

Ball Corporation | 2014 GRI Content Index

To supplement our 2014 Sustainability Report, we have developed the following Global Reporting Initiative (GRI) Content Index. Our report and this index have been prepared in accordance with the G4 sustainability reporting guidelines of the GRI at the “Core” level. This index provides references to information provided in our 2014 Sustainability Report, as well as other corporate disclosures including our Annual Report, Proxy, Form 10-K and CDP Response. Also, it contains links to our website where further information can be found.

GENERAL STANDARD DISCLOSURES

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Strategy & Analysis

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Organizational Profile

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G4-4 Primary brands, products, and services Website, [About Ball Sustainability Report](#), p.3-5

G4-5 Location of the organization's headquarters [Sustainability Report](#), Inside 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 Website, [Locations](#)

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G4-9 Scale of the organization [Sustainability Report](#), p.2-5
[Form 10-K](#), p.1-4

G4-10 Size of the workforce

	2012			2013		
	Total	Male	Female	Total	Male	Female
Global	14,200			14,453	11,910	2,543
North America	8,846			8,483	6,856	1,627
South America	1,001	892	109	1,093	979	114
Europe	2,780	2,440	340	3,299	2,850	449
Asia Pacific	1,572	1,190	382	1,578	1,225	353

General Standard Disclosures Assurance

Response | Page | Link

External

G4-11 Employees covered by collective bargaining agreements

Percentage of total employees covered by collective bargaining agreements	2012	2013
Global	29%	41%
North America	21%	22%
South America	94%	95%
Europe	49%	46%
Asia	NA	98%

G4-12 Organization's supply chain

[Sustainability Report](#), Value Chain Map, p.9 and Supply Chain, p.10-11

G4-13 Significant changes to the organization's size, structure, ownership, or its supply chain

[Form 10-K](#), p.2-4

G4-14 Addressing the precautionary approach or principle

[Sustainability Report](#), Sustainability Management, p.26 Website, [Sustainability Governance](#)

G4-15 External economic, environmental and social charters, principles, or other initiatives subscribed to, or endorsed by the organization

[Sustainability Report](#), Ball Corporation, p.2 [Aluminum Stewardship Initiative](#)

G4-16 Memberships of associations and national or international advocacy organizations

The trade associations and organizations that have initiatives and priorities that tie to sustainability are listed on our website under [Stakeholder Engagement](#)

Identified Material Aspects and Boundaries

G4-17 Entities included in the financial statements and those not covered

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G4-19 Material Aspects identified in the process for defining report content

[Sustainability Report](#), Sustainability Management, p.26 Website, [Priorities](#)

G4-20 Aspect boundary for each material aspect within the organization

[Sustainability Report](#), Sustainability Management, p.26 Website, [Priorities](#)
The results of our materiality survey illustrated that both internal and external stakeholders have similar opinions regarding issues that are most material to both them and Ball. Although there are a few differences that we strive to address, we concluded that all issues mentioned and the related Aspects are material for Ball.

General Standard Disclosures	Response Page Link	External Assurance
G4-21 Aspect boundary for each material aspect outside the organization	The results of our materiality survey illustrated that both internal and external stakeholders have similar opinions regarding issues that are most material to both them and Ball. Although there are a few differences that we strive to address, we concluded that all issues mentioned and the related Aspects are material for Ball.	
G4-22 Effects of restatements of information provided in previous reports	Website, Reporting	
G4-23 Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	Website, Reporting	
Stakeholder Engagement		
G4-24 Stakeholder groups engaged by the organization	Website, Stakeholder Engagement	
G4-25 Basis for identification and selection of stakeholders with whom to engage	Website, Stakeholder Engagement Sustainability Report , Value Chain Map, p.9	
G4-26 Organization's approach to stakeholder engagement	Website, Stakeholder Engagement	
G4-27 Key topics and concerns raised through stakeholder engagement and response to key topics	Website, Stakeholder Engagement	
Report Profile		
G4-28 Reporting period	Sustainability Report , About Our Report, Inside Cover	
G4-29 Date of most recent previous report	Website, Sustainability Reports	
G4-30 Reporting cycle	Sustainability Report , About Our Report, Inside Cover	
G4-31 Provide the contact point for questions regarding the report or its contents	Sustainability Report , Inside Back Cover	
G4-32 GRI Content Index in accordance option and external assurance report	Sustainability Report , About Our Report, Inside Cover Website, GRI	
G4-33 Policy and practice on seeking external assurance	Sustainability Report , About Our Report, Inside Cover Website, Reporting Hub	
Governance		
G4-34 Governance structure, including committees of the highest governance body responsible for economic, environmental and social (EES) impacts	Sustainability Report , Sustainability Management, p.26 Website, Corporate Governance Annual Report , p.94	
G4-35 Process for delegating authority for EES topics from the highest governance body to senior executives and other employees	Sustainability Report , Sustainability Management, p.26 Website, Corporate Governance Annual Report , p.94	

