**EXTERNAL** 

# **BALL CORPORATION**

# 2016 GRI Content Index

This Global Reporting Initiative (GRI) Content Index supplements Ball Corporation's (Ball, we, us or our) 2016 Sustainability Report and information provided on <a href="www.ball.com/sustainability">www.ball.com/sustainability</a>. Our sustainability reporting has been prepared in accordance with GRI's G4 sustainability reporting guidelines at the "Core" level. This index includes all "Core" indicators as well as various additional indicators that were determined to be relevant to our business. It provides references to information provided in our 2016 Sustainability Report, as well as other corporate disclosures such as our Annual Report, Proxy, Form 10-K, our publicly available CDP Climate Change response, and additional information provided on our website at <a href="www.ball.com">www.ball.com</a>.

# **GENERAL STANDARD DISCLOSURES**

GENEI	RAL STANDARD DISCLOSURES	RESPONSE   PAG	SELLINK						ASSURANC
	ıy & Analysis	11201 01102 1710							7.0001
G4-1	Statement from the most senior decision- maker of the organization	2016 Sustainability R	Report (Page 1)						
G4-2	Description of key impacts, risks, and opportunities	2015 Form 10-K (Pag	ges 7-16); <u>www.l</u>	ball.com/life-cycle,	www.ball.com/goals	<u> </u>			
Organi	zational Profile								
G4-3	Name of the organization	2016 Sustainability R	Report (inside co	ver)					
G4-4	Primary brands, products, and services	www.ball.com/na/sol	utions; 2016 Sus	tainability Report (I	Page 3)				
G4-5	Location of the organization's headquarters	2016 Sustainability R	Report (Pages 2,	back cover)					
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics	www.ball.com/na/abo	out-ball/contact-u	us/locations-map; 20	016 Sustainability F	Report (Page 2)			
G4-7	Nature of ownership and legal form	2015 Form 10-K (Pag	ge 1)						
G4-8	Markets served	www.ball.com/na/sol	utions; 2016 Sus	stainability Report (I	Page 3)				
G4-9	Scale of the organization	www.ball.com/na/abo				t (Pages 2-3)			
G4-10	Size of the workforce	Employees at Year (#)*			2014		2015		
			Total	Male	Female	Total	Male	Female	
		Global	14,570	12,040	2,530	15,050	12,450	2,600	
		North America	8,440	6,830	1,610	8,540	6,960	1,570	
		South America	1,200	1,080	120	1,220	1,080	150	
		Europe	3,380	2,930	450	3,740	3,200	540	
		Asia	1,550	1,200	350	1,550	1,210	340	
		*All data provided in the acquisition of Re.					pective calendar ye	ear (prior to close of	•
		See 2016 Sustainabi	lity Report (Page	e 2) for workforce d	ata post close of the	e acquisition of Re	xam PLC.		
G4-11	Employees covered by collective								
	bargaining agreements	Employees at Year (percent of total wo			2014		2015		
		Global			37%		33%		
		North America			22%		20%		
		South America			100%		100%		
		Europe			53%		45%		
		Asia			85%		82%		

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GENER	RAL STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	EXTERNAL ASSURANCE
	Organization's supply chain	2016 Sustainability Report (Pages 12-13); www.ball.com/life-cycle	
	Significant changes to the organization's size, structure, ownership, or its supply chain	2015 Form 10-K (Pages 1-6); http://www.ball.com/na/newsroom/detail?newsid=123780 (2016)	
G4-14	Addressing the precautionary approach or principle	2016 Sustainability Report (Pages 4-7, 8-19, 20-27); <a href="www.ball.com/our-approach">www.ball.com/our-approach</a>	
G4-15	charters, principles, or other initiatives subscribed to, or endorsed by the organization	2016 Sustainability Report (Pages 4, 7, 13-17, 21, 33-34)	
	Memberships of associations and national or international advocacy organizations	www.ball.com/stakeholder-engagement	
Identifie	ed Material Aspects and Boundaries		
G4-17	Entities included in the financial statements and those not covered	2015 Form 10-K (Exhibit 21); 2016 Sustainability Report (inside cover)	
G4-18	Process for defining the report content and the Aspect Boundaries	2016 Sustainability Report (inside cover); <a href="https://www.ball.com/priorities">www.ball.com/priorities</a>	
G4-19	Material Aspects identified in the process for defining report content	2016 Sustainability Report (Pages 4, 6); www.ball.com/priorities (materiality matrix accessible from that page)	
G4-20	Aspect boundary for each material aspect within the organization	2016 Sustainability Report (Pages 4-7); <a href="https://www.ball.com/priorities">www.ball.com/priorities</a>	
	Ü	The results of our materiality survey illustrate that internal and external stakeholders have similar views regarding material sustainability issues for Ball. Where aspect boundaries are not self-explaining, we engage with our stakeholders in order to determine the scope of our work.	
	Aspect boundary for each material aspect outside the organization	see G4-20	
G4-22	Effects of restatements of information provided in previous reports	www.ball.com/reporting-hub	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	www.ball.com/reporting-hub	
	older Engagement		
G4-24	Stakeholder groups engaged by the organization	www.ball.com/stakeholder-engagement	
G4-25	Basis for identification and selection of stakeholders with whom to engage	2016 Sustainability Report (Pages 12-13); <a href="https://www.ball.com/stakeholder-engagement">www.ball.com/stakeholder-engagement</a>	
G4-26	Organization's approach to stakeholder engagement	2016 Sustainability Report (Pages 6-7); <a href="https://www.ball.com/stakeholder-engagement">www.ball.com/stakeholder-engagement</a>	
	Key topics and concerns raised through stakeholder engagement and response to key topics	www.ball.com/stakeholder-engagement	
Report	Profile		
G4-28	Reporting period	2016 Sustainability Report (inside cover)	
	Date of most recent previous report	www.ball.com/sustainability-reports	
	Reporting cycle	2016 Sustainability Report (inside cover)	
	Provide the contact point for questions regarding the report or its contents	2016 Sustainability Report (inside cover, inside back cover)	
G4-32	GRI Content Index in accordance option and external assurance report	2016 Sustainability Report (inside cover); <a href="www.ball.com/global-reporting-initiative">www.ball.com/global-reporting-initiative</a> ; <a href="www.ball.com/reporting-hub">www.ball.com/global-reporting-initiative</a> ; <a href="www.ball.com/reporting-hub">www.ball.com/reporting-hub</a> (under "Assurance	")
G4-33	Policy and practice on seeking external assurance	2016 Sustainability Report (inside cover); <a href="https://www.ball.com/reporting-hub">www.ball.com/reporting-hub</a> (under "Assurance")	

