a workplace that is respectful and inclusive of everyone.’



finished goods supply chain, we extended our due diligence to our yarn and natural rubber latex suppliers in FY25, reimbursing excessive fees for 285 additional supply chain workers.

There is still much work to do to ensure all employees across our operations and supply chain enjoy the same safeguards and to guarantee that even our smallest suppliers are held to the same standards as our largest. In our operations, we encountered challenges in our initial attempts to remediate employees and we have remediated issues this year (read more on page 34 of this report). With smaller suppliers who were not meeting our labour rights standards (as further detailed on

pages 30 of this report), we are working with suppliers to ensure corrective action plans will be completed. These actions underscore our commitment to uphold high standards across our global supplier network.

By embedding these priorities and practices in how we do business, we are not only protecting our people but we are also enhancing our reputation as an employer, ensuring accountability for our actions, and moving the needle on risk for our industry.

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.

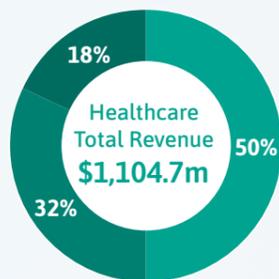
We operate across two business segments:

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 gloves*, and products for life science companies including clean and sterile gloves, garments, and consumables.



- Exam/Single Use*
- Surgical
- Cleanroom

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

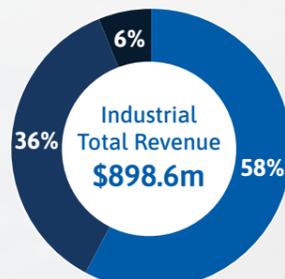


Industrial Segment



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



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.

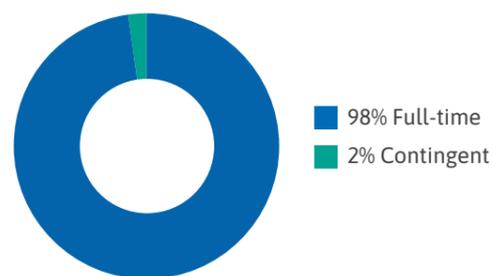
Ansell sources materials and commodities from 1,000+ suppliers in over 29 countries. Our Global Sourcing Team selects strategic and key suppliers based on expenditure, criticality to the business and alignment with our core operating principles. We also work with third parties that supply select finished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

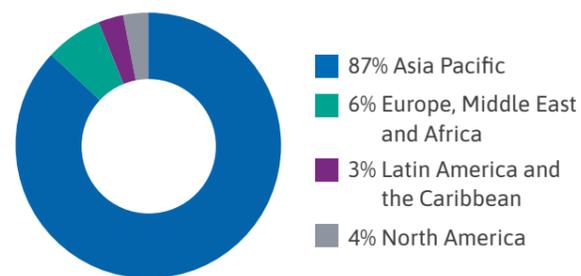


Our workforce demographics

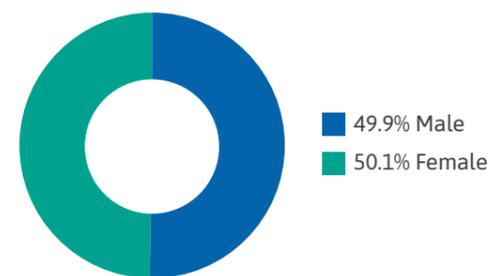
Position



Geographic region



Gender





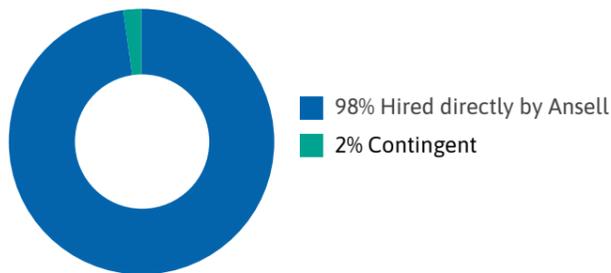
Packing HyFlex™ gloves into optimised shipper cases for efficient distribution.

OUR WORKFORCE

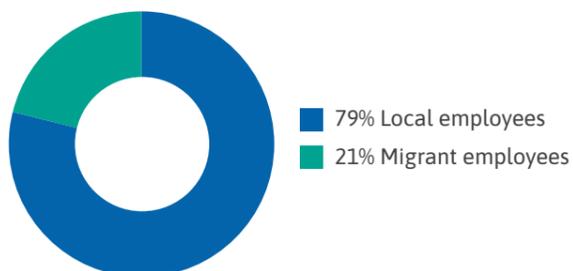
Our migrant workforce faces increased vulnerability due to working status, language barriers and lack of access to social protection systems. Migrant employees are hired directly by Ansell and through third-party labour agents. All employees are onboarded and subject to Ansell policies and procedures while working with us.

Our production workforce (Ansell plants)

% employees hired directly by Ansell



% of migrant and local employees



At Ansell Portugal, gloves are packed using a strong, lightweight, and recyclable paper band.

ANSELL'S FY25 PRIMARY DIRECT-SOURCING LOCATIONS AND KEY PRODUCTS AND SERVICE CATEGORIES

	AUSTRALIA	BANGLADESH	BELGIUM	BRAZIL	CANADA	CAMBODIA	CHINA	FRANCE	GERMANY	HONDURAS	INDIA	INDONESIA	ITALY	JAPAN	LITHUANIA	MALAYSIA	MEXICO	NETHERLANDS	NORWAY	PAKISTAN	PORTUGAL	SINGAPORE	SOUTH KOREA	SPAIN	SRI LANKA	SWEDEN	TAIWAN	THAILAND	TURKEY	UNITED KINGDOM	UNITED STATES	VIETNAM
Chemicals	✓	✓					✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equipment, machinery and spare parts	✓	✓		✓			✓				✓	✓	✓	✓		✓						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Forest products											✓														✓		✓					
Finished goods suppliers		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Packaging							✓			✓					✓	✓					✓	✓			✓	✓	✓				✓	
Logistics and shipping*	✓	✓	✓	✓			✓			✓				✓	✓	✓					✓						✓		✓	✓	✓	
Support services†	✓	✓					✓			✓					✓	✓					✓				✓		✓			✓	✓	
Synthetic latex				✓			✓	✓					✓	✓		✓							✓									
Utilities‡	✓	✓					✓			✓					✓	✓					✓				✓		✓		✓	✓	✓	
Yarn/Textiles		✓					✓			✓		✓	✓	✓	✓	✓		✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	

* Location for spend category is based on contracting parties as opposed to operating countries due to the multiple operating jurisdictions of these suppliers.
 † Locations of support services procured by Ansell are based on Ansell hubs and plants where majority of support service are locally procured.
 ‡ Locations for utilities are based on Ansell's operating countries.

OUR LABOUR RIGHTS APPROACH



Ansell is committed to protecting our employees’ human rights and ensuring our working practices create an environment of decent work for all. To uphold this focus, we have articulated priorities, developed programs and taken action to identify and mitigate risks of modern slavery and dangerous or substandard working conditions in our operations and supply chain.

As outlined in our Human Rights Statement, our approach to managing labour rights risks is guided by the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGPs), the 10 Principles of the UN Global Compact and the International Labour Organisation (ILO) Core Conventions. We leverage frameworks such as Ethical Trading Initiative (ETI) Base Code and tools such as the Sedex Member Ethical Trade Audit (SMETA), the Worldwide Responsible Accredited Production (WRAP) certification and Forced Labour Indicator (FLI) audits to evaluate our operations and supply chain. Our labour rights commitments are embedded in our Global Code of Conduct and Supplier Code of Conduct, which are supplemented by our operational and supply chain risk management frameworks.¹



At the Ansell Sri Lanka plant, our packaging team ensures every glove is packed with care.

¹ For further details on our policy framework see [Appendix B: Policies](#) in this report.

UNDERSTANDING LABOUR RIGHTS

Modern Slavery

Modern slavery exists where workers cannot refuse or cease work because of coercion, threats or deception. Workers may also be deprived of personal freedom.

Dangerous or Substandard Working Conditions

Dangerous or substandard working conditions exist where the workplace is unsafe, workers are not paid fairly, work excessive hours, or can refuse or cease work, but doing so may lead to detriment.

Decent Work

Decent work exists where workers’ rights are respected, work can be refused or ceased, wages are fair (at least minimum wage) and the workplace is safe.

Labour rights governance model

Ansell's Board of Directors, CEO and Executive Leadership Team (ELT) have oversight of labour rights issues, while Plant General Managers, Plant Human Resources, Global Human Resources CSR (Global HR-CSR), Outsourced Finished Goods Quality Assurance Social Compliance team and the Global Sourcing team

are responsible for managing labour rights risks and implementing our labour rights program. This shared responsibility structure enhances mutual learning between Ansell teams and supports us to identify risks and regularly review our risk assessment for continuous improvement.

Ansell Board of Directors

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.

CEO & Executive Leadership Team

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.

Labour Rights Committee (LRC)

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. This includes reviewing, testing and challenging labour rights and modern slavery management; tracking audit performance, non-compliance follow-up, training, and opportunities for collaboration or sustainable material verification; and providing recommendations to the CEO and ELT.

PEOPLE WORKSTREAM

Executed by Chief Operations & Supply Chain Officer and Chief Human Resources Officer

Internal Operations

Operations General Plant Managers

Accountable for implementing the labour rights program with support and oversight from local human resources teams and Global HR-CSR.

Supply Chain

Global Sourcing Team

Responsible for implementing the labour rights program in our supply chain. The team is overseen by the Supplier Management Framework (SMF) Working Group, an extension of the LRC focused on SMF implementation. Due diligence for other sourcing is managed by individual manufacturing plants and local offices.

Stakeholder engagement on labour rights

To drive reform in the PPE manufacturing industry, we collaborate with a broad range of stakeholders across our value chain to address their needs regarding labour rights, improve our labour rights approach, build strong partnerships and share our learnings with partners.

By aligning our interests and securing buy-in from these diverse groups, we support continuous improvement within our operations and across the PPE industry, promoting accountability for ourselves and our key partners.

STAKEHOLDER	WHY WE ENGAGE ON LABOUR RIGHTS	HOW WE ENGAGE ON LABOUR RIGHTS
Employees	To create safe and fair work conditions in our operations, we listen, consult and take action.	<ul style="list-style-type: none"> · Training sessions and workshops · Grievance channels · Health and well-being activities · Employee committees, employee-appointed representatives and union · Ansell Code of Conduct · Audits and control self-assessments (CSA) · Regular meetings and calibration
Supply chain employees	To build and maintain long-term relationships, we engage with our suppliers to enhance our visibility into working conditions.	<ul style="list-style-type: none"> · Ansell Supplier Code of Conduct · Supplier Management Framework · Supplier trainings, briefings and meetings · Top-to-top engagement · Supplier self-assessment questionnaires (SAQ) · Second-party and third-party audits
Customers	To drive, educate and inform our customers on working conditions in our operations and supply chain, we provide them with the information they need to make informed purchasing decisions, which supports positive labour rights outcomes throughout the value chain.	<ul style="list-style-type: none"> · Reporting · Ansell website · Direct engagement, including customer questionnaires
Shareholders	To be transparent and maintain shareholder trust, we give shareholders the full picture of their investments by providing accurate and timely information on labour rights issues in our value chain and how we manage them.	<ul style="list-style-type: none"> · Annual General Meeting · Direct meetings · Reporting · Written letters and emails
Governments	To act both as an industry advocate and engage in dialogue related to regulation and legislation in our operating and distributing regions, we navigate regulatory changes and advance progress in areas in which we are well positioned to make a positive impact.	<ul style="list-style-type: none"> · Local law compliance · Import regulations · Government representatives at Responsible Glove Alliance (RGA) annual meeting
Unions and worker representatives	To improve labour relations and communication, resolve conflicts and ensure legal compliance, we engage with unions that represent our employees.	<ul style="list-style-type: none"> · Regular meetings between union representatives, worker-appointed representatives and management
Auditors	To check independently and identify improvement areas, we use audits as an important tool to enhance workplace practices, monitor compliance in the supply chain and drive action.	<ul style="list-style-type: none"> · Audit preparation and scheduling · Audit review and feedback · Report reading and feedback · Shadow audits for own plants
NGOs and activists	To ensure employees' well-being and rights are prioritised, protected and overseen by an independent body, NGOs and activists can bring important labour rights issues to our attention.	<ul style="list-style-type: none"> · Reporting · Ansell website
Consultants and labour rights subject-matter experts	To receive advice and support, we seek third-party guidance, which enables us to evaluate and adapt our program to improve labour rights and ensure we meet our commitments.	<ul style="list-style-type: none"> · Pilot studies · Internal programs
Industry partnerships	To achieve meaningful, industry-wide change, including the establishment of best practices and industry-wide standards, we engage with our peers and suppliers on opportunities to improve labour rights management in our industry.	<ul style="list-style-type: none"> · RGA founding member and participation in member discussions

OUR INHERENT RISK PROFILE



On the rooftop of the Ansell Lanka plant, part of our efforts to expand renewable energy through solar panel installation.

