



HOW AT BALL PACKAGING, WE DEVELOP OUR CULTURE

RAY HOWCROFT / SERGEY KRUSHKOV



BALL CORPORATION: WHO WE ARE

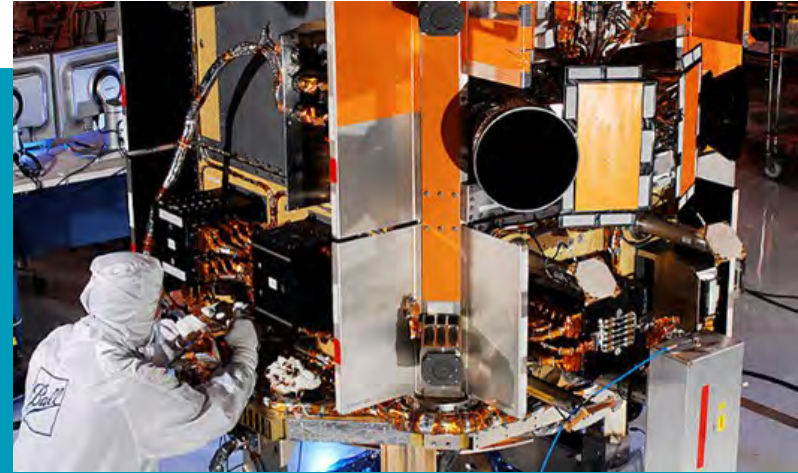
RAY HOWCROFT



What five brothers started more than 135 years ago, thousands of us proudly continue. A reputation for quality. A legend of service. A history of innovation.

From Left to Right: George A. Ball, Lucius L. Ball, Frank C. Ball, Edmund B. Ball and William C. Ball (1893)

BASED IN COLORADO; >18,000 EMPLOYEES WORLDWIDE; NET SALES >\$9BN



Ball Beverage Packaging Europe

SOME OF THE BIGGEST NAMES IN BUSINESS...



...put their trust, and their products, in ours



HEALTH • HYGIENE • HOME



120 locations
around the globe
70 beverage
packaging
locations

More than
110 billion units
a year

Presence in
30 countries

12,000
employees
working for
beverage
packaging




Drive for 10

We know who we are.

Proud of our rich history, we recognize the whole of our company is greater than the sum of its parts. Most importantly, we believe in our people, our culture and our ability to deliver value to all our stakeholders. Though we encourage and embrace our diversity of thought, business, location and language, we are "One Ball," valuing:

- > Uncompromising Integrity
- > Being Close to Our Customers
- > Behaving Like Owners
- > Focusing on Attention to Detail
- > Being Innovative



Drive for 10

We know where we are going.

We want to be the best at everything we do, and will continually strive for perfection at Ball as we pursue our strategy of:

- > Maximizing value in our existing businesses
- > Expanding into new products and capabilities
- > Aligning ourselves with the right customers & markets
- > Broadening our geographic reach
- > Leveraging our know-how and technological expertise to provide a competitive advantage.



Drive for 10

We know what is important.

In order to reach our goals, we must excel in these areas:

<p>Customer Focus We must be viewed as a strategic partner at each of our key customers.</p> <p>Operational Excellence We must be the most competitive in terms of cost, quality and service in all the markets in which we compete by continually driving for efficiencies in all our processes.</p> <p>Innovation & Business Development We must identify and drive profitable growth.</p>	<p>People and Culture Focus We must have the best people, providing them the right support, rewards and growth opportunities to thrive.</p> <p>Sustainability We must balance our economic, environmental and social impacts for greater long-term success.</p>
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Drive for 10 is a mindset around perfection, with a greater sense of urgency around our future success.

