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

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

In 2023, we conducted a pulse survey of more than 11,300 employees to identify areas of strength, as well as opportunities that we are now addressing with targeted actions. According to survey data, 83% of employees understand how their work contributes to Ball's overall business objectives, 87% feel respected and brings out the best in our people. We are committed to ensuring all hourly and salaried employees, regardless of role and work location, feel inspired to grow and thrive within our organization. Development should be an active and continuous partnership between employees who are responsible for more and an organization that wants to see them succeed.

In 2023, we launched Ball Academy, upgrading our approach to learning with a more comprehensive infrastructure that rewards initiative and supports ambition. Employees own their growth and receive guidance, coaching and relevant resources from their managers. Ball Academy's purpose is to put the employee first by providing the best information for learning, skill building and career development at Ball. This seamless, unified learning experience empowers every member of our team to thrive, grow and reach their fullest potential. We have revamped course descriptions and introduced clear objectives so employees can better choose their own professional development journeys.

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

For example, in 2023, we prioritized tailored programs for senior and front-line leaders. Under our "leaders as teachers" methodology, senior leaders played the role of educators, sharing their expertise with peers on specific topics critical to the success of our business. We also launched Best@Ball, a global development program for supervisors, by introducing it in South America and then to our other regions. Called "Train the Trainers," the program hosted 30 operations and engineering leaders at the Beverage Packaging South America regional office in late August, and educated them on essential leadership skills needed for effective people management.

This week-long, in-person workshop curriculum focused on personal leadership skills, team performance, performance measurement, data-driven decision making, value generation, competitive advantages, strategic execution and trust building. We also developed a targeted program consisting of eight two-hour, in-person modules for front-line leaders. The modular structure of the program allows flexibility in scheduling and accommodating the busy calendars of our front-line leaders. Topics included providing feedback, having difficult conversations, self-awareness, goal setting, delegation and inclusive leadership.

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

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

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

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

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

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

DIVERSITY & INCLUSION

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

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

In 2024, we will continue to implement our D&I programs to include mid-level leaders. We want every leader to possess the skills, knowledge and mindset needed to successfully navigate our ever-changing business.

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

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

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

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

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

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

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

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

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

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