Ansell operates in a highly complex global industry in which risks vary greatly depending on factors such as job type, hiring channel, industry and location. In addition, numerous stakeholders—including our company—can influence the overall risk profile of the industry, creating an ever-shifting risk landscape.

We annually reassess our profile of inherent risks—the natural risks we face prior to implementing controls or mitigation strategies—to ensure we are continually evolving our risk management strategies. We examine risks across our manufacturing facilities and supply chain, as well as the risk ratings of the suppliers that fall within the scope of our Supplier Management Framework, giving us a more granular understanding of risks. Our annual assessments draw on the Global Rights Index, the ILO standards, the World Bank and the guidance of the

Australian Modern Slavery Act. Our risk assessments consider factors that may increase the risk of labour rights exploitation, including our industry and geography, and focus on identifying manifestations of modern slavery—i.e., forced labour, child labour, human trafficking and forced marriage. These annual assessments are evaluated vis-à-vis our baseline risk assessment of our operations and third-party supply chain, which was conducted in 2020 by an independent third party.



Risk exposure by role and hiring channel

Across Ansell’s manufacturing operations and value chain, the roles of employees and workers employed by our supply partners, along with their hiring methods, influence our level of risk.

ROLE	HIRING CHANNEL	INHERENT RISK FACTORS	POTENTIAL RISK TYPE AS OF FY25
Operational employees	Hired by Ansell	Operational employees provide low-skill services with high-labour intensity, making them more vulnerable to exploitation related to working hours and substandard working conditions. Given the competitive nature of the industry, there is also minimal incentive for employers to offer attractive benefits to retain employees. High turnover and a continuous recruitment cycle can make employees more vulnerable to exploitation.	<ul style="list-style-type: none"> Working hours exceeding maximum 60 hours a week at plants yet to implement this standard Inconsistent use of grievance mechanisms due to lack of consistent awareness campaigns Inconsistently upholding safe workplace practices Inconsistent implementation of Ansell policies and controls
Migrant operational employees	Hired by Ansell	Migrant operational employees hired by Ansell face similar risks as non-migrant employees but may also face additional risks due to language barriers and legal or social vulnerabilities.	<ul style="list-style-type: none"> Working hours exceeding maximum 60 hours a week at plants yet to implement this standard Inconsistent use of grievance mechanisms due to lack of consistent awareness campaigns Inconsistently upholding safe workplace practices Inconsistent implementation of Ansell policies and controls Violation of ethical recruitment practices with hiring agents in home countries
Local operational employees	Contracted by third-party labour agents	Employees contracted through third-party labour agents face increased risk exposure, as Ansell has limited control over the agents’ hiring and employment practices. Short-term contracts offered through these agents can also increase the risk of exploitation. Those that reside in employer-provided accommodation may also be more vulnerable to exploitation due to housing being dependent on their employment.	<ul style="list-style-type: none"> Working hours exceeding maximum 60 hours a week at plants yet to implement this standard Inconsistent use of grievance mechanisms due to lack of consistent awareness campaigns Inconsistently upholding safe workplace practices Gaps in management system controls for management and oversight of third-party labour agents Unethical labour practices by third-party labour agents
On-site service providers	Hired by third-party service providers	Employees hired by third-party service providers include janitorial, catering and security roles, among others. These employees face increased risk exposure due to Ansell’s limited ability to oversee and control third-party service providers’ employment practices, including the use of forced labour.	<ul style="list-style-type: none"> Working hours exceeding maximum 60 hours a week at plants yet to implement this standard Inconsistently upholding safe workplace practices Lack of implementation of ethical labour practices by third-party service providers to protect employees’ rights
Value chain workers	Hired by supplier	Working conditions of workers in our value chain are influenced by lack of transparency and the complexity of industry supply chains. Labour rights risks are elevated for workers in roles of high labour intensity, low-skilled and/ or seasonal labour, such as the suppliers’ manufacturing and operational workforce and harvesting roles.	<ul style="list-style-type: none"> Forced labour Child labour Unsafe working conditions Excessive overtime Substandard accommodation

Risk exposure by country and industry

Across our supply chain, risks levels vary greatly by industry and geographic location. We identify high-risk sourcing categories and industries through annual reviews of supplier risk ratings, along with input from media, NGOs, suppliers, and regulatory and industry bodies.

INDUSTRY	HIGH-RISK COUNTRIES	INHERENT RISK FACTORS	POTENTIAL RISK TYPE
Textiles	<ul style="list-style-type: none"> China India Pakistan Thailand Malaysia Sri Lanka Vietnam 	In cotton harvesting and textile production, human rights risks are very high. Factors that drive risk include high labour intensity and reliance on low-skilled and seasonal labour. Textiles may also include some minimal mineral components, such as tungsten, which may pose risks due to opaque intermediaries and links to upstream conflict in the wider industry.	<ul style="list-style-type: none"> Forced labour Child labour Unsafe working conditions Excessive overtime
Finished goods (primarily gloves and PPE) for industrial and healthcare	<ul style="list-style-type: none"> China India Indonesia Malaysia Thailand Pakistan Sri Lanka Vietnam Bangladesh Cambodia Mexico 	Healthcare supply manufacturing has been linked to modern slavery and other significant labour rights issues in recent years. Risk factors include high labour intensity, reliance on low-skilled labour, temporary/contract workforce and migrant labour. Risks are elevated for employees from regions of conflict or political and economic instability.	<ul style="list-style-type: none"> Forced labour Debt bondage Unsafe working conditions Excessive overtime Substandard accommodation
Packaging	<ul style="list-style-type: none"> Malaysia Thailand Sri Lanka China India Vietnam 	Risk factors in the packaging industry include migrant labour from countries of economic and political instability, reliance on low-skilled labour, high labour intensity and high frequency of subcontracting workforce through third-party labour agents.	<ul style="list-style-type: none"> Forced labour Debt bondage Unsafe working conditions Excessive overtime
Forest products (mainly natural rubber latex and biomass fuel)	<ul style="list-style-type: none"> Thailand Sri Lanka India 	Sourcing raw materials such as natural rubber latex involves labour-intensive, seasonal plantation work, often in isolated settings, with children frequently present on family smallholder farms. Opaque intermediaries also elevate supply chain risks.	<ul style="list-style-type: none"> Forced labour Child labour Unsafe working conditions Excessive overtime

We regularly review and update our understanding of our risks in our supply chain to ensure we are prioritising our focus on high risk areas. Recent issues identified in relation to one area of our supply chain (ceramic formers used in the production of our single-use gloves) highlighted the importance of considering these risks in our supply chain and we have used the learnings from this to inform the regular review and continuous improvement of our approach to identifying and assessing human rights risks across our entire supply chain, including with smaller suppliers. For further information on our response to the issues identified, see page 30.

Customer risk factors

Customers in the PPE industry, such as large healthcare providers, have significant purchasing power, which positions them to influence (or be influenced by) market dynamics. As the PPE industry is highly price sensitive, suppliers continually strive to reduce costs, including labour and raw material costs, and meet high production targets. Additionally, PPE market globalisation and fluctuations in demand have secondary impacts on pricing, revenue and margins. These factors enhance the pressure on PPE manufacturers to reduce labour costs, creating increased risks for workers.

OUR MANAGEMENT SYSTEMS



Employee at our warehouse facility at our Nitritex plant, supporting the storage of BioClean™ products.

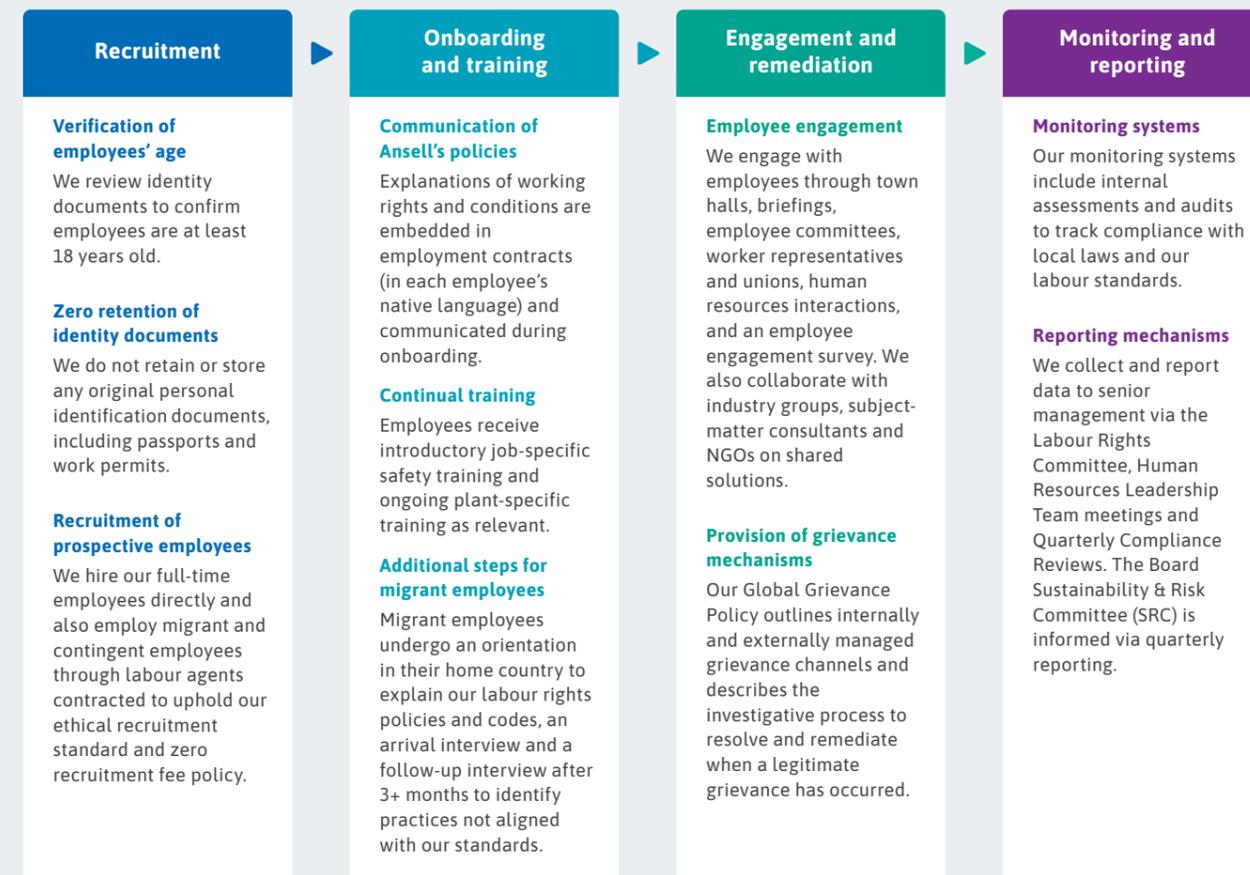
Ansell meaningfully and measurably improves the lives of our employees and mitigates risks of modern slavery by continuously refining our approach to identifying and managing labour rights and modern slavery risks across our operations and supply chain.

In this effort, we are guided by an extensive set of policies, frameworks, strategies and controls, which are bolstered by structured and consistent engagement with our key stakeholders through trainings, audits, grievance mechanisms and industry collaborations. This multi-level approach promotes compliance and standardisation across our facilities and suppliers with our labour rights policies and procedures.

Labour rights management in our operations

Ansell's Labour Standards Management System (LSMS) embodies how we manage labour rights across our manufacturing facilities. The LSMS is based on our Labour Standards Policy and Global Code of Conduct, which articulate Ansell's minimum standards for the protection of labour rights.²

LABOUR STANDARDS MANAGEMENT SYSTEM



² For further details on our relevant policies, please see [Appendix B: Policies](#).

Our operational labour rights approach is enacted through the six pillars of our Labour Standards Management Framework, which we developed in FY22 to improve and maintain our labour rights management systems across our manufacturing facilities. Since then,

our processes and programs have continuously improved to reflect emerging best practices in our operating landscape. In FY26, we will engage with an outside labour rights consultancy to review and further evolve this strategy.

LABOUR STANDARDS MANAGEMENT FRAMEWORK



In FY25, Ansell onboarded to our Supplier Management Framework

13 new raw material suppliers and

24 new finished goods suppliers.