GENEF	RAL STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	EXTERNAL ASSURANCE
Govern	ance		
	Governance structure, including committees	www.ball.com/sustainability-governance; http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights;	
	of the highest governance body responsible	2016 CDP Climate Change response (Question CC1.1a)	
	for economic, environmental and social		
	(EES) impacts		
G4-35	Process for delegating authority for EES	2016 Sustainability Report (Pages 4-7); http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	topics from the highest governance body to		
	senior executives and other employees		
G4-36	Executive-level position with EES	2016 Sustainability Report (Page 7); http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	responsibility		
G4-37	Processes for consultation between	www.ball.com/sustainability-governance; www.ball.com/stakeholder-engagement	
	stakeholders and the highest governance		
	body on EES topics		
G4-38	Composition of the highest governance body		
	and its committees	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
G4-39	Whether Chair of the highest governance	2015 Annual Report (Page 8); http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govguidelines	
	body is an executive officer		
G4-40	Selection processes for highest governance	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	body and committees		
G4-41	Processes for highest governance body to	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	avoid and manage conflicts of interest		
G4-42	Highest governance body's and senior	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	executives' roles in approving EES values,		
	strategies, policies and goals		
G4-43	Measures to develop highest governance	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	body's knowledge of EES topics		
G4-44	Evaluation processes of highest governance	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
- · ·-	body's performance on EES		
G4-45	Highest governance body's role in identifying	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
<u> </u>	EES risks and opportunities		
G4-46	Highest governance body's role in reviewing	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
~ · ·-	risk management for EES		
G4-47	Frequency of highest governance body's	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	review of EES impacts, risks, and		
C 4 40	opportunities	when the second state of the second s	
G4-48	Highest committee or position that formally reviews and approves the organization's	www.ball.com/sustainability-governance; http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
	sustainability report and ensures that all		
	material Aspects are covered		
G4-49	Process for communicating critical concerns	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
G4-49	to the highest governance body	mtp://prix.corporate-ii.nevprioenix.zntimi?c=113234&p=ii.oi-govriigniignits	
G4-50	Nature and total number of critical concerns	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govHighlights	
J4-JU	communicated to the highest governance	Inter/printed printed in the prior tine in the p	
	body and the mechanism(s) used to address		
	and resolve them		
G4-51	Remuneration policies for the highest	2016 Proxy Statement (Pages 27-54)	
J+ J1	governance body and senior executives	2010 Floxy Statement (1 ages 27 04)	
G4-52	Process for determining remuneration	2016 Proxy Statement (Pages 27-54)	
G4-52	How stakeholders' views are sought and	2016 Proxy Statement (Pages 27-54)	
	Tion dianonders views are sought and	2010 Flory Statement (1 agod 21 04)	

GENE	RAL STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	EXTERNAL ASSURANCE
Ethics	and Integrity		
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual)	SEC guidelines regarding disclosure of median or mean employee compensation and the total annual compensation of the CEO are evolving and, at present, we anticipate providing this disclosure in the 2017 Annual Proxy. The Pay Ratio Disclosure is not required until FY 2017, at which point we will report in 2018.	
G4-55	Ratio of percentage increase in annual total compensation	2016 Proxy Statement (Pages 27-54)	
G4-56	Values, principles, standards and norms of behavior	www.ball.com/drive-for-10; Business Ethics Code of Conduct available at www.ball.com/codeofconduct	
G4-57	Mechanisms for seeking advice on ethical and lawful behavior	http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govhighlights; http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govconduct	
G4-58	Mechanisms for reporting concerns about unethical or unlawful behavior	Ball Compliance Hotline at https://app.convercent.com/en-us/LandingPage/ea2d5425-6f27-e611-80c8-000d3ab06827; http://phx.corporate-ir.net/phoenix.zhtml?c=115234&p=irol-govconduct	

# SPECIFIC STANDARD DISCLOSURES

# **ECONOMIC**

Direct economic value generated and distributed   Sin millions   2014   2015	DMA Disclosure on Management Approach  ECT Direct Presence  Coverage of the organization's defined benefit plan obligations  ECC Pinancial implications and other risks and opportunities due to climate change Coverage of the organization's defined benefit plan obligations  ECC Pinancial assistance received from government  ECC Pinancial assistance received from government  ECC Pinancial assistance received from government  ECC Power Po		C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK		
Direct economic value generated and distributed   Seconomic Value Generated   Seconomic Value Generated Generated   Seconomic Value Generated Genera	Direct economic value generated and distributed   Sin millions   2014   2015					
distributed	Economic Value Generated   Revenues   Reve	4-DMA	Disclosure on Management Approach	www.ball.com/investors		
Ecomonic Value Generated   Revenues   8,542.0 7,975.0	Economic Value Generated   Revenues   Reve	4-EC1	Direct economic value generated and			
Revenues	Revenues		distributed		2014	2015
Ecconomic Value Distributed   8,54.3   7,379.	Income from Minority Investments					
Economic Value Distributed  Derating Costs - including payments to employees* 7,449.2 7,103.5 Payments to Capital Providers (Interest) 193.0 259.9 Payments to Capital Providers (Interest) 193.0 259.9 Payments to Capital Providers (Interest) 149.9 47.7 Payments to Government Tax Authorities 149.9 47.7 Payments for Charitable Contributions 2.9 3.3 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 316.6 394.0 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 432.8 171.1 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share Repurchases 5.2 Payments to Shareholders - Dividends & Share	Economic Value Distributed  Querating Costs - including payments to employees 2 7,449.2 7,103 Payments to Capital Providers (Interest) 193.0 259 Payments to Capital Providers (Interest) 149.9 47 Payments to Capital Providers (Interest) 149.9 47 Payments to Character Contributions 2.9 3 3 Payments to Shareholders - Dividends & Share Repurchases 432.8 177 Payments to Shareholders - Dividends & Share Repurchases 316.6 394  **Texcludes net earnings attributable to non-controlling interests 1 160.0				8,542.0	7,975.0
ECO   Prinancial implications and other risks and opportunities due to climate change   ECO   Prinancial implications and other risks and opportunities due to climate change   ECO   Endical assistance received from government   ECO   Financial assistance received from government   ECO   Endicate   ECO	ECO   Financial implications and other risks and opportunities due to climate change   ECO   Financial implications and other risks and opportunities due to climate change   ECO			Income from Minority Investments		4.4
Perments to Capital Providers (Interest) Payments to Government Tax Authorities 149.9 47. Payments to Charitable Contributions 2.3 3.3 Payments to Charitable Contributions Payments of Charitable Contributions Payments of Charitable Contributions Payments to Share Repurchases 420.8 171.6 Payments to Share Repurchases 420.8 171.6 Payments to Charitable Contributions Payments of Share Repurchases 420.8 171.6 Payments to Charitable Contributions Payments of Standard Charitable Provides of Standard Charitable Provi	Coverage of the organizations and other risks and opportunities due to climate change   2015 Form 10-K (Pages 11-12); 2016 CDP Climate Change response (Questions CC5 and CC6)   2015 Form 10-K (Pages 45, 69-79)   2015 Form 10-K (Pages 11-12); 2016 CDP Climate Change   21-2				8,544.3	7,979.4
Payments to Capital Providers (Interest)   193.0   259.1     Payments to Charitable Contributions   149.9   47.6     Payments for Charitable Contributions   2.9   3.3     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Share Repurchases   42.2   171.1     Payments to Shareholders - Dividends & Shareholders - Di	Payments to Capital Providers (Interest)   193.0   259   24   24   250					
Payments to Government Tax Authorities 149.9 47. Payments for Charitable Contributions 2.9 3.3. Payments to Shareholders - Dividends & Share Repurchases 432.8 17.1. Difference 316.6 394.6    Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends & Share Repurchases 8.227.7 7,585.4   Payments to Shareholders - Dividends Assert experiments and administrative costs 8.22.8   Payments to Shareholders - Dividends Assert experiments - Payments and administrative costs 8.22.8   Payments to Shareholders - Dividends Assert experiments - Payments and Amortization plus sellings response (Questions CC5 and CC6) opportunities due to climate change response (Questions CC5 and CC6) opportunities due to climate change response (Questions CC5 and CC6) opportunities and plus sellings and plus and plus compensated above minimum wage rules. Ore European remuneration policy is to pay employees at least competitively. In all unionized plants, pay agreements are in place that provide a salary package for the lowest job classes. The package is above minimum wage rules. Our European rem	Payments to Government Tax Authorities				, -	7,103.9
Payments for Charitable Contributions 2.9 3.3. Payments to Shareholders - Dividends & Share Repurchases 4.32.8 1.71. Difference 310.6 394.0  1 Excludes net earnings attributable to non-controlling interests Inludes cost of sales excluding depreciation and amortization plus selling, general and administrative costs  See Ball Corporation Annual Report for additional detail on the company's financial performance.  See Ball Corporation Annual Report for additional detail on the company's financial performance.  1 EC2  Financial implications and other risks and apportunities due to climate change Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs  See Ball Corporation Annual Report for additional detail on the company's financial performance.  2015 Form 10-K (Pages 11-12); 2016 CDP Climate Change response (Questions CC5 and CC6)  2015 Form 10-K (Pages 45, 69-79)  2015 Form 10-K (Pages 45, 69-79)  2016 Form 10-K (Pages 45, 69-79)  2017 Tax relief and credits 21.2 14.1  Government or other subsidies 2.4 6.6  Investment grant, research and 11.4 15.5  Gevernment or other subsidies 1.5  Awards 2.1  Awards 2.2  2015 Tax relief and credits 2.4  Awards 2.5  Awards 3.5  3.5  3.6  2.6  2.7  2.7  2.7  2.7  2.7  2.7  2	Payments for Charitable Contributions   2.9   3   242.8   171   174.0   174.					259.7
Payments to Shareholders - Dividends & Share Repurchases 432.8 171.5  8,227.7 7,585.5  Difference 316.6 394.6  Jifference 316.6  Jifference 316.	Payments to Shareholders - Dividends & Share Repurchases 432.8 177 7,585 Difference 316.6 394    Excludes net earnings attributable to non-controlling interests   Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs				149.9	47.0
ECC  Financial implications and other risks and opportunities due to climate change   2015 Form 10-K (Pages 11-12); 2016 CDP Climate Change response (Questions CC5 and CC6)   2015 Form 10-K (Pages 14-12); 2016 CDP Climate Change response (Questions CC5 and CC6)   2015 Form 10-K (Pages 14-12); 2016 CDP Climate Change response (Questions CC5 and CC6)   2015 Form 10-K (Pages 14-12); 2016 CDP Climate Change response (Questions CC5 and CC6)   2015 Form 10-K (Pages 45, 69-79)   2015 Form 10-K (Pages 45, 6	ECC   Financial implications and other risks and opportunities due to climate change			Payments for Charitable Contributions	2.9	3.5
Difference  Difference  Difference  316.6  394.6  394.6  1 Excludes net earnings attributable to non-controlling interests  Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs  See Ball Corporation Annual Report for additional detail on the company's financial performance.  2015 Form 10-K (Pages 11-12); 2016 CDP Climate Change response (Questions CC5 and CC6)  2015 Form 10-K (Pages 45, 69-79)  2015 Form 10-K (Pages 45, 69-79)  2015 Form 10-K (Pages 45, 69-79)  2016 Tax relief and credits  Qovernment or other subsidies  12.1.2  14.1.  Government or other subsidies  1.2.4  3.1.  Government or other subsidies  1.2.4  3.1.  3.1.  3.1.  3.1.  4.  5.  5.  6.  6.  6.  6.  6.  6.  6.  6	Difference 316.6 394    Excludes net earnings attributable to non-controlling interests   1 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   2 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   2 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   3 Includes cost of CS and CC6   3 Includes c			Payments to Shareholders - Dividends & Share Repurchases	432.8	171.3
Excludes net earnings attributable to non-controlling interests   Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs	Excludes net earnings attributable to non-controlling interests   Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs   See Ball Corporation Annual Report for additional detail on the company's financial performance.   Financial implications and other risks and opportunities due to climate change				-,	7,585.4
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### SPECIFIC STANDARD DISCLOSURES

