

2022

SUSTAINABILITY
REPORT

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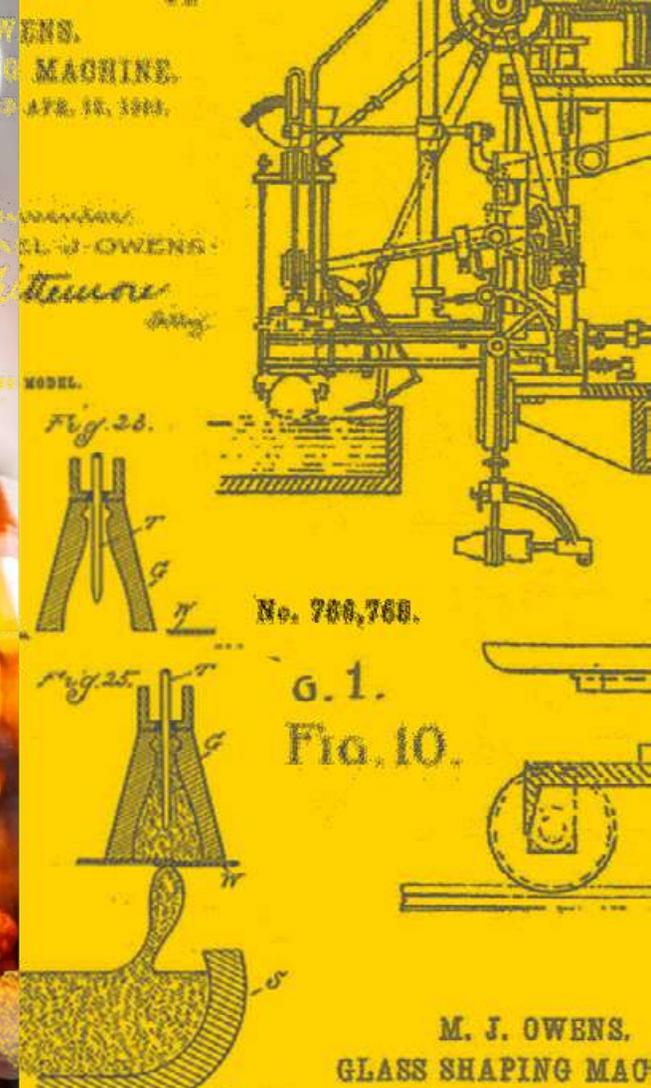
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ABOUT THE REPORT

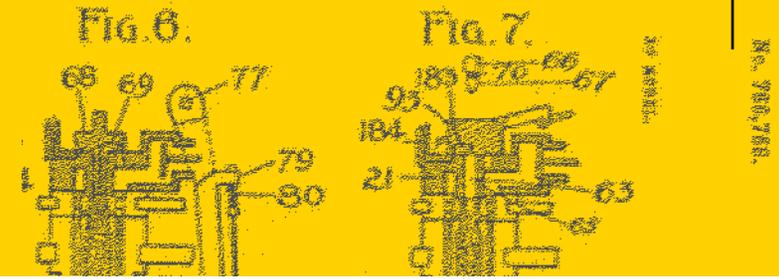
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OVERVIEW



Leadership



Message from the CEO and CSO

At O-I, we love glass – and we are not alone. The United Nations has declared 2022 to be the International Year of Glass. And it is easy to see why. Glass is a key ingredient for modern life. Glass has transformed and elevated cityscapes, architecture, vehicle design, art, and the gigabit speeds at which we live our digital lives. Glass has also transformed our relationship with food and beverages, not only by providing shelf-stable packaging but also enabling brand-defining and beautifully distinctive designs.

The contributions of glass go beyond its beauty, utility, and transformative power. Glass is made from a few basic ingredients and has localized supply chains. It is already widely recycled and has been for decades. Glass is an infinitely recyclable material, inert, and does not raise ocean pollution, waste, and food contact issues of other materials. In contrast, others depend on far-flung global supply chains, present waste problems if not recycled, or need future invention to be widely recycled or recyclable at all. Glass has none of these challenges – today or tomorrow.

Glass is being recognized by the U.N. because the sum-total of its benefits advance the U.N. Sustainable Development Goals and are a necessary part of building a just, equitable, and sustainable global community. Whether glass is used for fiber optic cables, architecture, insulation, vaccine vials, or food and beverage containers, we agree wholeheartedly with the U.N. that we need more, not less, glass to ensure that we achieve the sustainable future to which we all aspire.

At O-I, we believe glass is the perfect material for sustainably protecting and showcasing the food and beverage products that are part of our daily lives. We also understand that the sustainability of any product depends on the sustainability of the processes and relationships the organization uses to produce it. True sustainability is not binary, a single-variable evaluation, or an end point. It is about a continuous quest to find and maintain the delicate balance that must exist among an organization and its products and the competing needs and outputs of other people, organizations, and the planet. Our commitment to transform how we manufacture glass is an essential component in our quest to achieve this big-picture balance that is sustainability.

For more than 100 years, O-I has innovated and transformed how glass packaging is made and sold – starting with Michael Owens’s invention of the machine that enabled mass production of glass containers. Innovation is in our DNA and we continue to reimagine how we will sustainably evolve every aspect of our business, from our glass-making technology and processes to our customer approach and how we support our people and communities. Reducing, reusing, and recycling are necessary to a sustainable future but alone are not sufficient to get the job done. True sustainability depends on continuously transforming everything from the fuels, processes, and technologies we use to the relationships we have with our suppliers, customers, communities, and our nearly 25,000 employees.

In this year’s report on our 2021 results, we detail the transformative steps forward in our processes, products, and our interconnected relationships with our stakeholders. The progress we have made along our sustainability journey goes beyond balancing products and processes – it also involves our work to fully integrate sustainability into how we govern and resource our business.

Our holistic, systems-based approach to addressing sustainability has resulted in progress for our operations: increasing energy efficiency, upgrading our furnaces with gas-oxygen technology, advancing lightweighting of our products, creating more resilient supply chains, and partnering with our stakeholders. The progress shared in this report is a result of continuous engagement with our customers, suppliers, employees, and communities to align our sustainable focus with the evolving needs of an ever-changing ecosystem. This work, and more, is moving us and our communities toward a truly circular economy for packaging that leverages the infinite recyclability of glass.

We understand that responsible production for packaging, combined with a trusted, ethical approach to business is important to our customers, and their customers. We are proud to share our governance and oversight structure that reinforces our high standards of conduct in everything we do. And our holistic approach to sustainability, combined with the U.N. Sustainable Development Goals, are the foundation of this trust and guide us in our approach to sustainability.

Our success in advancing our sustainable journey has been the result of maintaining this focus, which has led to gains and efficiencies that have benefited our business and environmental footprint. We have prioritized increasing renewable electricity. By year-end 2021, we have purchased renewable electricity certificates covering 27% of our global electricity consumption – against a goal of 40% by 2030. We also have accelerated innovative projects for energy-efficient melting, which are transforming our manufacturing systems to be the best-in-class and helping accelerate the percentage of recycled glass used in our processes. These efforts, and others, have lowered our absolute emissions 13.5% against our 2017 baseline. We look forward to hitting our goal of 25% reduction by 2030.

These pages contain insights on our climate-change roadmap and how our strategic pillars – increased cullet usage, transformative technology, renewable electricity, and greater energy efficiency – will accelerate our progress while we engineer and innovate to use lower-carbon fuels as they become commercially available. We will share the ways we are reimagining and reinventing the business model for glass packaging to create a future where the innate circularity of glass meets O-I's disruptive MAGMA melting technology and other innovations to change how glass is made and sold.

A sustainable future for glass packaging involves not just the use of cleaner gas-oxygen fuels and improved hybrid technology in traditional furnaces, but also O-I's revolutionary MAGMA melting technology capable of using less refined recycled glass, biofuels, and other carbon-neutral renewable sources of energy.

The report also highlights innovative programs O-I is pioneering to reduce natural resource usage and generate increased cullet availability through the building of sophisticated ecosystems that drive glass recycling and increase recycled content in our products. In 2021, we engaged in 49 closed-loop glass recovery systems across the globe, including four new programs in the U.S., in which our customers return their scrap container

glass directly to our furnaces. We continued building our Glass4Good™ community recycling program by initiating nine programs with two becoming fully operational by the end of 2021.

As leaders in glass packaging, we're committed to re-balancing the narrative around glass. The end of 2021 marked the second year of our Glass Advocacy Campaign in the strategic North American market. The campaign leverages social media to target consumers and industry influencers with relevant, engaging, and impactful messages about the benefits of glass. Those messages have reached 105 million Americans on average 12 times, generating 1.35 billion impressions. It's quite clear that #TeamGlass is growing and generating ambassadors.

In 2021, we developed a broadened DE&I roadmap, establishing a strategic framework to drive improvement. We created a global DE&I community with ambassadors from all country groups, held a global Day of Understanding event, made LGBTQ+ allyship training available, added Martin Luther King Day as a company-recognized holiday in the U.S., and held our fourth consecutive International Women's Day celebration. We are working to further enhance our global strategy starting by implementing DE&I policies and practices across our employee experience and empowering grassroots improvement initiatives.

As we strive to be the most innovative, sustainable, and chosen supplier of brand-building packaging solutions, we are building a strong, resilient organization designed for the future. Glass has endured the test of time for millennia, yet it has never been so modern and relevant. We are proud of our sustainable advancements and our 25,000 passionate glassmakers that make us more sustainable each day. We hope you are inspired by our progress and join us in celebrating the International Year of Glass.



Andres A. Lopez (He/Him)
Chief Executive Officer



Randolph L. Burns (He/Him)
Chief Sustainability & Corporate Affairs Officer

Vision Statement

The essence of a sustainable organization is a quest for balance among its process and what it produces, and the needs of people, organizations, the planet, and our collective prosperity. The aspiration represented by such a balance depends on creating an organization designed for the long term – one that finds strength, resiliency, and coexistence precisely because it constantly seeks and finds this balance. Even though the roadmap to achieve this balance may change with time or circumstances, the path to sustainability always involves vision, innovation, and transformation.

For more than 100 years – through pandemics, two world wars, Prohibition, the Great Depression, the 1970s Energy Crisis, and countless economic and social upheavals – O-I has been here to invent, design, produce, and transform packaging solutions to meet the needs of generations of consumers.

Our sustainability ambitions for today and tomorrow are grounded in the same resiliency created by our foundational commitment to innovation and transformation of our processes, products, and relationships with our stakeholders. While reducing, reusing, and recycling are necessary steps, they alone are not sufficient to achieve the sustainability ambitions of the global community – or those of O-I.

This is why O-I is reimagining and reinventing the business model for glass packaging. We see a future where the innate circularity of glass meets O-I's disruptive MAGMA melting technology and other innovations to change how glass is made and sold. This sustainable future of glass involves not just the use of cleaner gas-oxygen fuels and improved hybrid technology in traditional furnaces, but also O-I's revolutionary

MAGMA melting technology capable of using less refined recycled glass and generating heat with biofuels and other lower-carbon sources of energy. It includes a manufacturing process that has on-off technology to optimize the use of energy and efficiency. One that can be co-located at manufacturing and filling facilities, reducing logistics impact, and capitalizing on the potential to use and reuse waste heat, water, and other resources. One that can produce breakthrough lightweight containers and capitalize on O-I's decorating technology.

O-I's vision and journey for this sustainable future is not a blue-sky vision. It is here today. With the start-up in February of 2021 of our full-scale MAGMA line in our Holzminden, Germany plant, O-I is one step closer to bringing this vision to life.

To enable our efforts to address issues that impact O-I, our stakeholders, and align with the United Nations Sustainable Development Goals that are more relevant

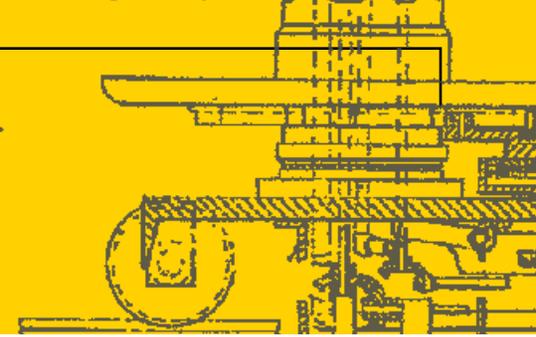
to our business, our ambitions focus on nine areas: People, Supply Chain, Engineering and R&D, Raw Materials, Energy, Water, Waste, Emissions, and Social Engagement. Within these nine areas, we strive for 10 ambitious and aspirational global goals. We summarize our strategy to bring this vision to life in one sentence: we will achieve balance, together, by transforming what we do.

The sustainability balance we seek requires integrated cooperation among stakeholders around shared goals and collaborative changes in what we do and how we do it. Our strategy toward progress continues to focus on translating our global goals into actionable local objectives and then partnering with customers, suppliers, and communities to achieve our overlapping objectives.

Together with our stakeholders, O-I is committed to realizing our vision of being the most sustainable maker of rigid packaging.



FIG. 1.



Our Sustainability at a Glance

Our Sustainability Scorecard



Recycled Content



Emissions



Energy



Waste



Water

	Recycled Content	Emissions	Energy	Waste	Water
OUR COMMITMENT	<p>Increase recycled content to 50% average by 2030. O-I is taking a tailored approach to increase recycled content rates across its enterprise network as rates vary significantly by geography.</p>	<p>Approved SBTi target to reduce GHG emissions 25% by 2030 (interim target of 10% by 2025).</p>	<p>Renewable energy is a pillar in our strategy to lower carbon emissions. Our goal is to reach 40% renewable electricity use by 2030 and to reduce total energy consumption by 9%.</p>	<p>Reduce the amount of natural resources used, reduce the generation of waste by reuse, and recycling as we drive towards a “Zero Waste” organization.</p>	<p>We are committed to reducing our global water usage 25% by 2030, prioritizing operations in higher risk areas.</p>
OUR PERFORMANCE	<p>Total external cullet by tons packed is 38% on average.</p>	<p>Scopes 1 & 2 (market-based) – 6,148,286 ton of CO₂e. 13.5% reduction from 2017 base year.</p>	<p>Global renewable electricity volume was 27% for 2021, a 14% increase from 2020.</p>	<p>Developed Waste Sustainability Roadmap to help prevent waste, increase recycling, and create systems to accurately report and identify waste streams. Currently, all regions track waste in various databases. We are working to integrate all regions into this system.</p>	<p>Water risk screening using the WRI Aqueduct tool. In 2021, 26 plants were in high and extremely high water stressed areas. Developed a Water Reduction Roadmap with a particular focus on monitoring and data standardization.</p>

Our Sustainability Scorecard (cont.)



Supply Chain Sustainability



R&D Transformation



Diversity, Equity & Inclusion



Health & Safety



Social Impact

OUR COMMITMENT

Achieve sustainability balance, together, by **aligning our supply chain** with our 2030 sustainability vision and goals.

Reinvent and reimagine glass-making so the circularity of glass meets the potential of our MAGMA melting technology, low-carbon alternative fuels, and light-weighted glass packaging.

At O-I, we are better when we reflect the diverse world we serve, feel welcome, and have equal access to opportunities. We are focused on **increasing all aspects of diversity, equity and inclusion** across our team.

As part of our journey toward **zero injuries**, we are committed to a **50% improvement** of our Total Recordable Incident Rate (**TRIR**) by 2030.

We see tremendous opportunity to positively impact the planet and communities where we operate. We will collaborate with customers, NGOs, suppliers and local leaders with an aim to make **glass recycling available in 100% of our locations**.

OUR PERFORMANCE

Partnered with **EcoVadis**, to better monitor our supplier's sustainability performance and facilitate our supplier assessment. First **17%** of our in-scope, critical and strategic spend **suppliers assessed by EcoVadis**.

Currently **operating a MAGMA prototype** in our Innovation Center and a **pilot** in Illinois and a **manufacturing line** in Holzminden, Germany. Utilizing **novel technologies** and data visualization to partner with customers on **lightweighting products**.

Female representation in global O-I workforce was **17%** in 2021.

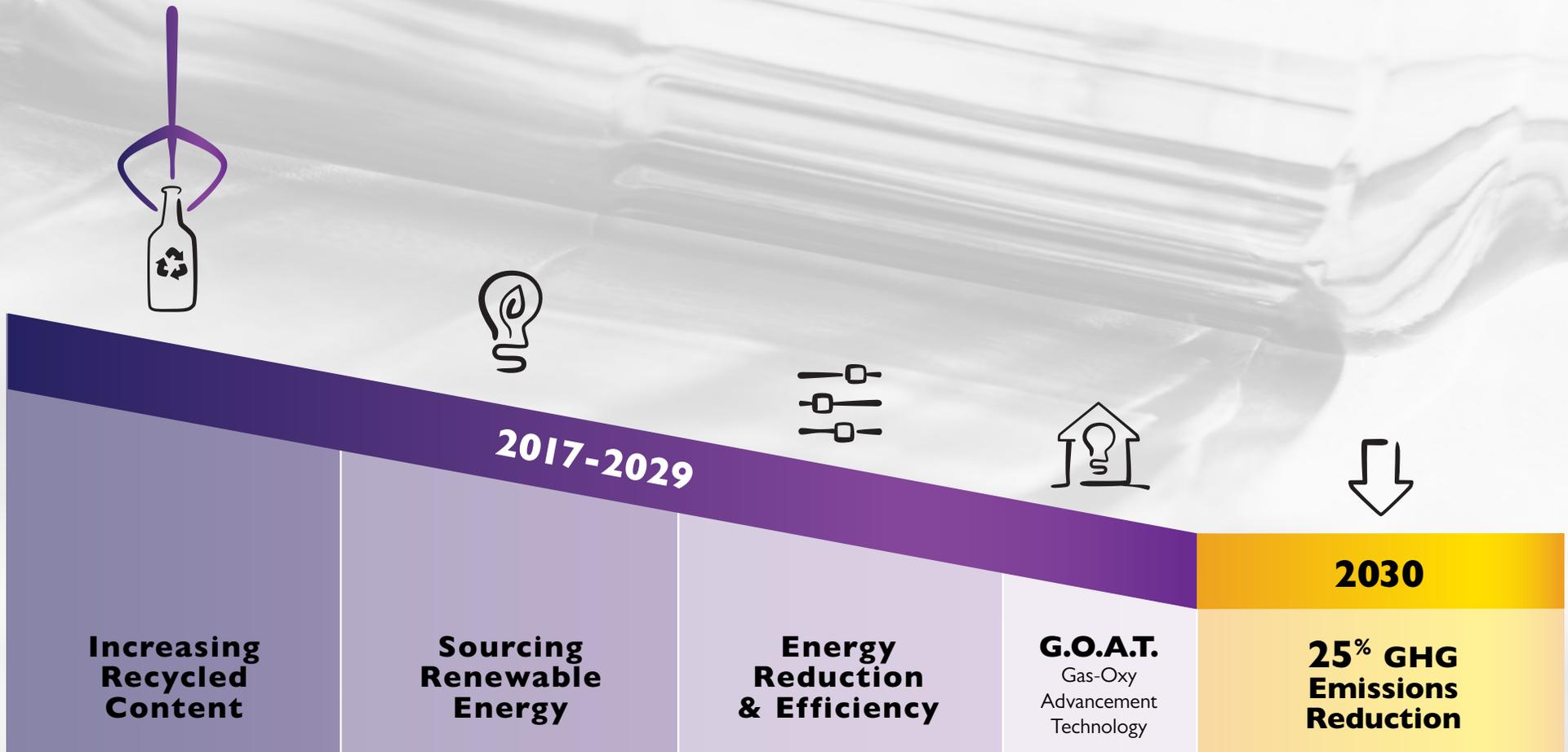
The **Total Recordable Incident Rate** for O-I employees was 2.14 in 2021. **26.5% decrease from 2019** base year.

91% of the communities in which our plants operate have **access to glass recycling**.

Climate Change Strategy to SBTi Reduction Target and Beyond

Manufacturing a Lower-Carbon Future

As the first glass packaging company to obtain an approved Science-Based Targets initiative GHG emissions reduction goal,¹ our journey to a lower-carbon future begins with working to achieve our 2030 target to reduce GHG emissions by 25%. Between now and 2030, our strategy to attain that goal involves four key levers.



¹Goal established based on 2-degree pathway.

INDUSTRY CHALLENGES



Recycling rate & cullet availability



Economically available renewable electricity



Economically available lower-carbon fuels



Long asset life

JOURNEY TO 2030: POTENTIAL RISKS AND OPPORTUNITIES

POTENTIAL RISKS

- Carbon taxes and regulations
- Limited cullet supply and recycling
- Product-related regulations
- Climate events
- Logistics
- Technology

Possible Impacts

- Increased operating and compliance costs
- Interruption events
- Increased energy and raw material costs
- Asset issues
- Premature technology obsolescence

OPPORTUNITIES

- Competitive advantages through R&D
- Improved business resilience
- More flexible operations
- Increased collaboration with stakeholders (customers, suppliers, etc.)
- Use of lower-carbon fuels and heat technology
- Improved recycling systems

Possible Impacts

- Increased demand
- Lower operating costs
- Lower energy use
- Lower regulatory compliance obligations
- Increased cullet availability
- Improve community ecosystems for recycling and reuse

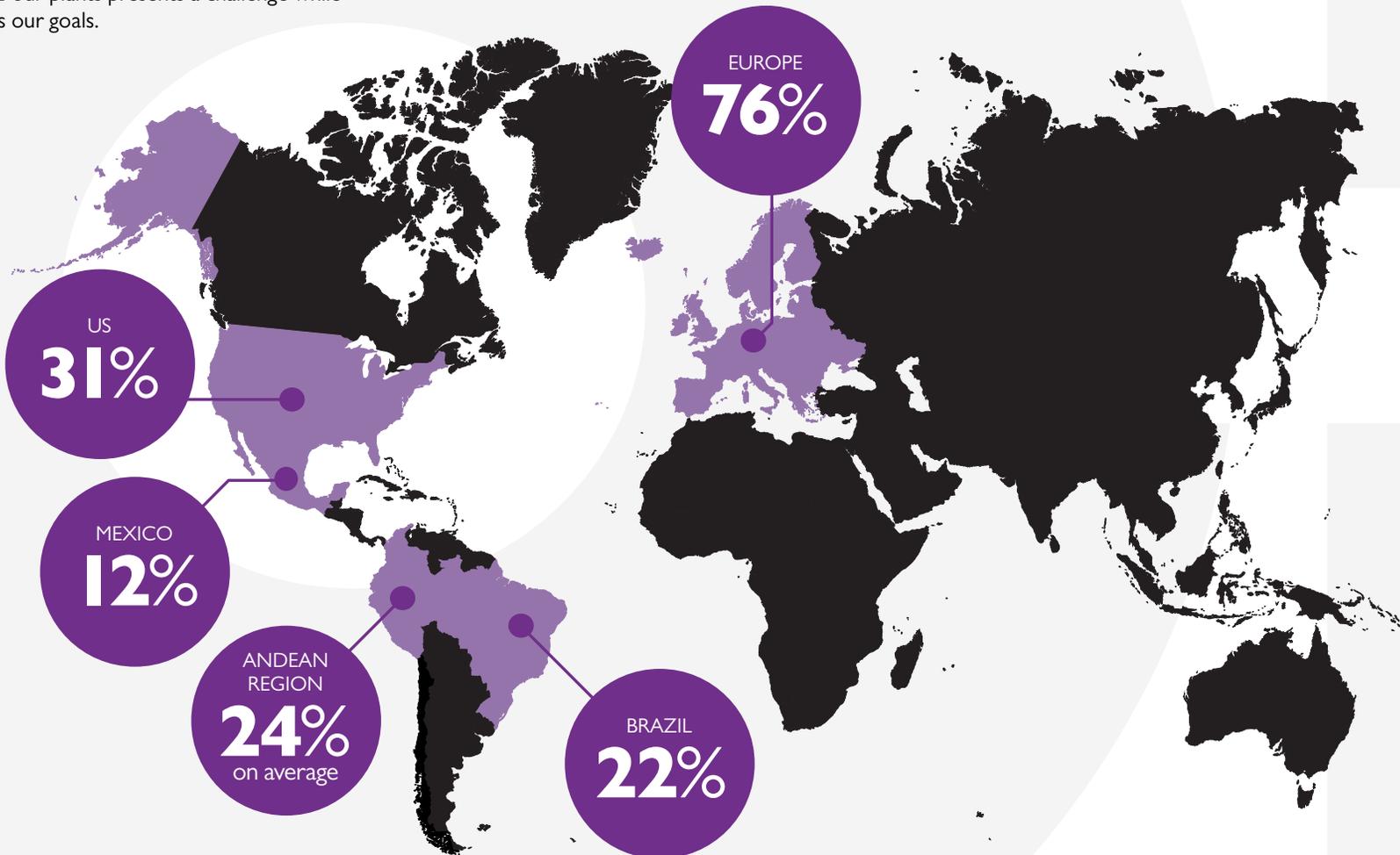
BEYOND 2030: JOURNEY TO NET ZERO

Like many other industries that depend on heat for manufacturing processes, our path to net-zero involves incorporating lower-carbon fuels – as they become commercially available – into our operation. While increased electrification of furnace heat is a bridge to net zero, the main focus of our plan is to combine the existing benefits of our technology, like the on-off capability and colocation potential of our MAGMA innovation, with our work to prepare our melting technologies to use lower-carbon fuels.