Labour rights management in our supply chain

Mitigating risks in our supply chain requires direct collaboration with high-risk suppliers and ongoing advocacy for industry-wide change. Our priority is to secure safe and respectful labour conditions by working only with suppliers that uphold strong and ethical employment practices.

We have developed several tools to further this goal, including our Supplier Management Framework (SMF), our Supplier Code of Conduct (SCOC), which sets out our requirements to respect and uphold human rights, and our Responsible Sourcing Policy, which demonstrates our commitment to ethical sourcing. Both policies were updated in FY25 to align with evolving regulations and industry expectations. In FY25, we integrated supply chain transparency, supply chain security/CTPAT statement, supplier belonging and inclusion criteria, Scope 3 emissions reduction targets and recognition of WRAP as an approved audit program into the SCOC.

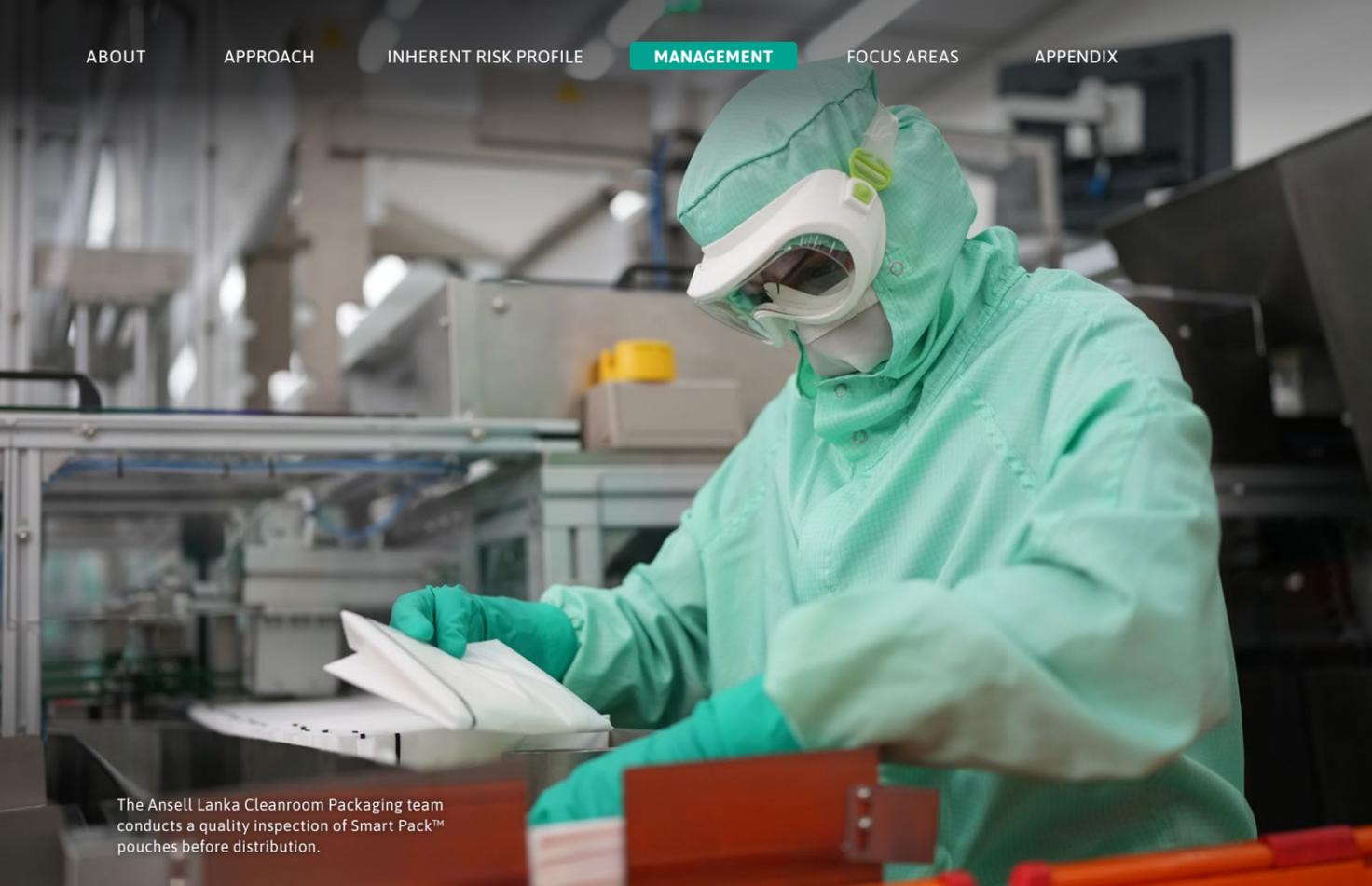
SUPPLIER MANAGEMENT FRAMEWORK

Our SMF, established in 2021, oversees hundreds of suppliers, representing more than 85% of Ansell's finished goods and raw material supplier spend. It is used to continuously evaluate and monitor supplier compliance with our SCOC helps us to take a risk-based approach to due diligence, assigning appropriate processes to target areas of higher risk across our supply chain and create

consistency in our approach to supplier management. Rollout of the SMF is a multi-wave approach to broaden the scope and coverage of our due diligence activities.

Our SMF focuses on finished goods and raw material suppliers, as well as service providers for our internal operations. Suppliers are prioritised based on the level of modern slavery risk in their industry or sourcing location, alongside other factors, such as spend and their criticality to the business. After recent allegations of labour rights violations in our supply chain of a smaller spend supplier, we are continuing to expand the scope of our SMF. As a small supplier to Ansell and a supplier of plant-specific equipment, this supplier fell outside the scope of our SMF. We are now in the process of completing initial risk assessments and analysis of the next wave of suppliers to expand our SMF coverage base for FY26 and beyond. Read more on page 30 of this report.

In FY25, Ansell onboarded 24 new finished goods suppliers, including 16 new suppliers after our acquisition of Kimberly-Clark's Personal Protective Equipment business, and 13 new raw material suppliers to the SMF.



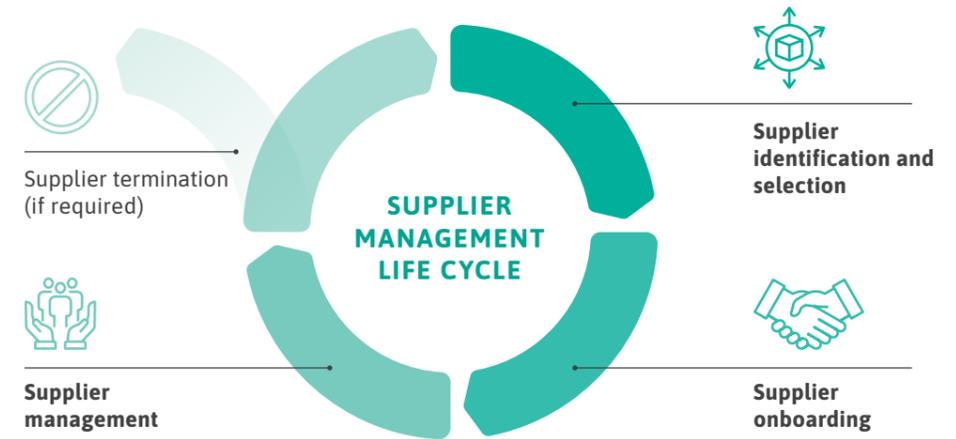
The Ansell Lanka Cleanroom Packaging team conducts a quality inspection of Smart Pack™ pouches before distribution.

SUPPLIER MANAGEMENT FRAMEWORK ACTIVITIES AND IMPLEMENTATION PROGRESS

	WAVE 1	WAVE 2	WAVE 3
Categories of in-scope suppliers	<p>1A: Finished goods from high-risk countries</p> <p>1B: Recruitment agents, packaging, natural rubber latex (NRL), and support services such as cleaning, facilities management and security services</p>	<p>2A: Liners, non-cotton textiles and yarns, neoprene, synthetic latex from high-risk sourcing countries</p> <p>2B: All other sourcing from high-risk countries</p>	All other in-scope sourcing from low-risk countries
Engagement	<ul style="list-style-type: none"> • Awareness briefings • Industry-specific groups for ethical supply chains • Top-to-top engagement • Ongoing monitoring performance engagement and training 	<ul style="list-style-type: none"> • Awareness briefings • Top-to-top engagement • Ongoing monitoring performance engagement and training 	<ul style="list-style-type: none"> • Awareness briefings
Assessment	<ul style="list-style-type: none"> • Third-party audits • Second-party audits • Self-assessment questionnaires 	<ul style="list-style-type: none"> • Third-party audits • Self-assessment questionnaires 	We currently require assessment activities for high-risk suppliers and monitor voluntary assessment submissions for Wave 3 suppliers
Status (by % spend coverage)	<p>1A: 100% engagement 100% assessment</p> <p>1B: 100% engagement 84% assessment</p>	<p>2A: 100% engagement 99% assessment</p> <p>2B: 100% engagement 95% assessment</p>	3: 100% engagement

In-scope chemicals suppliers are currently monitored under Wave 2B category. We are in the process of completing initial risk assessments and analysis to onboard the next categories into this wave to expand our SMF base coverage.

SUPPLIER MANAGEMENT LIFECYCLE



Supplier identification and selection

Our supplier management process begins with identifying and selecting suppliers. The global sourcing and quality assurance team conducts screenings using the Supplier Evaluation Form and/or Supplier SAQ, which is based on Ansell’s Responsible Sourcing Policy and SCOC, while the Global HR-CSR team reviews raw material suppliers’ SAQs and supporting documents. High-risk suppliers must undergo a third-party audit or, if that is not feasible, a second-party audit conducted by Ansell, along with completing an SAQ.

Our due diligence SAQ assesses suppliers’ practices against Ansell’s SCOC and covers a broad range of typical non-conformances. It also collects information on a supplier’s risk profile and controls and recommends subsequent corrective actions based on supplier responses. Risk profile questions consider the presence of migrant workers, employees engaged through labour agents, young employees and employee gender. We require suppliers to provide accurate information and supplemental documentation to verify responses and support early identification of potential issues. SAQs are based on international frameworks including the ETI Base Code and the ILO, in addition to our SCOC requirements and WRAP audit principles. In FY25, we completed 44 SAQs with our suppliers. Additionally, topic-specific SAQs on ‘responsible recruitment’ and ‘accommodation’ are completed by high-risk suppliers prior to undergoing third-party audits for the first time.

Supplier onboarding

Once selected, during onboarding direct suppliers must commit to complying with the Ansell’s SCOC and to the labour rights conditions outlined in their supplier contracts. They are then added to the SMF tracking system to enable ongoing risk monitoring and management.

Supplier management

Suppliers in-scope for the SMF participate in engagement and assessment activities, such as briefings and audits, and metrics are monitored and reported to the Labour Rights Committee and SMF working group. Members of our leadership team engages directly with the executive management teams of our critical global suppliers to assess supply chain risks and influence adoption of global best practices.

Ansell is committed to advancing labour practices with our suppliers through meaningful action. In line with human rights expert recommendations and the United Nations Guiding Principle 19, we do not automatically terminate supplier contracts based on allegations of labour rights violations. Instead, we focus on engaging with the executive management teams of our existing suppliers and offer to upskill their organisations to develop the knowledge and capabilities needed to meet Ansell’s expectations in line with international frameworks.

When complex labour rights issues arise, they often require extended time to remediate due to multiple stakeholder engagements, second and third-party investigations, and allocation of resources for remediation. Throughout the process, we continually check in with suppliers on the status and progress of corrective actions to ensure every effort towards resolution is made.

Supplier termination

In working with suppliers, that have not met international labour standards or complied with our Supplier Code of Conduct, our approach follows the recommendations of human rights experts working in this field. In particular, in the first instance we prefer to work constructively with the supplier to address the concerns; and only if there is no commitment to improvement evident, we will then consider terminating the relationship.

In FY25, Ansell chose to discontinue our relationship with two suppliers that showed no commitment to improving working conditions, a decision we hope serves as a model for companies in other industries seeking to influence positive employment practices throughout their supply chains.

OUR LABOUR RIGHTS FOCUS AREAS



A dedicated team member at Ansell Thailand operating the drying oven for single use glove production.

Our LSMS and SMF enable us to us to advance labour rights across our operations and supply chain by concentrating on three key areas of impact:

EMPLOYEE SUPPORT

We improve the lives of employees in our operations and workers in our supply chain by executing activities focused on decent work and refining controls to mitigate risks and remediate harms.

Operational achievements in FY25

- Progressed implementation of maximum 60-hour workweek to cover 76% of operational employees at 9 out of 14 plants.
- All Ansell plants are in compliance with local laws on working hours and rest days, and practices at least one rest day within seven days.