# RESPONSE | PAGE | LINK

EXTERNAL ASSURANCE

mairect	conomic impacts	
G4-DMA	Disclosure on Management Approach	2016 Sustainability Report (Pages 4-7, 8-19, 31-34)
G4-EC7	Development and impact of infrastructure investments	2016 Sustainability Report (Pages 10, 13-14, 17, 31-34)
G4-EC8	Significant indirect economic impacts, including the extent of impacts	As of August 2016, Ball has no formal systems in place to quantify and report on indirect economic impacts at the company-level. In many of the communities where Ball operates manufacturing facilities, we are a large employer. By directly providing jobs and training at Ball and indirectly in our supply chain, we positively influence the economic wealth and prosperity locally. Another example of indirect economic impacts is related to our packaging products, in particular the product life cycle. Compared to other packaging substrates, metal scrap has a very high economic value. Therefore, some people in countries that lack a formal packaging collection system, such as Brazil, China or certain Eastern European countries, make a living by collecting used metal containers and selling them to local scrap dealers. The scrap dealers then tend to sell the material to larger recycling companies that can remelt the metal so that it can be used again in a new application. All of these processes create jobs and indirect economic

# **ENVIRONMENTAL**

G4-DMA

### SPECIFIC STANDARD DISCLOSURES

Disclosure on Management Approach

## RESPONSE | PAGE | LINK

www.ball.com/operational-excellence

impacts.

Coatings End Compound EXTERNAL ASSURANCE

		0				
G4-EN1	Materials used by w	eight or	volume			
				Material Usage (metric tons)*	2014	2015
				Aluminum	1,063,047	1,099,560
				Steel	587,347	504,672
				Inks	2,388	2,526

\*Excludes materials used at Rocky Mountain Metal Container joint venture

Associated Process Materials	2014	2015
(metric tons)*		
Bulk nitrogen	195	146
Welding wire (can assembly)	6,091	5,057
Gear lubes and oils	4,061	3,965
Acids, bases and washer chemicals	17,931	18,014
Cupper sheet lube tab lube, body maker coolant	4,133	4,234
Cleaning solvents and detergents consumed (limited to those included in VOC reporting)	1,636	1,678

73,718

3,396

\*Excludes materials used at Rocky Mountain Metal Container joint venture

## SPECIFIC STANDARD DISCLOSURES

## RESPONSE | PAGE | LINK

EXTERNAL ASSURANCE

recycled input materials

Recycled content is a misleading indicator in determining the sustainability profile of metal packaging. Whether the recycled content percentage is 0 or 100 (or anything in between) what effects the environmental impacts associated with the life cycle of metal packaging is the recycling rate. By recycling a can, for example, the need for extracting, smelting and repurposing an equivalent amount of energy-intensive virgin aluminum is replaced. Thus, resources, energy, greenhouse gas emissions and landfill-space are saved.

When metal is recycled, the inherent material qualities remain the same and the material can be used again and again in new applications such as bike frames, cars or beverage cans. No "downcycling" occurs during metal recycling (as it does with e.g. PET and paper). Metal recycling is as old as metals are. And ever since, the demand for aluminum and steel has been higher than the availability of scrap. It makes economic and environmental sense to use every piece of secondary material that becomes available. Therefore, every can that gets collected, will be recycled. Secondary or recycled metal reduces the need for primary metal 1:1 – no matter what product it will be used for. By replacing the need for virgin material, up to 95% of the energy required for virgin metal can be saved.

