



WORKING
AT BALL

Ball is committed to hiring, training and retaining a diverse and high-performing employee population to work in our manufacturing facilities and offices, and we do so with the intention of having a skilled and engaged workforce well into the future.

In 2022, we launched our People Ambition—our strategy for hiring, training and retaining employees across our global organization—which outlines our roadmap for increasing leadership effectiveness and driving continuous improvement in the performance of our programs. In 2023, we designed and began introducing programmatic approaches to realizing our People Ambition. We will continue this work throughout 2024.

In 2023, we conducted a pulse survey of more than 11,300 employees to identify areas of strength, as well as opportunities that we are now addressing with targeted actions. According to survey data, 93% of employees understand how their work contributes to Ball's overall business objectives, 87% feel respected by their manager or supervisor and have the opportunity to be innovative and creative in their roles, and 67% are not seriously considering leaving Ball at this time. The 2023 survey—which received a 74% employee response

rate—also identified areas for improvement, including leadership communications and plant safety.

TRAINING & DEVELOPMENT

At Ball, we believe that all employees deserve continuous development, so we aim to provide a working environment that fosters curiosity and brings out the best in our people. We are committed to ensuring all hourly and salaried employees, regardless of role and work



Community at Ball

Ball supports the communities in which we live and operate across the globe. Our impact in these communities grows in line with our own business growth.

We are proud to have made a cumulative community investment of more than \$5.2 million in 2023 on behalf of the company and our employees. A significant way Ball supports our local communities is through our employee volunteer programs. In 2023, our employees volunteered more than 38,000 hours of service. Initiatives included removing litter from waterways and beaches across four different countries; recycling education in South America; hosting free dental exams in India; and building homes for veterans and low-income families in the U.S.

location, feel inspired to grow and thrive within our organization. Development should be an active and continuous partnership between employees who aspire for more and an organization that wants to see them succeed.

In 2023, we launched Ball Academy, upgrading our approach to learning with a more comprehensive infrastructure that rewards initiative and supports ambition. Employees own their growth and receive guidance, coaching, feedback and relevant resources from their managers.

Ball Academy's purpose is to put the employee first by providing access to a single destination for learning, skill building and career development at Ball. This seamless, unified learning experience empowers every member of our team to thrive, grow and reach their fullest potential. We have revamped course descriptions and introduced clear objectives so

Ball continues to partner with GlobalGiving—a non-profit crowdfunding platform for philanthropic projects—to provide support where and when it is most needed. In 2023, we supported communities hit by flooding, wildfires, landslides and drought. We provided funds to rebuild schools, provide emergency shelter and supplies and improve community resilience.

In June 2023, an extra-tropical cyclone hit the state of Rio Grande do Sul in Brazil, causing 39 deaths and displacing 3,900 people from their homes. Ball quickly distributed funds to Associacao Polo Universitario Santo Antonio (APUSA), a Brazilian non-profit organization which focused its efforts on rebuilding two elementary schools damaged by the cyclone.

employees can better choose their own professional development journey.

Similarly, we believe people leaders are responsible for taking an active role in developing their direct reports in ways that drive performance and deepen their relationship to our vision and culture. At Ball, people leaders are also coaches, proactively identifying opportunities to nurture talent, guide growth and chart the course of their employees' careers.

In 2023, we prioritized tailored programs for senior and front-line leaders. Under our "leaders as teachers" methodology, senior leaders played the role of educators, sharing their expertise with peers on specific topics critical to the success of our business.

We also launched Best@Ball, a global development program for supervisors, by introducing it in South America and then to our other regions. Called "Train the Trainer," the program hosted 30 operations and

"We take pride in giving back to the communities we live in. Our ultimate goal is to provide children with safe and happy childhoods... and to bring some brightness into their lives."

Joyce Barbosa
Ball aerosol employee, Itupeva, Brazil

engineering leaders at the Beverage Packaging South America regional office in late August, and educated them on essential leadership skills needed for effective people management.

This week-long, in-person workshop's curriculum focused on personal leadership skills, team performance, performance measurement, data-driven decision making, value generation, competitive advantages, strategic execution and trust building.