Low Collection Rates Present Challenges to Recycled Content

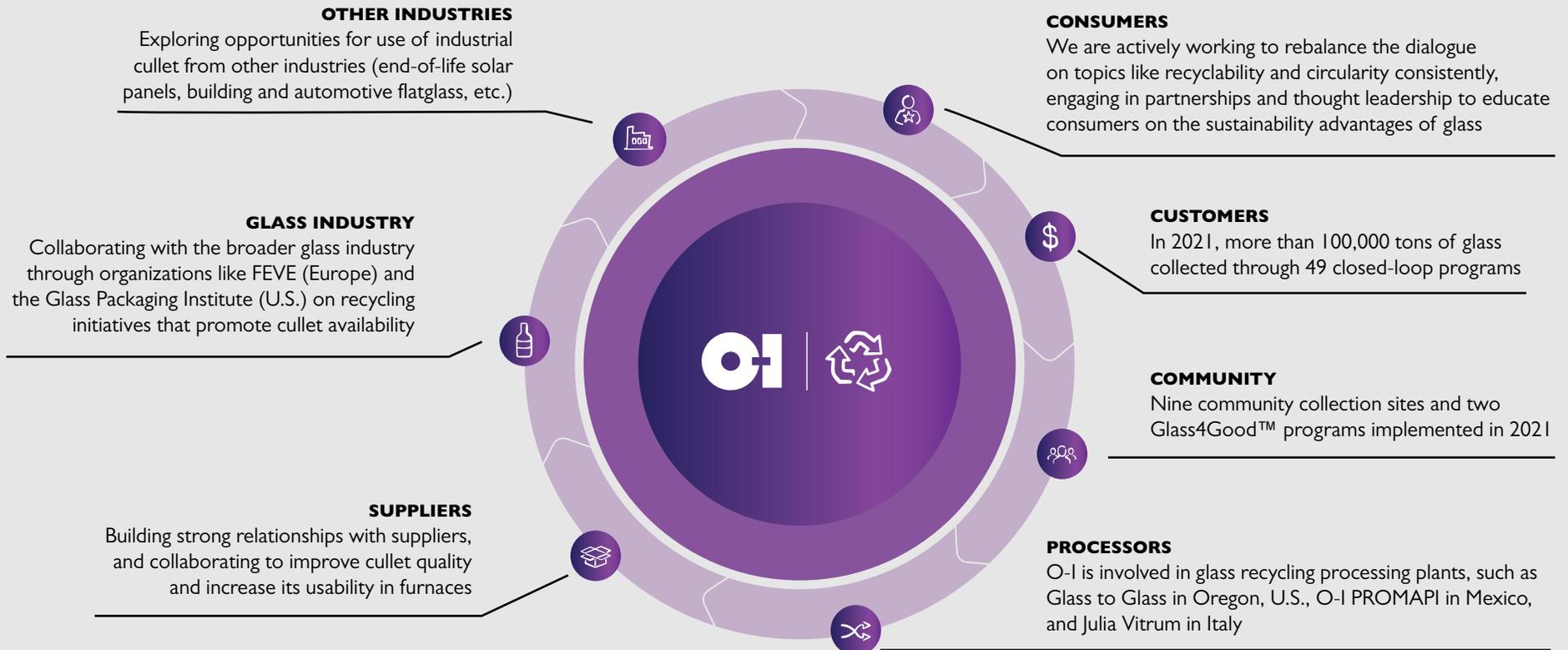
As one of our most important levers for reducing our emissions impact, O-I is committed to increasing the recycled content in our products. However, cullet (recycled glass) availability due to low recycling rates in the areas around our plants presents a challenge while working towards our goals.



Building Recycling Ecosystems

At O-I, we see tremendous opportunity to positively impact the planet and communities where we operate. Our ambition is for glass containers to stay in the value chain, rather than end up in landfills or the environment. We also aspire to make glass containers for our customers that have a significantly smaller environmental footprint.

O-I is innovating to build sophisticated ecosystems that drive glass recycling and increase recycled content in our products. This is not something we can do alone. To see increases in glass recycling, capture more glass, and route it to our furnaces, there needs to be engagement across the glass value chain. We are investing and working hard to drive collaboration between stakeholders in the value chain. We have created partnerships to drive recycling, reduce consumer waste, and conserve resources.



Advancing Diversity, Equity & Inclusion

At O-I, we are better when we reflect the diverse world we serve, feel welcome and have equal access to opportunities. We are focused on increasing all aspects of diversity, equity and inclusion across our team. In 2021, we developed a broadened DE&I roadmap and established a strategic framework to drive improvement. After assessing our practices we are working to implement a consistent global strategy starting with increased leadership involvement and external commitments, implementing DE&I policies and practices across our employee experience, and empowering grassroots improvement initiatives.



Enhanced Leadership Involvement

Executive DE&I Council – establishes and oversees programs and policies, accountable for executing D&I framework, and sets key metrics

- Educating leaders on DE&I topics like unconscious biases
- Inviting conversation and collaboration between leaders and internal stakeholders

External Commitments

- CEO Action Pledge – reinforces our DE&I Roadmap, increases visibility and accountability for improvement, and creates a path toward DE&I at all levels
- Corporate Equality Index – benchmarking and reporting corporate policies and practices related to LGBTQ+ workplace equality

Incorporating DE&I Across the Employee Experience

- Implementation of an official DE&I Policy
- Working on De-Bias Processes – tools to create awareness and guide leaders
- Visibility of Demographic Metrics – sharing and monitoring performance
- Fast-Tracking Gender Diversity – robust development and retention plans for current female employees
- DE&I Specific Learning and Development – providing unconscious bias education
- Engagement Activities such as trainings, communications, and recognition dates

Grassroots Initiatives

- Employee Resource Groups (ERGs) – grassroots groups for discussion and growth
- Local Initiatives – country and country group initiatives



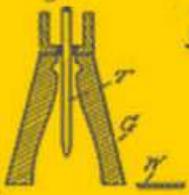
M. J. OWENS.
GLASS SHAPING MACHINE.
APPLICATION FILED APR. 18, 1903.

Witnesses:
MICHAEL J. OWENS

James Whittemore

TO MODEL.

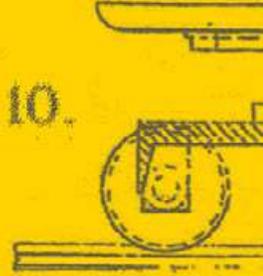
Fig. 28.



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Fig. 10.

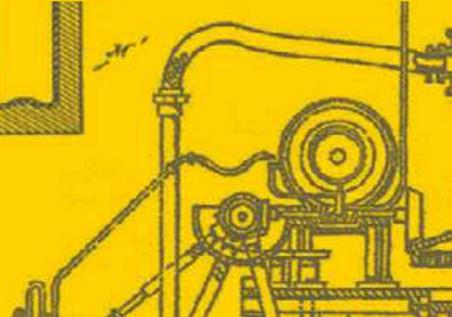


M. J. OWENS.
GLASS SHAPING MACHINE

OUR PROCESS

No. 766,768.

Witnesses:
Geo. A. G...
1903



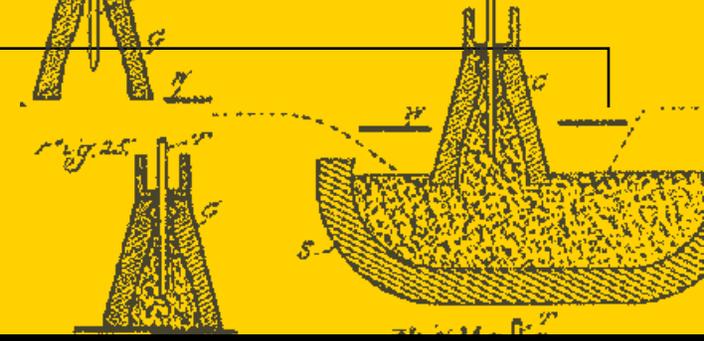
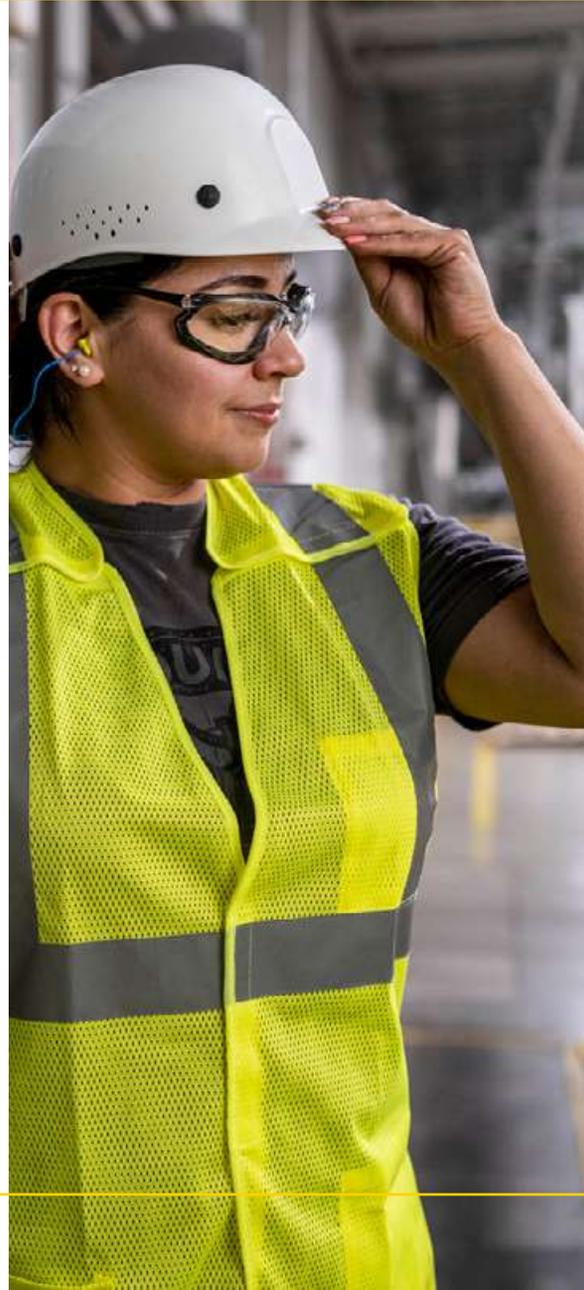
About O-I

At O-I Glass, Inc., we love glass. We're proud to be one of the world's leading producers of the most sustainable packaging: the glass container. Glass is pure and infinitely recyclable. It's also beautiful and can transform brands into icons.

We serve and partner with thousands of customers, many of whom produce the world's best-known food and beverage brands. We serve customers in beer, wine, spirits, food, non-alcoholic beverages (NAB), cosmetics and pharmaceuticals. In 2021, we manufactured 41 billion glass containers.

O-I was founded in 1903 in Ohio by Michael J. Owens, inventor of the automatic bottle-making machine. O-I was proudly ranked 52 out of 500 on Forbes' list of America's Best Large Employers 2021. We are led by our team of about 25,000 people across 70 plants in 19 countries. Our global headquarters and much of our science, engineering, and R&D teams are located in Perrysburg, Ohio. Perrysburg is located just outside Toledo, Ohio, known as the Glass City.

At O-I, we do more than manufacture glass packaging. We transform four basic ingredients into masterfully designed sustainable and healthy glass packaging. We're dedicated to helping food and beverage brands tell their stories, through glass, to build long-lasting bonds with consumers. We're dedicated to making what matters and to shaping a healthier, happier, and more sustainable world.



We are guided in everything we do by **five core values.**

1 SAFETY & WELL-BEING

We intentionally prioritize and advocate for people's safety, health and well-being at work and at home.

2 DIVERSITY, EQUITY & INCLUSION

We intentionally prioritize and advocate for people's safety, health and well-being at work and at home.

3 PASSION

We love glass, being present in people's lives, and being fearless and resilient to innovate and exceed performance for a more sustainable world.

4 ACCOUNTABILITY

We take ownership of our words, behaviors and decisions with integrity, engaging and empowering each other for a sustainable future.

5 AGILITY

We collaborate with trust, share our expertise, take risks and learn fast to act with speed, flexibility and focus to perform better as a team.

Key Facts



**A LEADING GLOBAL
GLASS CONTAINER
SUPPLIER**

**FOUNDED AS OWENS
BOTTLE COMPANY IN
1903**



**GLASS IS THE
MOST
SUSTAINABLE
RIGID PACKAGING
OPTION**

**WORLDWIDE
HEADQUARTERS**



**PERRYSBURG,
OHIO**

OPERATIONS ON 4 CONTINENTS



**NORTH AMERICA, LATIN AMERICA,
EUROPE AND ASIA**



**\$6.4
BILLION
IN NET SALES
IN 2021**

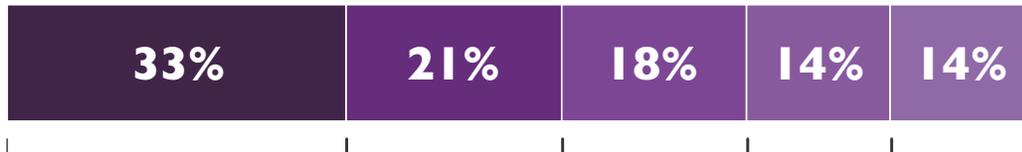


**25,000
EMPLOYEES
WORLDWIDE**



**6,000+
CUSTOMERS
WORLDWIDE**

2021 PRODUCT SALES PORTFOLIO



BEER

WINE

FOOD

SPIRITS

NAB

**70
PLANTS**

**19
COUNTRIES**

How Glass Packaging is Made

We love everything about glass packaging, and we are proud of how we make it. We create our brand-building glass packaging by using high-quality ingredients, standards, and craftsmanship that comes from over 100 years of transforming a few, basic ingredients into the sustainable, brand-building packaging known and loved by our customers and consumers all over the world.



INGREDIENTS

With a global average recycled-glass content of about 38% by tons packed, the primary ingredient in our glass containers is recycled glass, or “cullet.” We also use three other basic ingredients: silica sand, soda ash, and limestone. The majority of these four ingredients are sourced locally and shipped by rail and truck, which mitigates the impact of logistics on our environmental footprint.



WEIGHING & MIXING

We use an automated system to accurately weigh and deliver the specified measures of sand, soda ash, and limestone to a mixer. After mixing, we add the appropriate amount of cullet to the mix and send this “batch” mixture through chutes and conveyors to the furnace.



MELTING

The batch ingredients make their way into a 1,550°C (or 2,850°F) furnace, which transforms the dry ingredients into a liquid molten glass mixture. We primarily use natural gas and electricity for fuel and couple this with regenerative or oxy-fuel technology to run our furnaces. To ensure our glass meets our quality standards, we

use automated systems to help us carefully and safely monitor and manage the conditions inside the furnace.

Refiner, Forehearth, and Separation

After several hours in the furnace, the molten glass flows to the “refiner,” which is essentially a holding basin where the glass cools to about 1,250°C and air bubbles trapped inside escape. From the refiner, the molten glass is split into several smaller streams, which are directed to the “forehearth.” The forehearth conditions the molten glass further before it is sent through a feeder, where the glass is pushed through between one and four “holes” to size the molten stream. The molten stream then enters a “spout” where metal shears cut the molten glass into “gobs.” The gobs are cut to a specific weight that corresponds to the size of container that will be made.



FORMING & MOULDING

The freshly cut molten gobs fall into a trough where they are individually distributed into a series of “moulds,” which are located within the forming machines. Once in the mould, using either a mechanical press or blown air, the gobs are first formed into the rough shape and then in a second step, blown into their final, finished container. Once finally formed, the moulds open, and the new glass containers, now cooled to about 700°C, are placed onto a conveyor and head to the annealing process.



ANNEALING

The annealing process reheats the glass in an oven of sorts called a “lehr” (pronounced LAY-er). The annealing process is needed because the outside of the container cools quicker than the inside. The lehr reheats the containers to about 565°C and allows them to slowly cool to about 150°C. This process removes any thermal stresses caused by the forming process or rapid cooling.

When the containers exit the lehr, now at about 85°C, they make their way to the “cold end” of the factory for inspection, packing, and shipping.



INSPECTION

Before we pack our products for shipment, each container is put through a series of inspections enabling product quality that meets O-I’s highest standards. Multiple high-resolution cameras inside machines scan as many as 800 glass containers each minute. The cameras sit at different angles and can catch minuscule defects. Another part of the inspection process includes machines exerting pressure on the glass containers to test wall thickness, strength, and if the container seals correctly. O-I’s experts also manually and visually inspect random samples to ensure quality. Any containers that we reject during inspection are reclaimed and go back into the batch process as cullet to be used in another new container.



PACKING & SHIPPING

After inspection, the finished glass containers are prepared for shipment to customers. The containers are staged in prescribed holding areas and loaded in layers on pallets with robots. Cardboard sheets are placed between the glass layers to create a taller pallet. Once a complete pallet has been made – 1,000-4,000 containers depending on the container size – the containers are strapped into place, stretch wrapped, or both so that the pallet can be safely moved to the warehouse where they are then shipped to our customers. To learn more about how O-I is working to make our packaging and shipping more sustainable, see [Raw Materials & Waste](#).

INTERNATIONAL YEAR OF GLASS

On May 18, 2021, the United Nations General Assembly formally approved a resolution declaring the year 2022 as the International Year of Glass (IYOG), celebrating the heritage and importance of glass in our lives.

Since 1903, O-I Glass has been a leader in innovating and transforming the glass-packaging industry. Michael Owens changed the way glass has been produced by inventing the Owens Bottle Machine. Since then, the company has been continually transforming itself and its environment. From licensing machines to producing bottles, from manual to automated inspection technologies – O-I has been a leader in automating the production process, bringing the sustainable power of glass into everyday use. That same spirit of innovation in glassmaking lives on today, as our employees work with our customers and partners to define the future of glass. With over 3,500 active patents (Utility and Design)

worldwide, we remain dedicated to the qualities that endeared Mr. Owens to glass in the first place: its beauty, versatility, and endless sustainability.

Throughout 2022, we have been sharing stories and encouraging others to do the same using hashtags [#IYOG2022](#) and [#ChooseGlass](#) to celebrate the role of glass packaging in the future. The International Year of Glass will bring significant visibility to the tremendous benefits of glass packaging for the planet and people.

“This is outstanding news for us, our customers, and the packaging industry,” said Andres Lopez, CEO. “Shining a global spotlight on glass aligns with our journey to become the most innovative, sustainable, chosen-supplier of brand-building packaging solutions.”

The International Commission on Glass (ICG) Steering Committee has planned a number of events that will

take place throughout 2022 to raise the profile of glass. These include an opening conference in Geneva, an ICG Congress in Berlin, the Glass Expo in China with satellite events, plus Art/History Congresses in Egypt, the U.S., and Europe.

We will continue our work with our communities and association partners around the world to promote the tremendous benefits of glass packaging. We will take our message to a number of events throughout the year including the opening ceremonies, the National Day of Glass in Washington D.C., and several local events in the Glass City, as part of the Toledo International Year of Glass Committee.



National Day of Glass, Ohio Representatives

“

Shining a global spotlight on glass aligns with our journey to become the most innovative, sustainable, chosen-supplier of brand-building packaging solutions, said Andres Lopez, CEO.

PARTNERING FOR SUSTAINABILITY

O-I embraces the opportunity to collaborate with other companies and engage directly with policymakers and trade associations to positively influence sustainability public policy. We are active members of a number of industry, packaging, recycling, and public policy organizations around the world. Through decades of activity and leadership in these organizations, we seek to advance the interests of rigid packaging on various strategic issues and mitigate risks to our business and sustainability strategies.

As a leader in the packaging industry, O-I also remains committed to providing leadership and advocacy to certain industry associations. We take pride in the leadership roles we hold globally in important industry education and advocacy groups. Presently, we are privileged to hold leadership roles in the U.S. glass industry association, Glass Packaging Institute (GPI), and the European Container Glass Federation (FEVE), as well as organizations that seek to advance environmental and recycling policies, advocate industry standards and educate on the benefits of glass. O-I's President, Business Operations and O-I Europe chairs the supervisory board as President for FEVE while also serving on the organization's board of directors. Our Chief Sales and Marketing Officer is Chairman of the FEVE Market Place Committee. The Managing Director of our Americas North business unit is the chair of the Board of Trustees for GPI, and our Chief Sustainability Officer is on the board of the Container Recycling Institute.

We are members of glass industry associations in virtually every country in which we do business. In some countries, we also participate in organizations that promote recycling and waste reduction. Some of the significant organizations to which we belong or support are listed as follows.

■ North America

- American Institute for Packaging and the Environment (AMERIPEN) and the Packaging Consortium (PAC/PAC NEXT): advocates for industry standards, higher recycling rates, and quality material availability for end-market use, and educates packaging professionals on the benefits of glass.
- California Manufacturers and Technology Association (CMTA): seeks to advance glass container-related manufacturing policies in California.
- Container Recycling Institute (CRI): advocates for industry standards, higher recycling rates, and quality material availability for end-market use.
- Glass Recycling Foundation (GRF): a new non-profit organization, focused solely on funding glass recycling initiatives, the Glass Recycling Foundation is working to ensure all glass containers are continuously recycled to the highest and best use, maximizing economic, environmental, and social benefits. Our VP of Global Sustainability sits on the GRF board.
- The Southeast Recycling Development Council (SERDC) works to unite industry, government, and non-government organizations to promote sustainable recycling in the Southeast (Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia). Our VP of Global Sustainability sits on the SERDC board.
- U.S. Glass Recycling Coalition: brings together a diverse membership of companies and organizations to improve glass recycling capacity and activities, consisting of glass manufacturers, haulers, processors, materials recovery facilities, capital markets, end markets, and brands that use glass to showcase their products.



Latin America

- **ABIVIDRO** (Associação Técnica Brasileira das Indústrias Automáticas de Vidro): also known as the Brazilian Technical Association of Glass Automatic Industries. It seeks to promote and enhance the use of glass and the flow of information from all sectors of the supply chain. O-I holds a board position with ABIVIDRO.
- **CEMPRE** (Compromisso Empresarial para a Reciclagem): a nonprofit association that promotes recycling through publications, technical assistance, and seminars. O-I supports CEMPRE organizations in Latin America, Brazil, Peru, and Colombia. O-I sits on the CEMPRE board.
- **Vidrio Mejor Planeta**: O-I supports a digital Eco-Community operating in Ecuador, Colombia, and Peru. It works to promote environmental awareness around the recycling process. Vidrio Mejor Planeta discloses the infinite recyclability and other benefits of glass in compliance with Ecuadorian extended producer responsibility law. Recent activities have included community waste collection in Medellin.

Europe

- **The European Organization for Packaging and the Environment (EUROPEN)**: recognized as “The Voice of the Industry for Packaging and the Environment” and is a pan-European cross-sectoral industry body dedicated exclusively to resolving the environmental challenges facing packaging supply chains in an active and cooperative manner.
- **Food Packaging Forum**: a nonprofit foundation that provides independent information on issues related to food contact materials and health, and it also aims to establish a stakeholder dialogue on health and food packaging.
- **Glass Futures**: is creating the Global Centre of Excellence to make glass the low carbon material of choice. It brings together a global supply chain, with common problems, to enable a revolutionary change in glass manufacturing. O-I’s VP Global Technology is a board member.



Our Sustainability Approach

Our Vision

As we strive to be the most innovative, sustainable, and chosen supplier of brand-building packaging solutions, we have built a strong, resilient organization designed for the future. O-I is not only reimagining and reinventing the business model for glass packaging but also using transformative concepts to heighten our sustainability ambitions. As part of transforming how we engage for a balance with people, planet, and prosperity, we have enhanced our sustainability function, elevated it to the Global Leadership level, and broadened and deepened our governance.

We believe empowering our people under a broader sustainability umbrella with a more global reach will enhance our efforts to make progress toward our sustainability goals and alignment with the United Nations Sustainable Development Goals that are most relevant to our business.

Transforming Today SUSTAINABILITY GOVERNANCE

Chief Sustainability Officer

To embed sustainability across the enterprise and enable sustainability issues to be incorporated into all company decision-making, in 2020, O-I appointed its first Chief Sustainability Officer (CSO). The CSO reports directly to the CEO and is also a member of the Global Leadership Team. Working with the Board of Directors, CEO, and a Global Advisory Committee, the CSO develops and drives global corporate sustainability and ESG strategy. The CSO reports monthly to an executive steering team and appears quarterly before the Nominating and Corporate Governance Committee of the Board of Directors, which has strategic and oversight responsibility for sustainability and ESG.

O-I's Sustainability Team

Reporting to the CSO is a corporate-level team of subject matter experts that work to integrate sustainability into company functions and translate global-level goals to the country groups and plant-level action items. The global team is also responsible for global reporting, disclosure, certifications, and social engagement.