For other substrates such as glass or PET, the situation can be slightly different due to a number of reasons including, but not limited to:

- economic value of secondary materials (aluminum has the highest scrap value of all regular packaging materials),
- permanent material qualities (cans are completely and infinitely recyclable while substrates such as PET and paper loose some of their inherent properties with each recycling cycle),
- design for recycling (not every package that can theoretically be recycled, will be recycled; for example composite
  materials can be technically and economically challenging to separate)
- effect on other substrates in the recycling stream (broken glass, for example, deteriorates the value of plastic, paper and metal bales),
- ease of using recycled material in new applications (e.g. food contact regulation around recycled PET).

The metal industry could start to use more recycled metal in one specific application. As a consequence, the available scrap for another metal application would be reduced and more energy-intensive virgin metal would be required to produce that product. Overall, environmental burdens would only be shifted from one product to another and no net environmental benefit would be created. That is why we at Ball focus our efforts on making a real difference and creating positive change by increasing the recycling rates of metal packaging. Visit <a href="https://www.ball.com/recycling">www.ball.com/recycling</a> to find out more on recycling programs we support.

Energy	
G4-DMA	Disclosure on Management Approach
G4-EN3	Energy consumption within the

organization

2016 Sustainability Report (Pages 21-23); www.ball.com/energy

2016 Sustainability Report (Page 21); www.ball.com/energy, www.ball.com/data-center

Direct Energy Use (MWh)	2014	2015
Natural gas and propane as fuel	1,746,954	1,736,528
Propane for forklifts/misc.	16,611	17,728
Diesel	20,294	50,906
	1,783,859	1,805,162



G4-EN4 Energy consumption outside of the organization

2016 Sustainability Report (Page 21); <a href="www.ball.com/energy">www.ball.com/data-center</a>

Indirect Energy Use (MWh)	2014	2015
Electricity	1,626,138	1,672,742
Hot water and steam	41,855	36,677
	1,667,993	1,709,419



G4-EN5

**Energy intensity** 

2016 Sustainability Report (Page 21); www.ball.com/energy, www.ball.com/data-center

SPECIFIC	C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK			EXTERNAL ASSURANCE
		Business Unit			
		(kWh per normalization factor)*	2014	2015	
		Cans	40.97	40.97	
		Slugs	2,330	2,764	
		Impact Extruded	108.8	109.0	
		Aerospace	90.86	99.16	
		*Visit <u>www.ball.com/normalization</u> for details o	n our approach regarding sustainability data norm	nalization	
G4-EN6	Reduction of energy consumption	2016 Sustainability Report (Pages 21-23); www	w.ball.com/energy		
Water					
G4-DMA	Disclosure on Management Approach	2016 Sustainability Report (Page 24); www.ba	II.com/water		
G4-EN8	Total water withdrawal by source	2016 Sustainability Report (Page 21); www.ba	II.com/water, www.ball.com/data-center		
		Water Withdrawal			
		(cubic meters)	2014	2015	
		Total water withdrawal	6,866,425	6,958,307	V
			rawal by source in 2017. We estimate that more t		
G4-EN9	Water courses significantly offeeted by		cipal water sources, with the remainder coming fr		
G4-EN9	Water sources significantly affected by withdrawal of water	the respective systems. About 10 percent of the	In from municipal systems or wells is treated and be water withdrawn evaporates.	cleaned offsite and discharged to	
			the water sources that were being affected by our		
			t the time of the survey, we found that no water s		
			not conducted a new survey on water sources sig	nificantly affected by withdrawal of	
G4-EN10	Dercentage and total valume of water	water.	ny hall com/yestor		
G4-EN10	Percentage and total volume of water recycled and reused	2016 Sustainability Report (Pages 24, 26); www	w.baii.com/water		
	,		recycle water in our manufacturing processes. Ba		
			washing the cans after forming in a multi-stage w		
			est water in the washer (final rinse stages) to cou		
			We invest in research and development and worl	k with academic institutes to explore	
		opportunities to recycle and reuse more water.			
Biodivers	itv				
G4-DMA	Disclosure on Management Approach	2016 Sustainability Report (Pages 11-12); www	w.ball.com/life-cycle		
G4-EN11	Operational sites in protected areas		d areas. Our facilities are typically located in indus	strial zoning sites. Twenty-two acres	
		of land on our 56-acre plant site in Rome, Geo	rgia, have been certified as a "Wildlife at Work" s	ite by the Wildlife Habitať Council – a	
			conservation organizations and individuals dedicated		
			sting structures on the land to enhance habitat for		
			pitat for native pollinators. Another example of how		
			ant built a new watershed basin for rainwater, em		
			nts settled in the meantime. Employees use the g		
			n onsite. This initiative has been rewarded with the and the trophy of the best environmental perform		
		and the French environmental ministry.	and the trophy of the best environmental penoini	and by the north regional council	

SPECIFIC	STANDARD DISCLOSURES	RESPONSE   PAGE   LINK			EXTERNAL ASSURANCE
Emissions		REGIONOL   FAGE   EINIX			AGGORANGE
G4-DMA	Disclosure on Management Approach	2016 Sustainability Report (Pages 17, 23); www.b	all com/ghg-emissions; www.hall.com/cu	ut-4-carbon: www.ball.com/yocs	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	2016 Sustainability Report (Page 21); <a href="https://www.ball.co">www.ball.co</a> response (Questions CC8.2, CC9)			
		Direct GHG Emissions (metric tons)	2014	2015	<b>/</b>
		Absolute direct GHG Emissions (Scope 1)	357,799	369,8	64
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	2016 Sustainability Report (Page 21); <a href="www.ball.co">www.ball.co</a> response (Questions CC8.3a, CC10)	m/ghg-emissions; www.ball.com/data-ce	enter; 2016 CDP Climate Change	
		Indirect GHG Emissions (metric tons)	2014	2015	_
		Absolute indirect GHG Emissions (Scope 2)	879,137	862,9	78
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	www.ball.com/ghg-emissions; 2016 CDP Climate	Change response (Question CC14)		
G4-EN18	Greenhouse gas (GHG) emissions intensity	2016 Sustainability Report (Page 23); <a href="www.ball.co">www.ball.co</a> Ball uses a Carbon Intensity Index calculated base denominator specific to each business. The normal production/sales in the base year. It accounts not production mix between various business segmen	ed on the total GHG emissions of each b dization factor is a weighted approach ba only for overall changes in production ov	usiness we operate in, normalized by ased on the differing intensities of	a
G4-EN19	Reduction of greenhouse gas (GHG) emissions	www.ball.com/ghg-emissions; 2016 CDP Climate	Change response (Question CC3.3)		
G4-EN20	Emissions of ozone-depleting substances (ODS)	Ozone depleting substances released by Ball facil That is why they are not currently tracked. Ozone cleaners or chlorofluorocarbon (CFC) from air-con	depleting substances are only used in sr ditioning systems.	mall quantities, such as electrical part	
G4-EN21	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions	The Clean Air Act is a comprehensive federal U.S Environmental Protection Agency sets standards f as "criteria pollutants") are found all over the world photochemical oxidants and ground-level ozone, of At Ball, the most significant criteria pollutants are reprimarily emitted through our direct energy use; the curing processes. Their release is minimized through RTOs have destruction efficiencies of 95 percent as	or six common air pollutants. These com I. They are particle pollution (often referm arbon monoxide, sulfur oxides, nitrogen nitrogen oxides, sulfur oxides, particulate e burning of natural gas. VOCs are prima igh the use of controls such as Regenera	nmonly found air pollutants (also know ed to as particulate matter), oxides, and lead. matter and VOCs. The first three are arily emitted as a result of our coating ative Thermal Oxidizers (RTOs). Our	n
		Air Emissions (metric tons)	2014	2015	
		NO <sub>X</sub> SO <sub>X</sub> VOC after control	1.56 5,776		56
		Particulates	19.67	19.	

