



UK Gender Pay Gap Report
Year Ending April 2022



Introduction

At Ball, we believe that Diversity and Inclusion is critical to the long-term success of our organisation, customers, suppliers and employees.

Our ability to embrace diversity and to provide an inclusive environment where all employees can thrive, develop and realise their true potential will fuel innovation and collaboration, which in turn drives growth and value throughout our global organisation.

Inclusion means, that no matter what their identity, each and every person needs to feel like they belong and be able to contribute with their full and authentic selves. To enable this, we strive to create an environment where everyone is respected, safe and able to do their best work.

While we define diversity across a broad spectrum of the inherent and acquired dimensions of an individual, with intentional action plans to support these dimensions, the data we are sharing today reflects the specific area of gender representation.

The government's Gender Pay Gap reporting legislation was enacted in 2017, as an amendment to the Equality Act 2010. It requires all employers of over 250 employees to report annually specific statistics on pay, bonus pay and pay distribution for their organisation in respect of gender.

Since the Gender Pay Gap in the overall UK national workforce for 2020 is currently at 15.5%, with analyst predictions that it might not close until around 2040, the Ball Group supports the government's focus on gender pay and the effort to shine a spotlight on this important issue.



Our Gender Pay Gap Results

The analysis below for Ball Group utilises the government's methodology, using hourly rates of pay as of the snapshot date of 5th April 2021, bonuses paid in the 12 months up to 5th April 2021 and organisation demographics for that year. The data covers all our UK employees including those working in our Milton Keynes and Wakefield plants and our Engineering and European head office locations within the UK.

Hourly Pay

0.71%

+0.91*

9.33%

-2.57%*

The mean pay variance shown is the difference between the average hourly pay of men and women

The median pay variance shown is the difference between the midpoint in the ranges of hourly pay of men and women

Bonus Pay

5.71%

+47.7%*

-278.4%

-157.6*

The mean bonus pay variance shown is the difference between the average bonus pay of men and women

The median bonus pay variance shown is the difference between the midpoint in the ranges of bonus pay of men and women

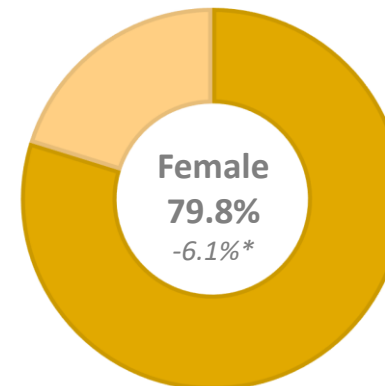
Pay Quartiles

The employee population in order of ordinary base pay from the lowest to the highest, and then divided into four equal population sizes, showing how the distribution of male and female varies according to each pay quartile.

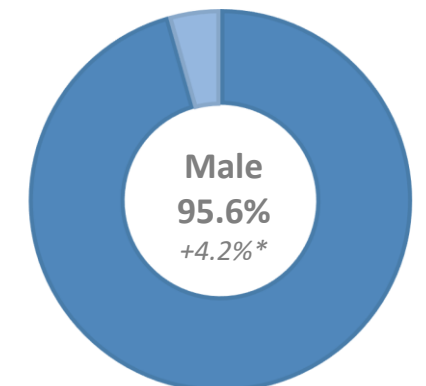
	Female	Difference in Female*	Male
Upper	22.1%	+1.9%	77.9%
Upper Middle	8.8%	+1.1%	91.2%
Lower Middle	10.9%	+4%	89.1%
Lower	27%	+1.6%	73%

% Receiving Bonus

Reflects the proportion of male and female employees that received bonus pay during the year to 5th April



■ % Receiving Bonus ■ % Not Receiving Bonus



■ % Receiving Bonus ■ % Not Receiving Bonus

What Is The Data Showing

Firstly, Equal Pay is different from The Gender Pay Gap. It is important to note that Ball monitors pay at all levels of the organisation and is firmly committed to the principle of equal pay for equal work for all of our employees.

The determination for equal pay compares employees who are men and women carrying out the same or similar work, including factors such as job level and title, as set out in the Equality Act (2010). This ensures that all employees, no matter their gender, are compensated in equal fashion. We will continue to monitor this data and ensure this remains a key value and priority for us.

Our gender pay gaps reflect the differences in average pay between all men and all women working for Ball Group in the UK, without considering roles, responsibilities and seniority. We continue to see pay gaps in both ordinary pay and bonus pay, largely driven by the low % of women, combined with the differences in seniority between men and women in our population. Although representation of women in mid to senior roles is slowly improving, our pay gaps continue to reflect this.