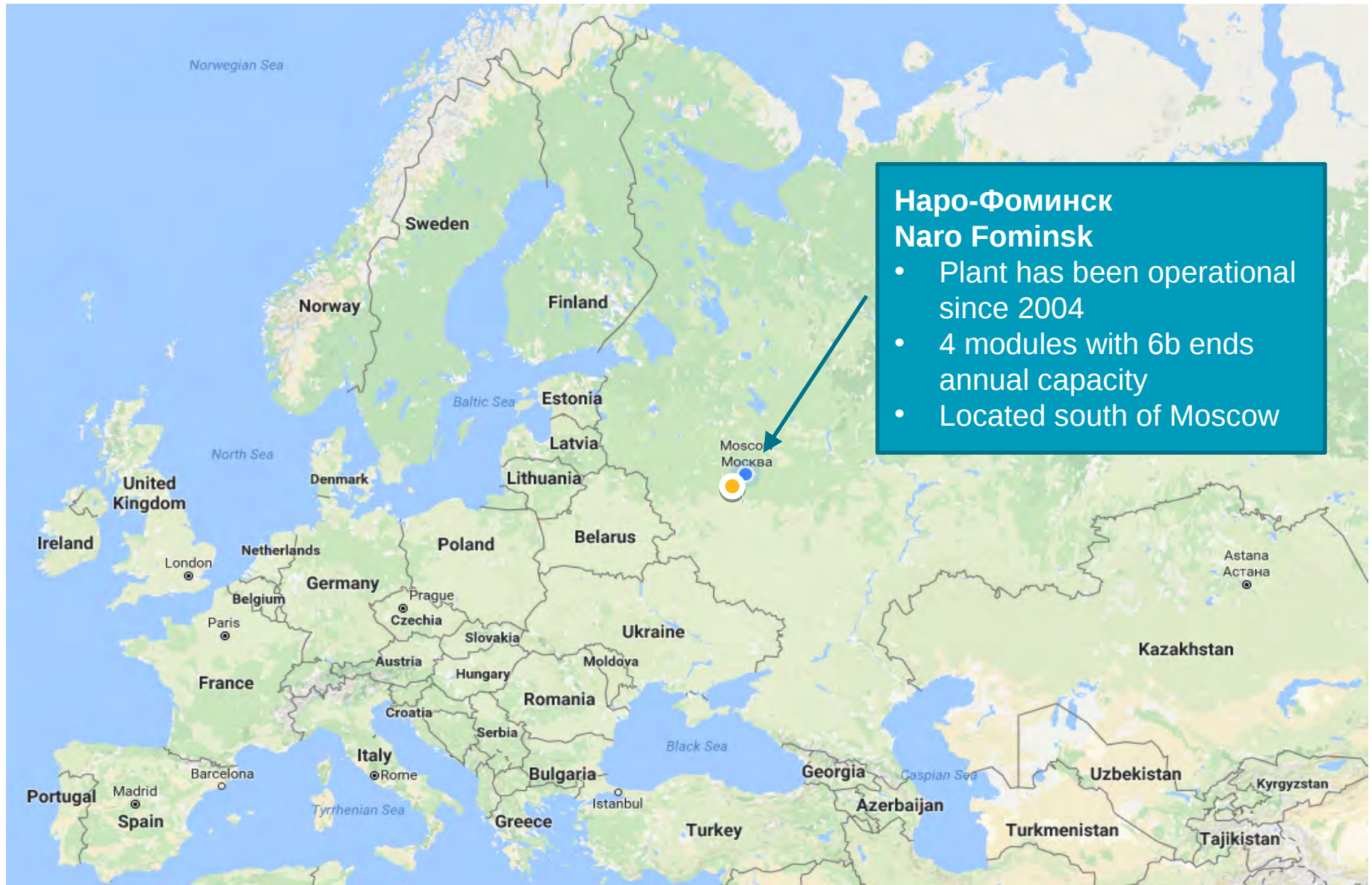


Seek Perfection



NARO FOMINSK END MANUFACTURING: WHO WE ARE

SERGEY KRUSHKOV

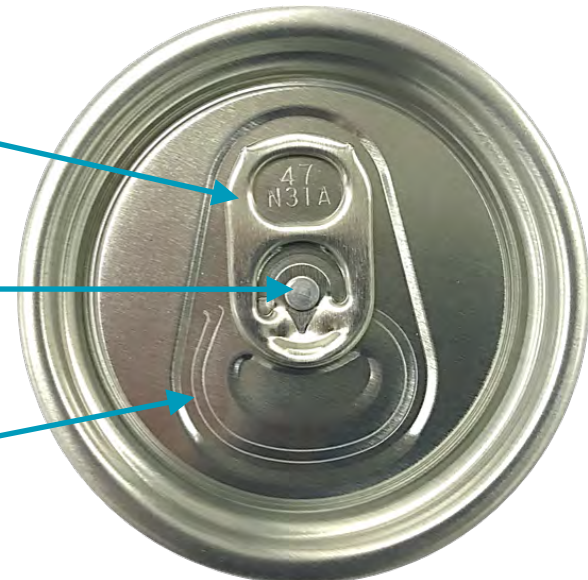
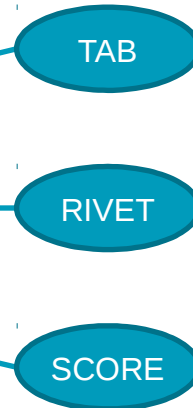
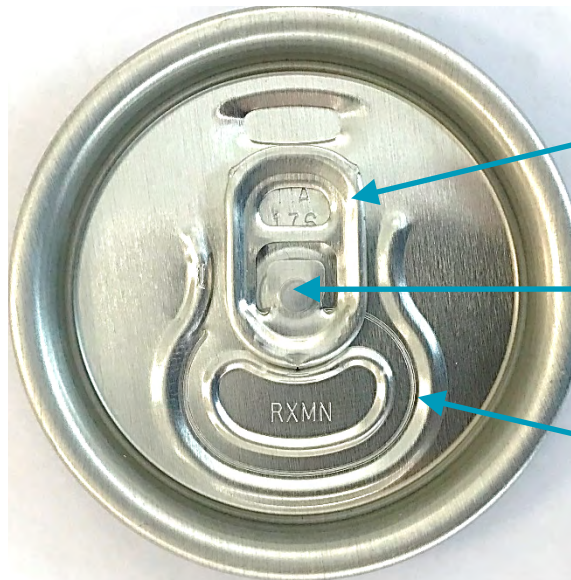


Наро-Фоминск Naro Fominsk

- Plant has been operational since 2004
- 4 modules with 6b ends annual capacity
- Located south of Moscow

B64

CDL



312 SKU's produced since Plant start up – 57 SKU's in 2016

Variety of colors Standard and High on Shoulder compound placement
Laser engraved promo ends Various pallet configurations







