

DIVERSITY & INCLUSION AT BALL

At Ball, our continued long-term success depends on our ability to embrace diversity and to provide an inclusive environment where employees can thrive & develop. Diversity among individuals and teams helps to unleash ideas and fuel innovation, which drives growth and value throughout our global organisation.

We pride ourselves in promoting an environment that unlocks the unique qualities, values and potential of each employee, and leverages diverse perspectives, experiences, competencies, cultures and aspirations. That's what we're striving to provide at Ball, so each and every one of us can thrive and do our best work.

"Our ability to make real progress with diversity and inclusion matters because it will have a positive impact on our company's success. With different perspectives come different solutions to help our customers win in the marketplace. We will drive growth and economic value through our deliberate and intentional efforts to create a more diverse workforce and inclusive culture."

- John A. Hayes, Chairman, President & CEO

WHAT ARE WE DOING AS AN ORGANISATION?

Our journey has already started, Ball Corporation has established and supports Ball Resource Groups (BRGs) to promote an inclusive and diverse workforce. The BRG members participate in a number of activities focused on: career development, company culture, community outreach, and commercial activities that build and support a diverse and inclusive environment at Ball. There are 10 BRG's globally and one of these is the Women's Ball Resource Group (WBRG) which empowers women with resources, skills and networks to fulfil their career aspirations, connect with the Ball community, and foster an environment of support within Ball. At the moment this group is based in North America and there is a keen interest in expanding it across Europe.

2018 Talent Focus: Women Leaders at Ball!

At Ball Corporation we are committed to promote and develop our women leaders and we have recently introduced a Global Women's summit focused on building female leadership capabilities. This summit will provide an opportunity for our women leaders to learn more about the value of female leadership, discuss how to create a more inclusive environment and how to meet, support & inspire one another. Women will also have the opportunity to meet the Ball Board of Directors through an informal setting. In summary, this programme is about celebrating the important role women play within the organisation and is a vital step in creating this environment of diversity and inclusion.

International's Women's day

As a company we recently celebrated International Women's Day which highlights the social, economic, cultural and political achievements of women. IWD provided an opportunity to showcase Ball's commitment to women's equality, celebrate women's achievements, raise awareness, and highlight gender parity gains and more.

Total Rewards philosophy

To attract, motivate and reward our employees, we provide a generous total rewards package that consists of market competitive compensation programs, including base salary and incentive plans, as well as comprehensive benefits programs.

We assess every role against the competitive market for our industry equals in each country. We use salary survey data, and work with two of the leading comparators on benchmarking assessments. We benchmark our roles purely on the Job Descriptor, and current market data available.

Our roles are defined by broad bands, which then determine the rewards and benefits attributable to the job, different bands will have greater or lesser degrees of compensation incentive, depending on where they sit within the organisation.

"As a growing, global enterprise, Ball must increase its efforts to create a more diverse and inclusive culture since—given global demographic shifts and the war for top talent—finding the right people with the right skills is a business imperative. We are pleased with the progress that we're making and, while we realize that we have more work to do, we're committed to making real, meaningful changes."

- Manette Snow, Vice President, Diversity & Inclusion

GENDER PAY REPORTING

Within the UK we have been involved in a UK wide initiative to carry out Gender Pay Gap Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

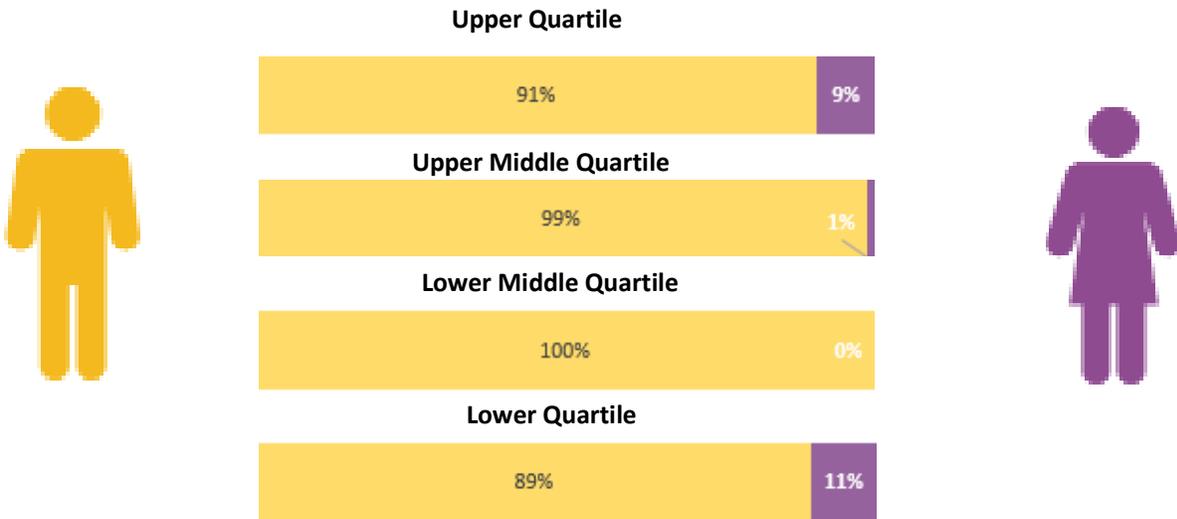
This involved carrying out six calculations that show the difference between the average earnings of men and women in our organisation and we plan to use these results to assess the levels of gender equality in our workplace, the balance of male and female employees at different levels and how effectively talent within the organisation is being maximised and rewarded.

As per the reporting guidelines the data captured below is a snapshot from 5th April 2017 and includes payments to employees (basic pay and bonus) in a 12 month period prior to this date. The data covers employees working at our Milton Keynes and Wakefield locations within the UK.

<u>DEFINED MEASURE</u>	
Mean Gender Pay <i>Average hourly rate of men and women</i>	0.5%
Median Gender Pay <i>Median hourly rate of pay for men and women</i>	3.4%
Percentage of Employees Receiving a Company Bonus	Men 96.8% Women 87.5%
Mean Gender Bonus Gap <i>Average bonus paid to men and women within the UK</i>	-13.4%
Median Gender Bonus Gap <i>Median bonus paid for men and women</i>	-11.7%

Gender Pay Gap Quartile

This calculation measures the percentage of men and women in each of the parts (quartiles): employees are ranked from highest to lowest paid, then divided into four equal parts and the percentage of men and women in each of the parts (quartiles) is calculated. Again this data covers employees working at our Milton Keynes and Wakefield locations within the UK.



Our commitment to Gender diversity in the UK

We have a culture of rewarding our employees for the role they perform and we are confident that we reward our male and female colleagues based on a strong Total Rewards philosophy. Compared against national and global manufacturing benchmark we are pleased of the female presence in our management, Director and Executive leadership levels and the notable contribution they make to our organisation, however, we also accept that this is a journey and we more work needs to be done to increase female participation at all levels. We are keen to continue to be able to attract, retain and motivate our female employees and help empower them to reach their full potential in the Ball family.

One specifically area to increase female representation is production/manufacturing roles and more work needs to be done to leverage current tools such as Apprenticeship Levy to bring in more female to our organisation. We appreciate the environment we operate in currently exhibits a shortage of engineers as there is only a small percentage of women taking STEM subjects from school so we'll need to continue building efforts to partner with educational institutions to promote females within engineering and manufacturing.