



Ball's People Ambition sets clear goals and priorities for developing and sustaining a productive and engaged workforce that directly supports our performance as an organization.

We are constantly striving to inspire, attract and retain employees who believe in the potential of aluminum. We are committed to developing the outstanding employees we hire—for every specialty skill, at every level, in each market where we operate.

Our success comes from attracting exceptional talent from the broadest possible pool, ensuring our teams understand the communities in which we operate. And we drive enterprise value by focusing on growing and maintaining high productivity and engagement, while embracing new ways of working to enable every team member to succeed as we create a high-performance culture.

As we reflect on the year, it is important to detail our progress toward our goals in four key areas: talent development, belonging, inclusion & diversity, total rewards and community. All of this is in support of an essential element of the Ball Business System: having an unmatched culture of people who care and work together to win.

Talent Development

Key components of our commitment to developing an engaged, productive and successful workforce are the ongoing talent development and training programs we provide at Ball. We offer programs that build skills and

capabilities at all levels, from frontline colleagues on the plant floor, to supervisors and senior leadership. These programs include Ball Academy, Ball Essentials for Supervisory Training (BEST) and Masterclass@Ball. Collectively, these learning resources are designed to ensure we have the brightest minds working together to advance our shared priorities and deliver the innovative solutions our customers need.

Ball Academy

Ball Academy, our internal enterprise-wide university with classes and courses that provide access to skill-building and career development, goes beyond traditional learning management. This integrated hub empowers our team members with access to continuous learning, skill-building and career-development opportunities.

This year, we launched our Finance Learning Series as part of Ball Academy, providing our global finance community with a dynamic learning environment. This series allows our finance professionals to collaborate, share expertise and drive best practices within the company. The program covers topics such as investor relations, forecasting, metal-cost accounting and more.

We're excited to explore emerging technologies, forge new partnerships and introduce innovative learning methods to keep Ball Academy at the leading edge of talent development. At Ball, we want every team member to be both a valued employee, and a lifelong learner poised for growth and success.

Ball Essentials for Supervisory Training (BEST)



In 2024, we expanded our Ball Essentials for Supervisory Training (BEST) program, extending the training to frontline leaders beyond the shop floor and increasing the frequency and availability of the training across every region where we operate. The program's eight modules provide a leadership development curriculum that is grounded in the everyday responsibilities of our front-line leaders, covering topics such as difficult conversations and feedback, self-awareness, goal setting, delegation and inclusive leadership.

According to survey results, 96–98% of participants said they felt that the modules met expectations and were a valuable use of time, that the training was applicable and relevant to their role and that they were prepared to immediately apply the tools in a practical and tangible way.

Masterclass@Ball

We continued to offer Masterclass@Ball for our senior leaders. This Harvard Executive Education Program is a week-long, in-person immersive course for senior leaders focusing on strategic and data-driven decision-making, financial management and customer-centric leadership. Through interactive case studies, participants explore topics that enable them to gain insights into becoming market leaders, sustainability innovators and effective leaders at scale. The program reinforces our core values, providing our leaders with the tools to drive sustainable value across the organization.

A Commitment to Continued Growth

At Ball, we understand that leadership is not a destination, but a growth and developmental journey. As we reflect on the successes of our leadership development initiatives in 2024, we remain committed to fostering a culture of leadership excellence at every level of our organization. Our approach is intentional, methodical and firmly rooted in the belief that investing in our leaders is an investment in our future success.

Performance Management

The traditional performance management approach puts emphasis on the annual review. Our new practices focus on a continuum of ongoing, transparent two-way feedback that employees and managers track together throughout the year to ensure prioritization of the work that matters most. We continued to expand our evolved approach to performance management in 2024 by integrating our Global Shared Services organization into our new practices, increasing participation to more than 1,100 employees.

Findings showed that employees and managers who participated in the pilot actively engaged in the process of sharing feedback and tracking conversations more than 70% of the time. Given the improvements we have achieved with this new approach, we are scaling its implementation to our entire global salaried population in 2025.