To promote the effective integration of sustainability action at the country group and plant level, we created a Global Sustainability Leadership Team. Each country group has a sustainability leader and a matrixed network that reaches into each plant. Each country group leader bridges the priorities of corporate strategy with local issues and regulations to facilitate the implementation of sustainability actions at a local level. The matrixed network drives sustainability by reinforcing a common understanding of sustainability in the country groups and communicating goals and action items. We have positioned sustainability leadership in each of these country groups:

- Americas North: United States and Canada
- Americas Central: Mexico
- Americas Andean: Colombia, Ecuador, Peru
- Americas South: Brazil
- United Kingdom Europe: United Kingdom
- Southeast Europe: Italy, Hungary
- North Central Europe: Germany, Estonia, Czech Republic, Netherlands, Poland
- Southwest Europe: France, Spain
- Asia: China, Indonesia



In addition to the Global Sustainability Leadership Team, O-I has created Global Advisory Committees around the nine areas that are material to our business and stakeholders: People, Supply Chain, Engineering and R&D, Raw Materials, Energy, Water, Waste, Emissions, and Social Engagement. The Global Advisory Committees are made up of functional leaders who oversee practices involving these areas and related aspirations and goals. They share ownership with the CSO's team for creating O-I's 2030 sustainability goals and driving performance into country groups. Like the Global Sustainability Leadership Team, the Global Advisory Committee functional leaders work with country groups to customize global sustainability goals and strategies to meet local needs and regulations, facilitating execution of our global sustainability goals by the country groups.

In 2021, a new Global Sustainability Leader role was added to the team. The Global Sustainability Leader is responsible for managing and coordinating the Sustainability Country Group Leaders as well as the Global Advisory Committees, in order to increase sustainability awareness and engage country groups and plants to implement sustainability strategies and tactics. They monitor and communicate with the groups to enable appropriate progress to be made in our sustainability initiatives. Adjustments to the global strategy are made based on local needs and regulatory requirements. The Global Sustainability Leader follows up on initiatives for all our sustainability goals, helping to remove roadblocks and take actions to mitigate risks as they arise. By encouraging and structuring the sharing of best practices between the country groups, the Global Sustainability Leader drives advancement towards our goals.

OUR STRUCTURE



O-I'S SUSTAINABILITY GOALS

At O-I we are focused on the future. Our goals are purposefully ambitious and aspirational because that's what drives innovation and transformation. Our baseline is 2017 unless otherwise noted.



50% TARGET

Increase recycled content to 50% average by 2030. O-I is taking a tailored approach to increase recycled content rates across its enterprise network as rates vary significantly by geography.



40% RENEWABLE

Renewable energy is a pillar in our strategy to lower carbon emissions. Our goal is to reach 40% renewable electricity use by 2030 and to reduce total energy consumption by 9%.



ZERO INJURIES

As part of our journey toward zero injuries, we are committed to a 50% improvement of our Total Recordable Incident Rate (TRIR) by 2030.



SOCIAL IMPACT

We see tremendous opportunity to positively impact the planet and communities where we operate. We will collaborate with customers, NGOs, suppliers and local leaders with an aim to make glass recycling available in 100% of our locations.



25% GHG REDUCTION

Approved SBTi target to reduce GHG emissions 25% by 2030 (interim target of 10% by 2025).



SUPPLY CHAIN SUSTAINABILITY

Achieve sustainability balance, together, by aligning our supply chain with our 2030 sustainability vision and goals.



DIVERSITY, EQUITY & INCLUSION

At O-I, we are better when we reflect the diverse world we serve, feel welcome, and have equal access to opportunities. We are focused on increasing all aspects of diversity, equity and inclusion across our team.



R&D TRANSFORMATION

Reinvent and reimagine glass-making so the circularity of glass meets the potential of our MAGMA melting technology, low-carbon alternative fuels, and light-weighted glass packaging.



ZERO WASTE

Reduce the amount of natural resources used, reduce the generation of waste by reuse, and recycling as we drive towards a "Zero Waste" organization.



25% WATER REDUCTION

We are committed to reducing our global water usage 25% by 2030, prioritizing operations in higher risk areas.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, all United Nations Member States adopted the 2030 Agenda for Sustainable Development. The 17 Sustainable Development Goals (SDGs) form the foundation of this Agenda, helping to prioritize and mobilize global efforts around these goals. At O-I, we believe there is no sustainable development without increasing our collective prosperity. We see the fundamental role that businesses have in collectively achieving the SDGs and therefore, we have aligned our goals to the SDGs relevant to our business.

ESG & STAKEHOLDER ENGAGEMENT

O-I understands stakeholder impacts in a sustainability context as the way our activities affect the lives of people and the environment in each and every piece of our process, and vice versa. Through this understanding we have identified key issues, combined with the UN SDGs, as the foundation of our sustainability strategy and what guides us to design our sustainable journey.

When O-I published our very first GRI aligned report in 2014, we worked with a sustainability consulting firm to complete a “stakeholder assessment” process for Europe. Then, we replicated this process in other regions and consolidated findings into a global analysis for the company. A group of external stakeholders, including a major investor, several large and small customers, and an environmental non-profit organization, provided input and validated the results of the assessment.

We believe that the key issues impacting stakeholders evolves with the sustainability landscape and as we advance in our sustainability journey. Continuous engagement with our stakeholders allows us to take the pulse of our customers, suppliers, employees, and communities, maintaining the sustainability balance of people, planet, and prosperity. Such engagement includes open dialogue, surveys, request responses, market analysis, and more. Thus, in collaboration with various stakeholders, O-I has been continuously monitoring changes and progress to identify any new relevant issues that can arise. Since our last third-party assessment, we have identified additional topics relevant to these issues, which will be described in further detail in this report.



O-I ACTIONS, ESG TOPICS AND UN SDGS

United Nations Sustainable Development Goals



NO POVERTY
End poverty in all its forms everywhere



ZERO HUNGER
End hunger, achieve food security and improved nutrition and promote sustainable agriculture



GOOD HEALTH & WELL-BEING
Ensure healthy lives and promote well-being for all at all ages



QUALITY EDUCATION
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



DECENT WORK & ECONOMIC GROWTH
Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all



INDUSTRY, INNOVATION & INFRASTRUCTURE
Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation



REDUCED INEQUALITIES
Reduce inequality within and among countries



SUSTAINABLE CITIES & COMMUNITIES
Make cities and human settlements inclusive, safe, resilient, and sustainable



LIFE ON LAND
Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss



PEACE, JUSTICE & STRONG COMMUNITIES
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels



PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalize the global partnership for sustainable development

The SDGs below are those that we have identified as most relevant to our business and operations.



GENDER EQUALITY
Achieve gender equality and empower all women and girls



CLEAN WATER & SANITATION
Ensure availability and sustainable management of water and sanitation for all



AFFORDABLE & CLEAN ENERGY
Ensure access to affordable, reliable, sustainable, and modern energy for all



RESPONSIBLE CONSUMPTION & PRODUCTION
Ensure sustainable consumption and production patterns



CLIMATE ACTION
Take urgent action to combat climate change and its impacts



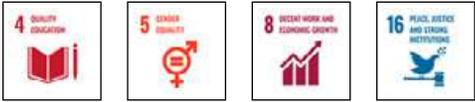
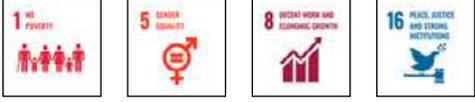
LIFE BELOW WATER
Conserve and sustainably use the oceans, seas, and marine resources for sustainable development

Interconnections

	Section	O-I Actions	UN SDGs
OUR PROCESS	Our Governance	<ul style="list-style-type: none"> • Antidiscrimination, ethics, and compliance, etc. to create a safe, equitable workplace • Managing climate-related risks 	 
	Our Environment	<p>Environmental Management</p> <ul style="list-style-type: none"> • Managing climate-related risks 	
		<p>Energy and Emissions</p> <ul style="list-style-type: none"> • Science-Based Targets initiative • Renewable electricity purchase • Energy efficiency • Technology innovation to reduce energy • Upgrade and retrofit equipment for resource efficiency and environmentally sound processing 	  
		<p>Raw Materials & Waste</p> <ul style="list-style-type: none"> • Increasing our cullet usage, decreasing our use of raw materials, managing efficient use of materials, and minimizing waste 	 
		<p>Water</p> <ul style="list-style-type: none"> • Responsible water sourcing and consumption • Prioritization of conservation initiatives at water-stressed locations • Responsible water treatment and discharge to protect oceans and marine life 	  
		Our Supply Chain	<ul style="list-style-type: none"> • Sustainable procurement practices • Aligning our supply chain with our 2030 sustainability vision and goals

OUR PRODUCT	Section	O-I Actions	UN SDGs
	Innovation	<ul style="list-style-type: none"> • Promoting innovation • Engaging stakeholders 	
	Product Health & Safety	<ul style="list-style-type: none"> • Creating a product that does not harm the user, earth, or the oceans • Responsible production and end-of-life disposal (recycling and reuse) 	 
Recycling	<ul style="list-style-type: none"> • Making investments in recycling infrastructure • Advancing the circular economy, recycling glass to make new glass 	  	



Section	O-I Actions	UN SDGs
<p>Diversity, Equity & Inclusion</p>	<ul style="list-style-type: none"> • Ensuring we create both a diverse and inclusive workplace environment • Prioritizing increased female representation • Including minority groups to enable our innovations benefit all 	
<p>Employee Experience</p>	<ul style="list-style-type: none"> • Benefits and Wellness programing to meet the needs of employees and their families • Educational assistance • Vocational training/apprenticeship • Creating a culture of learning, development, diversity, and inclusion 	
<p>Health & Safety</p>	<ul style="list-style-type: none"> • Striving for a zero EHS incidents workplace • Industrial hygiene 	
<p>Communities</p>	<ul style="list-style-type: none"> • Supporting our local communities during the COVID-19 pandemic • Supporting STEM education, particularly for girls • Community engagement - Support of United Way programs in our communities that support income stability and financial literacy. 	
<p>Human Rights</p>	<ul style="list-style-type: none"> • Antidiscrimination, ethics, and compliance, etc. to create a safe, equitable workplace • Eliminating child labor, forced labor, workplace violence, threat to freedom of association and collective bargaining 	

OUR PEOPLE

CERTIFICATIONS

CDP (formerly Climate Disclosure Project)



CDP is a not-for-profit that organization runs a global disclosure system for investors, companies, cities, states, and

regions to manage their environmental impacts. Starting in 2010, O-I voluntarily reports progress on carbon emission reductions and efforts to address climate risks through CDP Climate Change and progress on water stewardship through CDP Water Security every year. We have made significant progress over the past several years, currently achieving a B score for both Climate Change and Water Security. We also seek opportunities to make advances in the transition to a circular economy by seeking out innovative engineering and market-based solutions throughout our value chain. See our third-party limited assurance assessment and our verified Climate Change information here, which will be published at the end of the year.

Science-Based Targets initiative



O-I is one of more than 460 global companies that have committed to science-based targets for emissions reduction.

By committing to these targets, we are taking a public stand to do our part in helping achieve the level of decarbonization required to maintain a global temperature increase below two degrees Celsius from pre-industrial levels in alignment with the Paris Agreement of 2015.

Based on our approved science-based target, our goal is to reach a 25% reduction in GHG emissions by 2030 with an interim target of 10% by 2025. O-I is approved by SBTi for a 2°C pathway. To achieve our goal, we are looking to increase the percentage of renewable electricity consumed at our facilities, explore alternative fuels, develop innovations in our manufacturing processes and products, increase energy efficiency in our plants, increase the use of recycled content in our containers, and encourage post-consumer recycling of glass.

EcoVadis



EcoVadis is a global sustainability rating network, which O-I first joined in 2014. It connects buyers and suppliers and assesses companies in a broad range of non-financial management systems, including environment, labor and human rights, ethics, and sustainable procurement impacts. EcoVadis rates companies according to their management performance and against how they compare with industry peers. This fact-based assessment results in a scorecard that stakeholders can use to make informed comparisons and decisions. The rating also provides an assessment of the strengths and potential areas for sustainability performance improvement. In 2021, we received a Silver rating, demonstrating 17 points of overall improvement since 2020.



■ Cradle to Cradle

The Cradle to Cradle Certified™ Products Program is one of the premier sustainability certifications for products around the world and across industries. The certification is based on five categories: material health, material re-utilization, water stewardship, renewable energy use, and social fairness. O-I is the **first food and beverage packaging company to achieve a platinum rating in material health** on the Cradle to Cradle Product Scorecard. Our platinum material health status was maintained in 2021. We received Cradle to Cradle Certification at nearly 90% of our operations producing certain container colors in the beer, food, NAB, spirit, and wine markets. Our aspiration is to reach 100%.



■ Green Bond

O-I is the first company in the packaging industry to issue a [Green Bond](#), furthering our commitment to sustainability throughout our global manufacturing operations and glass packaging. This bond, offered through O-I European Group B.V., raised nearly €500 million (\$590 million) in funding to enable sustainable investments. To support the debt offering, O-I developed a Green Bond Framework, describing in detail the Company's sustainability strategy and goals and the types of investments that O-I is pursuing from a sustainability perspective.

The allocation of the €500 million focuses on improving the environmental footprint of O-I products and production through the purchase of recycled glass (cullet), investments in innovative, lower-emission production technologies such as MAGMA, as well as other capital projects aimed at reducing greenhouse gas emissions and improving the energy efficiency of our operations.

In 2021, O-I allocated the remaining Green Bond net proceeds, €244.4 million (\$257.6 million), focused on improving the environmental footprint of O-I products and production through the purchase of recycled glass (cullet), investments in innovative, lower-emission production technologies such as MAGMA, as well as other capital projects aimed at reducing greenhouse gas emissions and improving the energy efficiency of our operations. (See our [2021 Green Bond Allocation Update](#) for more.)

Cullet is a key to the sustainable manufacturing of glass packaging. The more cullet our plants use, the fewer raw materials needed, and the less energy is needed to create new glass containers. By O-I purchasing cullet, we support the circular economy through building demand for post-consumer recycled glass as well as increasing recycled content in new glass packaging.

Green Bond Purchases: Cullet Project Savings

Based on the volume of cullet allocated to the offering, the company conserved approximately:

3.2 MILLION
tons of CO₂ conserved

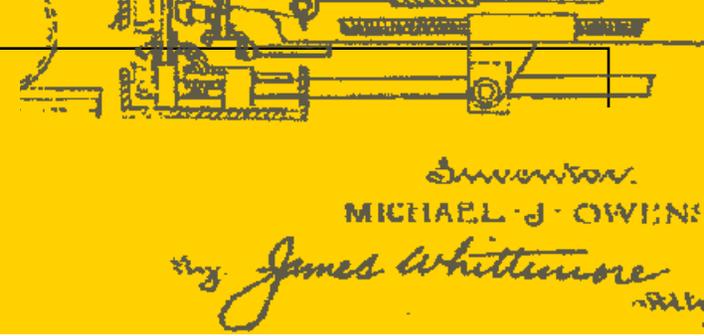


389 MILLION
kWh of energy conserved

10 MILLION
tons of raw materials
conserved



Our Governance



Corporate Governance

Our Vision

For more than a century, O-I employees around the world have been part of an organization that prides itself on acting with integrity and accountability. Driven by leaders at all levels of the company, our governance and oversight structure reinforce high standards of ethical conduct in everything we do.

O-I's governance is led by our Board of Directors. Our directors have established an effective corporate governance model that includes the policies and processes needed to support our culture of integrity. The Board fosters the pursuit of our long-term strategic goals while ensuring our governance agenda aligns with the interests of our stakeholders. It oversees the risk factors to the company's strategic plan and objectives, of which sustainability now features prominently.

The Board is led by our Independent Board Chair (IBC). In 2016, the Board decided that the roles of the Board Chair and CEO would be separated, eliminating the role of Lead Director. In separating the roles, the Board decided that it does not want the IBC to be perceived as "managing the company" or as an "executive chair" in the eyes of management or O-I's investors. The primary responsibility of the IBC is to make the Board as effective as possible in fulfilling its oversight responsibility for O-I and to ensure that it derives the most benefit from the experience, education, and skills of individual Board members. John H. Walker, an independent member of the Board, was appointed IBC in 2021.

We believe that governance is an important component of a company's overall performance. As such, the O-I Board of Directors has put in place [Corporate Governance Guidelines](#), which outline the roles and responsibilities of the Board. The guidelines detail director qualification standards, director responsibilities, advisor, chair, and leadership protocol, compensation, orientation and education, voting, procedures, and evaluation. The guidelines stipulate that each director shall have access to O-I's management, allowing directors to ask questions and glean all information necessary to fulfill their duties.

Transforming Today

BOARD COMMITTEES

In 2021, there were four standing committees of the Board: the Audit Committee, the Compensation and Talent Development Committee, the Nominating/Corporate Governance Committee and the Risk Oversight Committee. Subject to applicable provisions of the company's By-Laws and Corporate Governance Guidelines, the Board appoints the members of each committee and rotates members periodically, consistent with the experience and expertise of individual directors.

The Audit Committee

It represents and assists the Board with the oversight of the integrity of the O-I's financial statements and internal controls, compliance with legal and regulatory requirements, the independent registered public accounting firm's qualifications and independence, and the performance of O-I's internal audit function and of the independent registered public accounting firm.

The Compensation and Talent Development Committee

This group makes recommendations to the Board with respect to compensation of O-I's directors, officers, and employees. This committee administers O-I's incentive award plans, annual bonus plans, and certain other benefit plans. It also makes recommendations on management succession planning and development for key executive positions other than the Chief Executive Officer, including ensuring the availability of qualified replacements and contingency planning. O-I's efforts around diversity and inclusion are presented to this committee. During any meeting of the committee, members have the opportunity to make inquiries on these and similar topics to ensure the company's overall trajectory.



■ The Risk Oversight Committee

It provides oversight of management's policies and activities relating to the identification, evaluation, management, and monitoring of the company's significant enterprise risks. This includes the major strategic, operational, financial, regulatory, compliance, cybersecurity, reporting, reputational, environmental, governance, human resources, and labor risks inherent in O-I's business. The committee oversees compliance with legal and regulatory requirements, except for those specific compliance matters under the jurisdiction of other committees. It also reports to the Board regarding the Enterprise Risks that have the potential to significantly impact the company's ability to execute its strategic priorities and achieve its performance goals.

■ The Nominating/Corporate Governance Committee

This committee assists the Board by identifying and evaluating individuals qualified to become directors. The committee develops and recommends to the Board a set of corporate governance principles contained in O-I's Corporate Governance Guidelines and Global Code of Business Conduct and Ethics. It oversees O-I's Ethics and Compliance function, in conjunction with other committees requested to address issues arising in this area. It oversees the evaluation of the Board and O-I management, takes a leadership role in shaping corporate governance, and oversees CEO succession planning and development. **The Nominating/Corporate Governance Committee is specifically responsible for overseeing O-I's efforts in relation to sustainability including environmental, social, and governance matters.** (See [Our Sustainability Approach](#) for more information.)

■ Structural Changes

Structural changes to the board committees have been implemented in 2022. The responsibilities of the Risk

Oversight Committee have been absorbed by the Audit Committee and the Board. The Audit Committee now provides oversight for managing O-I's cybersecurity risks. The Board now oversees the company's enterprise risk management, including reviewing and approving O-I's Risk Management Philosophy, Risk Management Policy, and Statement of Risk Appetite, as developed by management.

NOMINATION, QUALIFICATION, EDUCATION, AND EVALUATION

The Nominating/Corporate Governance Committee is responsible for identifying individuals qualified to become members of the Board and recommending that the Board select the candidates for all directorships to be filled by the Board or by the share owners. According to the policies regarding the "Identification and Evaluation of Candidates for Director and Procedures," candidates for the Board should be individuals of the highest integrity and ethical character, who value and appreciate these qualities in others. Candidates should not have any conflicts of interest and be able to represent fairly and equally all share owners of O-I. Candidates are also evaluated on their ability to function effectively in an oversight role and to devote adequate time to the Board and its committees.

O-I's policies and procedures require the Nominating/Corporate Governance Committee to consider the contributions that a candidate can be expected to make to the collective functioning of the Board based on the totality of the candidate's background, skills, experience and expertise and the composition of the Board at the time. Our policies reflect our belief that diversity is an important attribute of a well-functioning Board and require the Nominating/Corporate Governance Committee to take into consideration the benefits of having Board members who reflect a diversity of age, gender, ethnicity, and country of citizenship.

The company maintains a skills matrix and actively monitors the skills, experience, and expertise of all its individual directors to ensure the Board is balanced with respect to key skill sets. Given that O-I is a large global public manufacturing company, many of the Board's directors have skills and experience relating to similar organizations. The Board also has strong skills, experience, and expertise in other areas such as finance and capital allocation, mergers and acquisitions, strategic planning, and corporate governance.

The Nominating/Corporate Governance Committee considers the skills, experience, and expertise of Board members expected to retire or leave the Board in the near future when it identifies candidates for Board membership. The Nominating/Corporate Governance Committee also considers in its nomination processes the recommendations of current Board members regarding particular skills that could improve the ability of the Board to carry out its responsibilities.

The Nominating/Corporate Governance Committee conducts all necessary and appropriate inquiries into the backgrounds and qualifications of possible candidates and considers questions of independence and possible conflicts of interest. Members of this committee discuss and evaluate possible candidates in detail, and determine which individuals to consider in more depth. Once a candidate is identified whom the Nominating/Corporate Governance Committee wants to move toward nomination, one or more members of the committee will enter into discussions with the candidate.

Following their election, every newly-elected member of the Board participates in an orientation program. This orientation includes presentations designed to familiarize directors with O-I and its strategic plans, significant financial, accounting, and risk oversight issues, Code of Business Conduct and Ethics, compliance programs and other controls, senior management, and internal and independent auditors. The program also addresses procedures of the Board, directors' collective

and individual responsibilities, the Board's Corporate Governance Guidelines, and Board committee charters.

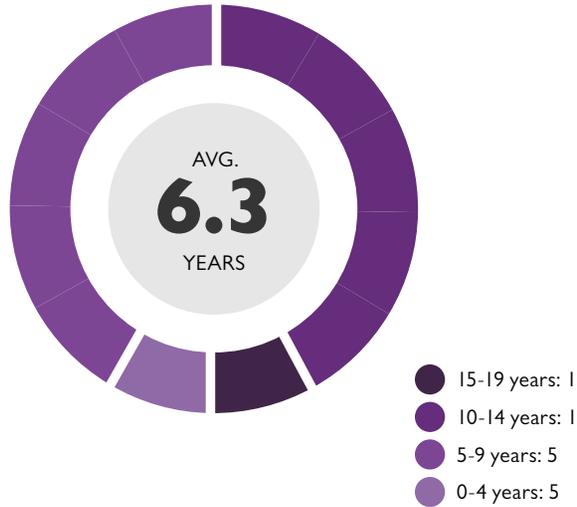
During their tenure, the Board members are provided with annual education, which includes new topics relevant to the company and the market introduced each year. Directors are also encouraged to participate in continuing education programs sponsored by universities, stock exchanges, or other organizations, or consultants specializing in director education. Directors may attend continuing education programs at the company's expense.

The performance of incumbent members of the Board is evaluated annually by the Nominating/Corporate Governance Committee. Those directors who continue to satisfy the criteria for Board membership and whom the Nominating/Corporate Governance Committee believes continue to make important contributions to the Board generally will be re-nominated by the Board at the end of their term.

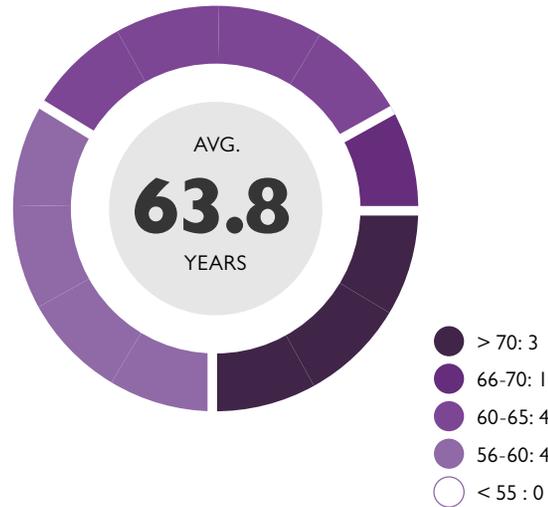


BOARD OF DIRECTORS COMPOSITION

DIRECTOR TENURE



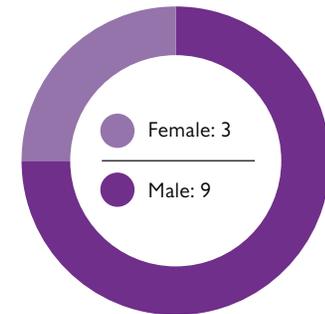
DIRECTOR AGE



MEETING ATTENDANCE



GENDER DIVERSITY

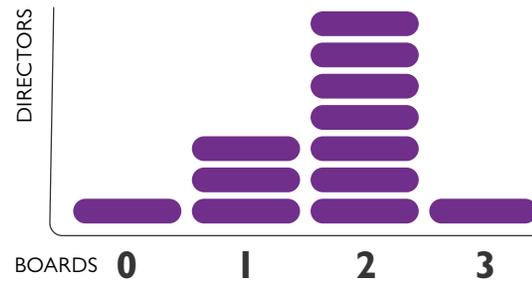


INDEPENDENT BOARD CHAIR

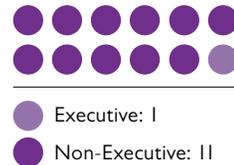


JOHN H. WALKER

OTHER PUBLIC BOARD INVOLVEMENT



BOARD COMPOSITION (EXECUTIVE VS. NON-EXECUTIVE)



2021 BOARD MEETINGS

10

POLITICAL ACTIVITIES AND ISSUE ADVOCACY

To promote alignment, the Chief Sustainability & Corporate Affairs Officer (“CSO”) globally oversees the Company’s political activities, issue advocacy, and external corporate communications. The CSO also oversees the Company’s political action committee, the Employee Good Citizenship Fund (EGCF).