We also developed a targeted program consisting of eight two-hour, in-person modules for front-line leaders. The modular structure of the program allows for flexibility in scheduling and accommodating the busy calendars of our front-line leaders.

Topics included providing feedback, having difficult conversations, self-awareness, goal setting, delegation and inclusive leadership.

“The Performance Enablement pilot ensured that my team experienced no surprises during performance reviews, evaluations and feedback sessions. Being able to observe all the progress made throughout the year, consolidated in a single view, makes the grounds for evaluations more sustainable. Moreover, the program fosters improved integration between leadership and their direct reports, incorporating conversations into their regular routines and establishing a healthy environment for discussing goals and career growth.”

Leticia Valério Luz
Process Automation & Digital Adoption Leader,
São José dos Campos, Brazil

“Since I was a child, I dreamed to help people. Then life happens, things happen, and it doesn’t happen. But now Ball has given me the opportunity to do these volunteer activities. That is something I really enjoy about working at Ball.”

Leticia Moctezuma
Global Shared Services, Queretaro, Mexico

In 2024, we plan to expand our leadership development programs to include mid-level leaders. We want every leader to possess the skills, knowledge and mindset needed to successfully navigate our ever-changing business.

We are also developing leaders who will inspire and elevate those around them. In 2023, we tested a new approach to performance management that we piloted with 1,000 employees from different geographies. Traditional performance management leans heavily on an annual review system. Our new program establishes more continuous feedback using a monthly cadence.

Early signals indicate that this is a more effective approach. We will continue to assess the performance of this program in 2024 as we commit to a scaled approach.

DIVERSITY & INCLUSION

We draw strength and resilience from the diverse cultures that make up our employee population. We recognize and celebrate our employees for what makes them unique. We are committed to creating a workplace culture that encourages all employees to bring their authentic selves to work every day and contribute in unique and meaningful ways.

Last year, we introduced our expanded global diversity and inclusion goals. We established several immediate and long-term goals to ensure we remain an employer of choice. Immediate successes included establishing a holistic communication and training approach centered around allyship and integration of HR policies, practices, and benefits with D&I commitments. We’ve also pledged to tracking and reporting our progress.



Our diversity and inclusion aspirations were developed to ensure our business reflects the communities in which we operate.

Through an ongoing focus to increase opportunities for women, Ball hosted a Women’s Leadership Roundtable in November. Attendees, including rising and senior women leaders from across the organization, participated in the first-ever gathering to forge dialogue around the role women play in Ball’s success. Focus areas included creating an inclusive environment for women in manufacturing facilities and providing growth opportunities.

BPSA focuses on hiring more women at all levels and is yielding tangible results. BPSA has three women leading plants in the region and female representation has increased across our South American workforce, with Ball plants in Frutal, Paraguay and Buenos Aires, Argentina leading the way and sharing their best practices with other plants. BPNCA also had a dedicated effort to accelerate the readiness of diverse talent in the assistant plant manager pipeline, resulting in more female assistant plant managers and the promotion of a female to plant manager in North America.

We committed to finding opportunities throughout the year to celebrate our diverse workforce. Executive sponsors of each of our Ball Networks—our employee-led resource groups—encourage employees to embrace and share their heritage in ways that contribute to our culture of belonging. In May, we kicked off Asian American Pacific Islander (AAPI) Heritage Month with a video celebrating AAPI employees, encouraging them to share why Heritage Month is important to them and how Ball’s D&I efforts create a culture of belonging.

For “Who We Are” Month in September, Ball held D&I-focused celebrations at many of our facilities around the world. We also invited employees to refresh their self-identification in our HR system, all with the aim of understanding how to make our work environment more inclusive and welcoming.

Design with Purpose

“Ball has been a strategic partner in supporting us on our ESG journey. We were pioneers in offering mineral water in aluminum cans on the Brazilian market, a packaging that is infinitely recyclable. We also launched the first social product in the beverage segment, offering a special version of Minalba in a can in partnership with Gerando Falcões. And now we have launched the first inclusive can in the Americas, with braille on the lid. Through this partnership, we show our innovative DNA and work for such an important cause that is not only a milestone for Minalba, but also for the entire beverage market.”