General Standard Disclosures	Response Page Link	External Assurance
G4-36 Executive-level position with EES responsibility	Sustainability Report , Sustainability Management, p.26 Website, Corporate Governance Annual Report , p.94	
G4-37 Processes for consultation between stakeholders and the highest governance body on EES topics	Sustainability Report , Sustainability Management, p.26 Website, Corporate Governance Annual Report , p.94	
G4-38 Composition of the highest governance body and its committees	Website, Corporate Governance and Sustainability Governance	
G4-39 Whether Chair of the highest governance body is an executive officer	Annual Report , 2013 Leadership, p.8	
G4-40 Selection processes for highest governance body and committees	Annual Report , 2013 Leadership, p.8 Website, Corporate Governance - Highlights	
G4-41 Processes for highest governance body to avoid and manage conflicts of interest	Website, Corporate Governance	
G4-42 Highest governance body's and senior executives' roles in approving EES values, strategies, policies and goals	Website, Corporate Governance	
G4-43 Measures to develop highest governance body's knowledge of EES topics	Website, Corporate Governance	
G4-44 Evaluation processes of highest governance body's performance on EES	Website, Corporate Governance	
G4-45 Highest governance body's role in identifying EES risks and opportunities	Website, Corporate Governance	
G4-46 Highest governance body's role in reviewing risk management for EES	Website, Corporate Governance	
G4-47 Frequency of highest governance body's review of EES impacts, risks, and opportunities	Website, Corporate Governance	
G4-48 Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects	Website, Corporate Governance and Sustainability Governance	
G4-49 Process for communicating critical concerns to the highest governance body	Website, Corporate Governance	
G4-50 Nature and total number of critical concerns communicated to the highest governance body and the mechanism(s) used to address and resolve them	Website, Corporate Governance	
G4-51 Remuneration policies for the highest governance body and senior executives	Proxy 2014	
G4-52 Process for determining remuneration	Proxy 2014	
G4-53 How stakeholders' views are sought and taken into account	Proxy 2014	

General 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)	Proxy 2014	
G4-55 Ratio of percentage increase in annual total compensation	Proxy 2014	
G4-56 Values, principles, standards and norms of behavior	Website, Drive for 10 and Corporate Governance (Business Ethics Handbook)	
G4-57 Mechanisms for seeking advice on ethical and lawful behavior	Internal: Website, Corporate Governance - Highlights External: Website, Corporate Governance - Conduct	
G4-58 Mechanisms for reporting concerns about unethical or unlawful behavior	Internal: Website, Corporate Governance - Highlights External: Website, Corporate Governance - Conduct	

SPECIFIC STANDARD DISCLOSURES

Aspects DMA* and Indicator	Response Page Link	External Assurance
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Economic

Economic Performance

G4-DMA Disclosure on Management Approach Website, [Corporate Governance](#)

G4-EC1 Direct economic value generated and distributed

	(\$ in millions)	<u>2013</u>	<u>2012</u>
Economic Value Generated			
Revenues (1)		8,439.9	8,712.7
Income from Minority Investments		0.6	(1.3)
		<u>8,440.5</u>	<u>8,711.4</u>
Economic Value Distributed			
Operating Costs - including payments to employees (2)		7,371.3	7,663.8
Payments to Capital Providers (Interest)		211.8	194.9
Payments to Government Tax Authorities		149.6	165.0
Payments for Charitable Contributions		3.5	2.4
Payments to Shareholders - Dividends & Share Repurchases		474.0	555.9
		<u>8,210.2</u>	<u>8,582.0</u>
	Difference	<u>230.3</u>	<u>129.4</u>

(1) Excludes net earnings attributable to non-controlling interests.

(2) Includes cost of sales excluding depreciation and amortization plus selling, general and administrative costs.

See the [Annual Report](#) for additional detail on the company's financial performance.

Aspects DMA* and Indicator	Response Page Link	External Assurance
G4-EC2 Financial implications and other risks and opportunities due to climate change	Form 10-K , p.11, 32 CDP Response	
G4-EC3 Coverage of the organization's defined benefit plan obligations	Form 10-K , p.31, 64-75	
G4-EC4 Financial assistance received from government		

EC 4 - Significant financial assistance received from government:

	(\$ in millions)	<u>2013</u>	<u>2012</u>
Financial assistance received			
Tax relief and credits		21.9	22.0
Government or other subsidies		73.0	8.5
Investment grant, research and development credits		9.1	8.8
Awards		-	-
Royalty holidays		-	-
Financial incentives		-	-
Other financial benefits		-	-
Total		<u>104.0</u>	<u>39.2</u>

Market Presence		
G4-DMA Disclosure on Management Approach	Website, Employees	
G4-EC5 Ratios of standard entry level wage by gender	The North American packaging workforce is compensated above minimum wage rules. Also, the Aerospace workforce is compensated above the minimum wage rules. Our European remuneration policy is to pay employees at least competitively. In all unionized plants, pay agreements are in place that provides a salary package for the lowest job classes. The package is above minimum wage levels required by law. In nonunionized plants in Serbia and Poland, Ball has company pay schemes, which provide an average payment for each job class which is competitively aligned with market practice. Ball's Asia Pacific workforce is compensated above the local minimum wage rules.	
G4-EC6 Senior management hired from the local community	As we expand globally, we currently don't have a policy regarding local hiring, however, our common practices are to hire locally when the required talent is available.	

Aspects DMA* and Indicator	Response Page Link	External Assurance
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Indirect Economic Impacts

G4-DMA Disclosure on Management Approach

[Sustainability Report](#), Community p.20-21

G4-EC7 Development and impact of infrastructure investments

[Sustainability Report](#), Community p.20-21
There were no infrastructure investments and services provided for public benefit through commercial, in-kind, or pro bono engagement during 2012-2013.