Supply chain achievements in FY25

- Suppliers (yarns, natural rubber latex, new finished goods) addressed recruitment fee issues by reimbursing 285 employees.
- Worked with over 53 high-risk suppliers to reduce excessive overtime and/or address non-compliances related to rest day and social insurance; 68% suppliers completed corrective actions.

MONITORING AND ENGAGEMENT

We train and upskill our workforce and suppliers to build labour rights awareness and encourage reporting of non-conformances by providing access to grievance mechanisms in our operations and supply chain.

Operational achievements in FY25

- Completed two FLI audits, 4 SMETA audits and 6 WRAP audits.
- Resolved 65% of grievances raised via internal grievance channels and the third-party channel managed by Lloyd's Register Quality Assurance (LRQA) at six plants. Significant grievances received were reported at the quarterly compliance meeting and shared with relevant plant management.
- Operational employees at 13 out of 14 plants are covered by employee committees, employee-appointed representatives, unions and/or collective bargaining agreements, representing 98% of all operational employees.
- Continued proactive employee dialogues via town halls and briefings.
- Engaged employees through well-being activities, training and events.

Supply chain achievements in FY25

- 100% of SMF in-scope suppliers engaged on labour rights due diligence, including awareness briefings and direct engagement (representing an accumulated total of over 200 suppliers with over 600 supplier representatives).
- Completed assessment activities (audits and/or SAQs) for more than 95% of our in-scope direct suppliers from high-risk countries.
- Increased coverage of monitoring activities in the supply chain with 98 audits completed, and expanded activities to upstream raw materials and plant sourcing suppliers.
- Conducted six SCOC briefing sessions in FY25 for 32 new suppliers with 100+ supplier representatives, emphasising forced labour, worker safety, working hours compliance, grievance mechanisms, transparency and audit.
- Launched WRAP certification support to suppliers. Training sessions attended by over 150 in-scope suppliers with about 500 supplier representatives on labour rights, health and safety, grievance mechanisms, customs and security and supply chain transparency.

PERFORMANCE ASSESSMENT

We continually assess annual performance in our operations and supply chain, review the effectiveness of our approaches, and work to address gaps and improve outcomes.

Operational achievements in FY25

- Ansell plants conducted biannual internal CSA, with 19 high-risk indicators identified (25 in FY24).

Supply chain achievements in FY25

- Against our target of 100% of in-scope suppliers meeting Ansell standards on labour and health and safety by FY27, 90% of finished goods suppliers and 85% of raw materials suppliers (packaging, yarn and liners, latex and chemicals) were rated A or B (excluding Kimberly-Clark's Personal Protective Equipment business suppliers).
- 50% of 16 in-scope suppliers onboarded to Ansell as part of the July 2024 acquisition of Kimberly-Clark's Personal Protective Equipment business were rated A or B.

Employee support

Ansell is committed to evolving our programs, policies and practices to improve the lives of employees, both in our own operations and in our value chain, and to providing decent work that upholds freedom, equity, security and human dignity.

SUPPORTING EMPLOYEES IN OUR OPERATIONS

Within our operations, we consistently review our employee support practices against internal standards and emerging guidelines to ensure the well-being of our workforce.

Progressing standards on working hours

All Ansell manufacturing sites comply with local labour laws. In addition, we ensure employees take at least one rest day per week and that any overtime is strictly voluntary. Other measures to limit work time for our employees include:

1. Early shift planning during the year and investment in additional head count to prevent excessive overtime hours per employee during periods of high production demand.
2. Line manager briefings and trainings on labour rights policies to promote positive workplace practices.
3. Monitoring and regular reporting of monthly working hours to Risk Management Executive (RME) quarterly meetings with Plant General Managers and Operational Leads, the ELT and the Board.
4. Discussion of incidences of non-compliance to understand and share learnings with other plants.
5. Regular review of remuneration to help employees avoid excessive work hours due to financial hardship.
6. Automated measures, such as upgrading entry and HR systems to provide additional preventative controls.

To align with international best practices on working hours, Ansell has committed to transition all Ansell-operated plants to a maximum 60-hour workweek.³ 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.



Helping turn rejected gloves into something new through careful sorting for recycling.



76%
of our operational employees work a maximum 60-hour workweek.³

Offering fair compensation

Ansell is committed to providing fair, competitive wages across our global operations. We pay at least minimum wage at all plants, ensuring that our pay structures are aligned with local laws and market conditions, which can differ significantly across our operating regions. We also use living wage assessments and market data to ascertain annual merit increases, which take into account internal/external equity, inflation, GDP and unemployment rate as an input to these reviews to continually evaluate how these may affect wage levels to ensure our remuneration and benefits meet our employees' needs.

Recruiting migrant employees ethically

Migrant employees face challenges around the world, including language barriers, insufficient worker rights and reduced access to basic human services and social protection systems. As an employer of migrant employees, Ansell implements additional steps and controls in our recruitment process to make sure we meet their unique needs and protect their well-being during their employment with us.

We hire migrant employees through third-party labour agents that support recruitment. To ensure these agents do not use deceptive practices, we inform their senior leadership on the requirements of our Zero Recruitment Fee Policy, Labour Standards Policy and SCOC and require they sign a contract to uphold these policies. Our internal risk and control assessment process reviews all third-party agents biannually, and their recruitment practices are evaluated during manufacturing plant audits. By monitoring their practices, we can measure improvements in their conduct and the transparency of their services.

To prevent exploitation of potential employees during hiring, Ansell has implemented a three-stage ethical recruitment process, which we review regularly for improvements. Each stage is conducted by Ansell plant human resources professionals, who are assisted by a translator fluent in the worker's native language.

1. **Home country interview:** Labour agents interview prospective employees in their home country to review details of the job descriptions and hiring criteria.
2. **Plant ops/HR interview:** Ansell plant operations and HR conduct a second interview, during which they confirm that labour agents have applied Ansell's ethical recruitment practices.
3. **Pre-departure orientation:** Upon visa approval, Ansell conducts an orientation for newly hired employees, during which employees make a first declaration they were recruited in compliance with Ansell policies and standards (this step is followed by a second declaration three months after hiring).



Converting permitted employees to permanent employees at Ansell Thailand



The Ansell Thailand packaging team carefully preparing gloves for distribution.

At our Thailand plant, Ansell has historically relied on migrant employees employed by third-party agencies. In 2023, during our annual audit, we discovered these agencies were not consistently adhering to our Supplier Code of Conduct and were unwilling to alter their practices to reach compliance. Therefore, we knew we needed to improve the working conditions for these employees.

Later that year, we initiated a process to move over 1,000 of these migrant

employees to direct employment with Ansell. During this transition, we uncovered further procedural lapses at the third-party agencies, including inconsistencies in employee documentation. To ensure affected individuals could remain in Thailand despite missing documents, Ansell worked closely with their Myanmar embassy and Thai government officials. Together, we worked with the authorities to ensure they have valid work permits and documents for them to live and work with Ansell Thailand legally.

As of 2025, we've made strong progress—all migrant employees now have valid work permits and proper documentation. The Thai authorities have also approved converting employees' pink-card permits (temporary legal work permit) to formal MOU status permits (government-to-government agreements providing employees with full rights under Thai labour laws). We're now waiting for final approval from the Myanmar government before we can conclude this activity fully.

³ The 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.

Housing Migrant Workers

Per our Labour Standards Policy and Hostel Policy, Ansell-provided accommodation prioritise the wellbeing, health and safety of our employees. HR-CSR and plant HR and Safety teams visit living accommodations to verify the validity of buildings and safety certifications and evaluate the quality of amenities and facilities provided to confirm compliance with our standards. Additionally, in line with our processes, third-party accommodation operators are screened and briefed on our Supplier Code of Conduct before signing our SCOC.

In FY25, state legislation in Negeri Sembilan, which followed amendments by the Malaysian national government to the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990 (Act 446), required that all migrant workers reside in Centralised Living Quarters (CLQs). Due to the short time frame to comply with new state legislation, we relocated our Ansell Seremban migrant employees to two CLQs, which meet state legal requirements but are short of Ansell's standards and policies. We are now looking into better alternatives for a long-term solution.

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.

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 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.

SUPPORTING WORKERS IN OUR SUPPLY CHAIN

Our SMF enables us to engage directly with high-risk suppliers to drive positive changes in the lives of people who work within our value chain. The risk-based framework is designed to help address systemic issues, establish processes for escalating and remediating issues and enable collaboration with our suppliers to enact long-term, meaningful change.

Addressing overtime and social insurance

Our experience navigating working time and benefits challenges in our own plants has given us the knowledge and credibility to engage with our suppliers on these issues. 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, inadequate rest days and insufficient social insurance coverage are historical systemic issues that require enhanced engagement with our remaining high-risk supply chain partners.

To help suppliers address excessive overtime and ensure rest days, we monitored their progress through our SAQs and tracked the working hours of our suppliers' workforce monthly. We also shared our learnings to help them improve employee efficiency and conduct effective manpower planning. In both cases, we also engaged top-to-top to gain the commitment of key executives to address these issues.

We empowered our suppliers to manage progress on these topics by establishing interim targets and timelines for compliance and assigned a person at Ansell to be responsible for overseeing their progress. This involved the completion of monthly spreadsheets to track working hours and verify progress towards meeting social insurance requirements through independent audits.

Through SAQs and direct supplier engagement, we identified 53 high-risk suppliers who provided their 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.



Onboarding and integrating new suppliers post-acquisition

As part of our integration of Kimberly-Clark's Personal Protective Equipment business, Ansell assessed their suppliers through desktop research to identify key risk areas, define the portfolio's risk profile and prioritise interventions for the most salient labour rights concerns. The issues we observed were consistent with challenges historically encountered among Ansell suppliers.

To drive alignment with our compliance standards, we leveraged our proven remediation strategies and applied them to this new supplier base, with a focus on achieving A or B ratings in their supplier risk categorisation. For example, for suppliers based in China, our efforts centred on correcting excessive overtime, ensuring mandatory rest days and verifying compliance with social insurance obligations. For suppliers that hire migrant workers, we implemented rigorous due diligence processes to confirm recruitment fee remediation, including verification steps and formal signoffs.

We have now onboarded 100% of these new suppliers, and 50% of in-scope suppliers have been rated as A or B based on a preliminary assessment, reflecting alignment with our labour compliance expectations. We will continue to implement key interventions, track progress through third-party audits and SAQs and maintain regular engagement to ensure sustained improvements and responsible sourcing practices to improve supplier ratings from C to A or B in the coming year.

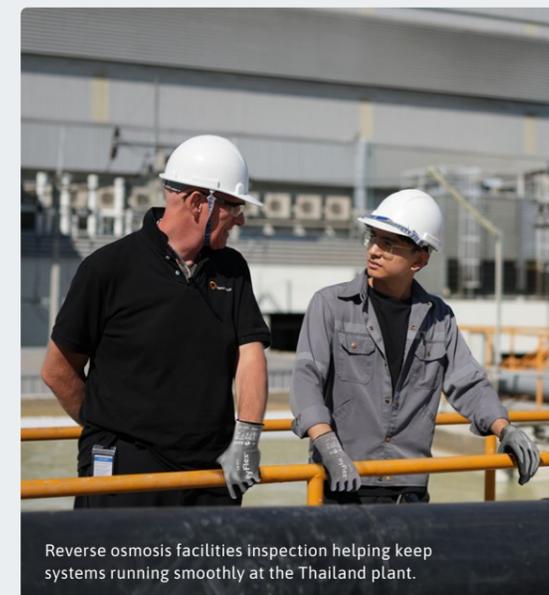


Pregnancy and motherhood support

Ansell recognises that pregnant employees and new mothers 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. Programs like these are just a few examples of our commitment to supporting employee health and safety during important life stages.



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



Reverse osmosis facilities inspection helping keep systems running smoothly at the Thailand plant.



Implementing supplier corrective action plans



In FY25, Ansell became aware of allegations that workers employed by a small Malaysian supplier of ceramic formers (used in the production of our single-use gloves) were not being treated in alignment with our labour standards or local laws, including allegations of debt bondage through the payment of recruitment fees by migrant workers, underpayment of wages, retention of identity documents, health and safety issues, and unsatisfactory living conditions.