SPECIFIC	C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK			EXTERNAL ASSURANCE
	and Waste	NEOF ONCE   FROE   ENVI			7100011711102
G4-DMA	Disclosure on Management Approach	2016 Sustainability Report (Page 27); www.ball.c	com/waste		
G4-EN22	Total water discharge by quality and destination	Water discharge is estimated at 90 percent of tot pollutants being discharged from our facilities, is Oxygen Demand (COD) and Total Suspended S organisms use oxygen in a body of water. BOD i effectiveness of wastewater treatment plants. Pri treated is about 20 mg/l. Oil is a major contributo specified pore size. It is a measure of the quantit	tal water withdrawal. The pollutant loading water, of measured irregularly. Typically, the Biochemical Colids (TSS) get measured. BOD is a procedure for its an indication of the quality of a water source. BC istine rivers will have a BOD below 1 mg/l. Municiper to BOD. TSS are the dry weight of particles trapperty of solids in the water. Aluminum can plants have im, magnesium, fluoride and phosphorus, oils and	oxygen Demand (BOD), Chemical determining how fast biological D can be used to gauge the lal sewage that is efficiently led by a filter, typically of a pretreatment wastewater	
G4-EN23	Total weight of waste by type and disposal method	2016 Sustainability Report (Pages 21, 27); www.	.ball.com/waste; www.ball.com/data-center		
		Total Waste by Disposal Method (metric tons)	2014	2015	
		Recycling/ Reuse	27,761	32,048	
		Energy Recovery	5,403	6,821	•
		Other Waste Treatment	3,274	3,286	
		Landfill	3,745	3,096	
			40,182	45,251	
G4-EN24	Total number and volume of significant				
	spills	Spills*	0044	2045	
	•	( <del>#</del> )	2014	2015	
		Number of spills	0	0	
Products	and Services	*We cover significant spills, fines and penalties in currency).	n our reporting greater than \$10,000 USD (or equi	valent when converted from local	
G4-DMA	Disclosure on Management Approach	2016 Sustainability Report (Pages 8-19); www.ba	all com/product-stewardship		
O4-DIVIA	Disclosure on Management Approach	2010 Sustainability Neport (1 ages 6-19), www.bi	all.com/product-stewardsmp		
G4-EN27	Extent of impact mitigation of environmental impacts	2016 Sustainability Report (Pages 8-19); <a href="https://www.ball.com/recycling">www.ball.com/recycling</a> ; <a href="https://www.ball.com/food-can-sustainability">www.ball.com/food-can-sustainability</a> ; <a href="https://www.ball.com/food-can-sustainability">www.ball.com/food-can-sustainability</a> ;	all.com/product-stewardship; www.ball.com/metal- ; www.ball.com/beverage-can-sustainability; www.l ility; www.ball.com/aerospace-sustainability	packaging; ball.com/aerosol-can-	
G4-EN28	Percentage of products sold and their	2016 Sustainability Report (Pages 10, 13-14, 17	): www ball com/recycling		
Complian	packaging materials reclaimed	25.5 50000000000000000000000000000000000	,, mm.bail.com/rocycling		
G4-DMA	Disclosure on Management Approach	www.ball.com/operational-excellence			
G4-EN29	Monetary value of significant fines and				
J- LINZU	total number of non-monetary sanctions	Significant fines*	0044	2015	
	for non-compliance with environmental	(\$)	2014	2015	
	laws and regulations	Monetary value of significant fines	0	0	
		*We cover significant spills, fines and penalties in currency).	n our reporting greater than \$10,000 USD (or equi	valent when converted from local	
Transpor					
G4-DMA	Disclosure on Management Approach	www.ball.com/logistics			
G4-EN30	Significant environmental impacts of	www.ball.com/logistics: www.ball.com/ghg-emiss	sions; 2016 CDP Climate Change response (Ques	tion CC14)	
	O	,		- ,	

**EXTERNAL** 

SPECIFIC	C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	ASSURANCE
Overall	transporting products and other goods and materials for the organization's operations, and transporting employees		
G4-DMA	Disclosure on Management Approach	www.ball.com/operational-excellence	
G4-EN31	Total environmental protection expenditures and investments by type	2016 Sustainability Report (Page 23); <a href="www.ball.com/energy">www.ball.com/energy</a> At year-end 2015, Ball had no common definition for environmental protection expenditures in place. While all our businesses collect some data, it did not allow for a meaningful corporate roll-up. In order to collect data consistently and improve data accuracy, we modified our Authorization For Expenditure (AFE) forms so that all businesses will be required to indicate if investments will affect our key sustainability performance metrics, the "Big Six". These investments, primarily equipment-related, represent the largest share of our environmental protection expenditures.  Our goal is to consistently collect other environmental protection expenditures in the future, such as costs for environmental managers, maintenance, air pollution control equipment, chemicals for waste water treatment, waste management, third-party certifications, and insurance costs.	
Supplier E	Environmental Assessment		
G4-DMA	Disclosure on Management Approach	www.ball.com/responsible-sourcing-framework	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	www.ball.com/responsible-sourcing-framework	
G4-EN33	Significant actual and potential negative environmental impacts in supply chain	www.ball.com/life-cycle	

# SOCIAL

SPECIFIC STANDARD DISCLOSURES

RESPONSE | PAGE | LINK

EXTERNAL ASSURANCE

Labor Fractices and Decem Work			
Employme	nt		
G4-DMA	Disclosure on Management Approach		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region		

2016 Sustainability Report (Pages 28-30); www.ball.com/talent-management

Э	Number and R Hires* (# and % of tot		Total	Male	Female	<30	30-50	>50
		Global	1,526	1,051 69%	<b>475</b> 31%	659 43%	758 50%	109 7%
		North America	685	<b>564</b> 82%	<b>121</b> 18%	239 35%	<b>372</b> 54%	<b>74</b> 11%
	2014	South America	235	<b>50</b> 21%	<b>185</b> 79%	100 43%	132 56%	3 1%
		Europe	270	208 77%	<b>62</b> 23%	112 41%	<b>129</b> 48%	<b>29</b> 11%
		Asia	336	<b>229</b> 68%	107 32%	<b>208</b> 62%	<b>125</b> 37%	3 1%
		Global	1,815	1,491 82%	<b>324</b> 18%	686 38%	978 54%	166 9%
		North America	1,067	<b>897</b> 84%	<b>170</b> 16%	368 35%	<b>586</b> 55%	<b>128</b> 12%
	2015	South America	336	270 80%	<b>66</b> 20%	155 46%	162 48%	19 6%
		Europe	273	<b>226</b> 83%	<b>47</b> 17%	<b>84</b> 31%	171 63%	18 7%
		Asia	139	98 71%	<b>41</b> 30%	<b>79</b> 57%	59 43%	1 1%

<sup>\*</sup>New hires are employees hired within the respective calendar year.

nd % of total workforce)		Total
	Global	1,446
		10%
	North America	940
2014	South America	11% 141 12% 165 5% 200 13% 1,637 11% 1,090
	County unioned	
	Europe	
	Asia	
	, tola	
	Global	
	Giobai	11%
	North America	1,090
	North America	13%
2015	South America	229
	South America	14%
	Europe	145
	Europe	9%
	Anin	173
	Asia	11%

G4-LA2

13

#### SPECIFIC STANDARD DISCLOSURES

#### RESPONSE | PAGE | LINK

EXTERNAL ASSURANCE

Benefits provided to full-time employees not provided to temporary employees

www.ball.com/health-wellness

Benefits vary by country and are based on one philosophy: Global Principles with Local Solutions.