The O-I Corporate Affairs department supports our corporate strategic, innovation, and sustainability goals

through legislative and regulatory initiatives on a global level. We work to build relationships between O-I employees and key policymakers in capitals around the world where decisions are being made that impact the competitiveness and health of O-I. We also create partnerships with non-governmental organizations and collaborate with O-I customers on matters important to our business. Some of the primary issues we work on include energy, taxation, recycling, and environmental regulations.

O-I does not use corporate funds to support any political candidate, political organization, or campaign.

O-I’s restricted class of employees has the option to make donations to the EGCF. The EGCF is a nonprofit, unincorporated separate segregated fund. Giving to the EGCF is voluntary and provides opportunities for political advocacy that supports and aligns with O-I’s core values and initiatives.



Compensation & Talent

Our Vision

O-I's strategy focuses on creating long-term stakeholder value. As such we aim to compensate company directors and executives in a way that will provide short- and long-term performance motivation and takes stakeholder interests into account.

Each year, in accordance with the terms of its charter, the Compensation and Talent Development Committee reviews the compensation paid to the members of the Board and gives its recommendations regarding both the amount of director compensation and the allocation of that compensation between equity-based awards and cash. In discharging this duty, the Compensation and Talent Development Committee is guided by four goals:

- Compensation should fairly pay directors for work required in a company of similar size and complexity;
- Compensation should align directors' interests with the long-term interests of stakeholders;
- Compensation should be sufficient to continue to attract and retain directors who satisfy qualifications; and
- The structure of the compensation should be simple, transparent and easy for stakeholders to understand.

The O-I Compensation and Talent Development Committee works with the Board of Directors and management to design compensation plans that motivate O-I's executives and support business objectives that create stakeholder value.

The Committee maintains executive compensation programs designed to align executive pay with stakeholders' interests and the annual and long-term

performance of the company. O-I believes our executive compensation program strikes the appropriate balance between using responsible, measured pay practices and providing rewards that effectively attract and retain executives while motivating them to create long-term value for the stakeholders.

Our CEO attends Compensation and Talent Development Committee meetings and is responsible for providing relevant input on the compensation elements of the executive officers, including individual performance input, and making specific recommendations on base salaries, annual and long-term incentives, and promotions.

For more information about O-I's director and executive compensation, view our most recent [Proxy Statement](#).

Transforming Today

An annual "Say on Pay" vote encourages beneficial dialogue on compensation and provides the most consistent and clear communication channel for stakeholder concerns about executive compensation. An annual advisory vote is held to approve executive compensation. O-I continues to actively engage major stakeholders and proxy advisory firms regarding frequency of the "Say on Pay" vote, executive pay, and its alignment with stakeholders' interests.

The CEO pay ratio, comparing CEO's total annual compensation to the total annual compensation of the median employee is reported in our most recent [Proxy Statement](#).



Ethics & Compliance

Our Vision

At O-I, we focus not only on the sustainability of the glass packaging we manufacture, but also on sustaining O-I's integrity. Each employee's behavior helps define collectively who O-I is and the purpose we stand for. Each O-I employee is expected to behave in an honest and ethical manner. Employees are expected to demonstrate respect and integrity in all of their actions. Our employees should be guided by two key principles: 1) compliance with applicable laws and regulations, and 2) adherence to high standards of ethical conduct, including a commitment to total and unwavering integrity.

O-I's [Global Code of Business Conduct and Ethics](#) ("Code of Conduct") guides all our people: employees, leaders, board members, contractors, and suppliers to understand significant legal and ethical issues that may arise while performing their relevant responsibilities. The Code of Conduct applies to all employees worldwide and to the Board of Directors. It is available in all of O-I's 15 official languages. The Code is available on O-I's website and intranet, "O-I Dash." Our policies on various topics including anti-corruption, non-discrimination/non-harassment, and conflicts of interest are described in the Code of Conduct.

Our Code of Conduct requires adherence to the antitrust and competition laws and regulations of all countries in which we operate. This is supplemented by additional internal policies applying to employees of O-I and our subsidiaries, affiliates and joint ventures in which we have management control. The Code of Conduct also prohibits insider trading. An additional internal policy is designed to prevent insider trading or related allegations and to protect O-I's reputation for integrity and ethical conduct. Pursuant to the U.S. securities laws and regulations, insider transactions must be disclosed

in filings with the regulators. We also disclose all insider transactions on our [Investors](#) webpage for transparency.

It is important to O-I to uphold our high ethical standards throughout our value chain. We expect suppliers with whom O-I has a contractual/business relationship to comply with our [Supplier Guiding Principles](#) and manage their supply chains accordingly. These Principles detail O-I's requirements and emphasize good workplace policies that comply with all applicable laws including but not limited to anti-corruption, bribery, labor and environmental laws. To learn more about how O-I monitors supplier compliance and ESG performance see [Our Supply Chain](#).

Transforming Today

Creating long-term strength and resiliency involves the process of building infrastructure to encourage strong ethics and compliance. We are proud of our programs and how we have built them to evolve and grow in a dynamic market. The compliance program is designed to meet the U.S. Sentencing Commission's guidelines for effective compliance and ethics programs and similar global standards. The program also reflects various legal requirements of the U.S. and the other countries in which O-I operates.

All salaried employees are required to complete annual online training modules on the Code of Conduct and other policies. Each year, salaried employees complete at least three online courses – one on the Code of Conduct, one on anti-corruption, and one on respect in the workplace. In addition, O-I periodically assigns a variety of specialty online compliance training to salaried employees depending on their roles. Our Chief

Ethics and Compliance Officer oversees the process for communicating, training, and enforcing our policies.

The Ethics and Compliance Office seeks to provide employees with the tools and guidance they need to do their jobs in a manner that is consistent with our high standards of ethical conduct. To supplement online training, our Chief Ethics and Compliance Officer provides in-person or virtual compliance training around the world, providing the opportunity for employees to ask questions and discuss relevant issues in an interactive forum. The Chief Ethics and Compliance Officer has conducted training in all of the 19 countries in which O-I currently operates. Various communications to employees, including management speeches, emails, policy spotlights, articles on the employee intranet, videos, and posters enhance and reinforce employee awareness of O-I's ethics and compliance program. The Ethics and Compliance Office, in collaboration with other functional policy owners, updates or revises policies and guides when necessary and works to enable company-wide awareness through Policy Spotlight email campaigns.

ETHICS AND COMPLIANCE COMMITTEE

The Chief Ethics and Compliance Officer reports directly to the General Counsel and to the Nominating/Corporate Governance Committee of the O-I Board of Directors. The Chief Ethics and Compliance Officer chairs a management-level Ethics and Compliance Committee, which promotes the Ethics and Compliance Program throughout the company and ensures cross-functional coordination for risk assessment and mitigation. It consists of senior company leaders whose



functions own certain ethics and compliance risks or are critical to implementing and managing solutions to address these risks, such as: Legal, Internal Audit, Finance, IT, People & Culture, EHS, Engineering, Global Risk Management, Procurement, and Sales.

The Committee is responsible for participating in an annual ethics and compliance risk assessment and evaluation process as well as analyses of potential new risks. It steers the program by evaluating priorities, contributing to solutions, and assessing program effectiveness. Members evaluate and promote new ethics and compliance policies, guidelines, procedures, and initiatives. The Committee meets quarterly. It reviews reports and measures regarding the effectiveness of the Ethics and Compliance Program and determines any needed actions.

ETHICS AND COMPLIANCE HELPLINE

Employees who have questions about company policies or want to raise a concern about possible illegal or unethical conduct are encouraged to speak with their supervisor, human resources representative or a member

of management. If an employee is not comfortable with these options, O-I's Ethics and Compliance Helpline is available. The Helpline is a confidential, multilingual reporting mechanism available 24/7 via the telephone or the Internet for all our stakeholders, not only employees. It is staffed by an independent third party who provides written reports regarding the concerns raised to the Chief Ethics and Compliance Officer. The Helpline and portal to file reports can be accessed at oiethics.com. Reports made to the Helpline may be made anonymously, subject to local laws. Each complaint to the Helpline is reviewed by the Chief Ethics and Compliance Officer who determines the appropriate resources to conduct the investigation of the particular report. Upon completion of the investigation, for those reports that are found to have merit, action is taken that may range from employee coaching or training to employee reprimands and, in some cases, dismissal. We strive to conduct thorough investigations in a timely manner and to determine the root cause of an issue so that we can implement measures that will minimize the probability of it occurring again.

On average we receive about 300 calls to our Ethics & Compliance Helpline each year. In the years surrounding

2014, this average was 170. We believe that the increased volume of reports reflects employees' increased awareness of reporting channels, including the Helpline, which are available for them to speak up. We attribute the increased awareness to ongoing training and communications efforts. Approximately one-third of the complaints are found to have merit. O-I prohibits retaliation against an employee who in good faith seeks help or reports actual or suspected violations of law, regulations, the Code of Conduct, or company policies. The Board of Directors receives a summary of Helpline activity at every board meeting. The summary includes various information relating to the volume of reports, the countries from which reports have been received, the types of issues raised, and the actions taken for the reports found to have merit. Complaints typically fall into two major categories – accounting and financial-related, or human resources-related. In 2021, O-I's Ethics and Compliance Helpline received 10 reports raising allegations of harassment and 5 reports raising allegations of discrimination as those issue types are defined by the Helpline. O-I investigated each of these reports. For those reports that were substantiated, in whole or in part, appropriate corrective action has been taken.

Enterprise Risk Management

Our Vision

Risk landscapes have become increasingly impacted by megatrends like climate change, industrial infrastructure, cybersecurity, and more. The pandemic, as well as economic, geopolitical, and regulatory changes, have highlighted risks with the potential to impact O-I.

Risk management is critical to the successful execution of our strategic ambitions. Through Enterprise Risk Management (ERM), O-I is committed to identifying, reviewing, and assessing risks that could impact our people, assets, and opportunities to preserve the long-term sustainability of our business and collective value.

O-I's executive management, with the oversight of the Board of Directors, works to integrate risk management into business decision-making with a robust, disciplined, and transparent risk awareness and management process. O-I's ERM manages risks so we are better positioned to develop mitigation plans and respond to adverse events effectively. The process enables sound decision-making by assuring appropriate risk accountability, governance, and prioritizing resource allocation. The holistic view generated through engagement with the different functions allows the company to create resilience in the face of a rapidly changing world.

Transforming Today

RISK OVERSIGHT

O-I's Board of Directors recognizes that an important part of its responsibilities is to evaluate O-I's exposure to risk and to monitor the steps management has taken to assess and control risk. The Board meets with subject matter experts on a rotating basis to review risk exposure with respect to O-I's strategic plans

and objectives to improve long-term organizational performance.

The Board reviews and approves O-I's Risk Management Philosophy, Risk Management Policy, and Statement of Risk Appetite, as developed by management. It evaluates management's processes designed to identify, assess, manage, monitor, and report O-I's significant enterprise risks. The Board also evaluates and discusses significant enterprise risks and opportunities with management including steps management is taking to assess and manage such risks and opportunities. It reviews O-I's disclosure of enterprise risks in all filings with the SEC (including the Annual Report on Form 10-K).

The Board reviews, assesses, and discusses with the General Counsel, the Chief Financial Officer, and the independent registered public accounting firm, any significant risks or exposures, management's efforts to minimize such risks or exposures, and O-I's underlying policies concerning risk assessment and risk management.

When changes to its executive incentive plans are made, the Compensation and Talent Development Committee conducts an enterprise risk assessment of its compensation programs and policies from legal, human resources, auditing, and risk management perspectives.

ENHANCED ENTERPRISE RISK MANAGEMENT

The volatile risk landscapes companies face are increasingly complex and compounding in frequency and severity. The corporate risk community has encouraged companies to embrace Enterprise Risk Management. In 2021, we worked to establish and enable systematic risk assessment, with a strong link to strategy and

performance mechanisms. We refreshed our approach to ERM to refocus and create a more resilient system. An ERM lead was elevated to our Senior Leadership Council allowing for greater management visibility. Subject matter experts and internal committees report topic-specific risk information to the ERM lead. The ERM system follows a globally recognized framework to identify best practices, design processes, and dedicate critical resources. Our enhanced approach utilizes additional resources to address external threats.

SUSTAINABILITY AND ESG-RELATED RISKS

In pursuit of our vision to be the most sustainable supplier of the most sustainable packaging, ESG-related risks represent a significant portion of our risk assessment. We continue to monitor and manage sustainability-related risks including those posed by potential regulatory changes or requirements, especially around recycled content use and emissions. O-I has identified the additions of possible costs or risks imposed by stakeholders as expectations and scrutiny around environmental, social, and governance (ESG) practices. The following risks relate most closely to our sustainability strategy. For further details on these and additional risks that impact O-I's sustainability journey, please refer to our most recent [10-K](#).

■ Environmental and Climate Risks

Through 2021 we managed environmental risks, maintaining awareness of costs for operations to comply with environmental legal requirements. Our operations and properties are subject to extensive laws, ordinances, regulations, and other legal requirements relating to

environmental protection, including legal requirements governing investigation and cleanup of contaminated properties as well as water discharges, air emissions, waste management, and workplace health and safety.

Our business and our ability to meet climate-change goals and transition to lower-carbon processes, may be impacted by new, changed, or increased regulations or requirements relating to air emissions and the use of fossil fuels, or by the physical impacts of climate change. Such impacts include any new GHG emissions regulations or significant fluctuations in the values within a carbon-trading or carbon-tax framework. Regulatory requirements or voluntary initiatives related to climate change or environmental issues are increasingly being considered in both the public and private sectors. This could impact more than just regulatory compliance, but also activities like lending, insurance, investing, and purchasing.

O-I understands the significant impacts of climate change and considers the physical and transition risks impacting our operations when conducting risk assessments. O-I experiences a variety of impacts due to weather-related events, including severe weather and events related to climate change, which may include extreme storms, flooding, and wildfires, across its 70 manufacturing facilities in 19 different countries. The frequency and severity of extreme weather conditions that impact our business activities may be impacted by the effects of climate change in future years, although it is currently impossible to predict with accuracy the scale of such

impact. These resulting impacts could have a material adverse effect on our business, results of operations, and financial condition.

O-I and its ability to meet climate-change goals may be impacted by recycling and recycled-content laws and regulations. In the U.S., Canada, Europe, and elsewhere, government authorities have adopted, modified, or are considering recycling and recycled-content laws and regulations, including Extended Producer Responsibility (“EPR”) and deposit-return system (“DRS”) frameworks. We believe that governments worldwide will continue to develop and enact such legal requirements, which have the potential to influence customer and end-consumer packaging choices. As a large user of recycled glass for making new glass containers, developments regarding recycling and recycled-content laws and regulations could have a significant long-term impact on our operations that are affected by such regulations. This could have a material adverse effect on our financial condition, results of operations, cash flows, and the ability to meet climate-change-related targets or goals.

■ Ethical Risks

Ethical risks, including risks of human rights violations, such as child labor or forced labor are managed through our Ethics and Compliance policies and procedures, detailed in the previous section.

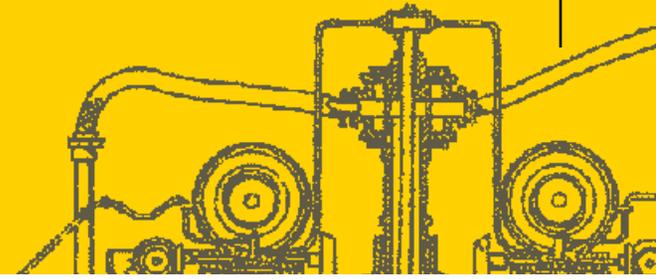
■ Cybersecurity Risks

We perform periodic reviews and third-party strategic assessments of our security program, including a comprehensive questionnaire of the third party’s cybersecurity-related information. An ongoing assessment of third-party service providers is performed. Third parties are chosen on the risk-based approach incorporating Enterprise Risk Management, internal and external auditors, and IT Management. O-I IT performs periodic reviews of its cybersecurity risks. This information is considered in the design of the company’s security roadmap and shared with the Board’s Audit Committee quarterly. During the year-end review process, risks with a higher impact on O-I are evaluated and incorporated into the Enterprise Risk Management.

FORMING FOR OUR FUTURE

O-I has validated science-based emissions reduction targets, which we perceive as a key mitigator of climate-related risks. O-I also recognizes the increasing stakeholder expectations for transparency of detailed climate-related risk reporting and disclosure. O-I has plans to conduct various climate-related scenario analysis. The outcome will enable us to advance our understanding of our risks and possible mitigation strategies.

Our Environment



Environmental Management

O-I is committed to reducing our impact on the environment and climate and has ambitious goals for 2030. Our transformational vision encompasses a holistic approach, including ambitions for improvement in energy use, emissions, materials procurement, waste, and water. To bridge our ambitions with action, our Environment, Health and Safety (EHS) teams lead our execution strategy and help turn our strategy into action through our environmental management systems.

O-I's Environmental Management Structure

Our EHS teams are essential to the implementation of our ambitious 2030 goals. To help embed EHS in every aspect of what we do, O-I has a global leader, the Vice President of Global Environment, Health and Safety (VP of EHS), who reports to the Vice President of Manufacturing Operations. The VP of EHS is tasked with driving strategy for EHS as well as regular reporting on the status of EHS initiatives and progress.

Reporting to the VP of EHS are three directors with responsibilities relating to each aspect of EHS: Global Safety, Health & Industrial Hygiene, and Global Environmental Affairs. See our section on [Health & Safety](#) for more details about those specific initiatives. Each of the directors works with the VP of EHS and O-I leadership to develop and implement company strategy as it relates to environmental management. An EHS

Country Group Leader is assigned to each of the nine country groups to bridge company strategy with local needs and regulations. Each plant has a facility-level EHS Manager who works with the local leadership team to support and embed global, country group, and facility goals. Everyone in the EHS hierarchy works together to effectively implement the aspects of the EHS mission across the company.

O-I's EHS Policy defines our objectives to meet or exceed applicable environmental laws and regulations along with working to minimize the environmental impact of our operations and optimize the use of natural resources. Our manufacturing plants implement personnel training initiatives for environmental regulatory compliance programs such as hazardous waste, stormwater, oil, and hazardous chemical materials management. Environmental Walks & Talks, a positive behavioral tool, are conducted at each plant to identify environmental hazards and risks at the locations in the plants where they exist, and to implement actions needed to mitigate impacts to the environment.

Our Environmental Management Systems

Our environmental management systems (EMS) provide a baseline and plan for improving our environmental performance, with specific and measurable targets set for the following programs:

- Resources management and waste reduction
- Emissions risk management and compliance
- Emissions reduction management, including greenhouse gas emissions
- Water safety, conservation, and risk management

In addition, ISO standard 14001 is used as a tool for translating our EHS mission into action in our facilities. The standard provides a framework for continuous improvement of resource efficiency, waste reduction, and costs over time in an organized, reportable fashion. O-I uses the standard to bring global uniformity to how we measure and reduce our consumption and waste as well as how we report environmental performance over time. ISO 14001 also integrates awareness of environmental risks as well as schemes for risk planning. About 50% of O-I plant locations are ISO 14001 certified, and 100% of our locations have active, comprehensive environmental management programs in place.

We have policies and operating procedures to manage compliance with applicable environmental laws and regulations and with the permits issued pursuant to these laws. Part of the compliance procedures includes known pathways for reporting problems or concerns, including but not limited to a company-wide, anonymous Ethics and Compliance Helpline. Learn more about the Helpline in [Ethics & Compliance](#).

We empower our frontline workforce to identify opportunities to improve O-I's environmental performance including opportunities to reduce waste, improve recycling, lower water consumption, and reduce energy consumption. We have prepared Waste and Water Reduction Roadmaps to help us to achieve our reduction goals.

With more than 100 years of experience making the most sustainable packaging, we are proud members of the communities where we operate. O-I demonstrates its commitment to our sustainability goals that are above and beyond legal compliance. Although there is an element of legal compliance necessarily embedded in our approach, we believe in striving to attain a sustainable balance with the planet and the communities.

We are well on our way toward making environmental stewardship integral to O-I culture. Consideration of the environment and climate is a key aspect of our strategy, operations, capital decisions, and enterprise risk management. We openly communicate our performance with all stakeholders. Every employee is expected to comply with these policies and is empowered to share operational knowledge and best practices as we elevate sustainability within our culture. O-I believes that we all share the responsibility of making the most sustainable packaging material even more sustainable.

Committing to Climate Change Mitigation

Our environmental goals and policies are informed by our changing climate and the challenges we all face to do our part to reduce our climate impact. As climate change becomes an increasingly high focus for the global community, at O-I, we are constantly reexamining our strategy and improving our roadmap. We have factored a variety of climate-related impacts into our [Enterprise Risk Management](#) system, including regulations, business trends, severe weather and events related to climate change.

In late 2019, our drive for continuous improvement caused us to seek target validation from the Science-Based Target initiative (SBTi) for our GHG emission reduction targets and roadmap. We are proud that O-I was the first glass packaging maker to apply for and receive approval. O-I is approved by SBTi for a 2-degree pathway.

We require innovation, new ideas, and disruptive thinking to reach our goals and find low-carbon solutions as the glass manufacturing process relies largely on natural gas and electricity for power. Reinventing glass melting with our proprietary MAGMA technology is one step in this process. But we did not stop there. We are committed to discovering and exploring pathways in the glass-making industry that will lead to reduced water usage and lower-carbon outputs, including the use of emissions recapture, electrification of processes, bio-based and alternative lower-carbon fuels, renewable energy, and improvements to our processes that reduce emissions. Our EHS Management System plays a critical role in making the everyday, practical improvements to our processes that add up over time. As the global community works to make alternative, lower-carbon fuels, and energy generation commercially viable, and implement new technologies that unlock the lower-carbon future, we aim to do our part to transform the glass-making process to take advantage of those advancements.

We are excited about innovating and designing for a lower-carbon future. Glass is infinitely recyclable and is the type of packaging that fits into the global vision of a healthy, safe, earth-friendly, sustainable future. Our people are engineering groundbreaking environmental innovations through our MAGMA technology, developing fresh ideas in sustainability, and rethinking our day-to-day practices in our operations on the frontline.



Energy & Emissions

Our Vision

Not only do we believe in creating sustainable packaging for the food and beverage industry, we also are committed to being the most sustainable rigid packaging manufacturer. We are working to reduce our climate impact by prioritizing innovative projects for energy-efficient melting, transforming our manufacturing systems to be the best-in-class, increasing the percentage of cullet used in our processes, and sourcing renewable electricity. A key pillar of this ambition is to reduce greenhouse gas (GHG) emissions 25% by 2030 with an interim goal of 10% by 2025.

Our emissions goals have been evaluated and approved by the Science-Based Targets initiative (SBTi), and we were the first glass packaging maker to receive SBTi approval for our targets. SBTi is an independent collaboration between CDP, World Resources Institute, The World Wide Fund for Nature, and the United Nations Global Compact. SBTi approval is an independent assessment and confirmation that a company’s carbon reduction strategies and goals are scientifically based and align with objectives of the 2015 Paris Climate Agreement.

“SBTi approval is one of many important steps O-I is taking to shape a healthier world,” said Jim Nordmeyer (He/Him), VP, Global Sustainability. “We are committed to improving our processes and our products to enable us to be responsibly doing our part

in the food and beverage packaging industry, for our customers, our employees, and our shareholders.”

Meeting our emissions target will require working on two aspects of the energy equation: reducing overall energy demand and supplying energy needs with renewable and other lower-carbon sources. O-I has established a roadmap to reduce total energy consumption by 9% and to meet, at minimum, 40% of electricity consumption with renewable sources by 2030. At O-I, addressing energy reduction is the key to decarbonization. Our roadmap details the steps we have taken and our plan for future decarbonization.