40

is the average
age
of employees

10

years is the
average
length of
service

82%

latest
employee
engagement
score

0.3%

is turnover
rate
2011-2016



2004 BCEA Best Performance

2006 Silver Award Lean Audit

2008 Gold Award Lean Audit

2009 Gold Award Lean Audit

2010 Gold Award Lean Audit

2012 Gold Award Lean Audit

2012 BCE Best Performance

2015 Russia HUB Best Plant

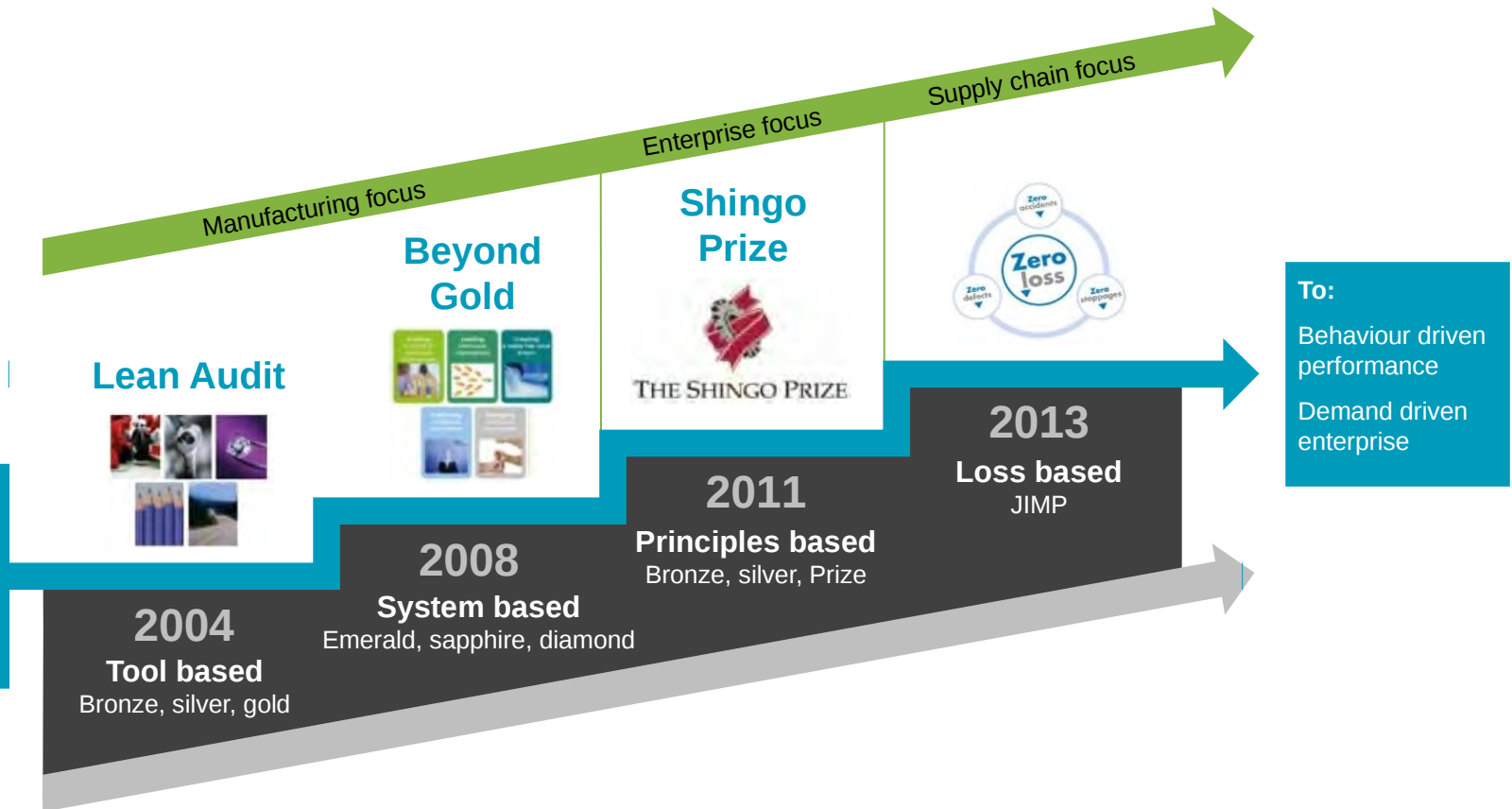
2016 BBPE Best Performance

2017 Shingo Prize

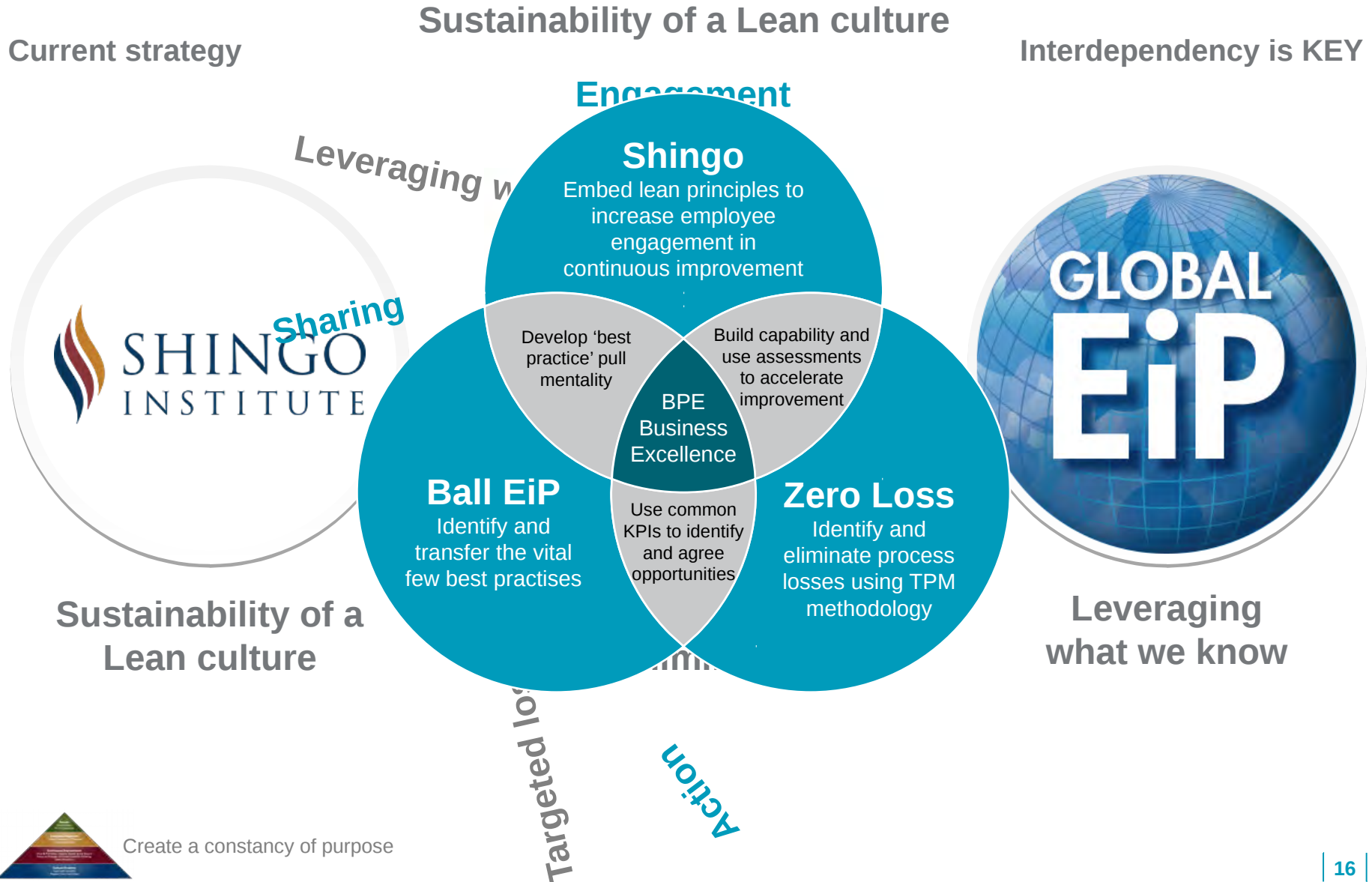


OUR LEAN JOURNEY: THROUGH REXAM AND BALL RAY HOWCROFT

TAKE A LONG TERM VIEW



Create a constancy of purpose
Align systems
Align strategy





OUR PEOPLE DEVELOPMENT JOURNEY

RAY HOWCROFT / SERGEY KRUSHKOV

Vision

A **seamless global HR team** that is a critical part of the business “engine”,
driving the creation of a highly engaged global workforce,
enabling profitable business growth, performance & cost management

We will do this by being Trusted Partners, Proactive Leaders, and Accountable Owners.

Strategies

1

As **strategic business partners**, build an agile operating model, with expertise and capabilities to support the growth, performance & cost management of our global businesses

2

Create a **talent-focused culture** that attracts, develops & retains quality talent, establishing a competitive advantage and meeting the challenges of our dynamic global businesses

3

Cultivate an environment that drives a **high level of employee engagement** in all of our global businesses





INSPIRE	Bringing forth passion with authenticity and humility	<ul style="list-style-type: none"> • Self awareness • Composure • Courageous authenticity • Navigating complexity & conflict
CONNECT	Seeing others, creating relationships, building a deeper sense of purpose, enabling others to thrive	<ul style="list-style-type: none"> • Interpersonal intelligence • People development & alignment • Creating engagement
ACHIEVE	Creating compelling strategies and shared results	<ul style="list-style-type: none"> • Vision & innovation • Strategic & customer focus • Demonstrated results





ACQUIRE

Hire leaders that
demonstrate leadership
framework



ONBOARD

Ensure new leaders
know how to lead the
Ball way



Lead with Humility
Respect Every Individual

ASSESS

Against the framework

DEVELOP

Align options with
leadership framework

PERFORM

Set expectations of
leaders based on
leadership framework



MOVE

Promote leaders that
excel within leadership
framework



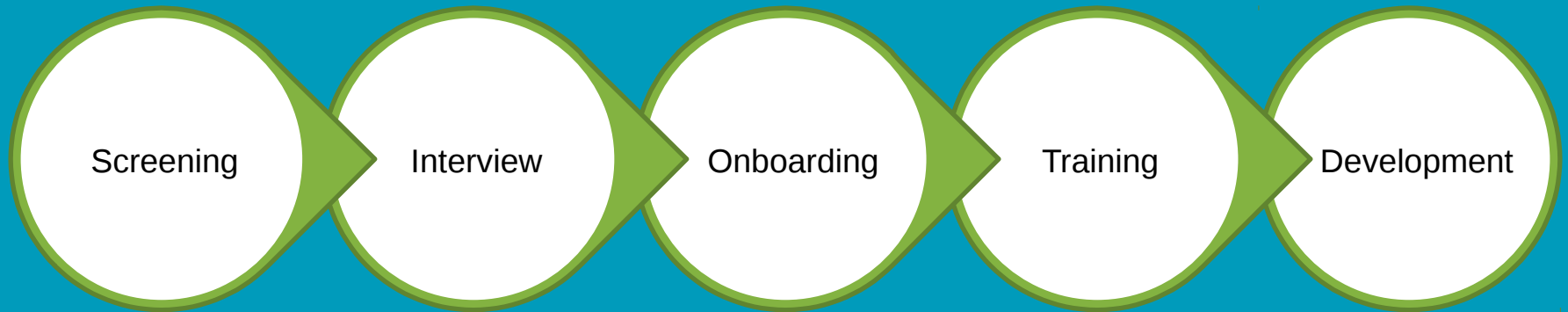
Is it possible to
climb the Career
ladder in the
company I work
for?