G4-EC8 Significant indirect economic impacts, including the extent of impacts

As of 2013, we had no systems in place to assess indirect economic impacts Ball has at the national, regional or local level. However, we know that most of our plants are located in or near rural areas. This is particularly true for operations in the Americas and Europe. At many of these locations, Ball is the largest or among the largest employers in the area. By providing jobs and training, we positively influence the economic wealth and prosperity locally. Jobs in our supply and distribution chain are also impacted by our business. Another example of indirect economic impacts is our packaging products, especially at the end of their lives. In several countries such as Brazil, China or in certain Eastern European countries, some people make a living out of collecting and selling empty metal containers. Compared to other packaging substrates, metal scrap has a very high economic value. In countries without formal packaging collection, or waste management systems in general, people collect cans and sell them to local scrap dealers, who then sell the materials to larger companies that recycle the products into new material. All of these processes create jobs or economic incentives.

Environmental

Materials

G4-DMA Disclosure on Management Approach

Website, [Operations](#)

G4-EN1 Materials used by weight or volume

Raw Materials Consumption* (metric tons)	2012	2013
Aluminum	1,124,243	1,068,465
Steel	696,728	694,343
Plastic pellets	10,527	12,909

Direct Material Usage* (metric tons)	2012	2013
Inks	2,341	2,201
Coatings	85,537	74,393
End Compound	3,950	3,623

*Materials exclude Rocky Mountain Metal Container

Aspects DMA* and Indicator	Response Page Link	External Assurance
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G4-EN1 Materials used by weight or volume (cont.)

Ball mainly uses [aluminum and steel](#) as raw materials in its manufacturing processes. Our emphasis has been to reduce these materials by [lightweighting](#), where possible, the containers that we produce, both for cost savings and for environmental benefits.

Associated Process Materials (metric tons)	2012	2013
Bulk nitrogen	245	234
Welding wire used on can assembly lines	7,276	7,399
Gear lubes and oils	3,840	3,622
Acids, bases and washer chemicals	19,474	17,181
Copper sheet lube, body maker coolant	3,833	3,809
Cleaning solvents and detergents consumed (limited to those included in our VOC reporting)	1,708	1,702

G4-EN2 Percentage of materials used that are recycled input materials

Metals contain high percentages of recycled material. This value differs between regions and, sometimes, is calculated in different ways. Based on the definition of “recycled content” in North America, for example, the recycled material in the metal used for beverage can manufacturing is at 68 percent, the highest value of all packaging substrates (source: Aluminum Association, 2010). Percentages for other regions and for steel can be found on the respective websites of aluminum and steel associations.
[Sustainability Report](#), Innovation, p.12 and Recycling, p.22

Energy

G4-DMA Disclosure on Management Approach

Website, [Energy](#)

G4-EN3 Energy consumption within the organization

Website, [Energy](#)

Direct Energy Use (MWh)	2012	2013
Natural gas and propane as fuel	1,854,975	1,764,648
Propane for forklifts/misc.	16,121	17,479
Diesel	2,075	4,136
Total	1,873,171	1,786,263

Direct energy sources used in Ball's manufacturing processes are natural gas, propane and diesel fuels.

Aspects DMA* and Indicator	Response Page Link	External Assurance
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G4-EN4 Energy consumption outside of the organization

Website, [Energy](#)

Indirect Energy Use (MWh)	2012	2013
Electricity	1,700,875	1,637,757
Hot water and steam	60,304	64,128
Total	1,761,179	1,701,885

G4-EN5 Energy intensity

Website, [Normalization](#)

Business Unit (kWh per normalization factor)	2012	2013
Cans	39.9	39.1
Slugs	88.7	89.5
Impact Extruded	95.6	98.3
Plastic	446.8	406.3
Aerospace	75.8	84.0

G4-EN6 Reduction of energy consumption

Website, [Energy](#)

Water

G4-DMA Disclosure on Management Approach

Website, [Water](#)

G4-EN8 Total water withdrawal by source

Website, [Water](#)
More than 90 percent of the water used in our manufacturing locations comes from municipal water sources, the rest comes from wells.

G4-EN9 Water sources significantly affected by withdrawal of water

A consultant determined the water sources which were being affected by Ball's North American packaging facilities withdrawal of water in 2007. The consultant's report indicates that no water sources at that time were significantly affected by water withdrawn by Ball. Since then, we have not conducted new water withdrawal surveys.

G4-EN10 Percentage and total volume of water recycled and reused

Ball utilizes various opportunities to reuse and recycle water in our manufacturing processes. Ball's most significant use of water is in manufacturing beverage cans—specifically, washing the cans after forming in a multi-stage washer. The washers use a counterflow technology. This process allows the cleanest water in the washer (final rinse stages) to counterflow to the beginning stages of the washer, therefore maximizing the water utilization.

Aspects DMA* and Indicator	Response Page Link	External Assurance
Biodiversity		
G4-DMA Disclosure on Management Approach	Sustainability Report , Life Cycle Perspective, p.7-9	
G4-EN11 Operational sites in protected areas	Ball does not own land in designated, protected areas as our facilities generally are located in industrial zoning sites. According to our environmental policy, we strive to operate in an environmentally responsible manner wherever we are located. Twenty-two acres of land on our 56-acre plant site in Rome, Georgia, has been certified as a “Wildlife at Work” site by the Wildlife Habitat Council – a nonprofit, non-lobbying group of corporations, conservation organizations and individuals dedicated to enhancing and restoring wildlife habitat. Rome employees have built nesting structures on the land to enhance habitat for birds of prey. They also constructed wildflower gardens to improve habitat for native pollinators. Another example of how Ball actively supports biodiversity was implemented at our Bierne, France, plant in 2010. When we built a new watershed basin for rainwater, we developed a small biotope on top of it. Numerous animals and regional plants have settled there. Our employees use the grounds for their breaks and we inform them and visitors about the biodiversity matters. This initiative has been rewarded with the “Environmental Performance Award” by the regional chamber of commerce and the trophy of the best environmental performance in our region by the north regional council and the French environmental ministry.	
Emissions		
G4-DMA Disclosure on Management Approach	Sustainability Report , GHG p.15 Website, Energy (click on “GHG Emissions”)	✓
G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)	Sustainability Report , GHG p.15 Website, Energy (click on “GHG Emissions”) 2012 and 2013 Assurance Statement CDP Response	✓
G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Sustainability Report , GHG p.15 Website, Energy (click on “GHG Emissions”) 2012 and 2013 Assurance Statement CDP Response	✓
G4-EN17 Other indirect greenhouse gas (GHG) emissions (Scope 3)	CDP Response	
G4-EN18 Greenhouse gas (GHG) emissions intensity	Ball Corporation uses a Carbon Intensity Index that is calculated based on the total GHG emissions of each business we operate in, normalized by a denominator specific to each business. The normalization factor is a weighted approach based on the differing intensities of production/sales in the base year. It accounts not only for overall changes in production over the goal period, but for changes in production mix between various business segments. CDP Response	✓