Belonging, Inclusion & Diversity

Our emphasis on Belonging, Inclusion & Diversity (BI&D) ensures Ball is a place where all employees feel they belong, are valued for their different perspectives and are empowered in their role to contribute meaningful results.



Our experience shows us that this promotes an environment where people are inspired to do their best work and are excited about bringing their authentic selves to work every day.

We see the many positive impacts of this commitment to inclusivity, across all regions, at all levels of seniority and across all business functions. A workplace grounded in the values of BI&D is an essential aspect of our culture and remains integral to the long-term success of our business.

In 2024, we made progress as we increased the number of women in leadership and more meaningfully mirrored our communities. Ball conducted a global pilot to assess the

inclusivity of each plant location and is subsequently creating a Ball Inclusion Standard for sustained impact across the business in 2025. We also launched the Global Inclusion Council, which will act as an agent of change, actively working to identify and overcome barriers that exist among our diverse population.

Inclusive Leadership Toolkit

Another important element of our commitment to advancing BI&D is our Ball Inclusive Leadership Toolkit. The Toolkit's checklists, coaching exercises, videos and activities help leaders learn and develop their awareness and skillset as an inclusive leader at Ball. It combines practical elements, such as how to run inclusive meetings, with more reflective chapters focused on helping leaders consider how they show up with their team.

In the coming year, we are continuing our BI&D journey by embedding the elements of the Workplace Inclusion Scan into the Ball Operational Excellence's People Pillar and expanding the existing Toolkit to include resources specific to our manufacturing plants.

Total Rewards

In 2024, we redesigned our base pay and incentive programs for a significant portion of our workforce to align with our new operating model and promote a high-performance culture. We also developed a modernized global benefits philosophy to include strategic intent, principles and governance in alignment with our renewed total rewards strategy. This global benefits philosophy serves as the foundation for benefits decisions in 2025 and beyond.



New Incentive Compensation Plan

Beginning in 2025, we introduced a common enterprise-wide approach for enabling individual performance and delivering competitive incentive rewards. Our short-term incentive plan for salaried employees will now reward individual performance, while creating direct linkages between individual performance and company performance.

Long-term incentives for our most senior employees aid retention and provide a longer-term focus on key business metrics. We also have programs that provide additional opportunity for, and retention of, our employees who show the highest potential to develop into future leaders. We will use a new, balanced set of Ball business measures in our incentive plans in 2025 to better align with our next chapter and support Ball's growth strategy.

We will continue this work by applying similar enhancements to the compensation programs for the remainder of our workforce. Additionally, as part of the global deployment of our refreshed Total Rewards strategy and philosophy, we will develop a strategic plan for aligning global benefits with the new philosophy aimed at improving employee experience and well-being while focusing on the core principles: simplicity, sustainability, fairness, affordability and employee experience.



Our Community

At Ball, we have a long-standing commitment of contributing our time and resources to the communities where we live and work and believe that doing so is part of how We Care.

Our community support consists of volunteerism, donation matching and partnerships with charitable organizations. Ball encourages our employees to amplify their charitable impact through matching gifts and volunteer dollars donated to eligible charities. We believe that dedicating time is one of the most valuable things people can do to support organizations that bring positive change. This year alone, our global employees volunteered more than 23,000 hours of service across 23 countries. We are proud of the contributions our employees make in support of our local communities.

The Ball Foundation, Ball's philanthropic arm, focuses on recycling, manufacturing education, and disaster relief and recovery. This past year, the Foundation partnered with nine national partners to bring change in these impact areas. One of those partners is FIRST Robotics. FIRST supports high school robotics teams by increasing interest and experience in STEM fields. In partnership with Novellis and FIRST Robotics, we highlight aluminum through our CANBOT challenge—challenging teams to create a can-crushing robot—and educate local communities on the benefits. By reaching students ahead of college, individuals are better able to select a major, excel in STEM courses and achieve a dedicated career goal.