Next?



Operator

Yes it is





INTERNAL APPLICATION FORM (FOR INTERNAL CANDIDATES)

First and Last name

Single Pulley

10 Which weight requires the least force to move?



Applicant Evaluation Matrix

Full Name

Three-point scale evaluation

"Good" - the applicant meets the parameter

"Acceptable" - the applicant's weaknesses in the parameter are minor or may be improved

"Unacceptable" - the applicant may not be employed

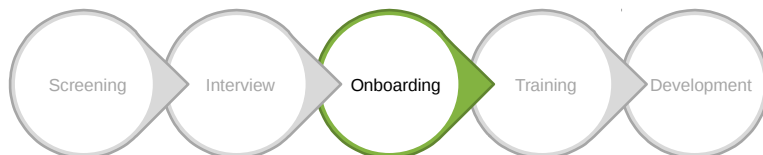
Evaluation Parameter	HR Manager			Plant Manager			Department Manager/Expert			Average Score
	Good	Acceptable	Unacceptable	Good	Acceptable	Unacceptable	Good	Acceptable	Unacceptable	
General Impression										
The applicant is neatly dressed, energetic and displays no visible symptoms of pernicious habits. No apparent physical										
Job experience										
The applicant has a special professional background and a job experience at metallurgical or machine manufacturing facilities of 3 or more years (to be checked in the job records).										
Motivation										
a) Money										
b) Stability										
c) Career										
d) Work for a western company										

Line manager's

A	B	C
Weight A	Weight B	Both require the same force



ON-BOARDING FOR SHOPFLO





(IP) Improvement Plan /

* probation period*, *temporary replacement*, *new position*, *DP after annual appraisal*
! Required underline

Form: HRD088

Training period: from _____ to _____

Employee's Band: 6

Rotation period: from _____ to _____ From (location, department, position) To (location, department, position)

Employee's Name:

Tutor's Name:

Line Manager's Name:

Position:

Crew/Dep:

Position:

Position:

Further career:

Crew/Department:

Seniority:

SMART
- S - specific
- M - measurable
- A - achievable
- R - result oriented
- T - timely

Specific (S)	Measurable (M)	Achievable (A)	Result-oriented (R)	Timely Period/dates (T)	Training Cost	Evaluation	Area for improvement
Set clear objectives	Measured by	Responsible person defines resources for goal achievement	Expected result	Terms, duration	rub	5 - Exceptional Performance 4 - Excellent Performance 3 - Good Performance 2 - Fair Performance 1 - Unsatisfactory Performance	Actions
Office schedule							
From 14th day - Shifts schedule (production area)							
Here please put Employee tasks for 1st month			Here please put LM comments after 1st month probation period concerning task execution - what results has been achieved or not	1st month/4 weeks			Please indicate some areas for improvements after annual assessment/probation period
I accept the conclusion (name, employee's signature)	Name: _____ /signature: _____	Date: * * * 2017					
				2nd month/8 weeks			
I accept the conclusion (name, employee's signature)	Name: _____ /signature: _____	Date: * * * 2017					
				3d month/12 weeks			
I accept the conclusion (name, employee's signature)	Name: _____ /signature: _____	Date: * * * 2017					

Conclusion regarding the employee:
(Line Manager's summary)

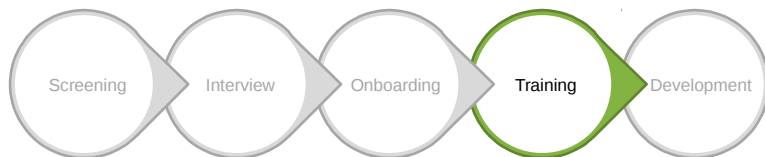
*Please state the reasons if the probation period is failed

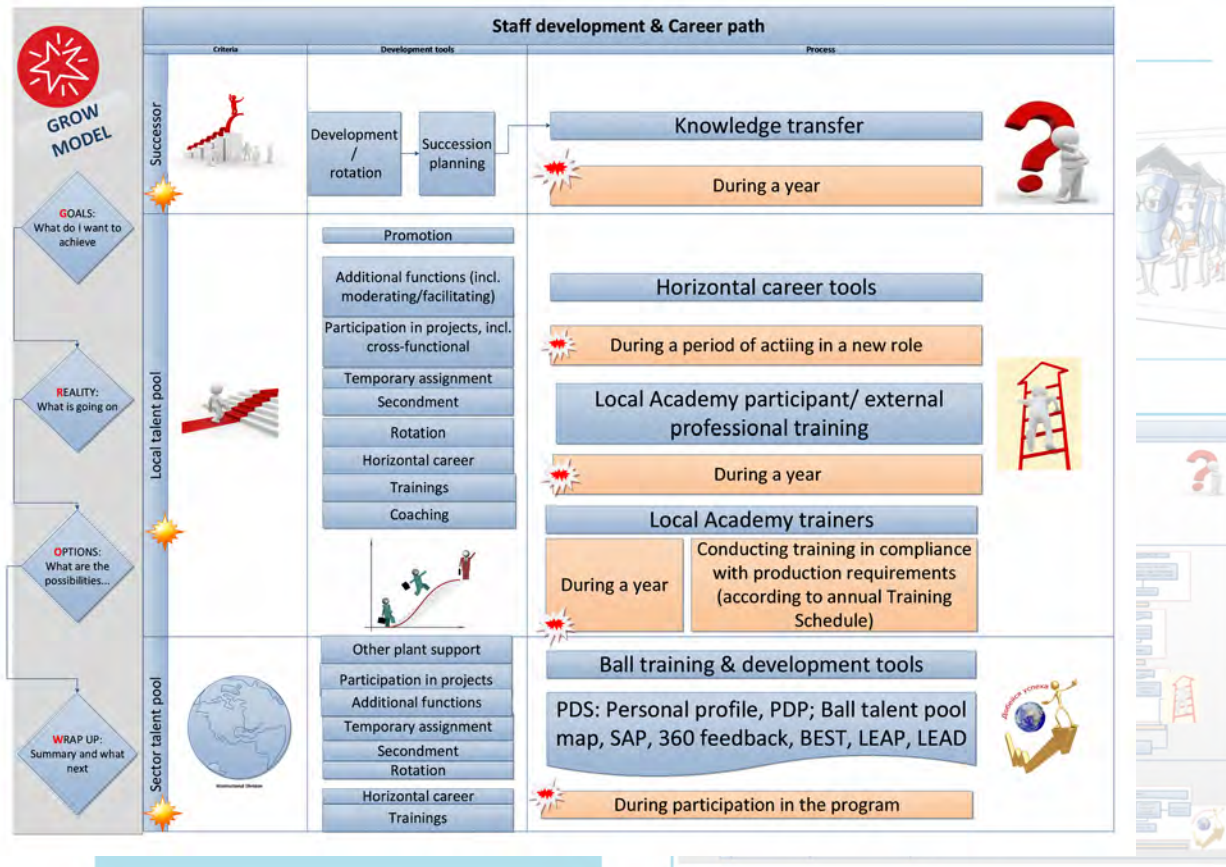
Conclusion regarding the Mentor:
(Line Manager's summary)