Transforming Today

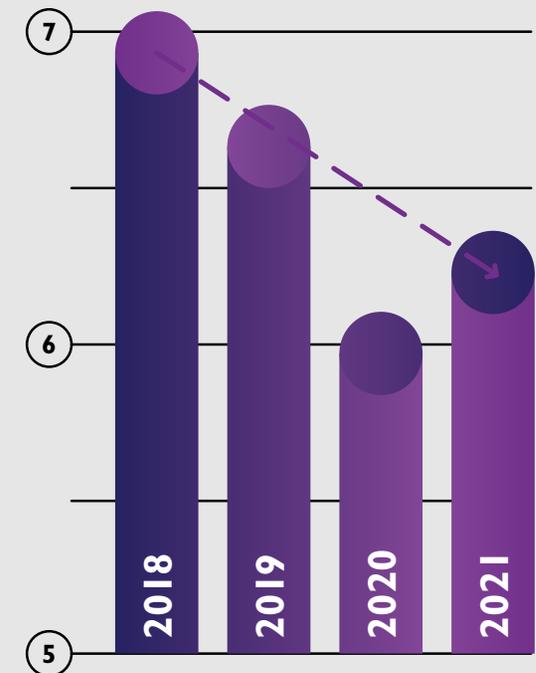
Though our climate change strategy considers resource efficiency for materials, water, and waste, it is highly focused on energy efficiency and lower-carbon energy sources to reduce emissions as our primary environmental impact. Glass melting in our manufacturing process relies largely on natural gas and electricity for power and therefore is our main source of CO₂ emissions. About 80% of our direct CO₂ emissions come from fuel consumption and electricity usage in the glass-making process.

Pursuant to our sustainability goals, we have developed a [roadmap](#) toward lower-carbon glass manufacturing to help address climate change. Grounded in the SBTi, we have set challenging but achievable goals for energy efficiency technology advancement, sourcing of renewable electricity, and emissions reduction. We are leveraging product and process innovations to transform our operations toward lower-carbon outcomes.

This includes driving lower-carbon solutions like cleaner alternative fuels, waste heat use, and increased cullet usage in the place of more energy-intensive raw materials. Our MAGMA (Modular Advanced Glass Manufacturing Asset) and GOAT (Gas-Oxy Advanced Technology) innovations, Total System Cost (TSC), and Operations Integrated System (OIS) programs will also help facilitate processes that will contribute toward us meeting our energy and emissions sustainability goals.

Scope 1 and 2 Emissions²

(millions of tons of CO₂)



SUSTAINABILITY GOAL

Reduce carbon emissions by 25% by 2030 from base year 2017.



²Third-party verified data. (Market-based.) For more information view our [latest CDP report](#).

ENERGY MANAGEMENT SYSTEMS

Elevating sustainability throughout O-I has been a catalyst for energy action, bringing different teams together to collaborate on our global sustainability goals. We have built a Global Energy Team to oversee our initiatives to reduce energy and emissions. The team is led by our Melting Strategy and Integration Leader, as melting is the heart of O-I's energy use. This team brings together our internal stakeholders who have a material connection to energy and energy reduction, namely Engineering, Manufacturing, R&D, Procurement, EHS, Finance, Facilities, TSC, and Sustainability. This Global Energy Team is working together to identify synergies and opportunities. The cross-functional team meets to address and prioritize energy issues in a way that keeps energy stakeholders working collaboratively and towards achieving unified, global goals.

The Global Energy Team is updating O-I's Energy Management System as the foundation on which all our emissions and energy reduction initiatives are built. In recent years the principles of ISO 50001 have been leveraged as a standardized methodology for continuous improvement of energy efficiency and to decrease GHG emissions. [ISO 50001](#) focuses on establishing, implementing, maintaining, and improving an energy management system. Its purpose is to enable an organization to follow a systematic approach to achieving continual improvement of energy performance, including energy efficiency, energy use, and consumption. As of 2021, 13 of our plants in Europe are ISO 50001 certified, and two more were certified in early 2022. Improved energy performance can lead to cost savings and grant opportunities, which in turn can be used to fund more energy projects and innovative R&D in a positive feedback loop.

Energy Efficiency and Technology Transformation

The melting of sand, soda ash, limestone, and cullet into molten glass is a process that relies heavily on

natural gas and electricity for power. To make the most sustainable packaging material with an increasingly sustainable process, we have established a roadmap toward lower-carbon glass manufacturing. The first priority is creating efficiencies in our melting and refining processes, which make up almost 85% of our energy use. Examples of these processes include innovative reuse of furnace waste heat, use of gas-oxy furnaces, preheating of ingredients, and use of more efficient electrically powered equipment. O-I's goal to reduce total energy consumption by 9% would save over 560 MJ per MT produced, would result in fewer emissions, and ultimately save energy costs.

Furnaces use the vast majority of energy consumed by our plants. Analyses show that the energy consumption of most furnaces varies by 15% or more at any given tonnage. Our operators work to fine-tune furnace settings to optimize energy usage and minimize emissions.

Our furnaces are the heart of our melting practice, and they can remain in service for an average of 14 years. It is important to make sure that our legacy furnaces operate at their peak performance through proper planning and maintenance. We want to ensure an optimal mixture of gases takes place to achieve the most efficient combustion, since any unreacted gas results in productivity loss and increased emissions. We are making progress on our program to track and meter every furnace so that our energy accounting fulfills the benchmark for each furnace across all locations.

We have implemented innovative measures to make our legacy furnaces more resilient, particularly in the face of climate change. Full production backup power is in place in several furnaces across Europe and Latin America. Globally, many furnaces feature hot hold backup systems to keep furnaces from going cold, causing losses in energy efficiency and possible furnace damage.

In addition to monitoring and maintaining our existing assets for energy efficiency, we are developing and implementing new technologies, and creating best

practices for the environmental impact that will disrupt the glass manufacturing industry.

TSC Impact on Energy

Our approach to managing our emissions impact is part of our holistic approach to sustainability. When it comes to process innovation and improvements, we focus on more than just finding short-term ways to achieve a reduction or a cost-saving.³ We look for sustainable improvements – and by that we mean improvements designed to optimize as many parts of our process as possible for the long term. To systematically instill this culture and process, we developed the TSC (Total System Cost) program.

Through our TSC initiatives, we encourage plants to share information across operations, which reduces duplication of work saves time and allows our teams to direct more effort toward resource optimization and cost savings. Among these optimization priorities, employee-created energy savings can be found throughout all plant activity. The TSC team has established our Energy Playbook as a central location for all plants to share energy-specific success stories, compile best practices, and record lessons learned so actions and projects can be replicated by other plants.

Since the implementation of TSC in 2017, our employees have taken the initiative to seek out innovative ways to reduce costs, energy use, and emissions. Plants work collaboratively, sharing their ideas and best practices to capitalize on existing and future programs. Our people lead performance improvements, working to optimize our processes for the long haul. The Ideation Sessions hosted at least once a year in every plant also create the right space for the shop floor employees to share their improvement ideas and projects. We have generated significant learnings on utilizing less electricity to generate more compressed air, identifying energy inefficiencies and opportunities to prevent waste, and developing resources for further improvements.

³The TSC process does not include an internal carbon price component.

In 2021, about 50 projects specifically focused on reducing energy consumption eliminated over 14,000 tons of CO₂ emissions.

These projects focused on efficiency improvement and energy reduction in our furnaces, compressed air and vacuum systems optimization, gas consumption reduction beyond the furnace, Variable Speed Drive installation on fans and motors, energy efficiency partnership with external expert companies, lighting modernization, and energy meters and monitoring systems installation to track performance, benchmark solutions and set targets. Overall, TSC accounted for 126 projects relating to energy use, purchase, consumption, management, systems, and the like.

Nearly 1,000 TSC Energy Projects since 2017

Increasing Cullet Use

Cullet is a fundamental piece of our emission reduction journey for two reasons. Compared to raw materials, cullet melts at a lower temperature, requiring less energy, which in turn lowers emissions. Additionally, using cullet has the added emissions-reduction benefit of avoiding the CO₂ release that occurs from the chemical reaction of melting virgin batch ingredients. Increasing cullet in the melt by 10% reduces CO₂ emissions by approximately 5%. As a circular material, melting cullet reduces the overall energy intensity in our products. See [Recycling](#) to learn more about how O-I is working to increase cullet availability.



Systems Advancements – GOAT

The journey to sustainability is grounded in innovation. Moving forward in our low carbon journey, we are consistently evolving our furnace technology, which keeps us at the forefront of energy efficiency and challenges us to pursue further innovation.

O-I is transforming its plants into world-class examples of sustainable glass manufacturing by investing in technology. The gas-oxygen advancement technology (GOAT) process is a combination of several technologies that collectively make our most efficient melting process to date. We start with gas-oxygen (gas-oxy) burners, making high-quality waste heat recovery and virtually eliminating (70%) NO_x (nitrogen oxide) emissions at their source. Gas-oxy furnaces burn cleaner than conventional furnaces, as air is replaced with oxygen in the combustion mix, created efficiently onsite.

The GOAT approach goes beyond gas-oxy furnace technology, it also includes cullet pre-heating. This system creates added energy savings by capturing exhaust heat from the furnaces and reusing it to raise the temperature of incoming cullet, reducing the amount of heat wasted. Post-use heat can be recirculated from other processes for preheating, directing useable energy from what would otherwise be a waste stream and increasing overall efficiency. In this way pre-heated cullet requires even less energy from the furnace, saving up to one-fifth of the overall fuels required at this stage of processing.

The energy needed to achieve melt in a GOAT furnace is lower by up to 20%, and consequently, Scope 1 CO₂ emissions are cut by up to 20%. Thirty-six GOAT furnaces are earmarked for deployment between 2022 and 2030, at a rate of four furnaces per year.

O-I’s plant in Villotta, Italy, is a case study of how we are transforming our processes to create more sustainable glass manufacturing. In addition to the GOAT technology mentioned above, the Villotta plant also uses an Organic Rankine Cycle (ORC), which is an electric generator that further transforms waste heat into useful energy

ADVANCING MELTING TECHNOLOGY



to power systems within the facility. ORC does this by venting exhaust gas through a heat exchanger, which uses the heat energy to create electricity. The final exhaust from the ORC is treated and filtered to further reduce emissions. Extracting virtually all available heat energy vented from primary melting, the Villotta 2 furnace has consistently run using 20% less energy, including energy to produce oxygen, and the total plant has an emissions reduction impact of 110kg CO₂e per ton of glass melted.

Designing for Efficiency

In addition to GOAT advancements, O-I's proprietary technology, MAGMA, is an innovation that will enable a more flexible, modular, standardized glass production line and allow for rapid mobile capacity expansion in smaller increments. It will help improve our glass melting technology with impacts including the ability of these assets to be more easily turned on and off or adjusted based on seasonality and customer demand, utilize more recycled glass, produce lighter containers, and use lower-carbon fuels. O-I is implementing our MAGMA program using a multi-generation development roadmap, which will include various deployment risks and will require the discovery of additional inventions through 2025. We are currently operating a prototype and our first manufacturing line in Holzminden, Germany. MAGMA is expected to improve our overall glass sustainability profile, including energy impact and lightweighting. For more on MAGMA see [Innovation](#).

We can make energy-efficient products by starting with design. O-I has been successfully reducing the amount of glass it takes to make containers – a process we call “lightweighting” – while maintaining the high level of performance we're known for. The lighter-weight containers save material and are more efficient in terms of energy to produce and ship. The continual evolution of lighter-weight containers creates significant savings

over millions of containers produced. In 2021, O-I launched a new lightweighting program, ULTRA. For more see [Innovation](#).

LED Lighting Projects

Efficiency projects are considered across every part of our business. LED lighting saves a significant amount of energy over time. It also has additional benefits over more traditional incandescent lighting, like longer service life and improved visibility. We have been progressively transitioning factories around the world to LED lighting, particularly in the U.S. and Brazil. These projects save at least 50% energy over conventional lighting. The scale of the projects has an impact on CO₂ emissions over time equivalent to taking thousands of cars off the road each year.

Renewable Electricity Program

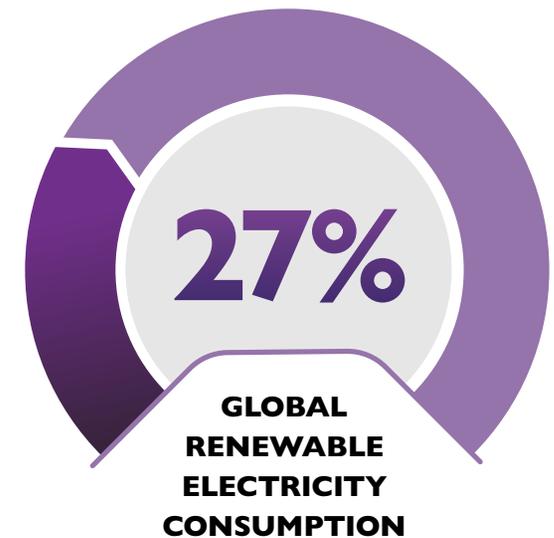
Another important initiative on our path to lower-carbon processes is to increase our utilization of renewable electricity to 40% of our total load by 2030. To deliver on the renewable electricity plan, a core team with representatives from Legal, Treasury, Energy Procurement, Finance, and Sustainability functions has been mobilized and is already actively working across our global operations.

O-I invests in procuring renewable electricity sources for our operations such as regional certificates and on-site generation. Certificates are a way for O-I to meet our targets while supporting grid-connected renewable projects. As the renewable energy transition continues to unfold worldwide, there are compounding benefits for the O-I product chain.

As of 2021, O-I has purchased renewable electricity certificates covering 27% of our global electricity consumption. We achieved our North American regional

target to meet 23% of the power supply with renewable energy sources by the end of 2021.

While we've laid out a path to our renewable electricity goals based on our best market predictions, we will pursue the options that allow us to achieve our sustainability goals in the most cost-effective manner.



SUSTAINABILITY GOAL

Renewable energy is a pillar in our strategy to lower carbon emissions. Our goal is to reach 40% renewable electricity use by 2030 and to reduce total energy consumption by 9%.

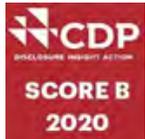
EMISSIONS REDUCTION JOURNEY

Various factors require O-I to manage emissions. O-I strives to comply with all regulatory agency mandates, such as those requiring reduced furnace emissions or air pollution control equipment. We are committed to fulfilling our role of leadership in sustainability.

As our manufacturing process relies largely on natural gas and electricity for power, we recognize the risks related to emissions. We work to manage the risk posed to our company due to climate change, as well as those our emissions pose to the planet and our communities.

Our emissions management programs include adherence to air and environmental permits, creating and following set procedures and processes, and operating and maintaining air abatement equipment. We allocate capital and operations funding to manage our emissions. O-I considers future regulatory impacts in our decision making.

GHG Emissions Reporting



Around the world, governments have enacted, or are considering, legal requirements restricting or imposing costs associated with GHG emissions from manufacturing facilities like ours.

We are committed to reducing emissions to manage this risk, fulfill our obligations to our stakeholders, and operate according to our values of integrity and accountability. Since 2010, O-I has disclosed GHG emissions and our management of carbon and climate change risks through CDP Climate Change. (See more in [Our Sustainability Approach](#).) This is part of our SBTi communication on progress. CDP focuses on investors, companies, and cities taking action to build a truly sustainable economy by measuring and understanding their environmental impact. In 2021, we maintained a B rating for Climate Change.

O-I prepares our scope 1 and 2 emissions inventory annually in accordance with the GHG Protocol Corporate Accounting Standard. The GHG Protocol is a partnership between the World Resources Institute and the World Business Council for Sustainable Development. The scope 1 and 2 emissions inventory is verified by limited assurance through a third party in accordance with the International Standard for GHG verifications ISO 14064-3, ensuring that the calculations are in accordance with the GHG Protocol requirements.

Emissions Trading Schemes

Some countries utilize an Emissions Trading Scheme (ETS) to regulate their carbon market in an attempt to mitigate climate change. It is a market-based approach for reducing emissions. The ETS establishes emission prices and allowance allocations for the different sectors of the economy. On an annual basis, these sectors must calculate their emissions by submitting an emissions inventory to a central government authority. Based on the annual emissions, companies can buy or sell emission credits.

In Europe, the European Union Emissions Trading Scheme ("EUETS") is a regulatory regime that facilitates emissions reductions in the EU. O-I's manufacturing plants that operate in EU countries must surrender an amount of emissions allowances equal to the volume of their CO₂ emissions. The plants currently receive a certain amount of allowances for free from national regulators, and, if the actual level of emissions for any facility exceeds its allocated allowance, additional allowances can be purchased to cover deficits. Conversely, if the actual level of emissions for any facility is less than its allocation, the excess allowances can be sold. We annually purchase additional allowances under the EUETS.

The state of California in the U.S., Mexico, the Canadian federal government, and the province of Quebec have adopted cap-and-trade legislation aimed at reducing

GHG emissions, and other U.S. jurisdictions have elected to participate in this and other cap-and-trade programs. O-I engages in ETS programs in these regions.

Air Pollutants

Emissions such as NO_x (nitrogen oxides), SO_x (sulfur oxide), and PM (particulate matter) are inherent to the glass manufacturing process. We continually assess our emissions of air pollutants to determine options to reduce them and protect our communities and planet.

As part of the commitment to environmental sustainability and to improve global air quality, O-I follows national, state, and local specific regulations at all manufacturing facilities, reporting to governmental agencies or externally when required. We strive to meet and exceed air quality standards according to furnace type and local regulations.

O-I understands the need for reducing NO_x emissions as part of our environmental and sustainability initiatives. Our strategy for abatement depends on plant, local, and national regulations, and our approach to abatement varies across the regulatory landscape. O-I has partnered with a number of companies that specialize in advanced burner technologies and invested in NO_x reduction technologies including low NO_x burners, oxy-boost, auxiliary injection systems, high-efficiency air staging, and oxygen-enriched air staging. Secondary emissions abatement systems include scrubbers, baghouses, electrostatic precipitators, SCR-DeNO_x, and catalytic ceramic candle filters.

Many facilities have continuous emission monitors. In fact, we have emission control procedures in place at all of our glass manufacturing locations and have, or will be installed by the end of 2022, NO_x reducing process equipment or NO_x air pollution control equipment at 80% of our locations worldwide. We will continue to review additional emission control measures to achieve our 2030 goals.

The major source of NOx emissions from glass melting activities is the exhaust gases from the glass furnace. There are several techniques to reduce the emission of NOx in the air. One of these secondary NOx reduction techniques is the SCR-DeNOx system, which is a selective catalytic reduction system installed downstream and complementing other existing emissions controls. DeNOx incorporates selective catalytic reduction using ammonia. NOx compounds are converted into nitrogen and water. O-I is actively investing in and deploying DeNOx systems in our facilities.

The catalytic candle filter is a best practice secondary abatement technique that combines SCR for NOx control with a rigid candle filter system for filtering PM.

In 2021, O-I installed NOx control equipment including six new DeNOx systems and two new catalytic ceramic candle filters. We are in the process of completing two other SCR DeNOx in 2022.

■ Emissions Compliance

Our policies require tracking and reporting of environmental parameters to meet all regulatory requirements. Compliance with emission limits and regulations, particularly around air pollutants (e.g. NOx and SOx), are a critical component relating to emission reductions. We monitor our air emissions exceedances using a web-based system as part of the emissions initiative to track continuous improvement initiatives.

The Global EHS team establishes and oversees the process for compliance of our facilities with local, national, and regional emissions requirements. Permit limits are defined for applicable environmental parameters, such as NOx, SOx, CO, HCl, HF, particulate, and opacity. These environmental parameters are posted in the applicable locations for quick and accurate reference. In each facility,

we have individuals with the specific responsibility to monitor and adjust furnace operational parameters to function within permit limits and to supply information for operational and reporting requirements.

FORMING FOR OUR FUTURE

Our Global Energy Team will continue to develop forward-looking initiatives to reduce energy use and emissions. Some of these initiatives include developing company-wide standards and procedures as well as establishing an “Energy Manager” role at each plant. We have additional renewable electricity procurement planned, particularly in Europe, that will bring us closer to our 2030 goal of 40% overall renewable electricity supply.

Additionally, our roadmap includes plans to install 14 GOAT systems by 2025. Several facilities are currently being redesigned to accommodate oxy/fuel melters with waste heat recovery. Two furnaces are being designed with cullet preheating, where one furnace is a conversion of an existing regenerative furnace and another is a brand-new furnace. Also, we are in the initial stages of converting a furnace to oxy/fuel with thermochemical recuperation. Finally, preliminary engineering has begun in yet another plant to utilize batch and cullet preheating. These projects are all expected to reduce the melting fuel requirement by 10% or greater.

O-I understands the future starts now, and for this reason, the company emphasizes its commitment to improving the melting efficiency process. Perceiving that a large part of our emissions come from our current combustion process, the company has been exploring new technologies, researching alternative fuel options, and exploring the possibility of replacing fossil fuels with electricity to melt glass. The use of electricity increases our process efficiency, increases the heat transfer to the glass, and minimizes the heat losses to the atmosphere, reducing the total energy required to melt glass. To take total advantage of its positive impact the electricity used should come from a renewable source.

■ Managing Risk

Although we cannot predict climate-related regulations, requirements that might be engaged by various governments, or the impact of climate events on our business, we strive to monitor the present and emerging risks related to emissions. We are committed to developing a process to enable us to manage the associated regulatory, reputational, and market risks. As the risks posed by climate change, and associated governmental responses and requirements emerge, we are committed to increasing the rigor of our governance and process to best manage and report on, as appropriate, how those risks affect our business. In addition to monitoring and evaluating legal requirements and our processes, our emissions risk-management strategy includes developing different carbon-pricing models to evaluate emissions-related risks and mitigation solutions based on various inputs.

Aligned with our efforts to manage climate and emissions risk O-I will work to continue developing technology to transform our processes, improve energy efficiency, and create resilience. Our innovations will support the transition to a lower-carbon, energy-efficient economic system. We will continue to innovate and deploy technology to mitigate emerging risks and create value for our stakeholders.



ENERGY STAR CERTIFICATION

O-I is working toward ENERGY STAR certification in our facilities in the United States, and certified our first plant in 2021. O-I Glass's Brockway facility in Brockport, Pennsylvania, has earned the ENERGY STAR® Certification from the U.S. Environmental Protection Agency. The ENERGY STAR certification recognizes superior energy efficiency and signifies that O-I's Brockway glass manufacturing plant performs in the top 25% of similar facilities nationwide.

Manufacturers must meet strict EPA energy efficiency performance levels to be awarded an ENERGY STAR certification. To earn the ENERGY STAR, O-I Brockway increased energy efficiency through a combination of increasing cullet use, improvinglehr curves, reducing energy during peak periods, improved furnace energy stability, incorporating forehearth burners, and adding energy-efficient motors.

Our team continues its drive for new and innovative ways to conserve energy associated with producing sustainable glass packaging, said Bo Preston (He/Him), Plant Manager for O-I Brockway.

Achieving our ENERGY STAR certification is not just a win for Brockway, but it is a win for all of our North American facilities as we drive for our collective sustainability.

Elevating our ambitions, the engineering team is working to expand the reach of the ENERGY STAR benefits and impacts by aligning our global footprint with the best practices recommended by the ENERGY STAR Scale.

NETWORKING AIR COMPRESSOR SYSTEMS FOR O-I'S PLANTS IN FRANCE SPELLS ENERGY SAVINGS

O-I's facilities across France have invested in centralized computer control systems for air compressors, which translates into lower energy needs, fewer emissions, and substantial cost savings. It's part of our journey to be the most sustainable producer of the most sustainable rigid packaging.

A plant's compressed air system serves vital functions, driving machine movements and other uses throughout the glass packaging manufacturing process. It's among a plant's more energy-intensive systems, but the new computer software helps the system work more efficiently and decreases that electricity demand. Decreasing that demand also saves on a plant's energy costs.

Previously, a plant's six to 10 compressors would operate independently. But the new software creates efficiencies by linking plant air compressors as a network, giving full visibility to the teams on one screen, allowing each plant to get an automatic selection of the best available combination to optimize energy efficiency while meeting the plant's compressed air needs.

“ The system allows us to secure air production and ensure better service continuity while optimizing energy, says Jean-Paul Arquillière (He/Him), ETN Manager – O-I Veauche. In addition, we have increased the visibility of the network with all the necessary information on a single screen. A fantastic time-saver!

The return on investment has been immediate, with a significant reduction in energy consumption and the realization of annual savings of €245,000 (about \$290,000 USD) for the four facilities, representing approximately 3,800 MWh, or 2.3% of the total electricity consumption at these four sites.

The project itself was made possible by a grant of €416,000 (about \$487,000 USD) from France's CEE program, an energy-saving program piloted by the Ministry of Ecological Transition. CEE pushes energy suppliers to promote energy-saving to their clients through financial grants.

The centralized systems are now installed in Veauche, Reims, Labégude, and Wingles. The centralized system is also being deployed in Vayres. Our Gironcourt, Beziers, and Puy-Guillaume facilities use similar systems.