Christina Larroude
Marketing Director, Minalba Brasil

We were also proud to partner with Minalba Brasil—a beverage company belonging to the Edson Queiroz Group (GEQ)—to produce the first canned packaging on the Brazilian market to include a braille-embossed lid.





Ball Beverage Packaging EMEA (BPEMEA) set up a D&I Committee, with local D&I councils in each sub-region in 2023. Aerosol manufacturing facilities also set up local D&I councils to join the Aerosol D&I Committee established in 2019. BPEMEA achieved a record 90% compliance rate for our “Think Inclusively” training.

We also show up every day for employees with disabilities. In October, we celebrated National Disability Employment Awareness Month (NDEAM) in the United States. And, in December, we celebrated International Day of Persons with Disabilities. Activities included a discussion among colleagues at our facilities in Kettering, UK, about how we can maintain a fully inclusive workplace for people with disabilities or long-term health conditions.

In South America, we launched Brazilian sign language classes, training more than 60 employees in our region, and put a focus on accessible communications, including Brazilian Sign Language translations for internal videos and at all regional events and descriptions for individuals with visual impairments.

Creating an inclusive experience in all Ball locations around the world is crucial as we aim to recruit and retain a workforce that reflects our local populations. Our focus on diversity and inclusion will enable Ball to sustain an engaged and skilled workforce well into the future, and plays an integral role in our efforts to foster innovation and creativity, and enhance organizational performance.

In 2024, we are building a core and common set of expectations for inclusion within our plants and offices, and are evaluating our current workplace environments to identify areas of improvement. Once this work is completed, we will prioritize our areas of focus on investment to create more inclusive work environments for our teams to help us create meaningful careers for all employees and increase retention.

Ball’s commitment to a data-driven culture extends to workforce planning and analytics. We exercise rigor by analyzing and acting on workforce supply and demand data to ensure that we have the right mix of people. We also standardize and share hiring processes so that we can systematically integrate D&I hiring best practices.

As we look ahead, the health and well-being of our employees will continue to remain a global priority and integral to our culture. We sponsor a variety of health and wellness programs designed to enhance the physical and mental well-being of our employees around the world.

And we understand reaching our goals requires a lasting commitment. In November, Ball’s operations and D&I team hosted a session with plant managers and operations directors to identify areas in which they could contribute to our global D&I goals in 2024.

BENEFITS & REWARDS

As part of our redefined, globalized D&I approach this year, Ball expanded employee eligibility for paid parental leave and increased maternity leave and paid parental leave in the U.S. Our primary U.S. medical plan also introduced an improved family leave plan and benefits coverage.

Following advocacy from the Women’s Ball Network, BPSA installed lactation rooms to support employees when they return from maternity leave.

We also renewed our commitment to Ball’s Employee Assistance Program (EAP), which provides employees and their families with access to mental health, stress management and other support resources essential to navigating life changes and challenges.



Health & Safety

The health and safety of all of our employees at Ball is paramount. We are working hard to create a culture and environment in which zero injuries becomes the reality, so everyone working for or within Ball gets home safe and healthy to their families and friends every day.

We have put into practice a Global Operational Risk strategy to decrease injury rates. Our goal by 2030: a 25% reduction in our Total Recordable Incident Rate from a 2020 baseline, on our journey to achieve world-class status for health and safety.

We are pleased to report that the packaging division’s overall safety-related injuries decreased year-over-year in 2023, including an over 50% reduction in severe injuries.

We will continue to improve our safety performance by aligning our management systems, focusing on mitigating high-risk situations and educating employees.

We do this by continuously investing in our operations to improve working conditions and the working environment. We are focused on identifying and mitigating the precursor conditions and at-risk behaviors that can lead to serious injuries.

Our Global Safety Centers of Excellence (CoEs) have been instrumental in driving home the message that collaboration is key to safety.

Four CoE teams have achieved Bronze Level designation in the last 18 months: Work at Height, Workplace Transport, Confined Space and Chemical Safety. In addition, we are developing five additional CoEs: Work Equipment, Fire Safety Property Protection, Hazardous Energy, Lifting and Travel Safety & Security.

During our World Week for Health & Safety, we launched our Let’s Act Together 2023 campaign, which features events and instructions like our 5 Key Safe Behaviors and our Golden Rules for Safety.