I accept the conclusion:
(name, employee's signature)

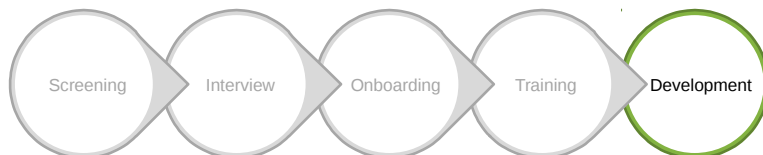


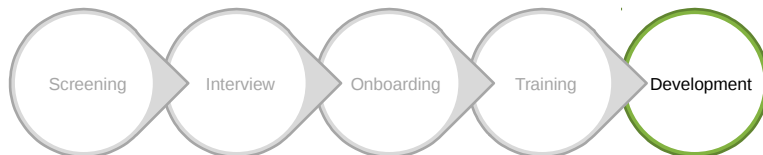
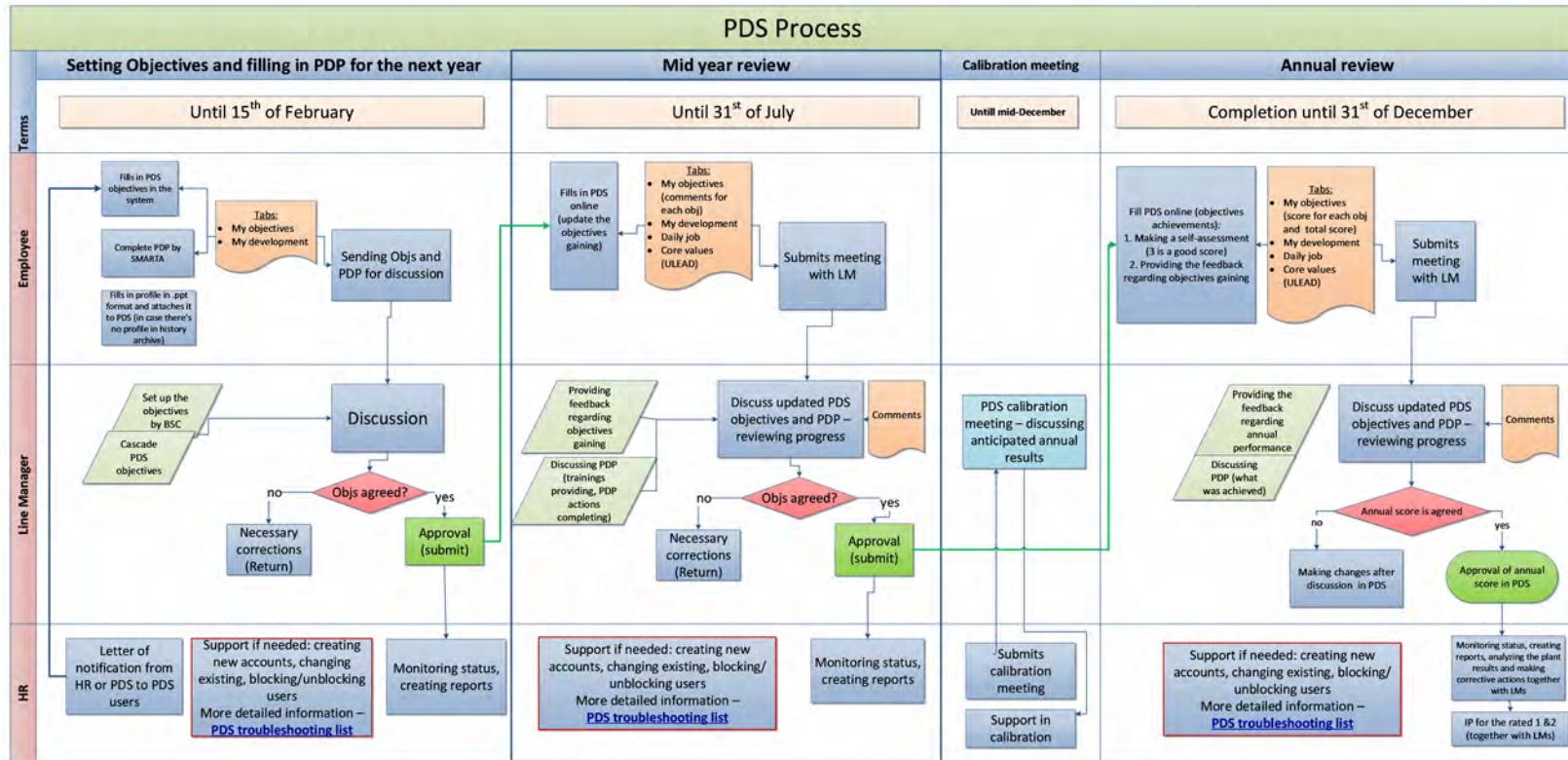
Skill Matrix Roles		Operations Skills & Desired Proficiency Levels										
Skill Matrix Roles	Production Process & Management	Lean Manufacturing	Plant Engineering	Quality Assurance	EHS & Risk Management	Operations Finance & Budget Management	Strategy Development	Project Management	Effective Decision Making	Labor Management & Engagement	TOTAL	
Roles Included in Pilot	Διρεχτορ – Μανυφακτυρινγ, Οπερατιονσ ορ Ινδυστριαλ	4	4	2	2	3	3	3	2	4	3	30
	Πλαντ Μαναγερ / Ασσισταντ Πλαντ Μαναγερ	4	3	3	2	3	3	3	2	3	4	30
	Ενγινεερινγ Μαναγερ	3	3	4	2	3	3	2	3	3	2	28
	Προδουκτιον ορ Μανυφ. Συπερβισορ / Σηφτ Μαναγερ	3	3	2	2	3	1	1	2	2	3	22
	Μαιντενανχε Συπερβισορ	2	2	3	2	3	2	1	2	2	2	21
Roles Not Included in Pilot	εΠ Οπερατιονσ / εΠ Χανσ Μανυφακτυρινγ	3	3	2	2	3	4	4	2	4	2	29
	Τεχνησιολ Διρεχτορ – Ωιτη Θυαλιτη Αγγουναβιλιτεσ	2	2	4	3	3	3	3	3	4	2	29
	Τεχνησιολ Διρεχτορ – Ωιτηουτ Θυαλιτη Αγγουναβιλιτεσ	2	2	4	4	3	3	3	3	4	2	30
	ΕΗΣ Διρεχτορ	2	2	2	2	4	2	3	2	4	2	25
	Προδουκτιον, Λεαν ορ Σιξ Σιγμα Μαναγερ	3	4	3	3	3	2	2	3	3	4	30
	Θυαλιτη Ασσυρανχε (ΘΑ) Μαναγερ	3	3	2	4	3	2	2	3	3	2	27
	Προδουκτιον Χοντρολ / Λογιστιχο Μαναγερ	2	2	2	2	2	2	2	3	3	2	22
	Πλαντ Χοντρολλερ	2	2	2	1	1	4	2	2	3	1	20
	ΕΗΣ Μαναγερ / ΕΗΣ Συπερβισορ	3	2	2	2	4	2	2	3	3	3	26
	Θυαλιτη Χοντρολ (ΘΧ) Συπερβισορ	2	2	2	3	2	1	1	2	2	1	18
ΗΡ Μαναγερ	1	2	1	2	3	2	2	2	3	4	22	