Aspects DMA* and Indicator	Response Page Link	External Assurance
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G4-EN19 Reduction of greenhouse gas (GHG) emissions

Website, [Energy](#) (click on “GHG Emissions”) 2012 and 2013 [Assurance Statements](#)
[CDP Response](#)

G4-EN20 Emissions of ozone-depleting substances (ODS)

Ozone depleting substances released by Ball facilities are considered to be insignificant and below permissible limits for reporting purposes. Therefore, they are not currently tracked. Ozone depleting substances that are used are only used in small quantities, such as electrical part cleaners or chlorofluorocarbon (CFC) from air-conditioning systems.

G4-EN21 NO_x, SO_x, and other significant air emissions

The U.S. EPA developed a standard to measure air quality for six criteria pollutants. For each criteria pollutant, a maximum concentration of exposure was established. The six criteria pollutants – ozone, lead, particulate matter, carbon monoxide, nitrogen dioxide and sulfur dioxide – are present worldwide. Criteria pollutants are emitted as a result of the manufacturing process for aluminum cans and steel cans and are released mainly through metal coating and curing processes. This release is minimized through the use of controls such as Regenerative Thermal Oxidizers (RTOs). RTOs provide thermal treatment of Volatile Organic Compounds (VOCs) with heat and oxygen. VOCs react with sunlight to form low level ozone. For example, when VOCs are exposed to heat and oxygen in the RTOs, they can be converted to CO₂, water vapor and heat that can be reused. All of our RTOs have a destruction efficiency of between 95 and 99 percent.

Emissions (metric tons)	2012	2013
NO _x	264.9	261.6
SO _x	1.5	1.5
VOC before control	14,890	14,049
VOC after control	5,446	5,079
Particulates	19.6	19.6

Aspects DMA* and Indicator	Response Page Link	External Assurance
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Effluents and Waste

G4-DMA Disclosure on Management Approach Website, [Operations](#)

G4-EN22 Total water discharge by quality and destination

Water discharge is estimated at 90 percent of total water withdrawal. The pollutant loading water, or water with a total quantity of pollutants being discharged from our facilities, is measured irregularly. Typically, the Biochemical Oxygen Demand (BOD), chemical oxygen demand (COD) and Total Suspended Solids (TSS) get measured. BOD is a procedure for determining how fast biological organisms use oxygen in a body of water. BOD is an indication of the quality of a water source. BOD can be used to gauge the effectiveness of wastewater treatment plants. Pristine rivers will have a BOD below 1 mg/l. Municipal sewage that is efficiently treated is about 20 mg/l. Oil is a major contributor to BOD. TSS are the dry weight of particles trapped by a filter, typically of a specified pore size. It is a measure of the quantity of solids in the water. Aluminum can plants have pretreatment wastewater systems to treat solid pollutants such as aluminum, magnesium, fluoride and phosphorus, oils and acidic or caustic waters in can-washing water before being discharged to a publicly owned treatment works.

G4-EN23 Total weight of waste by type and disposal method [Sustainability Report](#), Waste, p.16-17 

G4-EN24 Total number and volume of significant spills

Spills	2012	2013
Reportable spill quantities (kg)	6,230	5,518
Number of spills	1	2

At our Brazil facilities, in July 2012, one varnish spill occurred and in October 2013, one diesel and one hydraulic oil spill occurred.

Products and Services

G4-DMA Disclosure on Management Approach Website, [Packaging](#)

G4-EN27 Extent of impact mitigation of environmental impacts Website, [Recycling](#), [Life Cycle](#), and [Innovation](#)

G4-EN28 Percentage of products sold and their packaging materials reclaimed [Sustainability Report](#), Recycling p.22-25

Aspects DMA* and Indicator	Response Page Link	External Assurance
Compliance		
G4-DMA Disclosure on Management Approach	Website, Operations	
G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	In our aerospace and European operations, there were no fines or notices of violations during 2012-2013. Also, in our Latapack-Ball operations in Brazil, there were no fines regarding environmental laws and regulation of non-compliance issues or cases brought through dispute but there was one non-monetary sanction. In our North American packaging operations, there were seven notices of violation and one warning. Fines associated with these violations totaled \$7,250. In Asia, three improvement notices were issued in 2012 and 2013, with fines totaling around \$3,200 due to wastewater and waste issues.	
Transport		
G4-DMA Disclosure on Management Approach	Website, Logistics	
G4-EN30 Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting employees	Website, Logistics	
Overall		
G4-DMA Disclosure on Management Approach	Website, Operations	
G4-EN31 Total environmental protection expenditures and investments by type	At year-end 2013, Ball had no common definition for environmental protection expenditures in place. While all our businesses collected some data, the data 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 in 2013 so that, going forward, all businesses will be required to indicate if investments will impact our key environmental performance metrics . 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, or insurance costs. Website, Energy – Six Focus Areas	
Supplier Environmental Assessment		
G4-DMA Disclosure on Management Approach	Sustainability Report , Supply Chain, p.10-11	
G4-EN32 Percentage of new suppliers that were screened using environmental criteria	Sustainability Report , Supply Chain, p.10-11	
G4-EN33 Significant actual and potential negative environmental impacts in supply chain	Sustainability Report , Supply Chain, p.10-11	