Interest in STEM-related careers can start young. In partnership with the Boys & Girls Clubs of America, our goal is to create awareness of STEM-related fields and generate curiosity to learn more. By focusing on individual clubs, we can reach youth with customized programming at the local level. The Ball Foundation currently supports clubs in Arizona, California, Colorado, Florida, Pennsylvania, Virginia and Wisconsin.

As natural disasters become more prevalent, Ball is there to help. In 2024 Ball responded to 25 natural disasters, across nine countries, with funding in response to disasters such as floods, wildfires and more. By extension, Ball supported 48 organizations globally responding to natural disasters. Through our charitable partnerships, Ball is further committed to using our product for good by providing canned water in response to disasters.

Alongside the work we do as a company, we remain committed to supporting and sustaining the community-focused efforts of our people around the world.



Recycling Activations

ЗАТВОРИ ГО КРУГОТ, РЕЦИКЛИРАЈ ЗА ОДРЖЛИВА ИДНИНА!

Со секоја рециклирана лименка* од Прилепска Пиварница во вендинг машините на Пакомак, добивате 5 зелени поени на Екомак апликацијата кои може да ги користите за бројни попусти!

ZLAT DAB
FREEDOMIAN LAGER BEER
ПРИЛЕПСКА ПИВАРНИЦА

* Лименката од алуминиум и амбалажа што може речиси целосно да се рециклира во неограничен број пати. Рециклираната лименка се враќа во продавниците за само 60 деня.

Прилепска Пиварница ПАКОМАК БЕРТЕЉИНИ ИДНИНА Ball

Pakomak Prilepska Pivarnica

Ball is advancing recycling collection in North Macedonia in partnership with our customer Prilepska Pivarnica AD, a premium brewery with roots going back to 1924. This initiative established 64 recycling locations throughout the region which enabled the collection and recycling of about 80,000 cans, exemplifying how our customers and our company can work together to drive circular strategies and action with real impact.

Social Can Bank & Lollapalooza, Chile

Social Can Bank is an environmental education and circular economy campaign supported by Ball. The program has recovered and recycled more than 50 tons of aluminum since its inception. This year, the project was featured at Lollapalooza festival in Chile with a unique 7 x 4 meter mural made from 1,700 recycled cans, celebrating the positive impact of recycling aluminum and highlighting the potential of solar energy in the Green Village.



Recycling at Ball Arena

Now in its fifth year, Ball's partnership with Kroenke Sports & Entertainment (KSE) was originally founded on a shared vision to advance sustainability in sports and entertainment by strengthening in-venue aluminum recycling and recycling education. In 2024, Ball Arena hit a major milestone, recycling 1 million aluminum cups, cans and bottles in large part due to the Arena's more than 250 recycling bins and several aluminum recycling machines throughout the venue, making recycling extremely easy and convenient.



Green Action League

Four global marquee sports teams — English Premier League Arsenal, Los Angeles Rams, Denver Nuggets and Colorado Avalanche — joined forces to launch the "Green Action League," the largest fan-driven sustainability campaign in sports. More than 9,000 fans competed against one another to help their team secure the title of the 'greenest fans.' The partnership between Ball Corporation, Kroenke Sports & Entertainment and Planet League tapped into the competitive spirit of sports fans around the world to encourage eco-friendly habits.



Pilsen Reciclarte

Credited with becoming the first carbon-neutral festival in Paraguay, Pilsen Reciclarte held by Cervepar brought together musicians and artists to raise awareness about the importance of sustainability. The festival showcased the brand's ongoing commitment to providing consumers with sustainable choices and innovation with the launch of a limited-edition digitally-printed can design featuring the ASI logo. Developed in partnership with Ball, this is the first can in Paraguay's history with ASI Certification.



Recycling is Like Magic

In Kentucky, Ball is partnering with Recycling is Like Magic, an organization that connects schools and scrap yards to make aluminum recycling more accessible. This program engages students to learn about the importance of recycling through a district-wide competition in which the schools earn cash for the cans they recycle. Across the Warren Country School District, 14 schools participated in the 2024—2025 school year, with more than 70,000 cans recycled so far.