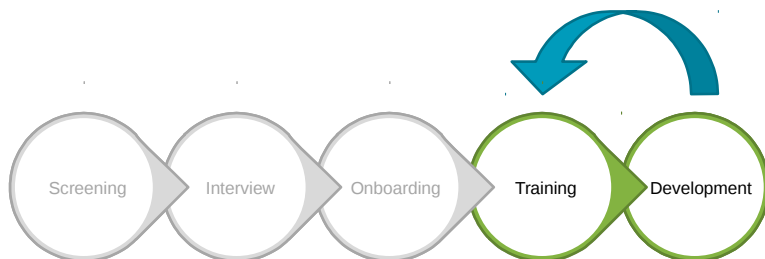
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2017 Succession Review - Succession Plans

Key Role and Current Holder						Successors											
Managers																	
Job title	Firstname	Surname	Photo (available SAPID)	SAPID	Band	2016 Per rating	Timing for next role	First Name	Surname	SAPID	Region	Function	Band	Readiness of Successor	In a Talent Pool?	2015 Per f rating	Timing for next role
IT Data manager	Σπύρος	Κατσουράς		530432	BB4	Excellent	2+ yrs	Αλεξάνδρ	Τελεγκωσ	530352	BCE	Operations	BB4	Ready 0-12 months	No	Excellent	2+ yrs
								Αλέξερ	Παπλωκην	530439	BCE	Operations	BB5	Ready 2-3 years	No	Excellent	2+ yrs
Logistics manager	Ηλίας	Κατσουράς		530433	BB5	Good	2+ yrs	Σάβερν	Αλεξανδρου	530222	BCE	Operations	BB5	Ready 1-2 years	No	Excellent	2+ yrs
								Στέρεν	Ζηζικην	533205		Operations	BB5	Ready 2-3 years		Good	2+ yrs
Business manager	Ευδοκία	Αντωνίου		530245	BB5	Excellent	2+ yrs	Ιγώρ	Κυλικοσ	531201	BCE	Operations	BB5	Ready 2-3 years		Good	2+ yrs
								Ελένα	Κορολέσ	530257	BCE	Operations	BB5	Emergency Cover		Fair	
Logistics manager	Ρόβερ	Σταθόπουλος		530447	BB5	Excellent	2+ yrs	Εμμανυλ	Μερκελ	530620	BCE	Operations	BB5	Ready 1-2 years	No	Good	2+ yrs
								Ανδρεν	Στρογανωσ	531986	BCE	Operations	BB6	Ready 2-3 years	No		2+ yrs



HR HOUR AT THE PRODUCTION

HR-HOUR AT THE PRODUCTION

WHY

Developing communication and informing shop floor employees.

HOW

An HR dpt representative comes down to the production area to let people talk about their concerns, ideas, suggestions on the spot.



This is why we introduce

Every Wednesday from 11:00 AM till 12:00 PM you may ask your questions to HR representative right in the coffee-room at the production area.

Each idea / question of your matter!

Lead With Humility

One common trait among leading practitioners of enterprise excellence is a sense of humility. Humility is an enabling principle that precedes learning and improvement. A leader's willingness to **seek input, listen carefully and continuously learn** creates an environment where associates feel respected and energized and give freely of their creative abilities. Improvement is only possible when people are willing to acknowledge their vulnerability and abandon bias and prejudice in their pursuit of a better way.

Respect Every Individual

Respect must become something that is deeply felt for and by every person in an organization. Respect for every individual naturally includes respect for customers, suppliers, the community and society in general. Individuals are energized when this type of respect is demonstrated.

Examples of Ideal Behaviors

- **Create a development plan for employees including appropriate goals.**
- Involve employees in improving the work done in their areas.

Cultural Enablers
Lead with Humility
Respect Every Individual

Utah State University™



OUR SAFETY JOURNEY

RAY HOWCROFT / SERGEY KRUSHKOV

OUR SHARED SAFETY VISION

WE ALL GET HOME SAFELY TO OUR FAMILY AND FRIENDS EVERY DAY



**BE PREPARED
BE AWARE
TAKE RESPONSIBILITY**



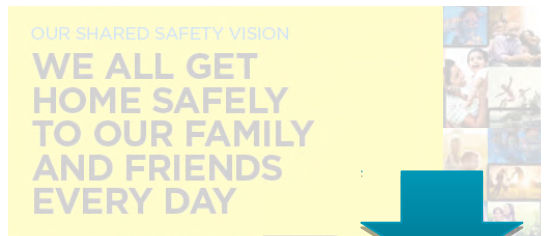
Drive for 10



1 Safety a Core Value at Ball



2 Safety Vision at Ball



5 Let your people know how important their safety is to you.



Safety is done with our people, not to them.



Our Shared Expectations



Be Prepared, Be Aware, Take Responsibility



Our Safety Mission



Working Together to create a culture where zero injuries is the reality.

6 Connect Safety at Work with Home



"My Four Reasons to be Safe"



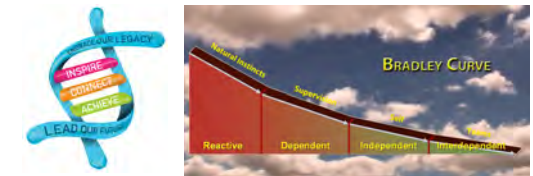
7 Our Passion for Safety is all about our beliefs. People must believe safety for themselves then we will know we have connected.



People do not buy into what we do or how we do it as much as they buy into why we do it. **Always start with WHY!**



8 Leadership & Bradley Curve



Our Journey Toward Interdependence in Safety

SUSTAINABILITY VISION

By balancing economic, environmental and social impacts in our decision making and activities, we will create long-term, shared value for our stakeholders and for Ball Corporation.