Raw Materials & Waste

Our Vision

O-I is reinventing the future of glass manufacturing through innovation, working towards a better planet through our products and our processes. We are committed to reducing the natural resources we use and the waste we generate. Glass is made from four basic ingredients: sand, limestone, soda ash, and recycled glass or “cullet.” O-I is taking a holistic approach to increase recycled content across our global network. We have set a goal of increasing recycled content to a 50% global average by 2030, with a target of 2% year-on-year improvement from the 2017 baseline. Globally, our **glass products contained an average of 38% cullet** by tons packed in 2021. In Europe, we have produced containers made of up to 100% recycled glass.

Glass is infinitely recyclable without loss of purity or quality, making it a permanent material that can continue to offset the need for raw materials as often as it is recycled. Accenture found that 83% of consumers believe it is important or extremely important for companies to design products that are meant to be

reused or recycled.² By increasing recycled content, O-I continues to design out waste to make glass production a circular process. Our production process does not produce “glass waste” as any glass that does not make it into the final product is recycled and returned to the melter. These practices reduce pollution and reduce the need to use raw materials, lessening the strain on the earth’s finite natural resources. Every ton of glass recycled saves 1.16 tons of raw materials for future generations.

Our sustainable waste management initiatives include a Global Waste Management Fundamental and a Waste Sustainability Roadmap that aim to reduce the amount of natural resources used, eliminate the generation of waste, and increase recycling as we drive towards being a “Zero Waste” organization.

Though the raw materials we use are readily available, O-I recognizes that natural resources are finite and world demand is increasing. The world has limited landfill waste capacity. Increasing our cullet usage, decreasing our use of raw materials, managing efficient use of materials, and working to minimize waste allows us to lessen our impact on natural resources and mitigate these and other risks.

“Every year O-I prevents more than five million tons of glass from going to landfills by keeping it in the circular economy making us a net negative contributor to landfills,” said Jim Nordmeyer (He/Him), VP, Global Sustainability.

hazardous wastes (or byproducts that can be reused) include general plant refuse, metal, cardboard, paper, plastic, wood, cullet, and certain refractory wastes. Our industrial activities also generate hazardous wastes, which because of their physical, chemical, or other characteristics can be hazardous to people, property, or the environment if improperly managed.

Proper management of waste reduces health risks, improves safety, reduces environmental impact, improves our sustainability initiatives, and reduces costs. Our global waste goal is driven by following the O-I Global Waste Management Fundamental, which establishes global measurements, benchmarks best-in-class practices, promotes using less and recycling more, and follows the waste management hierarchy of:

1. Prevention
2. Minimization
3. Re-use
4. Recycle
5. Energy Recovery
6. Disposal

SUSTAINABILITY GOAL

Increase recycled content to 50% average by 2030. O-I is taking a holistic approach to increase recycled content rates across its enterprise network as rates vary significantly by geography.



SUSTAINABILITY GOAL

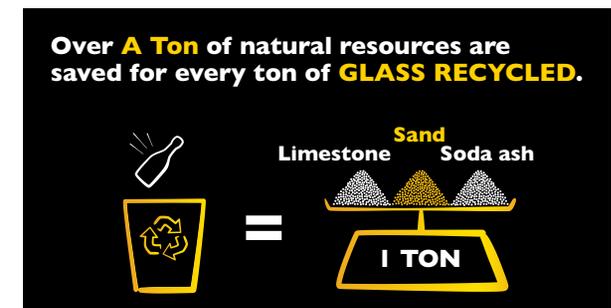
Reduce the amount of natural resources used, reduce the generation of waste by reuse, and recycling more as we drive towards a “Zero Waste” organization.



Transforming Today

MANAGING AND ELIMINATING WASTE GENERATION

O-I’s industrial activities generate non-hazardous waste, which is usually recycled or disposed of. Typical non-



²More than Half of Consumers Would Pay More for Sustainable Products Designed to Be Reused or Recycled, Accenture, 2019

The Global Waste Management Fundamental establishes procedures that help reduce our impact on the environment and related costs, as well as expectations for our waste management process: inventory, characterization, waste determination, minimization, collection, handling and storage, shipment, disposal, internal audits, training, and records.

Waste is assessed and tracked through a written inventory. Currently, all regions track waste in various databases. In Europe, waste data is tracked throughout the year in an integrated internet-based system. As we look to continuously improve, we are working to integrate the information of all regions into one system.

Through waste characterization we look to define the properties, characteristics, and constituents of each waste, applying waste coding for recycling or disposal. We identify hazardous and non-hazardous wastes in the waste determination process.

Each plant estimates the portions of their existing waste generation practices as they relate to the waste management hierarchy: minimization, re-use, recycle, energy recovery, or disposal.

O-I works to promote appropriate waste collection, handling, and storage through regulatory compliance, maintaining standard operating procedures, and conducting job hazard analysis to manage wastes safely. Through identification, labeling, and an audit process, we look to avoid mixing different types of wastes, in particular, non-hazardous with hazardous waste. This leads to proper waste separation and collection, which maintains workplace safety.

When waste is transported for disposal, our process seeks to address whether carriers of waste and waste processors have all required permits and shipments are documented correctly.

Local EHS Managers perform internal audits of the waste management program. The results are shared with facility managers to communicate corrective and

WASTE MANAGEMENT PROCESS



preventative actions. All persons leading or participating in waste management must complete classroom or on-the-job training to become familiar with the waste management and emergency procedures for the waste handled at the facility.

Waste Management Leadership Structure

The EHS Center of Excellence Team develops, maintains, communicates, and provides guidance on waste. The team assesses plant waste management for adherence to the Global Waste Management fundamental requirements. It also conducts global EHS audits on the waste management process, its implementation, and the results at plants across O-I. In 2021, no audits were conducted, apart from in Mexico, due to adherence to local COVID restrictions.

Country Group Teams ensure O-I plants have implemented a waste management process and hold them accountable for an effective program. The process must be consistent with the Global Waste Management Fundamental, regional guidance, and with any local applicable EHS legal and regulatory requirements. Country Group Teams give procedural guidance, provide coaching or mentoring of plant and EHS staff, and ongoing monitoring of waste management expectations (implementation, process, and results).

Each O-I plant assigns resources for implementing the Global Waste Management Fundamental, monitoring the program effectiveness and facilitating continuous improvement when needed.

Plants also develop and implement a plant-specific waste management procedure incorporating any “more stringent” regional or local requirements. The plant Facility Manager is responsible for the communication, implementation, and execution of this procedure at their location. The Facility Manager enables the waste management process to involve the plant EHS Manager,

the front-line leaders, and all relevant employees. Plant EHS staff are responsible for ensuring that all plant-specific procedures relating to waste management comply with local legislation, environmental permits, ISO 14001 standards (where applicable), and the minimum identified in the Global Waste Management Fundamental.

In 2021, a Waste Sustainability Roadmap was developed to help prevent avoidable waste, increase recycling, and create systems to accurately report and identify waste streams. The implementation of this roadmap has started in 2022.

■ The Packaging of Packaging

O-I recognizes that if we manufacture the world's most sustainable packaging, we must also promote a system through which glass itself is packaged sustainably when delivered to our customers. We have found several opportunities to meaningfully reduce the environmental impact of our packaging.

Together with our customers, we understand that wood is an exhaustible resource. Therefore, we treat wooden pallets used for our goods as returnable packaging. All across the world we either use our own pool or participate in national or industrial pallet pooling systems. Through partnerships with customers, we have been able to repurpose and reuse pallets in small closed-loop systems. Pallets returned from customers are inspected and repaired to reduce scrap and minimize new wood pallet purchases. In 2021, only 1 in every 10 wood pallets purchased was new in North America, and in Europe, only 1 in every 16 pallets was new.

For cardboard packaging, we follow two parallel paths in close cooperation with our customers. In Europe, we limit consumption of cardboard packaging and mainly use products made from recycled paper fibers. Our European cardboard composition is 71% recycled paper. We are looking for more sustainable alternatives to cardboard pads and sheets to the plastic layer pads

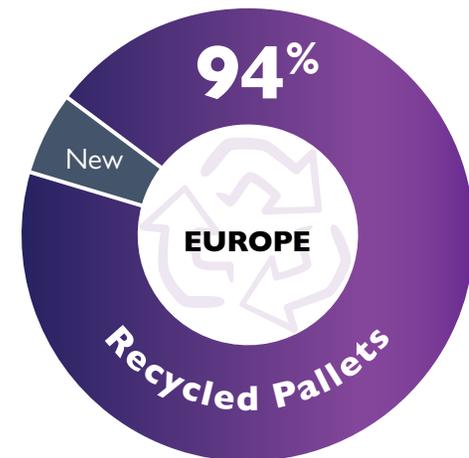
(made from recycled polypropylene) to work in a returnable scheme, as we do with pallets. In Peru, pallets and cardboard tier sheets are collected from customers to be reused. In North America, we use premium quality cardboard packaging, giving customers the opportunity to reclaim it, which extends the product life, reduces waste, and reduces the environmental impact.

Our North American corrugated suppliers utilize recycled content to make these material and in 2021, about **60%** of all our **corrugated** was **made from recycled fibers**.

In order to increase the number of times fiberboard tier sheets can be reused, our Americas business unit has created an initiative to optimize the reuse of tier sheets. To date, over 610,000 sheets from North America have been reused in Mexico, which offsets the need to purchase new sheets and reduces the volume being scrapped. Additionally, to reduce the amount of new fiber going into tier sheets, we worked with a supplier in North America to reduce the basis weight of tier sheets.

To deliver our products to customers, we use film packaging to enable our products to be clean and safe when they reach customer warehouses. Particularly for the bulk deliveries, we cannot currently avoid using a thin plastic stretch or shrink film to secure the load. Being conscious of the environment, we have run several development projects to improve this area. The two main pillars are: substantial plastic film downgauging (reducing thickness and thus the amount of plastic that we use and provide to the market) and developing films with recycled content (mainly in Europe). We have already conducted tests and downgauged with success as well as requested vendors provide film with recycled polyethylene content. Additionally, internal scrap from all global packaging materials, as well as the returnable packaging at the end of life is fully collected and further sustainably recycled by specialized partners.

WOOD PALLET PURCHASES IN 2021



BETTER USE OF RAW MATERIALS

To improve O-I's use of raw materials and reduce waste, in recent years we have focused on four initiatives: managing glass consumption, reducing raw materials inventory, reducing raw materials and logistics cost, and reducing raw materials waste.

We worked to manage glass composition based on the best Total System Cost, minimizing raw material use and increasing cullet. We drove increased cullet use and reduction in raw materials use by improving a cullet optimization tool and cullet levels considering batch cost, energy, emissions, and quality impact. We also focused on defining targets for soda ash reduction in both North America and Europe.

O-I drove raw materials inventory reduction based on a best Total System Cost approach to minimize obsolescence, the working capital invested, and scrap from raw material aging. We focused on increasing internal cullet use in North America. The Total System Cost approach was also applied to raw materials and logistics cost reduction, which included the adoption of new suppliers, and explored new ideas for distance and cost impact mapping and optimization. This includes identifying transportation options (truck or train) where possible to reduce emissions.

We reduced raw materials waste through upgrades and process optimizations, including internal cullet utilization and a waste batch program. We focused on specific batches, color change transition waste reduction (identifying areas in process of loss or waste) and reducing scrap from raw material aging.

Aiming to create a zero-waste process, any reusable internal cullet, or any reusable glass that does not make it into the final product, is recycled back into the furnace. O-I is working to address even the smallest wastes, glass fines (small particulates), to improve utilization. Some plants in Europe are also reusing the dust from the filter as a byproduct rather than disposing of it as waste. All North American plants that generate dust utilize this

method pursuing the goal to reuse all filter dust and avoid disposing of any as waste.

In 2021, we focused our efforts in optimizing the color changes transition times, use of alternative sources of cullet, and minimizing raw material waste.

To reduce the amount of raw materials used in O-I's production process, our focus has largely been on increasing the amount of cullet in our supply. See [Recycled Content](#) to learn more.

FORMING FOR OUR FUTURE

Moving into 2022 and beyond, O-I has developed sustainability plans to continue increasing cullet rate, decreasing the use of raw materials, and reducing waste. We will move these initiatives forward by defining metrics, establishing baselines, setting goals, and creating tracking mechanisms. Our roadmap will lay out initiatives, actions, and plans to execute and achieve goals.

Our current waste management approach includes conducting waste inventories. Though we track waste individually, we are working to bring the entirety of our global waste tracking into an integrated system. Elements of this roadmap will be included in EHS Business Plans (EHSBP), or the key priorities and requirements for plants set by the global and plant EHS leaders. In 2022 this will include data reporting, a Waste Fundamental gap analysis, and a Waste Awareness campaign that incorporates a Waste & Circular Economy awareness presentation for the plant EHS Leadership Team and waste management discussions with the remaining workforce.

We have developed a Waste Sustainability Roadmap that begins in 2022 focusing on analyzing the current state of our waste stream and recycling targets, as well as creating accountability through reporting and waste stream identification. This will act as the foundations for our engagement, communications, and action plans moving forward.

We plan to reduce our raw material waste by improving the conditions of our batch houses and recycling any residue, instead of disposing of it. This will require resources for analysis and testing, as well as batch house maintenance and upgrades.

As part of our initiatives to reduce raw material use and increase recycled content of all kinds, O-I has launched several initiatives to incorporate material alternatives. Reusing blast furnace slag as an alternative for limestone, alumina sources, and sand is an opportunity for us to replace raw materials and increase our recycled content. Sulfate brine waste streams can also be converted to sodium sulfate, which can be used as a sulfur source in the glasses we produce. Our aspirational initiative is to explore ways to reuse byproducts or waste from other industries that can be substituted for raw materials in our process to make new containers.

To make better use of our inputs and reduce waste, we plan to continue the initiatives we launched in 2020 and 2021, into 2022. Composition will be managed through investment in soda ash reduction and expanding our focus beyond North America and Europe to the wider Americas. O-I will assess imported materials compared to local material replacements to reduce transportation impact. Our roadmap for success includes developing and implementing a monitoring system and alerts to keep composition within targets.

We also plan to implement a monitoring system and develop key metrics, targets, and policies to reduce raw materials inventory. Raw materials waste reduction will be pursued through inventory optimization, replicating color transition best practices, and training users on risks and costs.

The implementation of a raw materials logistics monitoring system will facilitate decision making, enhance governance, and consider supplier process impacts as part of our roadmap to reduce raw materials and logistics costs.

Water

Our Vision

At O-I, we recognize that water is a precious resource and its availability is a growing concern globally. The United Nations recognizes access to clean water and sanitation as a human right – because both play a key role in the basic health and prosperity of each one of us.

In our operations, we primarily use water for cooling manufacturing processes and maintaining our plant equipment at a safe operating temperature. We aim to be good stewards of water and to foster sustainable and equitable management of freshwater resources. By building a culture of employee awareness, we seek to use our water resources responsibly, lead by example, and create the balance needed for sustainable support of the communities where we operate.

The water management and stress risks are different in each of our plants. O-I evaluates water stress using the [Aqueduct™](#) tool from the World Resources Institute (WRI).

In 2021, **38% of O-I plants** (excluding plants divested or sold) were in **water-stressed areas** classified as “high” or “extremely high” baseline stress.

Through water use management and monitoring, we strive to combine risk and impact to understand how to prioritize our actions. Water efficiency and conservation is monitored as part of our environmental management systems, and about half of our locations are certified under ISO 14001. By 2030, our goal is to reduce overall water use by 25% with focus and actions concentrated in higher-stress locations. Our Water Reduction Roadmap will guide our actions as we strive to achieve this goal.

Transforming Today

Our water use management consists of policies and procedures that have been developed by an interdisciplinary team that involves EHS, engineering, manufacturing, and R&D, among others. These policies are part of O-I’s Global Manufacturing Fundamentals (GMF), a multi-lingual program that compiles standardized specifications, requirements, work instructions, and training materials for use by everyone in the company. To help ensure efficient and stable operations, our plant equipment is regularly inspected, including mandatory preventative maintenance on the water systems.

Water is one of the regular topics in monthly multi-disciplinary meetings we use to leverage our global knowledge to drive continuous improvement. Bringing different teams together helps us to monitor and identify potential risks and opportunities, accelerating necessary measures and prioritizing focus.

TRACKING AND REPORTING

O-I’s overall water performance is reported annually in the CDP Water report.

We were proud to achieve a B rating in 2021, showing continuous progress over time.

The O-I water program includes monitoring, risk management, wastewater management, and stormwater management. About once per year, O-I screens for shifts on water risks using the WRI Aqueduct tool. Aqueduct™ is an open-source data platform that helps us understand and locate risks

from water stress, seasonal variability, pollution, and access. In 2021, 26 plants were in high and extremely high water distressed areas; 27% were in Latin America, 19% in Americas North, and 54% in Europe. Water risk assessment is also part of our Cradle to Cradle (C2C) and ISO 14044 life cycle analysis certifications.

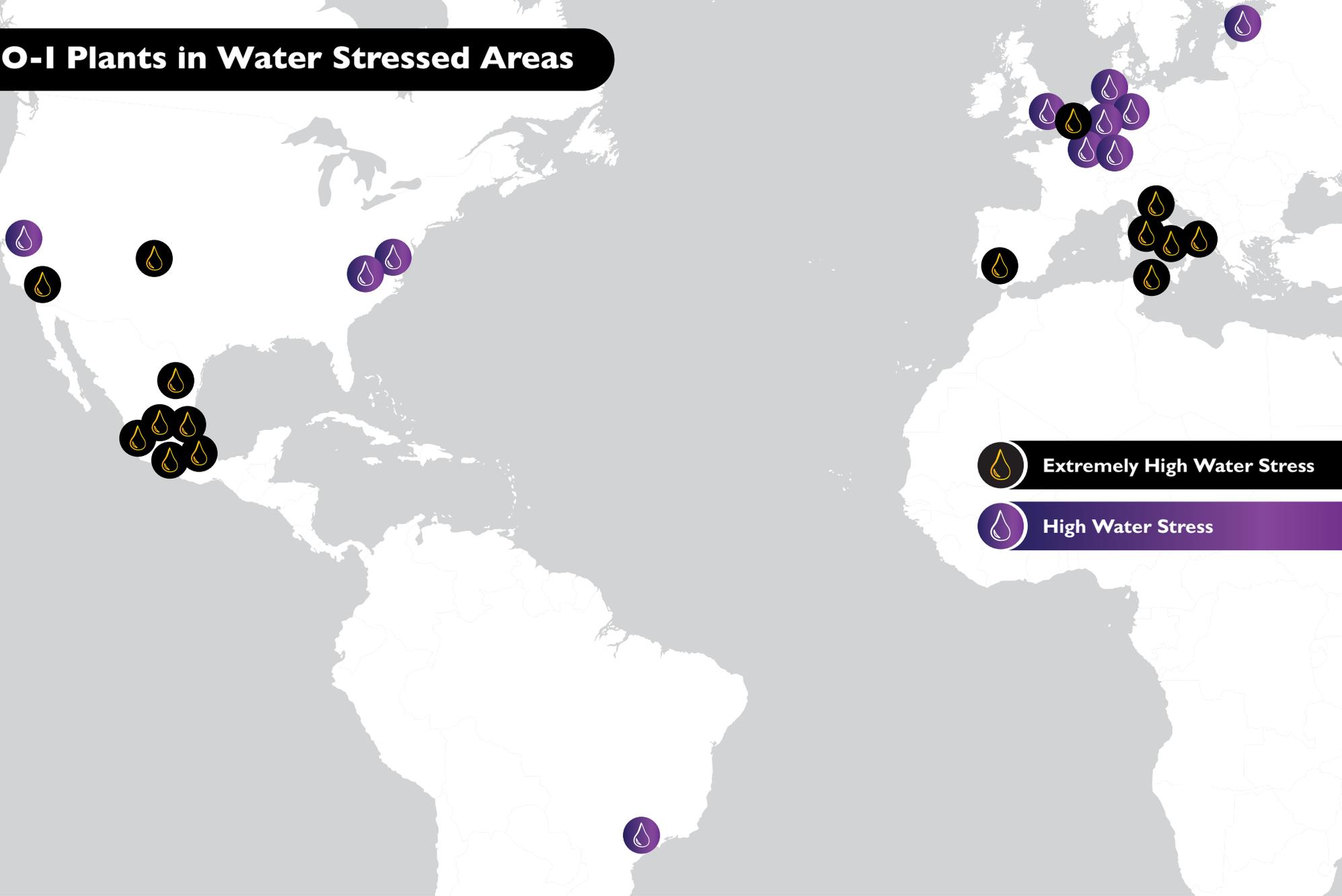
Each O-I plant tracks water consumption and works to maintain compliance with local applicable regulations. The number of water sources and providers that we utilize worldwide requires a diverse array of strategies for controlling, metering, and reporting data. O-I is making moves to improve our monitoring systems and standardize our data collection as part of a comprehensive approach to water stewardship. In 2021, we developed a Water Reduction Roadmap, which launched in 2022, with a particular focus on this area to develop a global view of our current state. Meeting our conservation goals is a vital piece of our sustainability journey and we are taking a collaborative approach across several functions, facilitating the sharing of best practices across the company.



SUSTAINABILITY GOAL

Reduce water use by 25%, with special and immediate attention to sites of highest water stress.

O-I Plants in Water Stressed Areas



WATER RECIRCULATING SYSTEMS

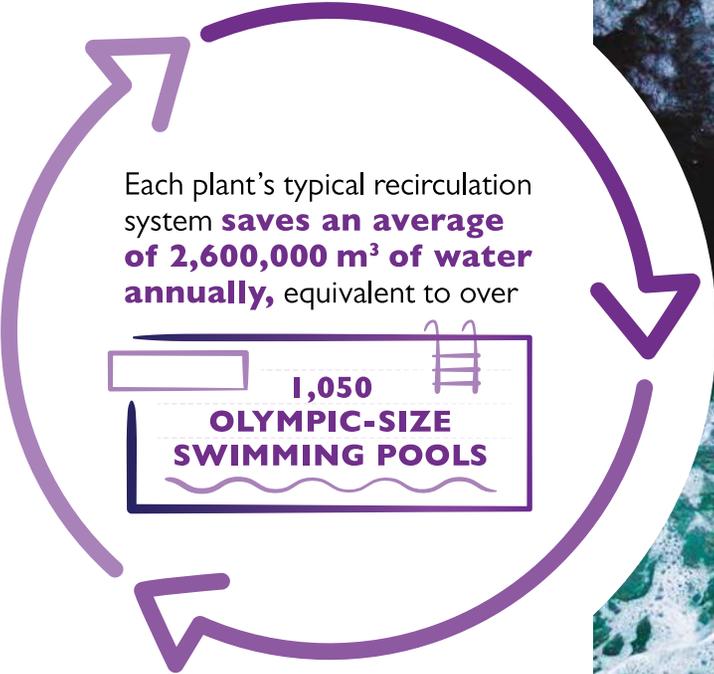
Our conservation initiatives are focused on water recycling and reuse whenever possible, which reduces the pressure on natural resources. Our hot glass rejects process utilizes a water recirculation system to reduce water consumption. This system generally includes a solids and oil/water separator that allows the water to be cycled back to the beginning of the process within the same system.

We also reuse water to cool manufacturing equipment in both open and closed-loop water systems. Up to 2% of water evaporates during the cooling phase for both the open and closed-loop systems. This consists of process water itself and a cooling water loop located on the cooling towers. A primary system that uses these cooling towers are compressors that deliver high- and low-compressed air throughout the plants. As water evaporation is part of the process, the conductivity of the water becomes too high and water is “blown down.” Makeup water is then automatically added to the cooling system to achieve the proper conductivity again. Cooling water is also used and recirculated in combination with auxiliary furnace equipment such as electrodes and batch chargers. These systems help to conserve water consumption.

The vast majority of the water used in our plants is designed to be recirculated. We estimate that the typical recirculation system is designed to save on average over 2,600,000 m³ of water per plant annually, equivalent to over 1,050 Olympic-size swimming pools. As we work through our water roadmap we intend to secure more accurate data on these practices to gain an understanding of the effectiveness of our recirculation systems.

TREATMENT AND DISCHARGE

The Plant Manager and EHS Manager at each of our locations are responsible for our plants' compliance with national, state, and local regulations, and permits regarding water withdrawal and wastewater discharge. Wastewater that is not reused within the plant is discharged in accordance with our permit requirements. Discharge wastewater exiting our plants is monitored and periodically sampled and tested as required by the local laws and regulations.



Each plant's typical recirculation system **saves an average of 2,600,000 m³ of water annually**, equivalent to over

1,050
OLYMPIC-SIZE
SWIMMING POOLS

Key Changers

Jaroslaw
POLAND



Over 2020 and 2021, our plant in Jaroslaw, Poland installed a new **oil separator** that **reduced** the amount of **waste generated** by **400 tons**.

Villotta, Marsala & Bari
ITALY



In Villotta, Italy, **recycled water absorbs waste heat** that is used to **heat** parts of the **shop floor**.

Marsala, Italy treats and **reuses municipal stormwater** for equipment cooling and irrigation.

Jakarta
INDONESIA



Our plants in Jakarta, Indonesia and Bari, Italy are among our facilities **capturing rainwater** for reuse. The Bari plant, launched their program in August 2020, installing a pump, 15 m3 tank connected to the main plant circuit, and a meter to register real rainwater reuse. In one year the plant **reused 1 000 m³ of rainwater**.