Aspects

DMA* and Indicator

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External Assurance

Social

Employment

G4-DMA Disclosure on Management Approach

Website, [Talent Management](#)

G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region

Number and Rate of New Hires*		Total	Male	Female	<30	30-50	>50
2012	Global	1,059	841 79%	218 21%	423 40%	542 51%	94 9%
	North America	466	360 77%	106 23%	132 28%	263 56%	71 15%
	South America	155	131 85%	24 15%	58 37%	94 61%	3 2%
	Europe	210	151 72%	59 28%	96 46%	96 46%	18 9%
	Asia	244	199 82%	45 18%	147 60%	95 39%	2 1%
2013	Global	1,330	1,000 75%	330 25%	579 44%	653 49%	98 7%
	North America	514	371 72%	143 28%	171 33%	273 53%	70 14%
	South America	212	172 81%	40 19%	100 47%	109 51%	3 1%
	Europe	172	134 74%	48 26%	77 42%	98 54%	7 4%
	Asia	422	323 77%	99 23%	231 55%	173 41%	18 4%

*New hires are employees hired within the year being reported.

Number and Rate of Employee Turnover*		Total
2012	Global	1,569 11%
	North America	1,086 12%
	South America	135 12%
	Europe	179 6%
	Asia	193 12%
2013	Global	2,086 14%
	North America	1,244 15%
	South America	114 10%
	Europe	243 7%
	Asia	485 31%

*Included in employees leaving the organization are voluntary departures or those due to dismissal, retirement and passing.

Aspects DMA* and Indicator	Response Page Link	External Assurance
<p>G4-LA2 Benefits provided to full-time employees not provided to temporary employees</p>	<p>None of Ball Corporation's global businesses have a significant number of part-time or temporary employees. We do offer significant benefits, as detailed below.</p> <p>North America: Full-time benefits include: Paid holidays, vacation, paid sick time, medical/dental coverage, COBRA, matching gifts, flexible spending accounts, life insurance, accidental death & dismemberment insurance, long-term disability insurance, salary continuation insurance, 401(k), Employee Stock Purchase Plan, travel insurance, worker's compensation, education assistance, JW Fisher Scholarship for eligible employee children, service awards, severance pay, pension plan and retiree medical plans.</p> <p>Europe: Benefits vary by country and it is the strategy of Ball to provide benefits at least in line with the market. All employees in Europe have a portion of salary which is incentive based. For management employees, incentive payment is based on financial performance. For non-management employees, incentive payment is based on a mix of financial performance and operational performance. Other benefits such as pension plans may differ between full time and part time employees depending on the ratio of actual working time to full time employment. Some pension plans require a specific period of employment, in line with local legislation, before a claim becomes vested. In Europe, benefits are offered to temporary employees.</p> <p>Asia: Benefits provided to regular employees include: production incentive, meal allowance, housing provident fund, marriage gift, birthday gift, single-child gift, funeral gratuity and labor union fee and participation in recreational activities organized by union.</p>	
<p>G4-LA3 Return to work and retention rates after parental leave, by gender</p>	<p>Although Ball Corporation does not track retention rates after parental leave, we do encourage all employees to take leave when and if necessary. Globally, we adhere to all applicable laws and well as offer additional benefits.</p>	
Labor/Management Relations		
<p>G4-DMA Disclosure on Management Approach</p>	<p>Website, Human Rights and Legal Notice</p>	
<p>G4-LA4 Minimum notice periods regarding operational changes</p>	<p>North America: In North America, Ball Corporation 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. The WARN Act does not apply in Canada, but Ball follows the Canadian notice requirements.</p> <p>Europe: Applies to non-management and is settled in collective agreements. In Germany, depending on seniority, the minimum notice periods varies from four weeks to seven months. In France, depending on the employment category, this period would vary from two months to one year. In the Netherlands, depending on employment category, it varies from one to two months. In the UK, depending on the reason for the operational change, minimum notice periods vary from two months to 12 weeks.</p>	

Aspects DMA* and Indicator	Response Page Link	External Assurance
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G4-LA4 Minimum notice periods regarding operational changes (cont.)

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

Occupational Health and Safety

G4-DMA Disclosure on Management Approach

Website, [Operations](#)

G4-LA5 Percentage of total workforce represented in formal joint management-

All United States facilities have formal management/worker health and safety committees. The percentage of the workforce represented in those committees was not monitored during 2012-2013 for the United States. In our European facilities, we have representation on committees in all of our operations with at least 10 percent of that from the workforce. In Argentina, the committee has representation from at least 10 to 12 percent. Within our facilities in China and Vietnam, environmental health and safety committee members represent 5 to 10 percent of the plant workforce, and hold monthly meetings. In Mexico, the safety committee follows the local standard (NOM-019-STPS-2011) and the committee is made up of 6 union works and 6 administrative employees, 7 percent of workforce.