CORPORATE PRIORITIES



Product Stewardship



Operational Excellence



Talent Management



Community Ambassadors

OPERATIONAL PRIORITIES ("Big 6")



Safety



Electricity



Natural Gas



Water



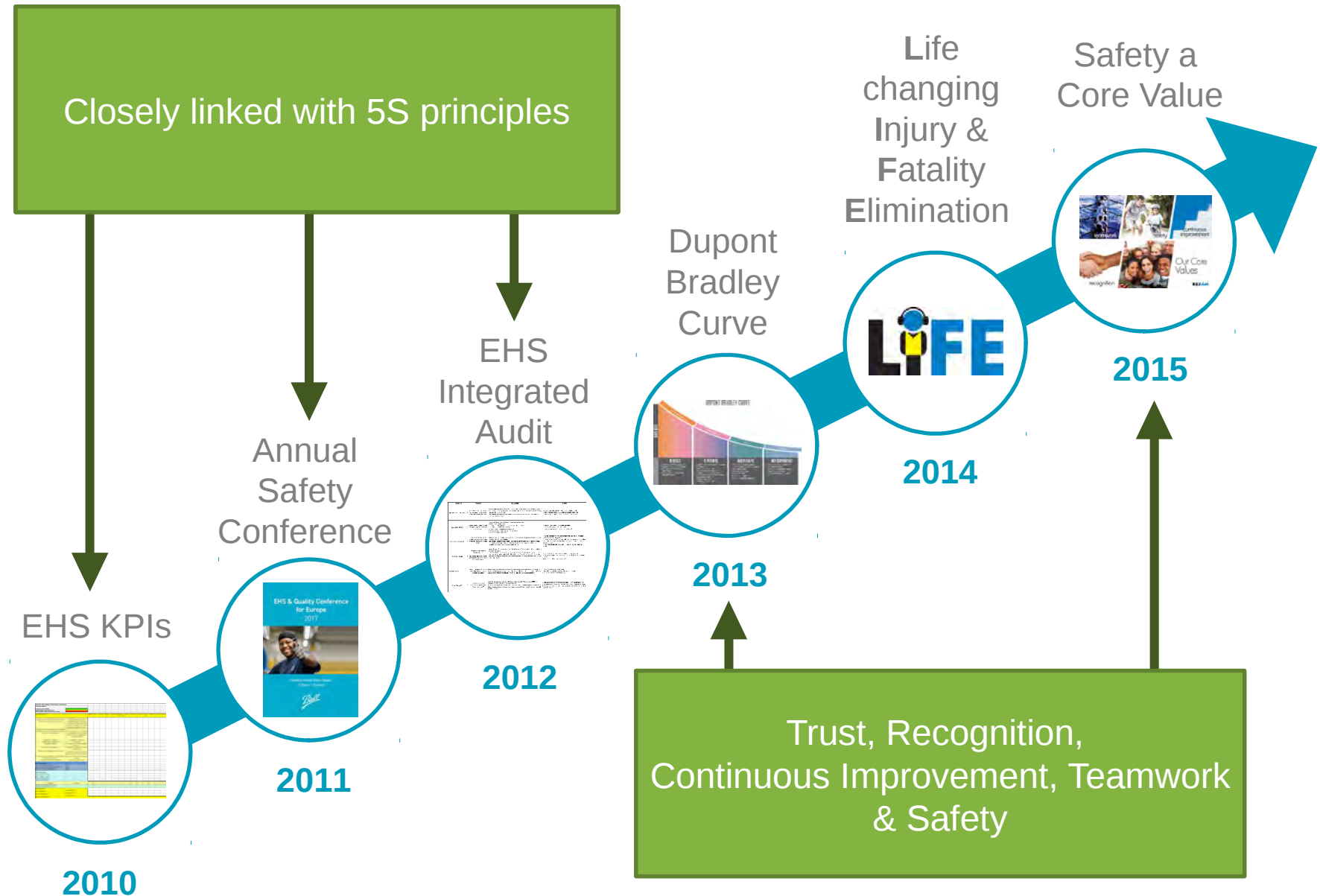
Waste



VOCs



Think Systemically



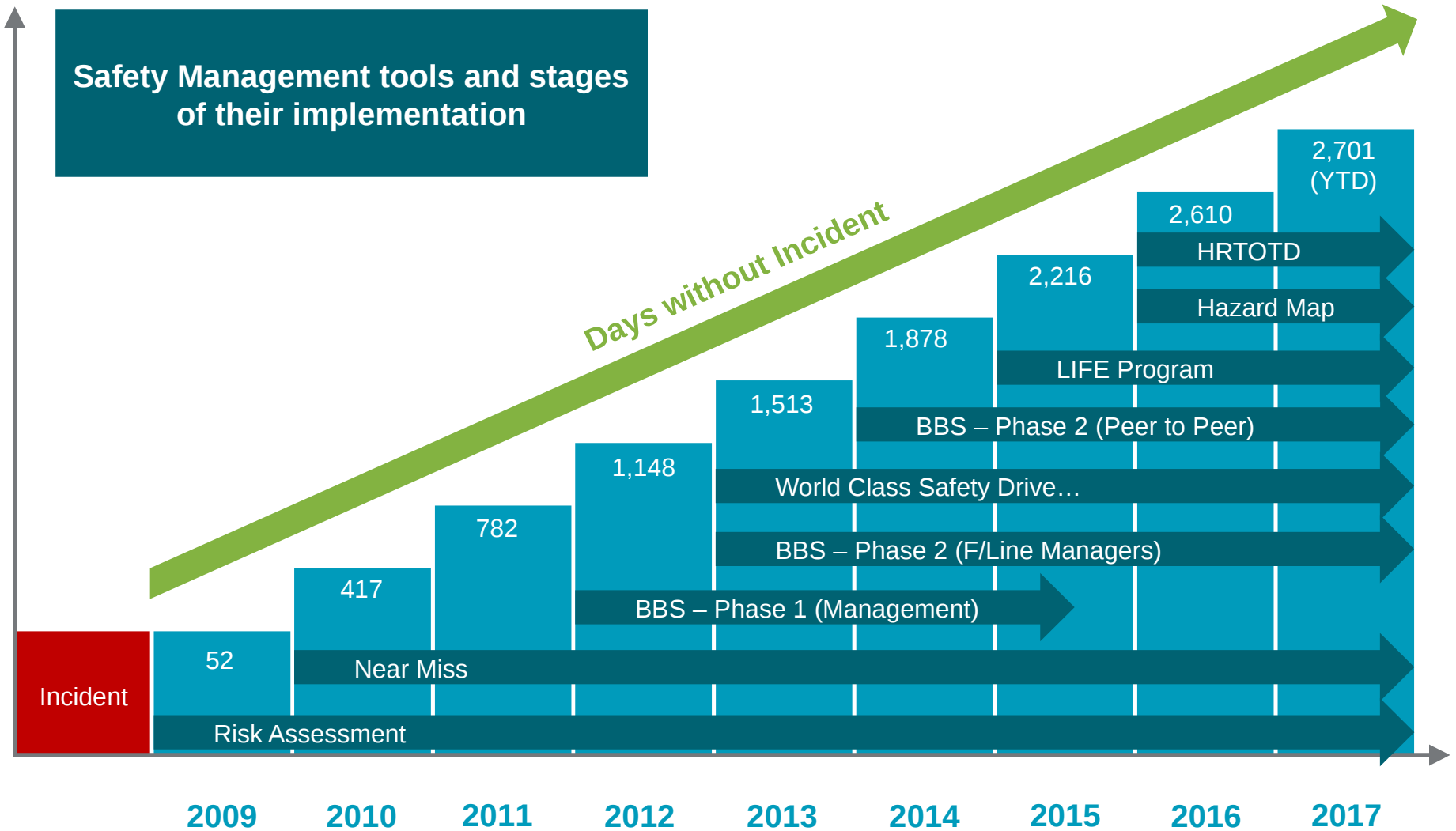
...so what do these principles, systems and tools deliver?