Immediately upon becoming aware of the allegations, we acted swiftly to investigate the issues and reiterate our clear expectations that the suppliers act in accordance with their obligations they agree to and sign under the Ansell Supplier Code of Conduct, which they had previously signed. Our cross-functional team of supply chain and labour rights experts conducted assessments at the supplier's premises and hostel accommodation, and interviewed the workers. As part of our ongoing engagement, Ansell leadership team held meetings with the supplier's executive team to emphasise their obligations under Ansell's Supplier Code of Conduct and to discuss corrective actions, including encouraging a formal recruitment fee investigation by the Responsible Business Alliance (RBA). We agreed upon a corrective action plan that included prioritisation of certain issues based on the severity of findings and the length of time needed to complete investigations and remediations.

As part of Ansell's commitment to implement UN Guiding Principles on Business and Human Rights and ten UN Global Compact Principles, we have taken several steps to encourage them to mitigate the alleged harm, including through providing advance payment for orders (covering all FY26 supply requirements) and expedited payments for goods delivered to Ansell to support the company's cash flow and ability to fund the remediation for impacted workers. At the end of FY25, the supplier announced that the company and its workers had reached a resolution on all allegations, including an

agreement that they would reimburse all recruitment fees to the workers by January 2026, in line with the findings in the RBA recruitment fee investigation, with three repayments already made under this plan.

Our SMF focuses on finished goods and raw material suppliers, as well as service providers for our internal operations. As a small supplier to Ansell and a supplier of plant-specific equipment, this supplier fell outside the scope of our SMF and therefore was not in scope for audits in FY25. Following this, we began a review of all of our ceramic former suppliers, which identified similar compliance issues across multiple suppliers. This review included on-site inspections, worker accommodation visits, the development of corrective action plans with agreed timelines for reimbursement of recruitment fees and ongoing engagement with management. Ansell has not walked away from these suppliers and continues to engage closely with all the suppliers where issues have been identified and continues to take steps to encourage them to mitigate the harm, including through remediation. In working with suppliers that have not met international labour standards or complied with Ansell's Supplier Code of Conduct, our approach follows the recommendations of human rights experts working in this field. In the first instance we seek to work constructively with the supplier to address the concerns; only if there is no commitment to improvement evident, we will then consider terminating the relationship.

In response to these identified issues, we have initiated a review of the SMF scoping criteria and thresholds. As part of this process, we will expand SMF coverage to include all ceramic former suppliers. We are also assessing our broader network of over 1,600 small indirect suppliers to determine which should be included in the SMF due diligence program. We will report on our progress (including any developments outside the reporting period) in our next Labour Rights Report.

Monitoring and engagement

Ansell's comprehensive monitoring and engagement program continually evolves to enhance labour rights standards throughout our operations and supply chain and meet the growing demands of our stakeholders. We are committed to being an industry leader in social compliance.

STRENGTHENING MONITORING AND ENGAGEMENT IN OUR OPERATIONS

We conduct multiple monitoring and engagement activities across our operations to increase engagement, build awareness, strengthen accountabilities and improve performance on an ongoing basis. These activities include third-party audits, internal assessments and grievance mechanisms that allow employees to voice concerns. By engaging with our plant teams in these ways, we upskill employees to identify common non-conformances, enabling proactive, rather than reactive, identification, assessment and remediation of labour rights issues. All plants implement processes and procedures in accordance with Ansell's Labour Standards Policy and HR employees are trained on labour standards and 11 indicators of forced labour.⁴

Our audit program

Third-party audits provide an independently assessed point-in-time snapshot of working conditions at Ansell's manufacturing plants. These audits assess Ansell's operations, accommodation and third-party labour agents; on-site third-party service providers such as security and janitorial services; and third parties managing employee accommodation and transport.

To maximise the benefits of plant audits, we focus on the process as much as the results. Audits involve multiple stages, including pre-assessments and employee interviews, and Ansell chooses accredited audit firms to support our program. We primarily conduct audits on a two-year rotation schedule, but plants that have identified risk factors, such as non-conformances identified in the prior audit or a significant migrant employee population, may undergo annual audits. As we introduced a new audit standard in FY25, we scheduled annual WRAP audits for all plants as we measure compliance against the audit standard. Audit processes can be announced or semi-announced. For semi-announced audits, plants are provided with a one-month window for a potential audit visit, meaning plant conditions and documentation must be audit-ready on an ongoing basis.

Our Global HR-CSR team leads engagement with the plants prior to audits. This has built skills and accountability at our plants and enables us to seamlessly use audits as a continuous learning tool. The audit program is overseen by the Board Sustainability & Risk Committee and executive-level Labour Rights Committee, with audit plans and results reported quarterly.

SMETA & WRAP audits

In past years and at the start of FY25, Ansell utilised 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.⁵

In November 2024, we began transitioning from SMETA to 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 RGA, 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.

All plants implement processes and procedures in accordance with Ansell's Labour Standards Policy and HR employees are trained on labour standards and 11 indicators of forced labour.

⁴ ILO Indicators of Forced Labour (ILO.org)

⁵ This framework references the ETI Base Code, ILO standards and relevant local laws.

Audit results

As we began our transition to WRAP audits, 4 plants completed scheduled SMETA audits in the first half of FY25, as required by our audit rotation cycle. In the second half of the fiscal year, 6 plants completed their first WRAP audits. The remaining plants are scheduled to undergo WRAP audits in FY26.

As of the end of the fiscal year, 61% of the non-conformances (NCs) identified in FY25 were closed, with corrective actions completed by the plants and verified

by the third-party auditor. Four plants received a Gold certification from WRAP audits, the highest achievement for initial audits, demonstrating full compliance with WRAP's 12 Principles.⁶

We report audit results, excluding environmental practices and CTPAT compliance-related audit results, based on the severity gradings assigned by the auditors in the audit reports. Therefore, this year we've reported two separate charts as our transition to WRAP-only audits will be completed next year.

⁶ See <https://wrapcompliance.org/en/about/what-we-do/12-principles/>.

Forced Labour Indicator audits

Ansell supplements our WRAP audits with Forced Labour Indicator (FLI) audits, a comprehensive and stringent assessment of the potential risks and indicators of forced labour at our plants. Every plant is required to undertake an FLI audit at least once, with subsequent audits utilised to fulfill customer requirements or on an as-needed basis. During these audits, sites are required to provide evidence to auditors that no indicators of forced labour are present. FLI audits use a red, orange, yellow and green flag system based on the 11 ILO FLIs,⁷ with the presence of one or more red flags indicating increased

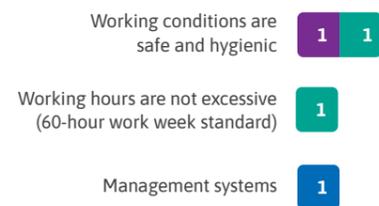
risk that requires further investigation and action. In FY25, we conducted two FLI audits at our plants, for a total of nine FLI audits to date.

This year, we conducted the first FLI audit at the recently acquired Ansell Seremban. As we transition the plant to Ansell standards, the FLI audit was used as an important independent tool to ensure the integration of Ansell's standards. Through the audits, we investigated root causes for historical practices, enabling us to implement corrective actions to resolve findings that did not meet our group standards. Corrective actions are in progress with a follow-up audit scheduled for FY26.

⁷ ILO Indicators of Forced Labour (ILO.org)

SMETA AUDITS BY GRADING AND CATEGORY

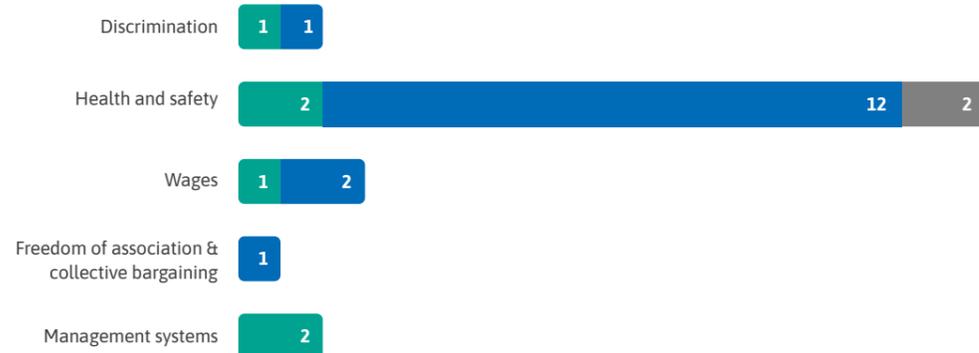
■ CRITICAL ■ MAJOR ■ MINOR



As of the end of the fiscal year, **61%** of the NCs identified in FY25 were closed, with corrective actions completed by the plants and verified by the third-party auditor.

WRAP AUDITS BY GRADING AND CATEGORY

■ MAJOR ■ MINOR ■ OBSERVATION



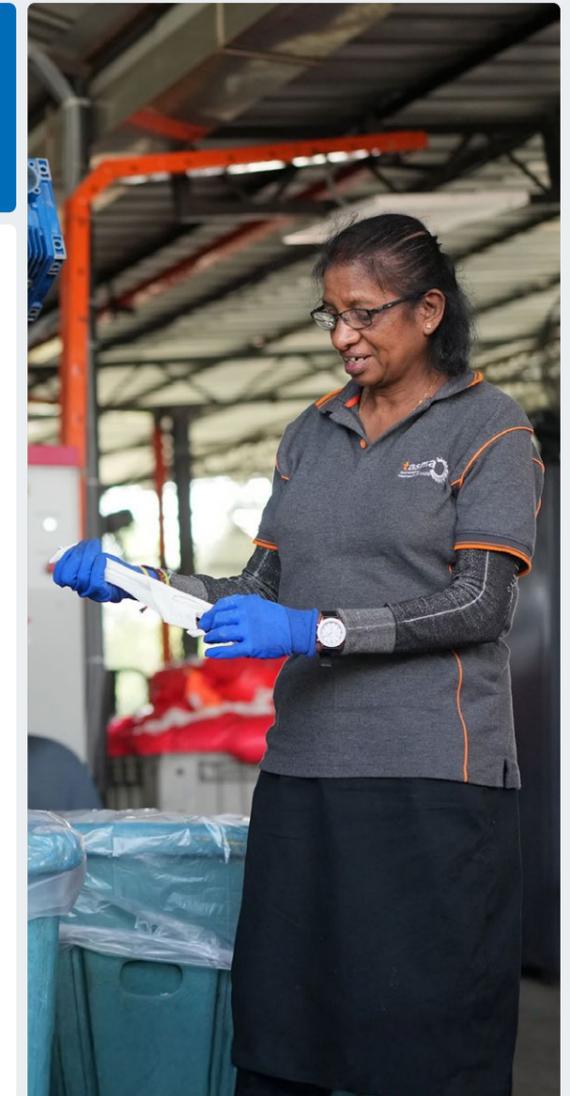
Driving improvements with third-party contract labour agents

Emerging risks identified during operational audits often relate to third-party contract labour agents engaged by Ansell to temporarily enhance our workforce. In FY25, as we increased headcount at select plants to meet growing production needs, we onboarded a higher proportion of contract operational employees. As part of contracting and monitoring procedures, labour agencies signed our SCOC and we conducted sampling of worker documentation, including pay slips and contracts.

However, concerns were raised at worker interviews during on-site audits, and further evaluation of documentation identified issues such as excessive working hours, unacceptable withholding of wages and lack of signed employment contracts. We then required these agencies to implement corrective actions and submit evidence of complaint closure, and a follow-up audit independently verified the implementation of these actions.

Concurrently, we employed additional due diligence activities, including performing checks every quarter to expand our sampling to 100%. Additionally, security now inquires with new contract employees if their documentation is available and defers to plant HR if further action needs to be taken. Lessons learned and new protocols developed from this experience are being shared across other sites wherever relevant.

We are also working with these supply chain partners to educate them about Ansell's labour policies, emphasising industry best practices and adherence to local laws and employment contracts and to assess their willingness to comply with our standards. Although we have seen meaningful progress with mature contract labour agencies, we know that even greater engagement is required with smaller agencies that have lower exposure to scrutiny.



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



Remediating recruitment fees in our operations



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.

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 employees. 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 employees 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.