G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism and total number of work-related fatalities

Ball Corporation collects information per facility regarding injury type and rate; therefore we can report this information in a variety of ways. However, we do monitor this by business and not by region. The global rates of injury, occupational disease, lost days and the number of work-related fatalities are noted in the following table:

	2012	2013
Lost-time rate	0.48	0.42
Total recordable injuries rate	1.79	1.64
Severity rate	15.57	12.21
Work-related fatalities	0	0

G4-LA8 Health and safety topics covered in formal agreements with trade unions

Ball focuses on employee health and safety for all employees, unionized and nonunionized. While some safety concerns such as safety gear, employee committees and first aid facilities are addressed in formal agreements, these are all available to nonunionized workforces as well. All of our health and safety policies, programs and resources are available to all our employees.

Training and Education

G4-DMA Disclosure on Management Approach

Website, [Talent Management](#)

G4-LA9 Average hours of training per year per employee

Ball employees complete training, both through mandatory courses at the start of employment, and through required and voluntary skills development and refresher training throughout their careers. When it comes to training, the 70:20:10 rule applies; where 70 percent training should be on the job; 20 percent through guidance/coaching; and 10 percent of training from books and class room learning. At year-end 2013, we did not have a data management system that can track training hours across the company; at this time; however, we estimate that globally we provided over 171,500 training hours to our employees per year.

Aspects DMA* and Indicator	Response Page Link	External Assurance
G4-LA10 Programs for skills management and lifelong learning	<p>As Ball has grown over the years and conducts business in packaging and aerospace, some tools and processes around organizational learning and knowledge management are business unit- or company-specific. Ball's strategy is to harmonize towards global best practices where it benefits the global organization and individual business units. Below are descriptions of globally adopted standards and operating company specific standards used to improve skill mapping and development:</p> <p>North America:</p> <ul style="list-style-type: none">- Driven by top-management across all functions, the Beverage Best Practice Process has been established with the goal to find and share best practices that improve throughput, reduce costs, improve maintenance, and drive EVA across the North American beverage plants. An organization structure of steering teams, quad teams and plant teams, and a solid process from idea submittal, review, verification and roll out to the network ensure the sustainability of the effort. In addition to the structure and processes, all information (including the implementation progress in different plants) is shared via our intranet.- Finance: The Food and Household Products (FHP) division offers Finance for New Employees, a 1-week program that is designed to train new employees with a key person from all applicable functional areas (payroll, AP, Fixed Assets) and spend time with Finance Department Leadership. Further training and knowledge transfer happens in a "boot camp" program developed and delivered by the Director of Financial Planning.- Engineering: Knowledge is gained and shared using the documentation for both proposals and troubleshooting. The documentation benefits the engineering team in not only providing details on the solution to the problem, but the process on how that solution was determined and monitored. This increases everyone's learning from projects and problem solving.- Continuous Improvement: 100% of FHP employees (corporate and plant) attend a 2-day Yellow Belt training program. This program introduces the problem solving methodology across the division. Yellow Belts are earned upon completion of a project using Yellow Belt methodologies. Those activities are reviewed by management at the plants or a department in the corporate offices. If those activities provide solutions that can apply to other areas in the division they will be shared via email to the corporate department and distributed to all plant and department leadership. <p>South America:</p> <ul style="list-style-type: none">- Latapack-Ball uses several tools 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. <p>Ball Europe:</p> <ul style="list-style-type: none">- In order to maintain the high expertise within Ball Europe, 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.- On the Idea and Innovation Management side, Ball Europe has created an infrastructure with an IT-platform. To encourage and instill 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.	

Aspects

DMA* and Indicator

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External Assurance

G4-LA10 Programs for skills management and lifelong learning (cont.)

Aerospace:

- Incorporates Knowledge Management using multiple tools and methods across the organization 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.

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. Since September 2013, the performance appraisal for all managerial staff has been globally aligned with one structure, either on paper or an electronic version. As employee/performance discussions for hourly staff are set-up according to country specific laws, no global metrics are derived. In general, all of our employees are entitled to have a development/performance discussion with their supervisor annually.

Diversity and Equal Opportunity

G4-DMA Disclosure on Management Approach

Website, [Diversity](#)

G4-LA12 Composition of governance bodies and breakdown of employees

	2012			2013		
	Total	Male	Female	Total	Male	Female
Board of Directors	11	9	2	10	8	2
Executive Leadership Team	11	10	1	13	12	1

	2012			2013		
	<30	30-50	>50	<30	30-50	>50
Board of Directors	0	1	10	0	1	9
Executive Leadership Team	0	6	5	0	7	6

Aspects DMA* and Indicator	Response Page Link	External Assurance
Equal Remuneration for Women and Men		
G4-DMA Disclosure on Management Approach	Website, Talent Management	
G4-LA13 Ratio of basic salary and remuneration of women to men	It is the philosophy of Ball Corporation to reward all employees equitably based on their competitive labor market data, performance levels and contributions to Ball Corporation while ensuring adherence to all applicable laws and regulations. Based on the limited data available, on average, Ball Corporation's ratio of annual salary of women to men globally is 0.95:1.00 (including management, staff and production employees). We will continue to improve our data collection processes in the future, to better understand and report this ratio per region.	