Our Gender Pay Gap has increased from -0.2 in 2019. This is expected as we have grown the overall headcount of our organisation over the past twelve months and increased our female representation from 15% to 17.2%. This is also reflected in the % of men and women receiving bonus rewards in the year, as all employees less than 12 months in duration do not qualify in the bonus period counted.

Since the calculations of the pay gap shows differences in the average (median and mean) earnings between men and women, we know that a pay gap will persist until there is equal or proportionate gender representation at every level and job role in our organisation.





Moving Forward

While today we are sharing gender-based insights about our workforce, we know that diversity is comprised of a multitude of dimensions including culture, nationality, race, disability, religion or belief, age, political affiliation, education levels, sexual orientation and gender identity/expression and more. To achieve progress on gender representation, we must continue our commitment to diversity and inclusion, creating an environment where everyone feels included and valued.

Gender balance across our organisation is a critical component of our long-term strategy, and so in line with our commitment to achieve 20% overall representation of women in our EMEA business (which includes the UK) by 2025, we are sharing for the first time the breakdown of our female representation across the organisation.

Women at Ball	Women in Management	Women in Leadership
17.2% (+2% YOY)	31.7% (+1.3% YOY)	21.7% (+3.7% YOY)

Compared against national and global manufacturing benchmarks we are proud of the female presence in our management and leadership levels, however we also accept that this is a journey and more work needs to be done to increase female participation at all levels of the organisation and across the industry as a whole.

Our focused efforts within our Diversity & Inclusion strategy has enabled us to grow our representation of female employees in the UK by 2% year on year, below are outlined just a few of our initiatives that we are continuing to work on.

Expanding Our Talent Pipeline

One specific area we have identified for development is female representation in production/manufacturing roles and we acknowledge that more work needs to be done to leverage current programs such as diverse apprenticeship programmes. We are very conscious of the fact that women are disproportionately under-represented in the UK manufacturing and engineering sectors and within STEM degree course cohorts. As a result, we are committed to continuing our invaluable partnership with specialist women in STEM based organisations that can help us outreach, attract, coach and recruit women into careers across the Ball Group in the UK.

Specifically, we are working with such specialists to facilitate, promote and recruit to a plant pre-employment programme which will in essence seek to take diverse talent with no manufacturing experience or existing qualification and provide them with free training and coaching in order to gain the necessary technical and soft-skills for entering an entry level role within the plant environment. Rising talent will then be encouraged to embark on continuing development to reach their intended level of engineering or leadership success within the Ball Group.

Examining our processes

Ball Corporation has established an internal senior working group which seeks to examine all HR related policies and processes, identify bias and ultimately agree appropriate and proportional action for mitigating or removing said bias.

Examination of our sourcing, recruitment, promotion and reward processes has resulted in many tangible actions that have quantifiably improved the impact of our processes on recruiting, retaining and advancing women at Ball alongside other diversity demographics





Evolving Our Culture

At Ball, we strive to create an inclusive working environment, to further promote and educate our employees about the need for and the way to exhibit inclusive behaviour. We have introduced three training programs initiated across the global organisation dedicated to “thinking inclusively”, “speaking inclusively” and “meeting inclusively”.

The aim of these programs is to help employees identify and manage unconscious bias, find out how language can be used to bring out the best in people, write emails that build relationships, and make people feel like they matter.

In addition, leadership teams are invited to join workshops that focus on their personal and shared inclusive leadership responsibilities and challenges – focusing on tangible actions for real impact in their day-to-day interactions with employees.

Empowering Our Employees

Ball Corporation has established and supports Ball Diversity Networks (BDNs) to promote an inclusive and diverse workforce. The members participate in 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 nine BDN’s globally and one of these is the Women’s Ball Diversity Network (WBDN) 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.

This year we are launching a Diversity Allyship Programme in the EMEA region, which will seek to provide powerful peer support and leadership influence for the recruitment and advancement of diversity at Ball.

We want to close by recognising and acknowledging our greatest asset – our people. Whilst today we focus on representation of women, the need to feel included applies to everyone. For us to be successful, we need to ensure our people reflect the diversity and richness of the markets we serve. Consequently, we are committed to ensuring Ball is a place where all our employees feel they can thrive, have great careers and can be their authentic selves.

Declaration I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.



A handwritten signature in black ink, appearing to be 'Lauren'.

Lauren Toure - UK Head of Diversity & Inclusion