Grievance management & reporting

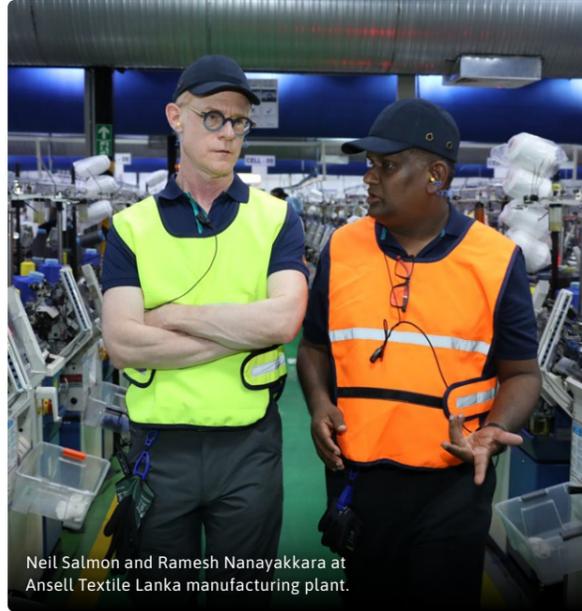
We recognise that raising workplace concerns can be challenging—particularly when power dynamics are at play. At our Ansell facilities, we are committed to creating an environment where all employees, especially those from vulnerable groups such as migrant employees, feel safe to speak up. To support 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 our operational employees to access are available at six plants across Malaysia and China, where we launched the Suara Kami hotline at our Ansell Seremban plant this year. These hotlines are managed by LRQA and can be accessed through a toll-free phone number, WhatsApp or Facebook Messenger.

GRIEVANCE MANAGEMENT PROCESS

GRIEVANCE MECHANISM	INTERNAL MANAGEMENT	EXTERNAL MANAGEMENT	CLOSE-OUT PROCESS
Internal (Gemba walk, HR Shopfloor, email, etc.)	The grievance is escalated to plant human resources for closer examination. Grievance is assessed as substantiated, partially substantiated, or unsubstantiated, then assigned a description. Plant HR conducts the investigation and identifies relevant actions to be taken. The grievance raiser is notified of planned corrective actions before they are rolled out.	Not applicable for internally managed grievance mechanisms.	Plant HR ensures completion of actions and verifies closure. Grievances are recorded in the centralised Non-Hotline Grievance Tracker, with limited access provided to HR Leadership Team and appointed HR custodian at the plant.
Ansell Compliance Hotline	Complaints are directed to the Ethics & Compliance Manager or a designated case manager. If the case is identified as an employee relations case, it may also be referred to HR. If the grievance raiser provides sufficient details to identify the manufacturing plant, this is assigned to plant HR and follows plant-level remedial actions. When sources of grievances raised cannot be identified, they are referred back to the Ethics & Compliance Manager to implement corrective actions.	The external platform allows the grievance raiser to track the status of the case and communicate anonymously and confidentially with the case manager.	Once the case is closed by the case manager, corrective actions are communicated to the grievance raiser through the platform. Tracking of cases is recorded on the platform and monitored by the Ethics & Compliance Manager.
External third-party hotline managed by LRQA (called Suara Kami in Malaysia and Xiang Shou in China)	Head of Global HR-CSR, who is not a member of plant management, is notified of the grievance raised by the third party. Head of Global HR-CSR investigates and recommends corrective actions.	The third party assigns a severity level and description to the grievance raised. The grievance raiser is able to track the status of the case on the platform. During close-out, the third-party reviews the corrective actions taken, and the grievance raiser can communicate anonymously and confidentially to the third-party.	After corrective actions are undertaken, Global HR-CSR records the details of corrective actions in the third-party system. The third-party reviews the actions taken and verifies acceptance of the action with the grievance raiser before closing the case in the system. Cases are recorded in the system and monitored by Global HR-CSR.



Neil Salmon and Ramesh Nanayakkara at Ansell Textile Lanka manufacturing plant.

Our policies and procedures for grievance mechanisms and investigation are outlined in our Ansell Global Grievance Policy, which covers Ansell employees and contractors. Monitoring of grievances, including details of critical grievances and the status of corrective actions, are shared with our LRC monthly. Procedures for investigation and closure of grievances raised through third-party hotlines are set by the respective third parties.

Grievance management outcomes

Ansell tracks grievances raised through both the internal mechanisms at the plants and the externally managed grievance channels. In FY25, all FY24 cases raised through our grievance mechanisms have been closed and 65% of cases raised in FY25 are closed, with resolution of remaining cases continuing into FY26.



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

GRIEVANCE CHANNEL OUTCOMES*

CATEGORY	FY24	FY25	
	NUMBER OF CASES RAISED IN FY24 AND CLOSED AS OF FY25†	NUMBER OF CASES RAISED IN FY25	NUMBER OF CASES RAISED IN FY25 AND CLOSED TO DATE‡
Compensation	5	11	10
Employee relations	31	98	62
Harassment and discrimination	18	53	32
Management and leadership	13	21	10
Misuse of authority	3	2	1
Policy issues	7	1	1
Retaliation	0	1	1
Safety issues and sanitation	5	8	7
Site facilities and environment	3	5	5
Workplace violence/threats	1	6	5
TOTAL	86	206	134

* Grievance channel outcomes for all our internal and external grievance mechanisms as listed on page 35.
 † Depending on when tickets were submitted, resolution of some FY24 cases continued into FY25. As at FY25, all tickets raised in FY24 are closed.
 ‡ Resolution of FY25 cases will continue into FY26.



Global Employee Engagement Survey

We regularly measure employee engagement and its drivers to gain valuable insights into the employee experience in areas such as leadership, recognition, 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 the engagement survey, and 76% overall reported feeling engaged—a 9-point improvement over 2024. A breakdown of these results showed that engagement for our production employees 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.

For the first time we separately assessed engagement for our migrant employee population in APAC to measure the perceived treatment of migrant employees. In their survey responses, migrant employees reported an overall engagement score of 92%, highlighting our commitment to providing decent work and treating our migrant employees respectfully.

In 2025, **75%** of production employees agree: ‘I can report an instance of unethical conduct without fear of retaliation.’



Ansell Cyberjaya employees gathered for the Ansell Bonding Collaboration Day (ABCD), enjoying two days of team-building, camaraderie, and fun.

STRENGTHENING MONITORING AND ENGAGEMENT IN SUPPLY CHAINS

Establishing partnerships and setting expectations with our suppliers is the most effective way to improve labour rights conditions in our value chain. The Ansell SCOC requires all suppliers to comply with our standards and expectations, in addition to their obligations under local law. We further assess the alignment of in-scope SMF suppliers with our standards through a comprehensive monitoring program, which begins with due diligence SAQs (read more on page 23). Suppliers identified as high risk after the SAQ process and review by our teams are further required to undergo second and/or third-party audits and submit corrective action plans. These tools allow us to assess current conditions and identify improvement opportunities, enabling us to better understand their risks and provide support to develop and roll out corrective action plans. This not only improves working conditions within our supply chain, but it also strengthens our relationships with suppliers.

Third-party audits

We require all high-risk in-scope SMF direct suppliers to undergo regular third-party audits. To support this requirement, we have developed processes to help suppliers prepare for and address issues arising from third-party audits.

We spent many years developing our audit program with finished goods suppliers and have expanded the program to cover in-scope raw material suppliers of packaging, yarn and liners, and latex categories.

In FY25 we onboarded new finished goods suppliers after our acquisition of Kimberly-Clark’s Personal Protective Equipment business, which led to the increase in audits and identified non-conformances compared to FY24, with 70 (54 in FY24) audits completed and 288 non-conformances identified (234 in FY24). Raw material suppliers completed 28 audits in FY25 (33 in FY24) with 162 NCs identified compared to 353 in FY24.⁸ Despite the increase in the number of suppliers, these results are consolidated in our

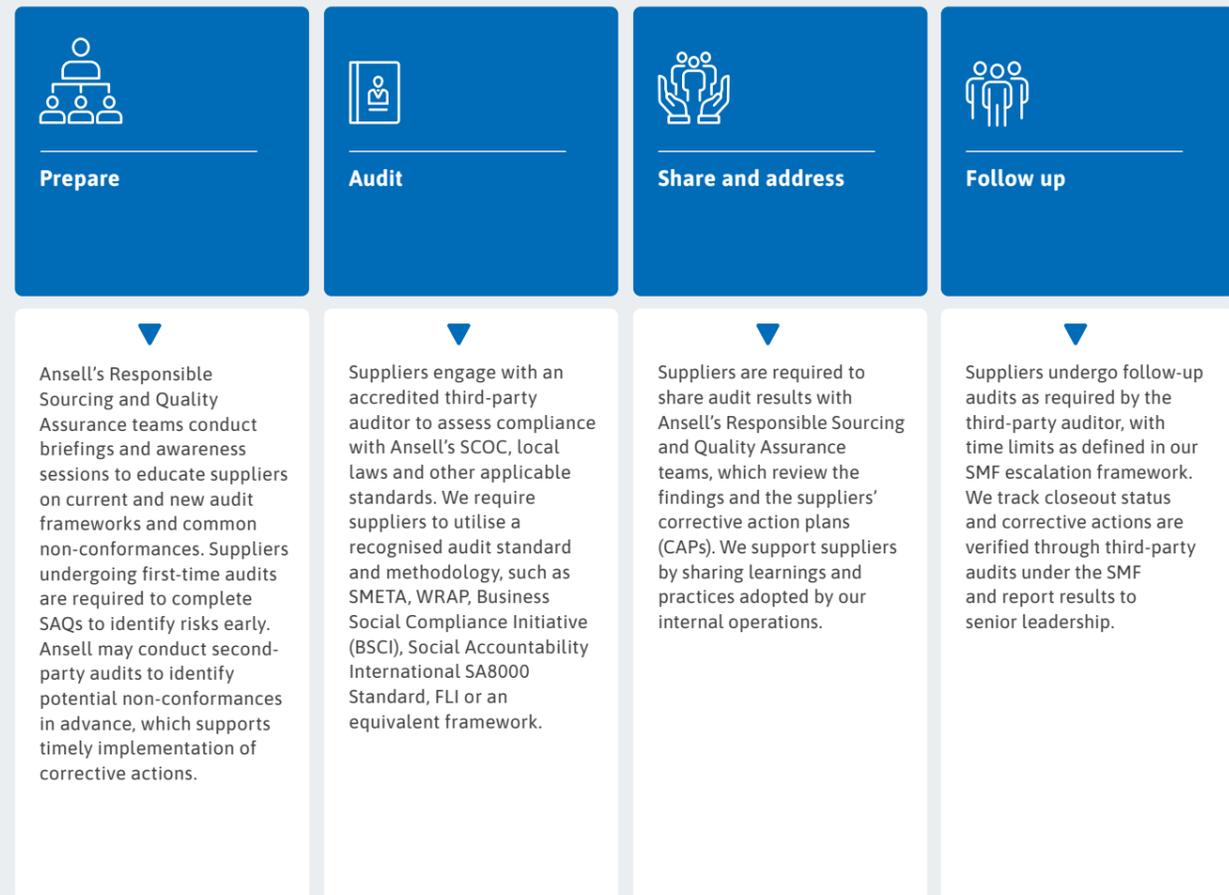
FY25 achievement of an average of 5 NCs/audit, compared to an average of 7 NCs/audit in FY24. This marked decrease in NCs reflects the improved performance and risk ratings of our suppliers, many of which have progressed to an A/B rating. According to our risk-based audit cycle, these suppliers are now subject to audits once every two years instead of annually.

In addition, the significantly reduced average number of non-conformances per audit highlights stronger sustained compliance, greater supplier ownership and the effectiveness of our capacity-building efforts through our SMF. This trend validates our approach of focusing audit resources on our high-risk suppliers, while continuing to support improvement through training, engagement and performance monitoring—all of which have enhanced our suppliers’ accountability for upholding labour rights and improving their practices.

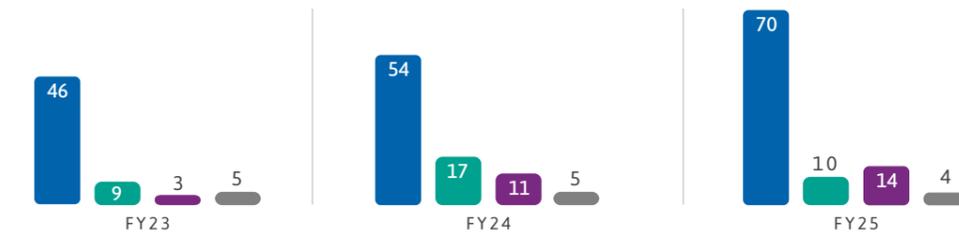
Ansell requires follow-up audits by third-party auditors to verify suppliers’ corrective actions and close out NCs. Follow-up audits are scheduled to allow suppliers sufficient time to implement corrective actions—typically six to twelve months after the initial audit, depending on the severity and number of NCs identified. Finished goods suppliers made positive progress this year on closing out NCs from FY24, ultimately achieving a closeout rate of 97% by the end of FY25 according to follow-up audits, compared to the 58% closeout rate reported at the end of FY24. The closeout rate for NCs identified in FY25 audits was 65% as of the end of FY25—indicating a stronger commitment from suppliers to address these issues more promptly. We anticipate that follow-up audits will show a similarly successful final closeout rate for these NCs by the end of FY26.