STORMWATER RUNOFF

At O-I, the primary method of protecting stormwater runoff is to prevent contamination from occurring. This has been emphasized through the design of containment systems, employee training, and regular inspections. In the U.S., we follow the U.S. Environmental Protection Agency (EPA) Stormwater Pollution Prevention Plan (SWPPP) guidance at our manufacturing facilities and in other geographies we comply with local regulations. Following the SWPPP provides the roadmap to compliance with industrial stormwater permits. Stormwater outfalls are frequently inspected and sampled for compliance and periodically visually evaluated for the presence of non-stormwater discharges that are covered by local regulations. O-I strives to comply with all national, state, and local regulations regarding stormwater.

Our Spill Prevention, Control, and Countermeasures Plan (SPCC) addresses the management of oil materials and the prevention of off-site releases. While we are working towards having an SPCC plan in all facilities, for those that have it implemented, the plan addresses spills that could occur at the facility level and establishes procedures and equipment required to prevent, control and provide adequate countermeasures to avoid such spills for each of our plants. These plants have a designated spill coordinator responsible for forming a spill response team and providing training.

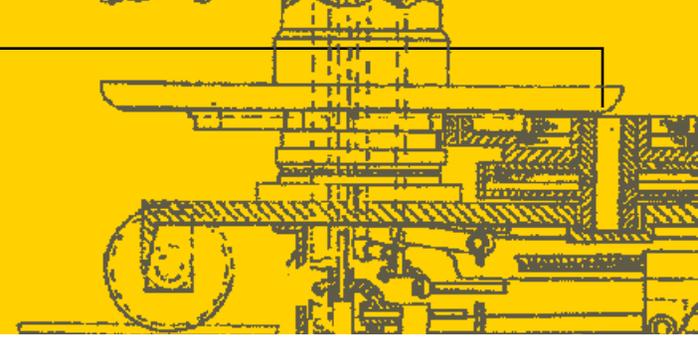
Our SWPPP and SPCC plans provide plants with the roadmap to compliance. Stormwater outfalls are periodically recorded, sampled, and visually evaluated for the presence of non-stormwater discharges that are covered by local regulations. In 2021, we did not incur any water supply violations.

Global NOVs	2018	2019	2020	2021
Water	2	0	0	0
Wastewater	10	4	7	6
Stormwater	3	6	2	0

FORMING FOR OUR FUTURE

Moving forward, we will continue to improve the sustainable management of our water use, identify water management risks and opportunities, and contribute to increasing long-term water security. In addition to standards for water recycling, we believe improved monitoring and data collection systems will allow us to define benchmarks from which to set more ambitious goals for conserving water. Our Water Reduction Roadmap to the 2030 target will prioritize this monitoring, along with promoting a culture of water stewardship throughout the organization. A dedicated working group and engagement initiatives will help to promote conservation through water literacy and a more visible focus on environmental awareness, which will help reinforce our commitments and create company-wide alignment around the goals of improved efficiency and conservation.

Our Supply Chain



Our Vision

At O-I, sustainability is about achieving a balance in our operations and the products we make with the current and future needs of our communities, the planet, and our collective prosperity. We are committed to achieving balance together by transforming what we do. Developing sustainable procurement is about acknowledging the broader impact that our purchasing decisions have on our people, the environment, and our overall sustainability performance. We are transforming today by inviting our suppliers to join our sustainability journey.

O-I's Global Procurement Policy defines Procurement's authority, engagement, methods, transactions, and documentation requirements for procuring goods and services on behalf of O-I. Our procurement aim is to gain supplier alignment with our sustainability goals and to obtain goods and services that meet performance, quality, and service level expectations from approved suppliers at the best overall value and total cost.

Our Procurement Team's Guiding Principles include:

- Procure goods and services at the best total cost.
- Understand and respond to our customers' business needs and challenges.
- Seek, establish, and maintain supplier relationships that deliver O-I's objectives.
- Improve our business processes to facilitate our effectiveness and efficiency. Remain open, competitive, and fair in our business practices.
- Retain the integrity and confidentiality of information.

- Develop and foster a dynamic, proactive, and committed relationship with stakeholders, incorporating stakeholders in the Strategic Sourcing Process.
- Ethics, professionalism, commitment, and quality are the four pillars underpinning Procurement's commitment to excellence.

Our fundamental values guide our behavior. We are committed to the core values of integrity, respect, trust, and the pursuit of excellence in all of our relationships throughout the supply chain.

O-I seeks to foster relationships with suppliers who share similar values. At O-I, we expect our suppliers to conduct their business in compliance with laws and in accordance with our high ethical standards. With production locations around the globe, we place great importance on the relationships we maintain with all our suppliers. O-I's global supply chain includes a variety of local, regional, and global suppliers who provide a wide range of products and services.

Transforming Today

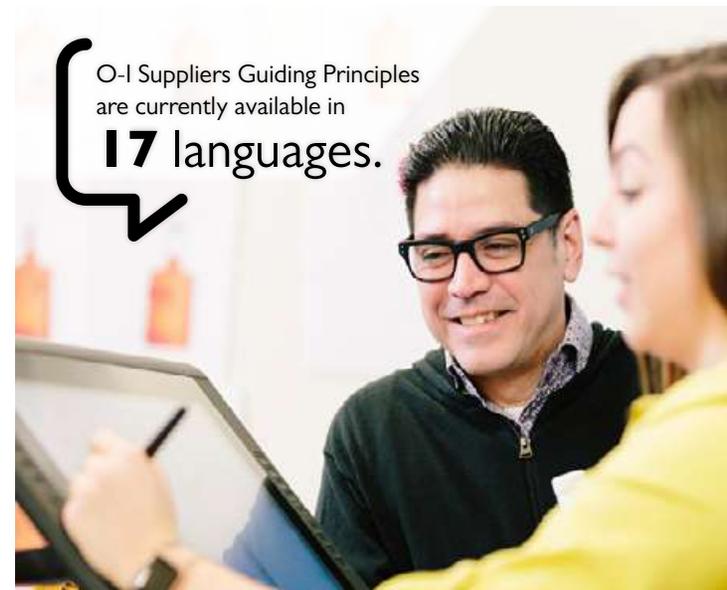
SUPPLIER GUIDING PRINCIPLES

We have created Supplier Guiding Principles that emphasize suppliers' compliance with all applicable laws and regulations including labor, environmental, workplace health and safety, and anti-corruption. This includes suppliers' compliance with all applicable laws prohibiting human trafficking and modern slavery.

We distribute the Principles to all suppliers and ask for their agreement to honor them to reinforce and build awareness of O-I's expectations that suppliers will conduct their business in compliance with applicable laws and in accordance with high ethical standards.

O-I Suppliers Guiding Principles are currently available in

17 languages.



SUSTAINABILITY GOAL

Achieve sustainability balance, together, by aligning our supply chain with our 2030 sustainability vision and goals.



O-I applies the Principles to all suppliers with whom O-I, our affiliates, and business units worldwide have a contractual/business relationship, including contractors, and suppliers of products and services. The Principles lay out supplier legal, compliance, and expected standards on many topics including:

- Minimum age for employment
- Forced labor
- Child labor
- Human trafficking/modern slavery
- Abuse and harassment
- Discrimination
- Freedom of association
- Work hours, work week, and payment of wages

The Principles also establish expectations around workplace health and safety, environmental practices, sustainability, anti-corruption and bribery, conflicts of interest, gifts, antitrust and competition law, protecting confidential information, trade compliance, business records, and communications.

Suppliers are asked to certify their compliance with the Principles at O-I's request, and to authorize O-I and its designated agents (including any third parties) to engage in monitoring activities, including on-site inspections based upon reasonable notice.

Upholding O-I's value of integrity, O-I provides suppliers an outlet to report illegal or otherwise improper conduct by contacting the relevant O-I manager, the Ethics & Compliance Office, or use O-I's Ethics and Compliance Helpline. See more in [Ethics](#).

■ Conflict Minerals

Per our [Conflict Minerals policy](#), O-I does not purchase conflict minerals directly for the manufacturing of our products. O-I purchases materials and products through an extensive supply chain and we rely on

direct suppliers to provide information to the extent that conflict minerals are contained in components and materials supplied to the company. Our expectation that suppliers provide necessary information for O-I to comply with our conflict minerals reporting obligations is a component of the Supplier Guiding Principles.

O-I is taking steps to determine the origin and status of any conflict minerals that may be necessary to our products' functionality or production. We publish an annual report on conflict minerals on our [website](#). Based on our assessment, we believe that there are no conflict minerals that are necessary to any product that O-I manufactures or contracts to manufacture as part of its glass container business. O-I does and will continue to work closely with our supply chain partners and will look to identify, reduce and, where appropriate, eliminate the use of conflict minerals in our products that may support human rights violations, armed conflict, or violence.

■ Compliance

We ask our suppliers to adhere to and conduct their business in accordance with the Supplier Guiding Principles. We encourage a continuous improvement approach by our suppliers to achieve compliance with the Principles including ongoing risk assessments performed by suppliers and the implementation of appropriate actions to mitigate identified risks. See Supplier Screening below for more information on Compliance.

■ Non-compliance

When O-I becomes aware of any actions or conditions not in compliance with the Supplier Guiding Principles, such actions or conditions will be reviewed and appropriate corrective measures will be implemented. Additionally, we expect a supplier to promptly report any non-compliance that could have a significant effect on our business.

In situations involving non-compliance, O-I and our suppliers will develop ways to correct the non-compliance including a commitment from the supplier to correct the non-compliance within an appropriate timeframe. If there is no commitment from the supplier or a lack of corrective measures, O-I will consider taking appropriate action, which may include ceasing to do business with the supplier.

■ Other Due Diligence

O-I's [Global Code of Business Conduct and Ethics](#) applies not just to employees, but everyone O-I conducts business with worldwide, including suppliers. It states that O-I complies, and expects supplier compliance, with various laws intended to protect human rights including laws prohibiting child labor, forced labor, and human trafficking. O-I provides periodic training to all employees on our Code of Conduct and bribery.

The Code of Conduct stipulates that O-I deals fairly and honestly with our suppliers. This means that O-I's relationships with suppliers are based on the Supplier and Procurement Guiding Principles, price, quality, service, and reputation, among other factors. Employees dealing with suppliers must maintain their objectivity and independent judgment. Specifically, employees are prohibited from accepting or soliciting any personal benefit from a supplier or potential supplier that might compromise an objective assessment of the supplier's products and prices.

Based on the [International Labor Organization's](#) latest Global Estimates reports, O-I has identified countries or regions of the world with higher risk of injustices or human rights violations. Such fundamental human rights include freedom of association and collective bargaining and freedom from modern slavery, child labor, or forced labor. We hold our suppliers to the high standards of ethics and compliance established in the Code of Conduct.

SUPPLIER SCREENING

In the past, O-I has used a sustainability questionnaire, verifying particular suppliers' compliance to meet regional requirements and laws. We have additionally worked with a business intelligence service provider that has compiled a database that can be used to screen suppliers against sanctions lists published by various governmental jurisdictions.

Since 2020, we have enhanced our supplier screening process through monitoring, verifying, and collaborating to improve suppliers' sustainability performance. O-I uses a third-party, EcoVadis, to guide supplier assessment against four sustainability criteria: environment, labor and human rights, ethics, and sustainable procurement. The EcoVadis monitoring database screens against over 75,000 suppliers. The supplier assessment will aid us in monitoring our supplier's environmental and social performance. This will help us to determine our supply chain sustainability performance baseline, as well as quickly identify and address any eventual, current, or future criticality. Together we will be able to identify the highest risk suppliers and implement appropriate corrective actions.

Based on this risk analysis (high risk and business impact), we have begun inviting selected critical and strategic spend suppliers to go through the assessment (energy, raw materials, moulds, and packaging). These suppliers represent significant portions of our spend.

By the end of 2021, **17% of our in-scope critical and strategic spend suppliers** had been **assessed by EcoVadis**. Our objective is to assess **100% of such critical and strategic spend suppliers by the end of 2022**.

Targeting continuous improvement, participating suppliers develop action plans for growth opportunities. Our suppliers will have access to a confidential questionnaire, their scorecard, and tools for benchmarking their sustainability performance and improving their practices.

SUSTAINABLE PROCUREMENT TRAINING

O-I seeks to foster relationships with suppliers who share similar values to ours. We have implemented a sustainable procurement training program for our buyers.

As of the end of 2021, we had **trained 89% of our Procurement staff on sustainability**.

Procurement is also looking to add this training to their onboarding process.

The sustainable procurement training introduces five key areas in sustainability: respect for human rights, labor standards, health and safety, environmental impact, and business ethics. It presents sustainability as an ethical and risk imperative, specifically stressing action to address climate risk.

The training delineates a five-step Sustainability Improvement Process to: identify risks, assess the risks, prioritize suppliers, evaluate suppliers, and make improvements. In the first two stages, the process involves assessing risk based on the product category and the supplier's business criticality, not on specific supplier risks. In the risk assessment step, we use two categories: product category risk and business criticality. Product category risk includes country risk, environmental risk, and health and safety risk. Business criticality includes business impact and spend. The purpose of assessing business criticality is to focus improvement on suppliers that are a combination between the riskiest suppliers and those suppliers that are most critical to the business.

PROCUREMENT ORGANIZATION

O-I's supply chain activities are conducted by the Global Procurement Team led by the Procurement Leadership Team (PLT). The PLT is headed by the Chief Procurement Officer. Processes and capabilities are

managed by the Procurement Center of Excellence Leader and supported by Global Sourcing Leaders (Corporate Services, R&D, Energy, Batch Material, Capital Expenditure, and Molds) and the Regional Category Leaders (Europe, Latin America, and North America). The Regional Category Leaders have direct responsibility for Regional Sourcing Managers in the areas of Raw Materials, Cullet, Energy, Packaging, and Logistics. Regional Category Leaders also have functional responsibility over the country group Procurement Leaders.

O-I has organized Procurement and assigned sourcing responsibilities based on market structure (local, regional, or global) and the nature of the need (common or specific).

Due to the inherently local supply chain of glass, **81% of our total suppliers are local**. We define local markets as country-based. Most glass customers and suppliers are within 300 miles (500km) of production plants.

	2018	2019	2020	2021
% of Local Suppliers	84%	84%	86%	81%

For each selected market, we assess the business criticality and market difficulty, incorporating varying expectations of value drivers into our portfolio analysis. For each selected market, we also assess the perception of our business by each of our current and prospective suppliers (supplier's view) in terms of the relative value and attractiveness of our business. By combining the portfolio analysis and the supplier's view, we map and manage our supplier relationships according to an increasing level of collaboration.

Elevating sustainability throughout the company, we are enhancing our procurement process to make it more robust, collaborative, and embed it in risk management and value creation.

STRATEGIC SOURCING PROCESS

We cover all markets in all geographies through a Strategic Sourcing Process (SSP) over a three-year rolling plan that we call the Strategic Sourcing Roadmap. The SSP is a robust five-step approach consisting of scoping, category analysis, strategy definition, execution and results validation, and impact monitoring. Each project has a Sourcing Leader with a cross-functional core team. Each phase ends with a gate review with relevant procurement leaders and stakeholders. Engagement from stakeholders is required within each gate, however, stakeholder and management validation is incorporated into scoping and strategy definition.

As part of the category analysis step, we develop external (markets, suppliers, regulations, cost drivers) and internal (needs definition, sourcing history) analysis, generating options to maximize value and reduce risks for strategy definition. Incorporated into the category analysis step, we have launched sustainable supplier scrutiny with focus on markets with the highest business criticality and strategic relevance such as raw materials (including cullet) and energy. We have currently covered 17% of our in-scope critical and strategic spend. Our objective is to cover all of our spend our critical and strategic categories by the end of 2022.

FORMING FOR OUR FUTURE

Sustainable procurement is a significant part of O-I's goals and aspirations. We are aware of the importance of sustainable procurement and focused on making all purchases with the least possible impact on the environment while leveraging local communities. We are launching initiatives that will increasingly drive sustainability deeper into our supply chain. We have defined several main topics we will focus on to increase our sustainability maturity and base on those we will define and implement a Sustainable Procurement Roadmap. Those main areas of focus are People, Vendors, Policies, Strategic Sourcing Process, and Contracts.

During 2022, we plan to perform a procurement maturity review with EcoVadis to find and define our gaps and help us to prepare our Sustainable Procurement Roadmap. In parallel, some activities will be launched, as they are defined already. Procurement training program will be rolled out fully so all procurement employees will be able to participate in sustainability training. We will start embedding sustainable procurement concepts into the SSP and exploring tools and practices to develop by assessing suppliers' sustainability performance as part of our external data gathering and analysis. Our critical and strategic suppliers will be the priority for the rollout of our sustainable procurement approach. We plan to include sustainable procurement clauses in supply contracts. Suppliers' sustainability performance will become part of our supplier selection criteria and supplier development program. Our objective is to assess 100% of our critical and strategic spend through EcoVadis by the end of 2022.



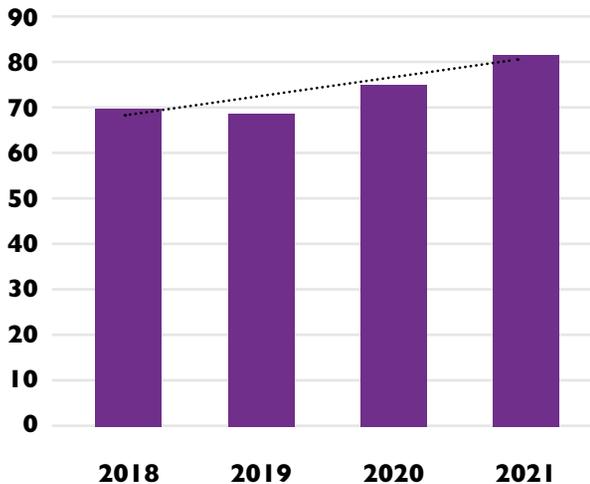


OUR PRODUCT

Innovation

For more than 100 years, O-I has been innovating and transforming the glass packaging industry. Innovation is in our DNA, and we continue to reimagine how we approach every part of our business, from our glass-making technology and processes, to our customer approach and how we support our people. As an essential part of what defines O-I, we believe that innovation is the key to the future of glass--and sustainability. O-I is taking transformative steps forward in our processes, products, and our interconnected relationships with our stakeholders. We seek to transform the ordinary into the extraordinary.

Annual Spend on Research, Development, and Engineering (in Millions USD)



Innovating from the Start

Michael J. Owens was born in 1859 in West Virginia into a humble Irish immigrant family. He started working at the age of 10 at a local glass factory – a typical (and dangerous) job for young boys at the time. In 1903, Owens invented the Owens Bottle Machine, which revolutionized the glass-making process forever. Owens' machine launched the Owens Bottle Machine Company and today remains the foundation of the glass-making industry. In his lifetime, Owens moved from being a “blower’s dog” to a factory-floor glassblower, to being a major shareholder in a global, leading company bearing his name. Owens was fearless, persistent, and confident. In 2007, he was inducted into the National Inventor’s Hall of Fame.

Owens’ machine was not only a landmark advancement in glass production, it created significant improvement in safety and human rights. The machine assumed dangerous tasks that were historically performed by child laborers. In 1880, nearly 25% of all glass industry workers were children, but by 1919 – less than 20 years after Owens’ invention – child labor in the glass-making industry dropped below 2%.⁴ To this day, we still pride ourselves on high ethical standards and the spirit of innovation that Owens initiated.

Michael Owens’ innovation changed the way glass had been made for hundreds, if not thousands, of years. “It can be done” was his personal motto. More than a century later, his legacy lives on as we carry the spirit of his creativity, determination, and desire to transform the glass-making industry. That same spirit of innovation in glass-making continues as our employees work with our customers and partners to define the future of glass. From licensing machines to producing bottles,



from manual to automated inspection technologies, O-I has innovated nearly every production process and brought the sustainable power of glass into everyday use. With over 3,500 active patents (Utility and Design) worldwide, we remain on the leading edge of

innovation and dedicated to what endeared Mr. Owens to glass more than 100 years ago: its beauty, versatility, and sustainability.

There have been significant changes in the global packaging industry over recent years; however, what has remained constant is glass packaging’s unique benefits that stay true to the health and sustainability of our world. Like it always has, glass will be here today and tomorrow, remaining hard at work and doing its part to deliver our sustainable future. We are proud to help the world celebrate 2022 as the [International Year of Glass](#), as declared in 2021 by the United Nations General Assembly, recognizing the people and products that transform our lives every day.

SUSTAINABILITY GOAL

Reinvent and reimagine glass-making so the circularity of glass meets the potential of our MAGMA melting technology, low-carbon alternative fuels, and light-weighted glass packaging.

⁴How the Owens Bottle Company Helped End American Child Labor - Pacific Standard (psmag.com)

Our Innovation Journey

1903 **Founded** as Owens Bottle Machine Company

1932 **Creation** of fiberglass mass production

1964 **Creation** of Spectra Glass a new green color, which protects light sensitive products like beer

1985 **Patented** a waste heat recovery system for preheat combustion air for melting

2013 **Opened** Innovation Center, a dedicated R&D facility

2018 **MAGMA** concept unveiled and development begins

2021 **MAGMA** expansion and implementation is announced at the 2021 Investor Day

Process Innovation

O-I was born from innovation. Just a century after Owens' invention, O-I is again innovating with our groundbreaking MAGMA technology, which will again change the glass packaging industry. This and other advancements were pioneered in our dedicated R&D Innovation Center, a facility that gives us the ability to invent and trial new technology and processes, troubleshoot production issues, evaluate and improve product quality, or even test new raw materials. Our drive to invent, transform, and constantly raise the bar for glass manufacturing is what sets O-I apart. This is why innovation is found in everything we do, creating value for our stakeholders.

MAGMA

MAGMA (or Modular Advanced Glass Manufacturing Asset) is an O-I proprietary innovation that is reimagining how glass is made and will transform the glass-making business model. The MAGMA melter and its footprint are significantly smaller than a legacy glass furnace. It is constructed using more sustainable methods and materials, deploys advanced technologies, enables advanced light-weighting potential, possesses on-off capability, and has the potential to be co-located at customer facilities.

With a more flexible and modular design, MAGMA enables more rapid capacity expansion and unlocks the potential to follow demand more quickly and precisely. MAGMA uniquely positions O-I to help customer brands better capitalize on market opportunities. Over time, we expect this technology to deliver a number of benefits including scalability, lower operating costs, rapid deployment, production flexibility, sustainability and mobility.

MAGMA provides the pathway to bring transformative progress to the sustainability of glass manufacturing. A smaller melter size and alternative materials used in

its construction allow the MAGMA melter to reduce waste and construction materials needed. The melter itself improves upon the reparability over legacy technologies. Because the on-off technology eliminates the requirement to continuously run around the clock, MAGMA is a step-change improvement in the resiliency of the asset and the overall efficiency of the process – whether for color changes, quality adjustment, or to respond to an unexpected process interruption.

MAGMA is not a blue-sky concept. We currently operate a MAGMA prototype unit in our Innovation Center in Perrysburg, Ohio, which produced its first glass sample in 2015. In 2017, the construction of a pilot unit in our Streator, Illinois plant began with the first glass made on the line in October 2018. In March 2021, we completed installation, start-up, and testing of our first full-scale MAGMA production line in our Holzminden, Germany plant. As we develop successive generations of MAGMA, we will look to deploy them in our existing footprint and to explore near and co-location opportunities with our current and future customers.

In 2021, the MAGMA team added dedicated leadership positions to continue to advance its sustainability agenda, with a focus on increasing energy efficiency, reducing greenhouse gas emissions, expanding recycled content, and water conservation and re-use. 2021 also saw the advancement of digitization in the MAGMA process, which will enable next-generation energy performance and optimization, raw material quality verification, and increased production efficiency. Innovative dry waste recycling systems and advancements in closed-loop water re-use and filtration are currently being developed to support O-I's commitments to water and waste reduction.

As we continue to build out our MAGMA sustainability team and progress along our digitization roadmap, we plan to enable further application of waste heat recovery, the use of alternative fuels, and other technology to reduce greenhouse gas emissions, evolve container lightweighting, and reduce energy and water

consumption. Developments like MAGMA demonstrate O-I's ability to create transformative innovations to disrupt existing technology and the industry. MAGMA also builds on O-I's heritage of innovation. It is an example of what we can achieve when we imagine the impossible and challenge the status quo each and every day.

"Innovation and technology are key cornerstones of O-I's business strategy," said Andres Lopez, CEO. "The MAGMA technology enables us to define a new way of making glass to better serve our customers and bring more options and flexibility to production."

ULTRA LIGHTWEIGHTING

Our vision to be the most sustainable maker of rigid packaging compels us to identify and create customer-centric solutions that meet or exceed the sustainability aspirations of all our stakeholder. One of our ongoing initiatives is to find ways to consistently create lighter-weight glass packaging and to do so in a way that does not compromise our high standards for strength and quality. Lightweighting makes glass packaging even more sustainable by reducing the raw material and energy need for production, emissions, and transportation impacts. For decades, O-I has successfully found ways to incrementally lightweight our products. Now, we are working towards step changes in weight reduction through our innovative ULTRA program.