Human Rights

Investment		
G4-DMA Disclosure on Management Approach	Website, Human Rights	
G4-HR2 Hours of employee training on human rights policies or procedures	See LA10. Employees attend various trainings throughout their time at Ball. At the time of hire all employees receive the corporate policies to review. In 2012, Ball implemented a new compliance training program that will require all employees to attend training on a bi-annual schedule. This training covers all policies, including Ball's Human Right policy.	
Non-discrimination		
G4-DMA Disclosure on Management Approach	Website, Human Rights ; Legal Notice and Ethics Handbook	
G4-HR3 Total number of incidents of discrimination and corrective actions taken	Ball does not tolerate unlawful harassment in the workplace whether it is based on race, color, religion, national origin, sex, age, sexual orientation, disability or any other characteristic protected by applicable law. Additionally, Ball does not tolerate unlawful retaliation in response to complaints or investigations of discrimination or harassment complaints. As with other large companies, Ball does from time to time receive allegations of discrimination and harassment. Most are quickly resolved. Any more serious allegations are handled through a formal, documented investigation conducted by human resources, the law department and appropriate management, including both internal complaints and charges filed with an outside agency. Resolution generally occurs when the investigation is concluded and any necessary corrective actions are taken, such as disciplinary action or termination of employment. In theory, there could be an even more serious occurrence in which formal charges or lawsuits result in court findings of discrimination or harassment, but Ball did not incur this type of discrimination or harassment finding during the reporting period. Ball received no EEOC charges 2012. Ball received one EEOC charge in 2013 but the charge was withdrawn by the charging party.	

Aspects DMA* and Indicator	Response Page Link	External Assurance
G4-HR3 Total number of incidents of discrimination and corrective actions taken (cont.)	<p>North America 2012: North American Packaging received three EEOC charges in 2012. Two of the remaining charges were dismissed and the EEOC issued notices of right to sue. The right to sue periods expired with respect to those charges without suit being filed. One charge remains pending. 2013: North American Packaging received three EEOC charges in 2013. A resolution was reached with respect to one charge. The remaining two charges are still pending. One additional lawsuit was filed in 2013 alleging wrongful discharge without an initial EEOC charge being filed. That lawsuit is pending.</p> <p>Aerospace 2012: Aerospace received two EEOC charges in 2012. Both charges were dismissed and the EEOC issued notices of right to sue. The right to sue periods expired with respect to those charges without suit being filed. 2013: Aerospace received one EEOC charge in 2013. This charge is still pending.</p> <p>Ball Asia Pacific Ltd. Ball Asia Pacific Ltd. had no incidents or records of discrimination in 2012 or 2013.</p>	
Freedom of Association and Collective Bargaining		
G4-DMA Disclosure on Management Approach	Website, Human Rights	
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	In support of the right to freedom of association and collective bargaining the company trains managers, supervisors and employees in these areas.	
Child Labor		
G4-DMA Disclosure on Management Approach	Website, Corporate Governance and Human Rights	
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	Ball has no operations that are considered to be at risk. We continue, however, to be vigilant through global policies and programs complemented with regular audits. For plants in China, management at the Ball Asia Pacific Ltd. office works closely with third party professional bodies to launch corporate social responsibility audits for customers. We have a corporate policy forbidding child and forced labor. Ball has also taken numerous steps regarding 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 its suppliers, and implementing training of all employees involved in supply chain management.	

Aspects DMA* and Indicator	Response Page Link	External Assurance
Forced or Compulsory Labor		
G4-DMA Disclosure on Management Approach	Website, Corporate Governance and Human Rights	
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	
Indigenous Rights		
G4-DMA Disclosure on Management Approach	Website, Human Rights and Legal Notice	
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 2012-2013.	
Assessment		
G4-DMA Disclosure on Management Approach	Website, Human Rights and Legal Notice	
G4-HR9 Number and percentage of operations that have been subject to human rights reviews or impact assessments	There were no incidents reported and no operations were subject to human rights reviews and/or impact assessments during 2012-2013.	
Supplier Human Rights Assessment		
G4-DMA Disclosure on Management Approach	Website, Supplier Standards	
G4-HR10 Percentage of new suppliers that were screened using human rights criteria	We do not currently screen suppliers on adherence to human rights issues. Our Supplier Guiding Principles addresses human rights and our expectation is that suppliers and contractors adhere to certain principles related to human rights. Ball is requests that its suppliers sign two certification documents regarding conflict minerals and forced labor and slavery. Website, Supply Chain	
G4-HR11 Significant actual and potential negative human rights impacts	We do not currently conduct impact assessments on suppliers regarding their adherence to human rights issues. See HR10 Website, Supply Chain	

Aspects DMA* and Indicator	Response Page Link	External Assurance
Society		
Local Communities		
G4-DMA Disclosure on Management Approach	Website, Community ; Ball Foundation , and Employee Giving and Volunteering	
G4-SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs	Website, Community ; Ball Foundation	
G4-SO2 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-corruption		
G4-DMA Disclosure on Management Approach	Website, Sustainability Governance	
G4-SO3 Number and percentage of operations assessed for risks related to corruption	<p>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 regularly audited by internal audit and/or a third-party auditing firm, in order to seek compliance with the Foreign Corrupt Practices Act.</p> <p>All new hires, domestic and foreign, receive a copy of Ball Corporation's Corporate Compliance Program Policy and the Ball Business Ethics Booklet. Over 4,700 designated employees also receive the materials each calendar year via the company intranet. The materials required for each of these individuals are distributed by Ball Corporation's computer systems, which send those materials to each appropriate person. Each person who receives 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 Booklet with a memorandum each year, stating that all employees should familiarize themselves with the contents of the booklet and Ball Corporation's existing policies. These documents are also accessible to all employees on both Ball Corporation's internal website on the law department page.</p>	
G4-SO4 Communication and training on anti-corruption policies and procedures	<p>Ball Corporation regularly provides updated materials to designated domestic and foreign employees regarding anticorruption policies and procedures. All employees, upon beginning their employment, receive Ball Corporation's compliance related policies and the Ball Business Ethics Booklet. Certain designated employees also receive materials each calendar year via the company's intranet.</p>	