⁸ The FY25 closeout rate is primarily due to reporting cutoff, as follow-up audits from suppliers are scheduled in FY26.

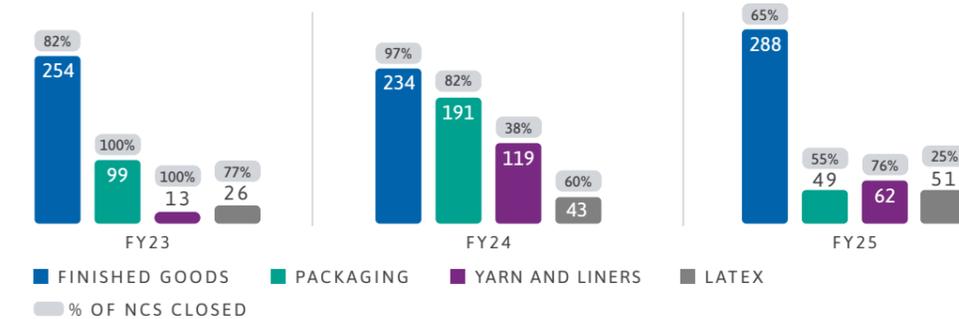
SUPPLIER THIRD-PARTY AUDIT SUPPORT FRAMEWORK



NUMBER OF SUPPLIER AUDITS COMPLETED



NUMBER OF IDENTIFIED AND CLOSED NCs FROM SUPPLIERS’ AUDITS



- Notes:
- NCs shown are those identified during audits completed within the fiscal year. When NCs from a previous year are not closed, they are reviewed the next full audit by the auditor. If still not closed, the NC is raised again during the audit. Therefore, it is possible to have repeated NCs at each audit.
 - The FY25 closeout rate is primarily due to reporting cutoff, as follow-up audits from suppliers are scheduled in FY26.
 - FY23 and FY24 values in this year's report have been updated to include all FY23 and FY24 audits reports from suppliers that were received after reporting cutoff.



Finished goods suppliers made progress this year closing out NCs from FY24, ultimately achieving a closeout rate of

97%

by the end of FY25 according to follow-up audits.



The closeout rate for total NCs identified in FY25 audits was

61%

as of the end of FY25, indicating a stronger supplier commitment to address these issues more promptly.

Safety in action at the latex mixing station in the Ansell Thailand plant, with proper PPE in use.



Applying recruitment fee lessons learned across 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 totalling 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 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 on page 30 of this 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.

Second-party audits

Ansell conducts second-party audits that align with WRAP and SMETA frameworks to inform our risk profile with suppliers. They are implemented when suppliers are unable to organise timely third-party audits, when a supplier has been categorised as high-risk or if there is a need to assess allegations received via formal or informal channels. Second-party audits are also used to help a supplier prepare for a third-party audit and as an opportunity for in-person engagement at supplier locations.

Supplier grievance management

Our Supplier Code of Conduct requires that suppliers 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.

Supplier capacity building

To support our suppliers in FY25, we conducted six SCOC briefing sessions for 32 new suppliers with 100+ supplier representatives, emphasising forced labour, employee safety, working hours compliance, grievance mechanisms, transparency and audits. We also launched extensive WRAP implementation training at our plants and ten training sessions for over 500 supplier representatives. Sessions with supply chain partners provided step-by-step onboarding guidance and detailed information on the standards required to successfully pass audits—covering labour rights, health and safety, grievance mechanisms, customs and security, and supply chain transparency. This proactive engagement strengthened our suppliers’ understanding of WRAP audits and streamlined the process of registering for certification.

Over 20,000 workers in Ansell’s direct supply chain have received recruitment fee reimbursements.

Industry and regulatory collaboration

To further our engagement initiatives, we continuously work with industry and regulatory partners to refine our programs.

Ansell is a founding member of the RGA, a collaborative initiative established in 2022 that unites glove buyers, manufacturers and the Responsible Business Alliance (RBA) to prevent, identify and remediate conditions contributing to forced labour in the glove industry. RGA participants meet to address critical topics such as evolving legislation, supply chain risk identification and the alignment of strategies to maximise the Alliance’s impact. In FY25, members came together to advance shared priorities, including the standardisation of audit practices and the development of approaches to strengthen industry-wide engagement on labour rights. During the year, Ansell also worked closely with the RGA to enhance our SAQ, aligning our assessment standards on forced labour risks with RGA’s recommendations. To learn more about the RGA, visit www.responsibleglove.org.

In FY25, Ansell also took significant steps to strengthen our compliance with the EU Deforestation Regulation (EUDR) for 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.

Performance assessment

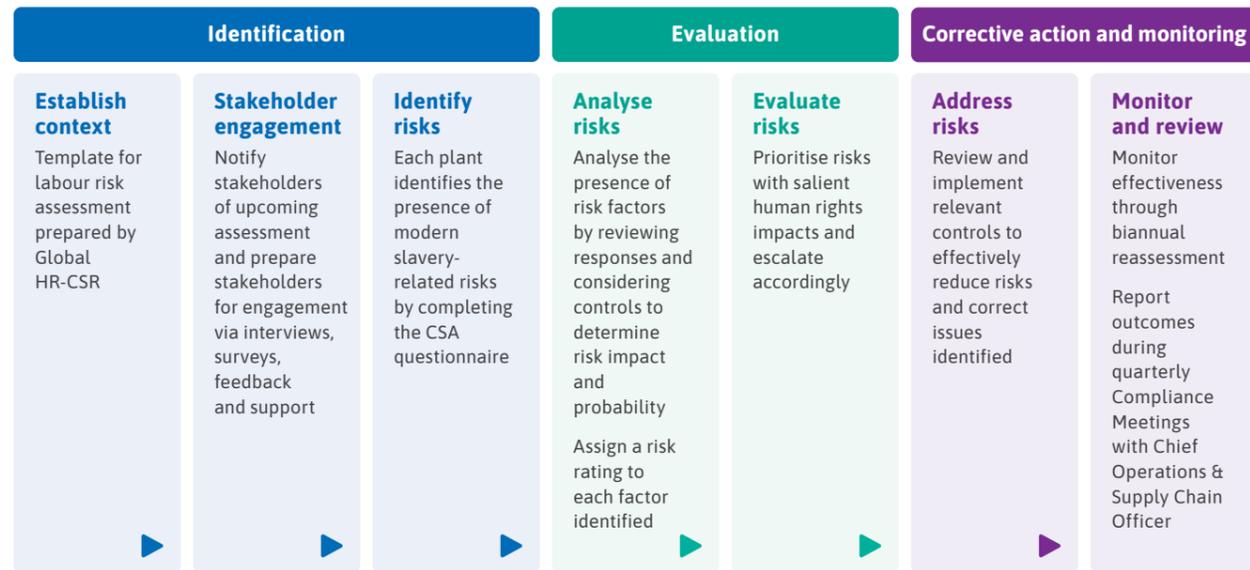
Ansell continually assesses our labour rights performance to ensure we uphold and enforce our standards and policies across our operations and supply chain.

ASSESSING PERFORMANCE IN OUR OPERATIONS

At Ansell, our comprehensive approach to performance assessments at manufacturing sites draws on insights and lessons learned from previous years. It covers the full on-site workforce—including employees provided by third-party labour agents and on-site service providers—and the third-party agencies engaged to provide labour. The assessment focuses on identifying risks, evaluating performance, implementing corrective actions and

carrying out remediation. The process is anchored in a biannual CSA questionnaire, which requires each plant to assess risk factors linked to hiring practices, operational procedures and the effectiveness of existing controls. Our Global HR-CSR team evaluates the risk ratings of plants' responses and works with them to recommend additional risk-mitigation procedures or controls. As a supplement to our audit program, the CSA has been a useful educational tool to build accountability and shared ownership within plants and support the early identification and resolution of high-risk activities. In FY25, 14 out of 14 plants completed at least one assessment cycle of the CSA.

RISK AND CONTROL ASSESSMENT PROCESS, INCLUDING CONTROL SELF-ASSESSMENT



At Ansell Lanka, our team are committed to detail and quality in every step of industrial glove production.

ASSESSING PERFORMANCE IN OUR SUPPLY CHAIN

Our supplier performance assessment applies a consistent risk rating and escalation process to suppliers that fall within the scope of the SMF. All 119 SMF in-scope finished goods and raw material suppliers are assigned a rating from A to D (low to high-risk) based on our performance assessment criteria, which includes but is not limited to:

- Industry and country risk factors
- Supplier profiles, including industry and country risk factors and workers' demographics
- Assessments and severity of NCs and issues, such as third-party and second-party audits and performance evaluations
- Inputs from stakeholders and external sources, such as media and NGOs, and regulatory sanctions

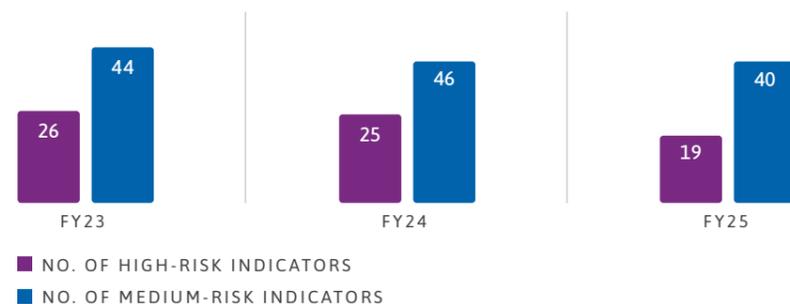
Supplier risk ratings are reviewed annually and sometimes on an ad hoc basis as critical information is received. We use these ratings to encourage suppliers to quickly address high-risk non-conformances and to inform our escalation process for high-risk cases.

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 for their workforce. By working with our supply chain partners, we progressed significantly on the elevated standards we introduced in FY24, with 90% of finished goods suppliers⁹ and 85% of raw materials suppliers rated as A or B. The percentage of finished goods suppliers rated A or B increased by 18% and raw materials suppliers improved by 16% 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 suppliers improved from C ratings to B ratings.

Risk ratings encourage suppliers to quickly address high-risk non-conformances.

⁹ Excludes 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.

RESULTS OF RISK AND CONTROL ASSESSMENT OF ANSELL PLANTS



Supporting greener operations through renewable energy at the Sri Lanka biomass facility.

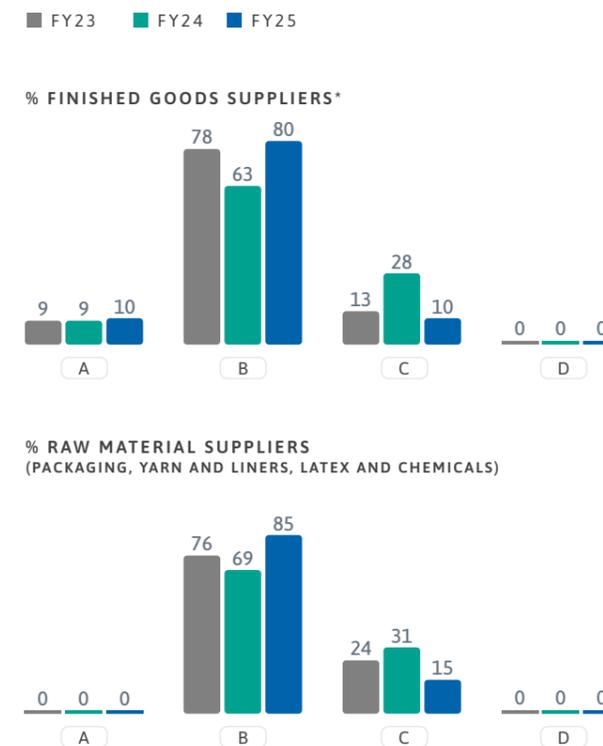


ANSELL'S RISK RATING AND ESCALATION PROCESS FOR THIRD-PARTY SUPPLIERS

INDUSTRY	ASSIGNED RISK RATING			
	A (LOW)	B (MEDIUM)	C (MEDIUM-HIGH)	D (HIGH)
Approval to trade	Approved to trade.	Approved to trade.	Conditional approval based on action plan to close NCs.*	Closeout of action plan required in a stipulated time period, otherwise supplier will be suspended.
Terms of approval	Supplier remains on approved purchasing list.	Supplier remains on approved purchasing list, unless no improvement is shown.	Automatically under probation for up to 12 months.	Automatically under probation for up to 6 months, followed by sanctions if no improvement is shown.
Monitoring and engagement	Continue to monitor the supplier.	Monitor the supplier for improvement, and downgrade to C if no improvement is shown after 12 months.	Supplier is informed of risk rating and discussion is initiated on commitment and time-bound action plan. Monitor supplier for improvement, and downgrade to D if no action is taken.	Supplier is informed of risk rating, and discussion is initiated to gain commitment to a time-bound action plan. Contract will be terminated if no improvement, and immediate sanction is activated if severe non-conformance is found.†
Escalation to senior management	Regular updates to LRC.	Notify Vice President of Global Procurement and the business unit and regular updates to LRC.	Inform Chief Officer of Operations & Supply Chain, CFO, and LRC members. Continue regular updates to LRC.	Immediately inform Chief Officer of Operations & Supply Chain and CEO, who will call emergency LRC.