#### **Global Principles**

- One Ball: We treat one another as being part of our family at Ball Corporation. In general, this means "put your team above self" and our rewards programs are geared to reinforce that. While we do have certain programs that focus on attracting and retaining key individual talent, the majority of programs are focused on team, plant or business performance, with less emphasis on individual performance.
- Act like owners: As Ball is an Economic Value Added® ("EVA") company, Ball asks its employees to drive EVA performance
  throughout our daily lives by acting like owners of the company. Our Rewards programs focus on this mindset in several ways,
  including for example:
  - · Rewarding through short-term incentives based on EVA generation and high-quality plant and team performance
  - Focusing on employee health and wellbeing, asking employees to "own their own health", which results in a happier, healthier and more productive team—a win-win for employees, their families and for Ball
  - Allowing employees to directly own a part of Ball via purchase of Ball stock through a variety of vehicles
  - Finding opportunities to leverage our global scale for the effective and efficient delivery of benefits

#### **Local Solutions**

- Understand and embrace local market best practices: In order to compete successfully, Ball needs to attract and retain high-quality talent in the geographies in which we do business. To do so, Ball constantly monitors local market best and prevalent practices, and tailors rewards programs to achieve its talent management goals. We never want to lose desirable talent due to being out of line with market from a rewards perspective.
- Flex with dynamic business needs: As our customers demand innovative, high-quality products at the lowest possible cost, the talent and financial needs of the business change over time. As such, the view on "market practice" may change, too, depending on the type of talent needed and rewards desired by that talent. Ball is committed to standing behind its global principles and still finding creative, locally focused solutions to align business needs with market practice.

G4-LA3 Return to work and retention rates after parental leave, by gender

Ball does not currently track retention rates after parental leave consistently in all regions. We encourage all employees to take leave when and if necessary. Globally, we adhere to all applicable laws and offer additional benefits (also see G4-LA2 and www.ball.com/careers).

#### Labor/Management Relations

G4-DMA Disclosure on Management Approach

www.ball.com/talent-management; www.ball.com/human-rights

G4-LA4 Minimum notice periods regarding operational changes

#### North America

In North America, Ball notifies employees of impending layoffs as required by applicable local, state and federal law, including the federal WARN Act (minimum 60 day notice required), and sooner if possible. In some cases, collective bargaining agreements extend the minimum notice period to 90 days. In Canada Ball follows the Canadian notice requirements.

#### Europe

Minimum notice periods regarding operational changes apply to non-management personnel and are set forth in collective bargaining agreements. In Germany, depending on seniority, the minimum notice periods varies from four weeks to seven months. In France, depending on the employment category, the minimum notice period would vary from two months to one year. In the Netherlands, depending on employment category, the minimum notice period varies from one to two months. In the UK, depending on the reason for the operational change, the minimum notice period varies from two months to 12 weeks.

#### Asia

Ball's practice in Asia is to give 30 days of advance notice for significant operational changes. This is not a legal requirement.

	C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK			EXTERNAL ASSURANCE	
Occupation	onal Health and Safety					
G4-DMA	Disclosure on Management Approach	www.ball.com/safety				
G4-LA5	Percentage of total workforce represented in formal joint management	represented in those committees was not monicommittees in all of our operations with at least representation from at least 10 percent of the pafety committee members represent 5 to 10 pafety committee follows the local standard (NO administrative employees, representing 7 percentages)	ed States facilities have formal management/worker health and safety committees. The percentage of the workforce ented in those committees was not monitored during 2014-2015. In our European facilities, we have representation on tees in all of our operations with at least 10 percent of that from the workforce. In Argentina, the committee has workforce entation from at least 10 percent of the plant workforce. Within our facilities in China and Vietnam, environmental health and committee members represent 5 to 10 percent of the plant workforce, and committees hold monthly meetings. In Mexico, the committee follows the local standard (NOM-019-STPS-2011) and the committee is made up of 6 union works and 6 strative employees, representing 7 percent of the workforce.  Togoration collects information per facility regarding injury type and rate. Some of the key metrics we monitor at the plant,			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism and total number of work-	Ball Corporation collects information per facility regional, business and corporate level are inclu		netrics we monitor at the plant,		
	related fatalities	Safety Statistics	2014	2015		
		Lost-time rate	0.44	0.30		
		Total recordable injuries rate	1.60	1.24		
		Severity rate	12.61	10.73		
		Work-related fatalities	0	0		
Training a	formal agreements with trade unions and Education Disclosure on Management Approach	, , , ,	facilities are addressed in formal agreements, the ety policies, programs and resources are available			
G4-LA9	Average hours of training per year per		mandatory courses at the start of employment, a	and through required and voluntary		
0.2.10	employee	skills development and refresher training throug percent training should be on the job; 20 percei	shout their careers. When it comes to training, the ont through guidance/coaching; and 10 percent of the provided to our employees globally each year.	70:20:10 rule applies; where 70		
G4-LA10	Programs for skills management and lifelong learning	organizational learning and knowledge manage global best practices where it benefits the global	business in packaging and aerospace, some too ement are business unit- or company-specific. Bal al organization and individual business units. Belo cific standards used to improve skill mapping and	I's strategy is to harmonize towards we are descriptions of globally		
		and share best practices that improve throug beverage plants. An organization structure of submittal, review, verification and roll out to t processes, all information (including the implementation benefits the engineering tand that solution was determined and monitored.  Continuous Improvement: 100% of Food & A training program. This program introduces the completion of a project using Yellow Belt medepartment in the corporate offices. If those	ons, the Beverage Best Practice Process has been hput, reduce costs, improve maintenance, and drest f steering teams, quad teams and plant teams, and he network ensure the sustainability of the effort. The ementation progress in different plants) is shared at using the documentation for both proposals and in not only providing details on the solution to the This increases everyone's learning from projects derosol Packaging employees (corporate and plant e problem solving methodology across the division thodologies. Those activities are reviewed by ma activities provide solutions that can apply to other than distributed to all plant and department leader	ive EVA across the North American and a solid process from idea In addition to the structure and via our intranet. In the eproblem, but the process on how a sand problem solving.  In attend a 2-day Yellow Belt in Yellow Belts are earned upon a rareas in the division they will be		

## SPECIFIC STANDARD DISCLOSURES

# RESPONSE | PAGE | LINK North America (Aerospace)

EXTERNAL ASSURANCE

- Knowledge Management using multiple tools and methods across the organization allows employees to capture, develop, share
  and effectively use our organizational knowledge. Access to the knowledge is primarily through portals including the Aerospace
  Front Page and the organization's/departments' SharePoint pages. The Front Page is a searchable listing with links to relevant
  business information and knowledge.
- Explicit knowledge is available through multiple resources. The Ball Process Library is a controlled repository of work instructions, policies, procedures and standards. Formalized training is provided via the Talent and Organizational Development and/or organizational Strategic Business or Support Units (SBU & SSU) on our systems, tools and processes. The training curriculum available is both technical and management-/leadership-oriented. Training is conducted in a classroom or is web-based, depending upon the knowledge being transferred.