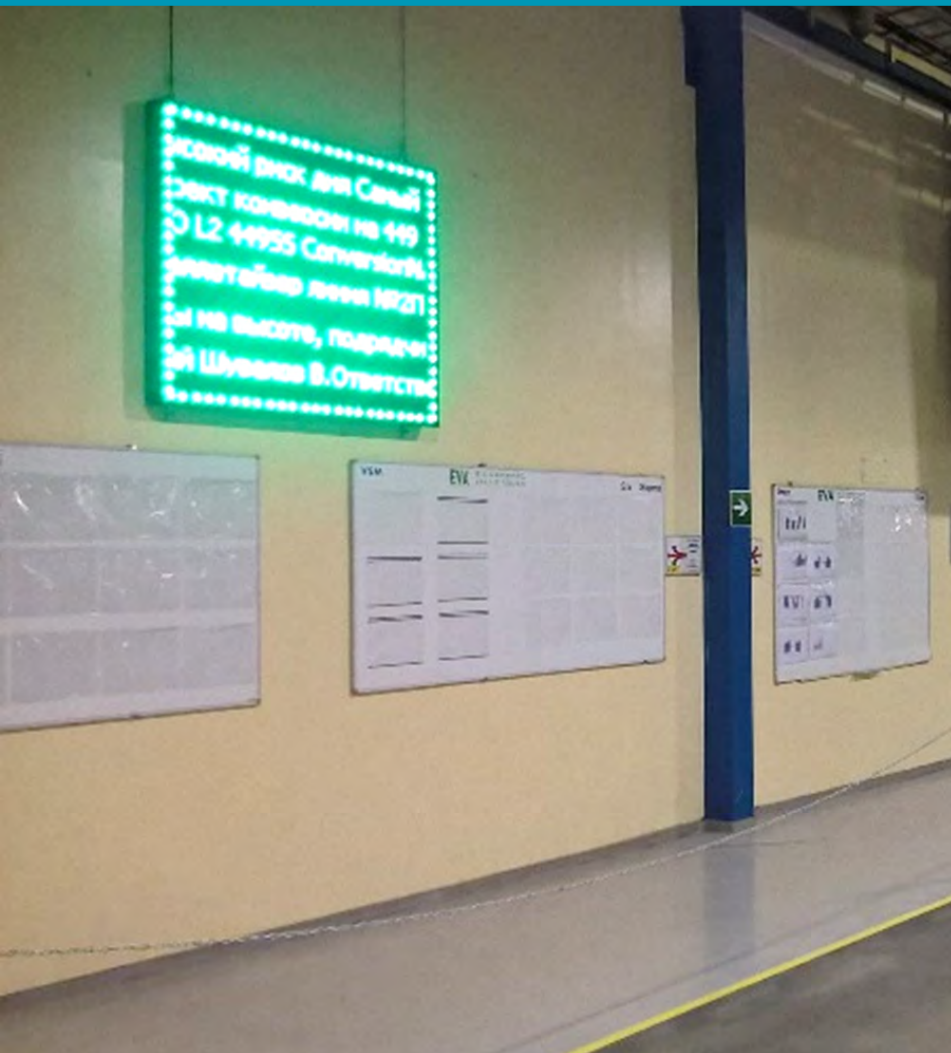
Seek Perfection (but we are not there yet!)



Safety Management tools and stages of their implementation







- Daily discussion between workers at the meeting before the start of **high-risk work**
- Discussion of high risk before the work of **Contractors** and work on the side
- Discussion of high risk before **Maintenance**



- The goal of the project is to create a simple visual system that shows how many Contractors are at the plant, where they work, what work they do and from which company
- At a single glance of the board, you know everything about the Contractor



- All FLT's are equipped with Blue spot device
- One meter rule – Red light
- Electric FLT's are equipped with pin-code device
- Seat belt linked to FLT ignition
- Safety barriers for pedestrian ways segregation
- Blind zone traffic lights



- Competition of truck drivers - as a tool to raise the credibility of drivers through the demonstration of their skills. The drivers of all Russian plants took part in the competition
- Before the competition, the participants passed a test for knowledge of safety requirements for the management of forklifts, and during the exercise of the competition, the primary role was given to the safety of drivers performing a particular operation



- "Safety at work and at home" is used to remind employees that it is necessary to adhere to safe behaviour not only at work, but at home.
- For children and their parents, we developed children's brochures with safe behaviour rules, which collected information on the most common cases of unsafe behaviour and how to behave in such situations.
- For the support of the BBS system, New Year calendars were issued in comic style on the production theme "Factory weekdays".
- The following year, another calendar was published with photographs and statements by all shift supervisors and production directors about how they understood what safe conduct meant to them. Even the traditional annual factory feast "Family Day" begins with education of safe behaviour.

Drive for

10

We know who we are.

Establish our core identity, including mission, vision, and values, and ensure they are embedded in all we do. This includes our internal culture, our external reputation, and our commitment to the community.

- Understanding 'who we are'
- Being clear in our commitment
- Building a strong reputation
- Ensuring our message is simple
- Being consistent

We know where we are going.

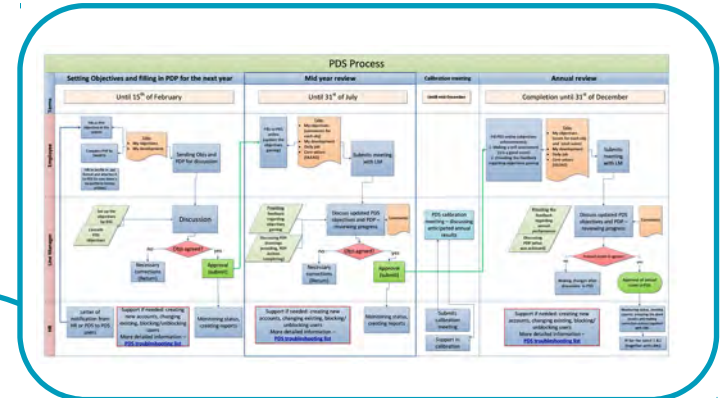
We need to set a clear and inspiring vision, and ensure it is embedded in all we do. This includes our internal culture, our external reputation, and our commitment to the community.

- Understanding 'where we are going'
- Being clear in our vision
- Building a strong reputation
- Ensuring our message is simple
- Being consistent

We know what is important.

Establish our core values, and ensure they are embedded in all we do. This includes our internal culture, our external reputation, and our commitment to the community.

- Understanding 'what is important'
- Being clear in our values
- Building a strong reputation
- Ensuring our message is simple
- Being consistent



Leveraging what we know



THANK YOU



Ball Corporation

Customer Focus

Operational Excellence

Innovation & Business Development

People & Culture

Sustainability