Aspects DMA* and Indicator	Response Page Link	External Assurance
G4-SO4 Communication and training on anti-corruption policies and procedures (cont.)	Each person who receives 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 Booklet with a memorandum each year, stating that all employees should familiarize themselves with the contents of the booklet and Ball Corporation's existing policies. These documents are also accessible to all employees on both Ball Corporation's internal website on the law department page.	
G4-SO5 Confirmed incidents of corruption and actions taken	Ball Corporation believes that compliance with anticorruption laws and policies is the responsibility of each employee. Ball Corporation has an existing "hotline" telephone number that employees are encouraged to call, anonymously if desired, with any issues that they perceive to be in violation of any laws or internal policies.	
Public Policy		
G4-DMA Disclosure on Management Approach	Website, Stakeholder Engagement	
G4-SO6 Value of political contributions by country and recipient/beneficiary	Ball Corporation has an existing political action committee that contributes financially to federal candidates in the United States. It operates in accordance with all applicable laws. In 2012 and 2013, the political action committee contributed \$140,000 and \$38,600 respectively.	
Anti-competitive Behavior		
G4-DMA Disclosure on Management Approach	Website, Legal Notice and Corporate Governance - Conduct	
G4-SO7 Number of legal actions for anti-competitive behavior, anti-trust, and monopoly	Ball has not been involved in any legal actions in 2012-2013, neither domestically or internationally, involving anticompetitive behavior, antitrust or monopoly practices.	
Compliance		
G4-DMA Disclosure on Management Approach	Website, Legal Notice and Corporate Governance - Conduct	
G4-SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	During 2012-2013, Ball has not had any material administrative or judicial fines or sanctions levied against it, neither domestically or internationally, for noncompliance with laws or regulations, including, but not limited to, accounting fraud, workplace discrimination or corruption.	

Aspects DMA* and Indicator	Response Page Link	External Assurance
Supplier Assessment for Impacts on Society		
G4-DMA Disclosure on Management Approach	Website, Supplier Standards	
G4-SO9 Percentage of new suppliers screened using criteria for impacts on society	We do not currently screen suppliers on adherence to societal issues. Our Supplier Guiding Principles addresses human rights and our expectation is that suppliers and contractors adhere to certain principles related to human rights. Ball is requesting that its suppliers sign two additional certification documents regarding conflict minerals and forced labor and slavery. Website, Supply Chain	
G4-SO10 Significant actual and potential negative impacts on society in the supply chain	We do not currently conduct impact assessments on suppliers regarding their adherence to societal issues. Our Supplier Guiding Principles addresses human rights and our expectation is that suppliers and contractors adhere to certain principles related to human rights. Ball is requesting that its suppliers sign two additional certification documents regarding conflict minerals and forced labor and slavery. Website, Supply Chain	
Product Responsibility		
Customer Health and Safety		
G4-DMA Disclosure on Management Approach	Website, Legal Notice	
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 our production raw materials 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 Peoples Republic China regulations and Health Canada standards are required before production materials are received for use. In order to utilize the correct materials necessary to protect the public and to preserve the integrity and safety of the product being packaged, the composition of food containers and beverage containers are carefully and continually studied to ensure we understand our customers' requirements. Before the product is put into the general public market, selective organoleptic (sensory) testing and shelf life studies are performed by Ball. During commercial production, testing is ongoing to verify containers meet end use specifications.	
G4-PR2 Number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Ball has not had any incidents of such non-compliance during 2012-2013.	
Product and Service Labeling		
G4-DMA Disclosure on Management Approach	Website, Legal Notice	

Aspects DMA* and Indicator	Response Page Link	External Assurance
G4-PR3 Type of product and service information required by the organization's procedures for product and service information and labeling	Our packaging products are sold to consumer and household goods companies who determine product information and labeling for the end user. Ball Aerospace supplies advanced-technology products and services to governmental and commercial customers.	
G4-PR4 Number of incidents of non-compliance with regulations and voluntary codes	Ball has not had any incidents of such non-compliance during 2012-2013	
G4-PR5 Results of surveys measuring customer satisfaction	Website, Stakeholder Engagement	
Marketing Communications		
G4-DMA Disclosure on Management Approach	Website, Legal Notice and Privacy Statement	
G4-PR6 Sale of banned or disputed products	Website, Innovation and Lightweighting	
G4-PR7 Number of incidents of non-compliance with regulations and voluntary codes	Ball has not had any incidents of noncompliance with respect to regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship.	
Customer Privacy		
G4-DMA Disclosure on Management Approach	Website, Legal Notice and Privacy Statement	
G4-PR8 Total number of substantiated complaints regarding breaches of customer	Ball has not received any substantiated complaints during 2012-2013 regarding a breach of customer privacy or the loss of customer data. To the extent necessary, Ball will work with customers to execute appropriate confidentiality agreements to protect customer and internal corporate data.	
Compliance		
G4-DMA Disclosure on Management Approach	Website, Legal Notice and Corporate Governance - Conduct	
G4-PR9 Monetary value of significant fines for non-compliance	Ball has not incurred any significant administrative or judicial fines during 2012-2013, for failure to comply with laws or regulations concerning the provision and use of our products and services.	

* DMA: Disclosure on Management Approach