#### South America

- Several tools are used to ensure the dissemination and sharing of knowledge in the company in order to support the business needs. Employees have access to the intranet, where they find information about all departments.
- Aligned with strategic planning and challenges for each area, the company provides formal trainings, which aims to update and disseminate knowledge. The trainings are conducted in classroom, E-learning or on-the-job.

#### Europe

- In order to maintain the high expertise, we use our processes, procedures, etc., which are sustained in our Integrated
  Management System (IMS) by delivering a framework, method, and tools. Standardizing processes and procedures enables the
  organization to rollout best practices in the company. Careful control of documentation ensures that accurate information is
  available at the point where it is needed. In addition to that, we are aware that sharing knowledge is a key to our success.
- An infrastructure with an IT-platform encourages and instills a culture of sharing and collaboration across functions and sites, an
  idea- and project management platform is used by employees in the innovation community across different functions—innovation,
  marketing, manufacturing and others.

G4-LA11 Percentage of employees receiving regular performance and career development reviews

100 percent of our employees receive a regular performance and career development reviews. Employees are entitled to have a development/performance discussion with their supervisor at least annually. The performance appraisal approach for all managerial staff was globally harmonized in 2013 and is based on an identical process and form. 100 percent of all non-union employees are covered by the performance appraisal system. The performance appraisal for all non-managerial staff follows a similar approach but differs due to country laws in its appearance.

#### Diversity and Equal Opportunity

G4-DMA Disclosure on Management Approach
G4-LA12 Composition of governance bodies and breakdown of employees

www.ball.com/diversity-inclusion

2015 Proxy Statement (Pages 7-11); 2015 Form 10-K (Page 100); see G4-10 for breakdown of employees

		2014			2015	
	Total	Male	Female	Total	Male	Female
Board of Directors	9	8	1	9	8	1
Executive Leadership Team	11	10	1	11	10	1
		2014			2015	
	<30	30-50	>50	<30	30-50	>50
Board of Directors	0	1	8	0	1	8
Executive Leadership Team	0	5	6	0	4	7

SPECIFIC	STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	EXTERNAL ASSURANCE
	muneration for Women and Men		
G4-DMA	Disclosure on Management Approach	www.ball.com/careers	
G4-LA13	Ratio of basic salary and remuneration of women to men	It is the philosophy of Ball to reward all employees equitably based on their competitive labor market data, performance levels and contributions to Ball Corporation's success while ensuring adherence to all applicable laws and regulations. Any globally consolidated data points on pay ratios are of very limited value, as they do not take into account regional differences, the respective roles within an employment category, etc. Globally, at the individual contributor level, the 2015 ratio of basic salary of women to men was 0.9 to 1. At the management level, the ratio was 1 to 1, with women's basic salary 4 percent higher than men's.	
Human Ri	ights		
Investmer	nt		
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights	
G4-HR2	Hours of employee training on human	www.ball.com/human-rights; see G4-LA10	
	rights policies or procedures	Ball rolled-out a new global compliance-training program in 2012 that requires all employees to attend compliance training on a biennial schedule. This training covers various corporate policies, including Ball's Human Rights policy.	
Non-discr			
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights; Business Ethics Code of Conduct available at www.ball.com/codeofconduct	
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Ball will not tolerate discrimination and harassment in the workplace based on such factors as race, ethnicity, color, creed, religion, gender, age, national origin, marital status, sexual orientation, gender identity or expression, disability, genetic information, or veteran status, or any other characteristic protected by applicable federal, state, or local law. Ball will not tolerate sexual harassment in the workplace. In addition, Ball will not tolerate retaliation in the workplace.  Ball has implemented a policy and procedure for employees to report discrimination, harassment, or retaliation. Employees are able to report any potential discrimination, harassment, or retaliation to his or her supervisor, Human Resources Manager, any other member of management, or call the Ball Compliance Hotline. Employees may also choose to remain anonymous, except as otherwise prohibited by law in local jurisdictions. Upon receiving a complaint, Ball may engage in a formal, documented investigation process conducted by human resources, the law department, or other appropriate personnel, including both internal complaints and charges filed with an outside agency as needed. Resolution generally occurs when the investigation is concluded and any necessary corrective actions are taken, such as disciplinary action or termination of employment. In the event that government agency charges or lawsuits are initiated by employees, they may result in court findings of discrimination, harassment, or retaliation. Ball has not been subject to any negative determination during the 2014-2015 reporting period in regards to discrimination, harassment, or retaliation allegations in the United States of America.	
Freedom	of Association and Collective Bargainin	ng	
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights; Business Ethics Code of Conduct available at www.ball.com/codeofconduct	
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Ball respects freedom of association and our employees' right to collective bargaining. We work with our subcontractors and suppliers to work to ensure they do the same.	
Child Lab			
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights; Business Ethics Code of Conduct available at www.ball.com/codeofconduct	
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	We have a zero tolerance policy for the use of child or forced labor or for human trafficking practices and we have the same expectations of businesses in our supply chain. We continue to be vigilant through global policies and programs complemented with regular audits. For plants in China, regional management works closely with third party professional bodies to launch social audits. Ball has also taken steps to comply with the requirements of the California Transparency in Supply Chains Act of 2010, including revising Ball's corporate policy to address slavery specifically, developing a revised set of Supplier Guiding Principles and Framework as well as a compliance document for our suppliers, and implementing training of all employees involved in supply chain management.	