* A non-conformance (NC) is a lack of compliance with Ansell requirements as guided by the SMETA 4-Pillar framework, ETI Base Code and ILO.
 † Findings of zero-tolerance, severe non-conformance or regulatory sanctions would immediately downgrade the supplier to D and escalate to the LRC. A zero-tolerance finding includes evidence of human trafficking or modern slavery, including forced or child labour.

PERCENTAGE (%) OF IN-SCOPE SMF SUPPLIERS RATED A TO D



* Excludes 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.
 During the year, we investigated allegations of labour rights violations in our supply chain of a smaller spend supplier who was not already in-scope for our SMF. Upon concluding our investigation and assessments, the supplier was rated as D. We are in the process of completing initial risk assessments and analysis of the next wave of suppliers to expand our SMF coverage base for FY26 and beyond. Refer to page 30 to read more on our responses and management of the allegations. Previously identified in-scope D-rated suppliers who were unwilling to work towards positive change have been terminated and placed under our "banned list." Read more on supplier termination on page 23 of this Report.



To strengthen standards and promote responsible practices across our supply chain, we have set a target for **100%** of our direct suppliers to achieve an A or B rating in their performance assessment by FY27.

We continuously work with industry and regulatory partners to refine our programs.

APPENDIX A:

Modern Slavery Statement

This Labour Rights Report (and Modern Slavery Statement) was prepared in accordance with the criteria set out in the Australian Modern Slavery Act 2018 (Australian Act), the United Kingdom Modern Slavery Act 2015 (UK Act), the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2024 (Canadian Act) and the California Transparency in Supply Chains Act 2010 (California Act).

RESPONSE TO REPORTING CRITERIA	THIS SECTION ADDRESSES THE REQUIREMENTS OF:	FURTHER DETAILS
<p>Identify the reporting entity</p> <p>This report is made on behalf of the reporting entity Ansell Limited (ABN 89 0040 853 30). This statement sets out the actions taken by Ansell and its owned or controlled entities (collectively 'Ansell') during the 12 months ending 30 June 2025 to prevent modern slavery and human trafficking in our business and supply chains. Ansell's subsidiaries are listed in our 2025 Annual Report. For the purposes of the Canadian Act, the relevant entity is Ansell Canada Inc.</p>	Australian Act s16(1)(a)	n/a
<p>Structure, operations and supply chain</p> <p>Ansell Limited ('Ansell') is a global protective solutions company employing more than 15,000 people in over 55 countries. Ansell is legally domiciled in Melbourne Australia and is listed on the Australian Securities Exchange (ASX: ANN). Ansell has four corporate headquarters: Melbourne, Australia; Brussels, Belgium; New Jersey, United States; and Cyberjaya, Malaysia.</p> <p>Ansell operates 14 manufacturing facilities, 22 distribution centres and warehouses and four corporate hubs, with several offices. Ansell's manufacturing facilities are in 9 countries. Ansell procures goods and services from over a thousand suppliers in over 29 countries, across a wide range of sourcing categories.</p>	Australian Act s16(1)(b) UK Act 54(5)(a) Canadian Act s11(3)(a)	Pages 4-9 About Ansell
<p>Risk of modern slavery in our operations and supply chain</p> <p>In FY20 we engaged a third party to conduct a detailed inherent modern slavery risk assessment of our operations and supply chain. The risk assessment drew on country and industry risks across human trafficking, child labour and forced labour (including debt bondage).</p> <ul style="list-style-type: none"> Ansell's operations range from low-risk corporate hubs and offices to high-risk manufacturing plants. Ansell's supply chain includes multiple high-risk procurement categories including textiles, packaging, forest products, minerals and finished goods. Textiles, forest products and minerals are high-risk for forced labour and child labour. Finished goods are high-risk for forced labour, in particular debt bondage. <p>We conduct a continuous performance assessment to refine our understanding of risks in our manufacturing operations and for high-risk suppliers.</p>	Australian Act s16(1)(c) UK Act 54(5)(d) Canadian Act s11(3)(c)	Pages 16-17
<p>Actions taken to assess and address identified risks, including due diligence and remediation</p> <p>Ansell takes a risk-based approach to assessing and addressing modern slavery, human trafficking, child labour and forced labour (including debt bondage) risk. We have an extensive set of policies that codify our approach across operations and supply chain. We utilise our Labour Standard Management Framework (LSMF) and Supplier Management Framework (SMF) to monitor compliance with these expectations. Ansell does not require suppliers to certify that materials incorporated into products comply with the laws of the country or countries in which they do business, except for conflict minerals.</p> <p>We take a collaborative approach to improving labour rights standards across our supply chain. However, where suppliers are not committed in good faith to progress towards alignment with our labour rights commitments, we review potential options, including finding alternate sources for procurement and terminating supplier relationships.</p> <p>Ansell determines on a case-by-case basis whether remediation for loss of income is required where measures taken to eliminate the use of forced labour or child labour occurs in our activities and supply chains.</p>	Australian Act s16(1)(d) UK Act 54(5)(b),(c) and (d) Canadian Act s11(3)(b), s11(3)(d) and (e) California Act 1714.43(c) 1, 2, 3 and 4	Pages 16-17 and 18 onwards

RESPONSE TO REPORTING CRITERIA	THIS SECTION ADDRESSES THE REQUIREMENTS OF:	FURTHER DETAILS
<p>Assess the effectiveness of actions taken</p> <p>We continually reassess the effectiveness of our actions through internal reviews of our operational and supply chain labour rights programs. In FY25 this was done by tracking key performance indicators, which are reported to the Labour Rights Committee and Board Sustainability & Risk Committee. The Labour Rights Committee reviews indicators to make informed decisions about areas of our program that are working effectively and opportunities for improvement. The LRC communicates the status of the key indicators up to the Board Sustainability & Risk Committee, Executive Leadership Team and Board through regular meetings.</p> <p>Key performance indicators include audit findings and closeout rates, status of corrective actions, number of employees and suppliers participating in engagement activities and number of high-risk suppliers and manufacturing facilities as determined through continuous performance assessments. Within operations, hours worked and grievances raised and resolved are also tracked and reported.</p> <p>In addition to tracking performance indicators, we engaged third-party LRQA to review elements of our program including working hours, remediation and vulnerable employee management.</p>	Australian Act s16(1)(e) UK Act 54(5)(e) Canadian Act s11(3)(g)	Page 18 onwards
<p>Consultation</p> <p>Ansell and its subsidiaries operate as a single integrated group. Many of the entities owned and controlled are accounting structures that do not have separate corporate governance structures that can be consulted or engaged for the purposes of this report. As such, consultation was focused on engaging both internal and external stakeholders.</p>	Australian Act s16(1)(f)	n/a
<p>Approval process</p> <p>This statement was approved by the Board of Ansell Limited, in their capacity as principal governing body of Ansell Limited, on 27 August 2025.</p>	Australian Act s13(2)	n/a
<p>Other relevant information</p> <p>We conduct training to upskill our operational teams and suppliers on modern slavery and human rights-related topics. During the year we ran briefings for relevant plant staff on the FLI and SMF in-scope suppliers on labour rights topics, as covered in our SCOC.</p>	Australian Act s16(1)(g) UK Act 54(5)(f) Canadian Act s11(3)(f) California Act 1714.43(c) 5	n/a

APPENDIX B:

Policies

Ansell has an extensive policy framework that lays the foundation of our commitment to protect human rights.

DOCUMENT	OVERVIEW	POLICY IN ACTION	STATUS
BUSINESS-WIDE POLICIES			
Human Rights Statement	Outlines Ansell’s commitments as an employer to defend human rights in our operations and supply chain.	The commitments set out in our Human Rights Statement are codified and enacted through our Code of Conduct and Responsible Sourcing Policy.	Reviewed and updated in FY25
Labour Standards Policy	Defines our minimum expectations of Ansell’s internal operations and third-party contractors with respect to labour standards, child labour, forced labour, human trafficking, freedom of association and collective bargaining.	The minimum expectations set out in our Labour Standards Policy are codified and enacted through our Code of Conduct and Supplier Code of Conduct.	Reviewed and updated in FY25
Whistleblower Policy	Describes the procedure for stakeholders to make whistleblower claims, and for Ansell’s process of investigating a claim in line with the Whistleblower Protection Scheme under the Corporations Act 2001 and the Taxation Administration Act 1953.	The Whistleblower Policy is communicated to internal and external stakeholders via the Code of Conduct and Supplier Code of Conduct. The policy is utilised by grievance raisers to make complaints and Ansell to follow escalation and closeout procedures.	Reviewed in FY25
Conflict Minerals Policy	Outlines Ansell’s policy relating to conflict minerals and procedures related to sourcing from areas of conflict.	Procurement teams communicate the policy requirements with suppliers. Suppliers verify compliance through signing the Supplier Code of Conduct, which includes provisions on the Conflict Minerals Policy. SMF in-scope suppliers for potential conflict minerals are required to conduct due diligence activities. This includes reviewing the necessity of goods and raw materials sourced that contain conflict minerals, conducting inquiries, and undertaking appropriate action, working with suppliers to rectify any non-compliances and reassessing our business relationship with them.	Reviewed in FY25
Belonging & Inclusion Policy	Describes Ansell’s commitments to belonging and inclusion (B&I).	Ansell’s People Program includes activities executed under the B&I policy. Initiatives for Ansell employees include B&I workshops, cultural trainings, social events and celebrations. The Human Resources Leadership Team oversees these activities and monitors compliance with the policy. We expect suppliers to integrate B&I considerations into their operations, as set out by the Supplier Code of Conduct.	Reviewed in FY25

DOCUMENT	OVERVIEW	POLICY IN ACTION	STATUS
OPERATIONAL POLICIES			
Ansell Code of Conduct	Defines our minimum expectations of Ansell employees, directors and officers and provides a code of ethics when representing and carrying out Ansell business operations. Includes provisions relating to fair employment and forced and child labour.	The Ansell Code of Conduct is communicated to employees during onboarding, with directors and employees undergoing a refresher every two years. We monitor compliance with the Code of Conduct through employee engagement surveys, direct feedback from employee representatives via trade unions, employee committees and employee-appointed representatives, tracking of compliance complaint referrals, and assessment and performance reviews. Within our manufacturing operations, compliance is further monitored through our Labour Standards Management Framework (LSMF). Where we identify violations of the code, disciplinary action and in some cases, termination will ensue.	Reviewed and updated in FY24
Global Grievance Policy	Describes the various channels available to employees to raise grievances and concerns.	The Global Grievance Policy is provided to employees during onboarding. Ansell advertises use of the policy via bulletin boards and provides regular briefings via town hall meetings and plant-specific trainings. The policy is used by grievance raisers to make complaints. The policy is used by managers and Global HR-CSR to guide escalation and close out of grievances.	Established in FY22
Hostel Policy	Describes Ansell’s commitments to create safe and adequate living conditions for employees staying at hostels and on-site accommodation. It outlines the obligations plants must follow to mitigate the risks of unfair working and living conditions associated with employees in accommodation, including addressing overtime, limited breaktimes and freedom of movement.	The Hostel Policy is provided to plant managers and employees to establish expectations for employee accommodation. Compliance with the policy is monitored through our audit program.	Established in FY24
SUPPLY CHAIN POLICIES			
Supplier Code of Conduct	Defines our minimum expectations of our direct suppliers while they are contracted with Ansell with respect to the treatment and human rights of their workers, human trafficking, health and safety, bribery and corruption and data protection.	The Supplier Code of Conduct is integrated into the initial supplier contracting stage, via supplier briefings and other supplier engagement activities.	Reviewed and updated in FY25
Responsible Sourcing Policy	Outlines the expectation on suppliers to address value chain risk with respect to forced labour, child labour, ethical recruitment, human trafficking, coercion, discrimination, environmental protection and ethical conduct regarding product, sales and our customers.	The Responsible Sourcing Policy is used by our procurement teams to guide sourcing decisions. SMF in-scope suppliers are required to confirm compliance with the requirements set out in the policy as a condition of engagement. Supplier compliance is assessed through the SMF monitoring and engagement program.	Reviewed and updated in FY25

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