**EXTERNAL** 

SPECIFIC	C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	ASSURANCE
Forced or	r Compulsory Labor		
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights; Business Ethics Code of Conduct available at www.ball.com/codeofconduct	
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor measures to contribute to the elimination of all forms of forced or compulsory labor	See HR5	
Indigenou			
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights	
G4-HR8	Number of incidents of violations involving rights of indigenous peoples and actions taken	There were no incidents or violations involving the rights of indigenous people during 2014-2015.	
Assessm			
G4-DMA	Disclosure on Management Approach	www.ball.com/human-rights	
G4-HR9	Number and percentage of operations that have been subject to human rights reviews or impact assessments	As part of our Human Rights due diligence process in Myanmar, it was determined that we have adequate measures in place in order to avoid any human rights violations (see <a href="http://photos.state.gov/libraries/burma/895/pdf/StateDeptReportJune2016.pdf">http://photos.state.gov/libraries/burma/895/pdf/StateDeptReportJune2016.pdf</a> ). We continue to monitor the situation locally and will formally re-assess our performance in due time.	
Supplier I	Human Rights Assessment		
G4-DMA	Disclosure on Management Approach	www.ball.com/responsible-sourcing-framework	
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	www.ball.com/responsible-sourcing-framework	
	Ç Ç	Our <u>Supplier Guiding Principles</u> address human rights and our expectation is that suppliers and contractors adhere to our principles related to human rights (also see Human Rights policy). Ball requests that its suppliers sign two certification documents regarding conflict minerals and forced labor and slavery.	
G4-HR11	Significant actual and potential negative	www.ball.com/responsible-sourcing-framework; www.ball.com/life-cycle	
	human rights impacts	Our conflict minerals due diligence program has been designed to conform in all material respects with the framework in The Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict Affected and High Risk Areas and the related Supplements for gold and for tin, tantalum and tungsten. Our latest Conflict Minerals Report is available at <a href="https://www.ball.com/responsible-sourcing-framework">www.ball.com/responsible-sourcing-framework</a> .	
Society			
	mmunities		
G4-DMA	Disclosure on Management Approach	www.ball.com/community-ambassadors; www.ball.com/ball-foundation; www.ball.com/employee-giving-volunteering	
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and	www.ball.com/community-ambassadors; www.ball.com/ball-foundation	
G4-SO2	development programs  Operations with significant actual or potential negative impacts on communities	We do not consider any of our operations to have significant actual or potential negative impacts on local communities.	
Anti-corru	uption		
G4-DMA	Disclosure on Management Approach	Business Ethics Code of Conduct available at <a href="https://www.ball.com/codeofconduct">www.ball.com/codeofconduct</a>	
		100 percent of subsidiaries that are greater than 50 percent owned are covered by Ball's Business Ethics Code of Conduct and anti- corruption and bribery policy. Joint ventures are also requested to comply with the Business Ethics Code of Conduct.	
G4-SO3	Number and percentage of operations assessed for risks related to corruption	Ball Corporation regularly analyzes all of its business units, domestic and foreign, for risks related to corruption. Our U.S. units are scrutinized based upon a risk assessment plan developed and updated on an annual basis by our law and internal audit departments. Many units are also reviewed by a representative from internal audit on an annual basis. Our international units are	

SPECIFIC	STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	EXTERNAL ASSURANCE
		regularly audited by internal audit or a third-party auditing firm, to monitor compliance with the Foreign Corrupt Practices Act.	7.0001
G4-SO4	Communication and training on anti- corruption policies and procedures	All new hires, domestic and foreign, receive a copy of Ball Corporation's Corporate Compliance Program Policy and the Business Ethics Code of Conduct. Over 4,700 designated employees also receive the materials each calendar year via the company intranet. Each person receiving the materials is required to certify that they have read, understood and will follow the corporate policies which are intended to facilitate legal compliance. The employees who are required to recertify yearly are all managers and certain other employees for Ball and its United States affiliates and subsidiaries, as well as employees outside North America who are specifically designated by the leadership of Ball's China, South American and European affiliates and subsidiaries. The designated employees receive the latest Business Ethics Code of Conduct with a memorandum each year, stating that all employees should familiarize themselves with the contents of the Business Ethics Code of Conduct and Ball's existing policies. These documents are also accessible to all employees on Ball's intranet.	
		Specific Foreign Corrupt Practices Act (FCPA) training for more than 1,600 Ball employees was held in Asia, Europe, North and South America during 2015. Key personnel are required to comply annually with online training as part of their FCPA education.	
G4-S05	Confirmed incidents of corruption and actions taken	Ball has not been involved in any confirmed incidents of corruption in 2014-2015.	
Public Po G4-DMA	Disclosure on Management Approach	www.ball.com/stakeholder-engagement	
G4-SO6	Value of political contributions by country and recipient/beneficiary	Ball Corporation has a political action committee (BallPAC) that contributes financially to federal candidates in the United States. It operates in accordance with all applicable laws. In 2014 and 2015, the BallPAC raised \$171,900 and \$93,605 respectively, and spent \$167,000 and \$70,000 respectively.	
Anti-comp	petitive Behavior		
G4-DMA	Disclosure on Management Approach	Business Ethics Code of Conduct available at <a href="https://www.ball.com/codeofconduct">www.ball.com/codeofconduct</a>	
G4-S07	Number of legal actions for anti- competitive behavior, anti-trust, and monopoly	Ball has not been involved in any legal actions in 2014-2015, neither domestically nor internationally, involving anti-competitive behavior, anti-trust or monopoly practices.	
Complian G4-DMA	Disclosure on Management Approach	Business Ethics Code of Conduct available at <a href="https://www.ball.com/codeofconduct">www.ball.com/codeofconduct</a>	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions	Ball has not received any significant fines or non-monetary sanctions in 2014-2015, neither domestically nor internationally, for non-compliance with laws or regulations, including, but not limited to, accounting fraud, workplace discrimination or corruption.	
Supplier A	Assessment for Impacts on Society		
G4-DMA	Disclosure on Management Approach	www.ball.com/responsible-sourcing;	
G4-SO9	Percentage of new suppliers screened using criteria for impacts on society	www.ball.com/responsible-sourcing-framework  Our Supplier Guiding Principles address certain impacts on society. Ball is requesting that its suppliers sign two additional certification documents regarding conflict minerals and forced labor and slavery.	
G4-SO10	Significant actual and potential negative impacts on society in the supply chain	www.ball.com/life-cycle; www.ball.com/responsible-sourcing (see Aluminium Stewardship Initiative case study)	
Product R	esponsibility		
	Health and Safety		
G4-DMA	Disclosure on Management Approach	www.ball.com/product-stewardship	
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Ball strictly adheres to internal procedures and test protocols for materials used to manufacture our containers to ensure the health and safety of consumers. Depending on markets served, regulatory compliance documents and data certifying that the materials we use in our production meet or exceed, as applicable, U.S. Food and Drug Administration (FDA) regulations, the European Union's health and consumer protection laws, General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China regulations and Health Canada standards. In order to utilize the necessary materials to protect the public and to preserve the integrity and safety of the products in our packaging, the composition of beverage, food and aerosol containers are carefully and continually studied to ensure we operate in line with our customers' requirements. Ball and its customers also perform	

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SPECIFIC	C STANDARD DISCLOSURES	RESPONSE   PAGE   LINK	ASSURANCE
		selective organoleptic (sensory) testing as well as shelf life studies.	
G4-PR2	Number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Where Ball identifies any incident of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services, we work to resolve the identified issues.	
Product a	and Service Labeling		
G4-DMA	Disclosure on Management Approach	www.ball.com/product-stewardship; www.ball.com/legal-notice	
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling		
G4-PR4	Number of incidents of non-compliance with regulations and voluntary codes	Ball has not encountered any incidents of non-compliance with regulations and voluntary codes related to product and service labelling in 2014-2015.	
G4-PR5	Results of surveys measuring customer satisfaction	www.ball.com/stakeholder-engagement	
Marketing	g Communications		
G4-DMA	Disclosure on Management Approach	www.ball.com/legal-notice; www.ball.com/privacy-statement	
G4-PR6	Sale of banned or disputed products	www.ball.com/metal-packaging	
G4-PR7	Number of incidents of non-compliance with regulations and voluntary codes	Ball has not encountered any incidents of non-compliance with regulations and voluntary codes concerning marketing communications in 2014-2015, including advertising, promotion and sponsorship.	
Custome	r Privacy		
G4-DMA	Disclosure on Management Approach	www.ball.com/privacy-statement	
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy	Ball has not received any substantiated complaints regarding a breach of customer privacy or the loss of customer data in 2014-2015.	
Complian	ice		
G4-DMA	Disclosure on Management Approach	Business Ethics Code of Conduct available at <a href="https://www.ball.com/codeofconduct">www.ball.com/codeofconduct</a>	
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Ball has not received any significant fines for non-compliance with laws and regulations concerning the provision and use of products and services in 2014-2015.	

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