The goal of ULTRA is to reduce the weight of glass packaging by up to 30% without decreasing performance by 2025.

The ULTRA program began in 2021 with the roll-out of proprietary advanced modeling tools. Our tools promote lightweighting by preemptively solving downstream product issues while still in the concept and design stage. A Container Stress Modeling Tool (CSMT) was developed internally to automate the analysis of new container designs. This tool uses computer-aided

physics-based models to ensure container designs meet glass strength requirements. It gives designers and customers confidence that new containers (especially lightweight designs) will not cause issues in filling lines or transportation.

A dashboard was developed to track and visualize the progress of lightweighting benefits. It combines the lightweighting and performance information gleaned from CSMT and other tools into our real-time production numbers to display cumulative sustainability metrics. It also allows designers to easily identify candidates for redesign or lightweighting. The dashboard drives change by providing the right metrics to the team, enabling the prioritization of resources, avoiding multiple trials, and maximizing production speed and efficiency.

Through such technologies and modernized processes, ULTRA facilitates partnership with customers in the lightweighting process by providing quantifiable results of sustainability impacts. In this way, we will continue working towards our vision of achieving balance together by transforming what we do.

2021 Lightweighting and Productivity Improvements Saved



3,930 TONS OF GLASS

equivalent to 12.7M beer bottles



4,366 MWH OF ENERGY



OVER 3,000 TONS OF CO₂

equivalent to taking nearly 670 gasoline-powered passenger vehicles off the roads for one year⁵

Product Innovation

We are leading the way in product innovations with an ever-expanding portfolio of award-winning container designs and decorations. Every day our master-makers use science and art to transform four basic ingredients – sand, soda ash, limestone, and recycled glass – into millions of different glass bottles and jars that excite consumers, help customers build strong brands, and provide value to our employees and stakeholders.

DRINKTAINER™ OFFERS AN ENHANCED TO-GO EXPERIENCE

The Drinktainer™ is a category-defining new design and part of our new Catalyst Collection™. It is a distinctive design that features a wide opening, which combines the convenience of a glass bottle with the sensory experience of a drinking glass. It is a container that provides the ultimate beverage-consuming experience. The Drinktainer™ technology unlocks deeper flavor, freshness, aroma, and more.

Beer connoisseurs prefer beer from a drinking glass. When glasses are not an option, they believe beer from a glass bottle taste far better than drinking from a can. We challenged our packaging designers to create a container design with a new level of function that captures the flavor benefits of glass with the sensory experience that comes from consuming a beverage from a drinking glass. Drinktainer™ was the result. It removes the sensory barriers from traditional glass bottles to deliver the ultimate consumption experience, unlocking the beverage's aromatic potential straight from the packaging – no extra drinking glass needed. And we believe this Drinktainer™ enhanced experience is by no means limited to beer!

⁵EPA, Greenhouse Gas Equivalencies Calculator.



Drinktainer™ has already experienced success among cocktail and draft pilot programs and is now available commercially to bars, restaurants, and breweries. Lagunitas Brewing in Petaluma, CA, Blue Moon Brewing in Denver, CO, and Chucktown Brewing in Charleston, SC are a few that have taken advantage of this sustainable to-go packaging option.

It is available in a range of designs & sizes (12oz & under) for single-serve, take-home beverages. Due to its smaller capacity than containers such as growlers, Drinktainer™ offers a to-go option that produces less product waste. It is an easily fillable and sealable container that offers single-serve flexibility without limiting the enjoyment of flavor and aroma like other to-go packaging options. O-I offers a taproom-ready, manually operated packaging device for applying the RipCap® closure. The RipCap® closure withstands carbonation required by traditional beer and seltzer-type products and is easy to open with no extra tools – just pull out, up, and enjoy!

Additionally, “Glass is infinitely recyclable, and the innovative design of the Drinktainer™ enables it to be recycled locally along with other glass bottles and jars,” says Sarah Brennan (She/Her), O-I’s Director of Marketing & New Product Development, Americas North. “Glass is pure and inert, meaning the Drinktainer™ maintains the natural flavor of your favorite beverage while offering flexibility of choice that cannot be addressed in larger container forms.”

O-I : EXPRESSIONS

For more than 100 years, our master glass makers have transformed food and beverage brands into icons through the magic of glass packaging. In our search for a decorating technique that capitalizes on the latest technology, enhances sustainability, and provides distinctive brand-building characteristics, we created a decorating system called [O-I : EXPRESSIONS](#). This system uses sustainable organic inks and O-I’s

innovative decorating technology to transform a bottle into a customizable, multi-dimensional work of art. O-I : EXPRESSIONS enables us to quickly customize smaller volumes of products, add distinctive art and design, create limited editions, and include personalized or promotional branding. With no label waste and limitless design options, O-I : EXPRESSIONS allows us to empower brands to respond to trends faster, customize and go to market faster, and even enhance the sustainability profile of the world’s most sustainable rigid packaging.

O-I : EXPRESSIONS invited the next generation of visual storytellers to submit their creations that combine elements of sustainability and premiumization, featuring a bottle from O-I’s EU new Contemporary Spirits Collection, to the O-I : EXPRESSIONS Design Awards 2021 contest. The contest theme was “Premium and Sustainable,” a nod to the elements from the EU collection. Contestants were invited to submit a design rendering that follows the theme using the “Lux” bottle from the new collection and the capabilities of O-I : EXPRESSIONS. O-I partnered with Packaging of Premium and Luxury Drinks (PLD) and Pentawards.

A panel of industry expert judges chose five finalists. Rebecca Edwards, a young British designer, was named the winner of the O-I : Expressions Design Awards 2021. She was awarded the top honor for her entry inspired by Old Norse legends. The award was presented at a gala presentation at the Packaging Innovations Show in London on December 2, 2021. According to Melianthe Leeman, O-I's Global Category Director, Wine, and Spirits, "The judges were entranced by the creativity of Rebecca's design, in which the 360° depiction of the serpent captured the essence of the circular economy, in which glass plays such a vital role." The O-I : Expressions Design Awards 2021 demonstrated glass's pure and completely recyclable nature and its suitability for premium glass packaging.

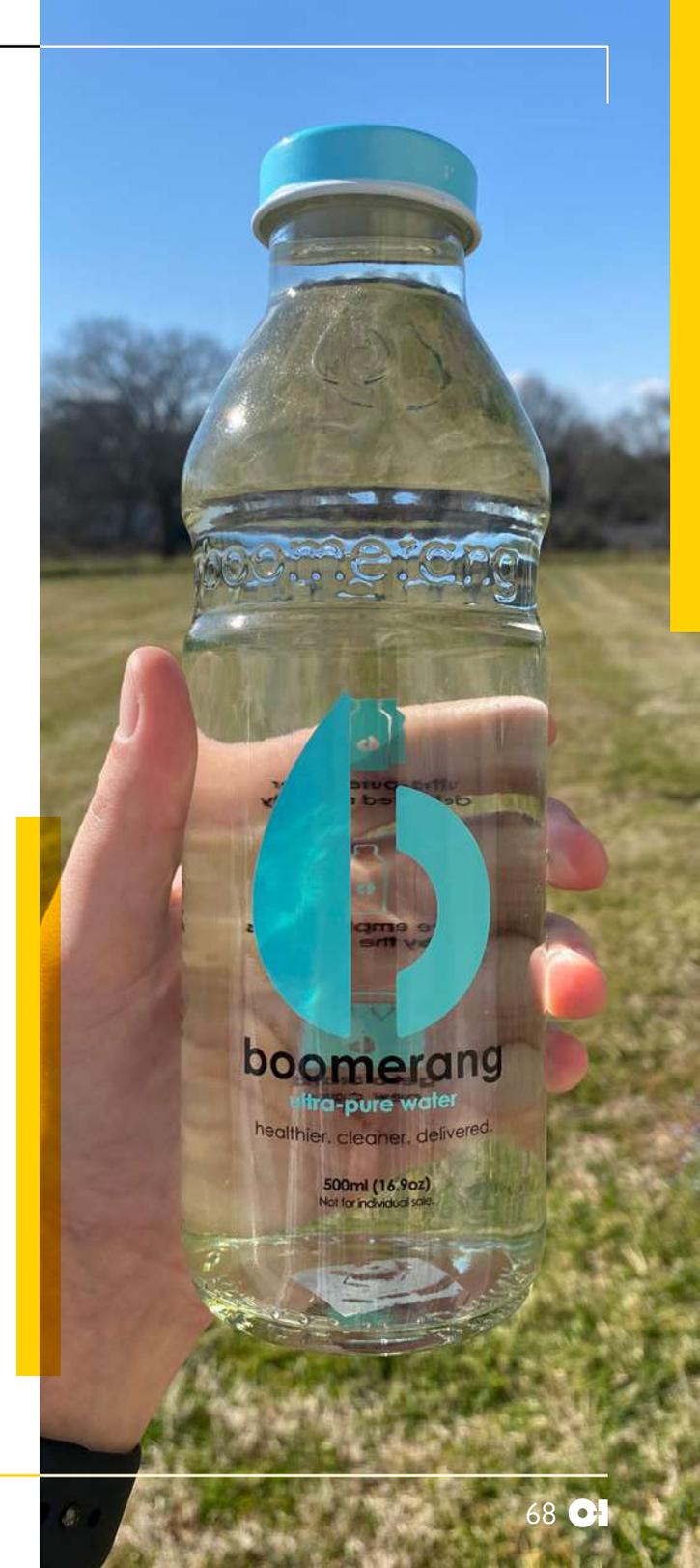
REFILLABLE GLASS – "GOLD STANDARD" FOR SUSTAINABILITY

As consumers and customers become more aware of their environmental footprint, there has been a growth in demand for refillable bottles. Refillable glass bottles (RGB) offer the most sustainable and economical rigid packaging option. In as few as five turns, RGBs offer the lowest environmental impact of any other packaging. Throughout its lifetime, returnable, refillable glass bottles can offer significant CO₂ emission savings.

Refillable glass containers are the "gold standard" for sustainability and circularity. Depending on specifications, refillables can be commercially reused at least 25 times, oftentimes more, before having to be recycled into a new container. In recent years, O-I has developed several innovative partnerships to bring RGBs to the market. In 2018, O-I partnered with the [Oregon Beverage Recycling Cooperative](#) (OBRC) and Oregon-based [Double Mountain Brewery & Cidery](#) to design a returnable, refillable beer bottle for breweries throughout Oregon. The soft drink brand [Vita Cola](#) rolled out the O-I made .33-liter reusable glass bottle in

2020, using nostalgia and glass's endless recyclability to appeal to today's younger consumers.

O-I also partnered with Boomerang Water to create Boomerang's refillable and incredibly durable glass water bottle. O-I was tasked by Boomerang with building a better water bottle, "as easy and convenient as on-the-go plastic, but made of higher quality materials to ensure ultra-purity and sustainability for our eco-conscious consumer," said co-founder Jason Dibble. He also cites health and wellness benefits as another reason Boomerang loves glass bottles. "The glass prevents microplastics and toxins from leaching into the water so it's healthier than our competition, and they're infinitely reusable in our closed-loop system, so every bottle returned reduces carbon emissions by 90% and keeps plastic bottles out of the ocean." We love Boomerang's passion for glass and are proud to be part of their vision!





O-I JOINS CENTER FOR GLASS INNOVATION, NEW YORK'S COLLABORATIVE INITIATIVE

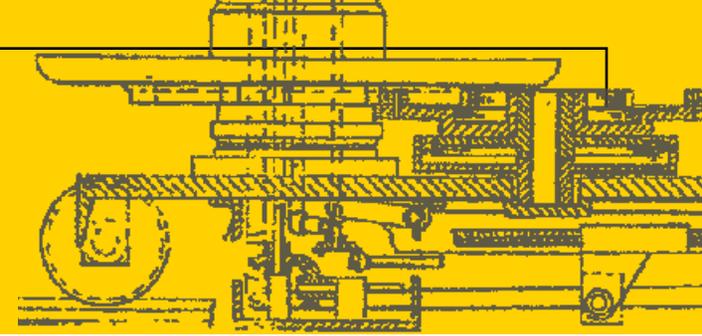
In early 2021, O-I announced our industry partnership with the Center for Glass Innovation, a new collaborative initiative by the State of New York aimed at developing innovation around glass packaging and end markets for curbside recycling.

The New York State College of Ceramics at SUNY Alfred will lead the three-year research and collaboration initiative. The first-of-its-kind Center will bring together researchers, state officials and industry experts. The teams will share knowledge to develop next generation glass materials, make manufacturing processes more energy efficient, and uncover ways to reuse glass that would otherwise be dumped into a landfill. O-I is both a financial supporter as well as a board member.

“

Collaborating through the Center for Glass Innovation supports O-I's ambition to transform our process, products, and our interconnected relationships to bring to life our vision for a sustainable future, says O-I Chief Sustainability and Corporate Affairs Officer Randy Burns (He/Him).

Product Health & Safety



Glass – The Clear Choice for Healthy Packaging

Glass has endured the test of time for millennia, yet it has never been so modern and relevant. It is a trusted and proven packaging to reduce impacts on products, people, and the planet. Glass is made from four basic ingredients: sand, limestone, soda ash, and recycled glass. It is odorless and flavorless; it is nonporous and impermeable. Glass does not interact with the contents it holds, preserving the taste of the foods and beverages it protects. Its natural composition means glass packaging is considered **virtually inert**, which means it **does not absorb or interact with the food and beverages inside**. What goes into a glass container is what comes out – nothing more.

Glass is the only food contact material that the U.S. Food and Drug Administration (FDA) deems “Generally Recognized as Safe.” The glass melting process transforms raw materials into a new substance whose characteristics are distinct and controlled. It is a “one-way” process since it cannot be reversed and the components cannot be separated once the process is done.

Consumer trends show that people are increasingly drawn to foods and beverages that support a healthier lifestyle and are taking a proactive approach to health and wellness. According to a [study published by Friends of Glass](#), six out of ten glass lovers in Europe said health was an important factor in them choosing products in glass packaging.

Glass is simply the clear, healthy choice for food and beverage packaging. But the benefits of glass packaging go beyond protecting what is inside. Though O-I is working constantly to route glass to recycling streams (see [Recycled Content](#)), glass packaging still ends up in landfills. Even then, being virtually inert, glass **does not leach dangerous chemicals** that harm the earth, oceans, or marine life. Not surprisingly, this explains why glass is the ideal packaging choice for consumers, retailers, and the planet.

CERTIFICATION

The Cradle to Cradle Certified™ Products Program is the global standard for products that are safe, circular, and responsibly made. The certification is based on five categories: material health, material re-utilization, water stewardship, renewable energy use, and social fairness. O-I is the first food and beverage packaging company to achieve a platinum rating in material health on the **Cradle to Cradle** Product Scorecard and maintained the **platinum material health** status in 2021, which we have **held since 2019**.

O-I has received increasingly more requests from customers, particularly in the food industry, to obtain food safety certification.

Fifty-one of 70 of our **plants** were voluntarily **GFSI Food Safety Certified** at the end of 2021.

Health & Wellness Benefits of Glass



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Glass is the only food contact material that the U.S. Food and Drug Administration (FDA) deems **“Generally Recognized as Safe.”**



Glass **does not leach dangerous chemicals** that harm the earth, oceans, or marine life.

The [GFSI \(Global Food Safety Initiative\)](#) certification requirements provide a rigorous system to manage food safety risks and provide safe products for use by companies in the food industry. It is our goal to certify 100% of our plants. In the meantime, we have prioritized the certification process based on customer requests.

Our plants that do not have GFSI certification have defined quality procedures that address the basic requirements of a HACCP (Hazard Analysis and Critical Control Points) program, a systematic scientifically-based approach to identifying significant food safety hazards and implementing control measures to prevent, eliminate, or reduce those hazards to an acceptable level. Each potential food safety hazard identified is listed in a HACCP risk register. This includes any steps in the manufacturing process, plant operational procedures, prerequisite programs, or other controls that either eliminate the potential hazard or would reduce the occurrence of the food safety hazard.

Additionally, the FDA accepts that glass is an effective barrier against potential exposure of food products to materials applied on the exterior surface of glass containers. O-I manages any surface-treatment products, like lubricants or decorations, to adhere to FDA, food safety, local, or any other relevant regulations.

Working to Safeguard Product Quality

O-I continually works to comply with all product health and safety laws and regulations. No regulatory exceedances have occurred in 2021. This includes all laws and regulations relevant to product exposure to chemicals of concern, particularly heavy metals. The intrinsic safety of glass as a material allows O-I to focus our efforts to protect end consumers through the quality of our products.

GLOBAL QUALITY SYSTEM

Our Global Quality System, led by our Global Quality Team is responsible for ensuring product quality throughout the product lifecycle. Product safety through the pursuit of zero critical defects is a key pillar of our Quality strategy. O-I's Global Quality System is based on the ISO-9000 Principles, regulatory requirements, customer specifications, and our internal requirements. The Quality System has defined minimum global requirements (non-negotiables, baseline requirements, and recommendations) based on risks. These are defined in our Global Manufacturing Fundamentals (GMF), policy and procedural documents with consistent terminology across all disciplines. The GMFs are available in 13 languages and represent the standard approach O-I takes to develop our people and run our operations, leveraging our collective knowledge globally to reduce risks and drive continuous improvement.

The path to success of our Quality System is represented by our Strategic Objectives such as the goal to reduce Product Loss Customer Claims (PLCC). Since 2018, the Quality Team has achieved about a 17% reduction in PLCC.

A key pillar of our Global Quality System is growing the skills of our people to empower them to lead and engage their teams. The Global Quality Team has focused on cross-functional interactions, developing a library of GMFs to guide Plants and Quality personnel on policies, procedures, and clearly defined roles and responsibilities. Since 2016, the Quality Team has driven a Global Quality Training Initiative providing over **55,000 hours of training on quality topics** in the last 6 years.

Driving Continual Improvements Throughout the Product Life Cycle

Through the Global Quality System, the impacts of O-I products are assessed for improvement in each stage of their life cycle. This applies to all of our products.

Design and Development

The team manages product quality in the design and development phase through Master Specification and Design Requirements (MSDR) define the parameters for quality testing (e.g. checks, measurements, determinations). In addition to the MSDRs, each Country Group Quality Team pursues zero defects by developing Control Plans covering each container produced. Control Plans establish the global standard for information used to manage product quality.

Supply, Manufacturing, and Production

Quality Leaders are responsible for promoting quality at the source monitoring plant data and identifying trends and opportunities for preventative actions and continual improvements. In 2021, the Quality Team launched a Supplier Quality Management Program with the goal to design, develop and implement a standardized process for supplier selection, evaluation, and development. The goal of this program is to enable suppliers meet O-I's quality and product safety standards and requirements for material and technical specifications, desired service levels, continuous improvement, and ethical business practices. It is being cross-functionally led and executed by the Quality and Procurement functions. With the standards set and KPIs established between these functions, O-I will audit new suppliers to determine their qualifications and existing suppliers to assess their performance. In 2021, the teams developed and internally published an auditing tool. The initial scope focuses on suppliers of cullet, mould equipment, and packaging materials.

As risk management is a key pillar of our Quality System, O-I has established a robust audit process to evaluate compliance and risk. The Global Risk Assessment Audit was created to give all O-I plants a tool to assess the risk of defective containers reaching our customers and consumers. It is utilized to identify and define proper and

timely action plans to mitigate and reduce those potential risks. O-I also mitigates risks on critical defects through a containment and documentation policy, as well as a root cause and corrective action process.

Distribution – Traceability

Good traceability improves O-I's ability to respond to potential events, limits O-I's risk and liability, and leads to a better understanding of the root cause of a quality issue. Our products are traceable by bottle coding, which is incorporated into the product moulds. We also utilized laser or ink bottle coding, carton coding, and pallet load tags. O-I uses various unique marking and identification schemes to identify, track and/or correlate individual products, production lots, logistic units, and finished good shipments with other traceability or production information. O-I's documented traceability system enables the tracing of materials and components through production to finished goods. We require documented testing to validate the effectiveness of the traceability system at each facility in the supply chain. The process is validated annually.

Marketing and Promotion

In a collaborative sustainability initiative from the glass industry, O-I worked with FEVE along with glass designers, customers, and consumers to co-create a recognizable symbol of the health and sustainability of glass. This new [glass hallmark](#) design is moulded into



choose
tomorrow,
today

glass containers. It serves as a visual tool for brands and retailers to better communicate the health and environmental credentials of glass to consumers, backed by growing consumer preference for products in glass packaging.

Our glass advocacy campaign and outreach on recycling continue to re-balance the dialogue on the sustainability of glass packaging. Learn more in [Recycled Content](#).

End of Life – Disposal, Reuse, or Recycling

We believe glass is the best packaging choice for the planet.

Glass is reusable and 100% recyclable, infinitely, without loss in quality or purity, meaning a recycled glass container can become new glass over and over again. A glass container can go from the recycling bin back to the store in as little as 30 days.⁶ As a renewable material, once glass is created, it can be reheated and formed into another container. Using recycled glass to make new glass containers, our manufacturing process requires fewer raw materials and less energy.

O-I is proud of the role we play in creating a better planet through our products and our processes. Recycled glass is always part of the recipe for glass, and the more we use, the greater the decrease in energy used in the furnace and associated CO₂ emissions. Energy consumption drops about 3% for every 10% of cullet used in the manufacturing process and every 10% of cullet used reduces emissions by about 5%.⁷ Recycled glass can be substituted for up to 100% of raw materials. Increased use of recycled glass drives demand for glass recycling, which is why we have supported cullet purchases with funds from our Green Bond.

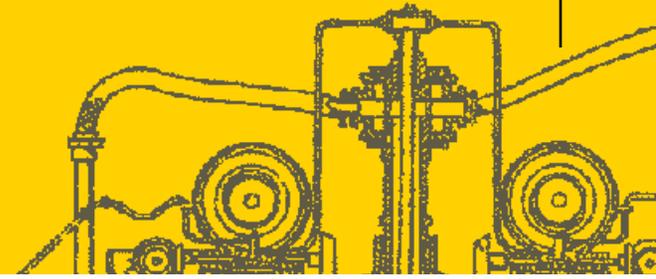
Refillable glass containers are the “gold standard” for sustainability and circularity. Returnable refillable glass containers have been in use since the glass container was first made over 3000 years ago. Depending on

specifications, refillables can be commercially reused at least 25 times, oftentimes more, before having to be recycled into a new container. Continue to our [Recycled Content](#) section to learn more about how O-I is extending the life of glass and working towards creating truly circular glass ecosystems.

Looking Forward

As we move through 2022 and beyond the Global Quality Team will continue to pursue zero defects and drive continual improvement. The team will work to build new disciplines, increase the focus on capability building, and enhance the document review process. As a key player in O-I's operations strategy for the 2022 to 2024 initiatives, the Global Quality Team will focus on opportunities around risk mapping and prevention, quality skills development, supplier quality management, and Significant Serious Incident Review after quality events.

Recycled Content



Our Vision

At O-I we know that **glass is never trash**, which is why it is an ideal package for the circular economy. Glass is 100% recyclable, infinitely. It can be recycled endlessly without loss in quality or purity, making it a permanent material. Glass containers already enjoy a very high circularity rate. About 80% of glass containers that are recycled go back into making new glass – and can do so in as little as 30 days.⁸ With high circularity in containers now, and the potential for much more, it is easy to see why we are passionate and excited about the role glass can play in all of our global, circular economy and climate change ambitions. The innate circularity of glass and the low-carbon potential it unlocks for the circular economy is unrivaled by practically all other packaging.

Unlike most other packaging manufacturers who buy their raw material and convert it into containers, we make the raw material – glass – before we transform it into a container. And we know how much of each ingredient, including recycled glass, we are melting into our recipe. This fact sets O-I apart from other packaging makers because we do not need “mass balance” from suppliers to tell us how much recycled content is in the raw material we are using.

SUSTAINABILITY GOAL

Increase recycled content to **50%** average by **2030**. O-I is taking a holistic approach to increase recycled content rates across its enterprise network, as rates vary significantly by geography.



Globally, in 2021, our glass products contained an **average of 38% cullet by tons packed**, and **43% of our furnace footprint was averaging at least 50% recycled content**.

O-I holds the [patent on the 100% recyclable bottle](#) awarded in 2016, building off patented work done in 2013. We are committed to improving the markets for recycled glass, improving glass recycling, and using more recycled glass in our processes.

Improving recycling is vital to offset the demand for natural resources, reduce emissions, and leverage the recyclability and circularity of glass.

Every ton of glass recycled saves 1.16 tons of raw materials for future generations. **Recycling glass requires less energy** than producing new glass from virgin materials. Every **10% of recycled glass** used in the manufacturing process **reduces energy consumption** by about **3%** and **carbon emissions by 5%**.⁹

One pillar of our vision is to re-balance the dialogue about the recyclability, circularity, and benefits of glass. In addition to education and awareness, along with industry partners, we are also studying and making targeted investments in the recycling value chain to create new, disruptive, and effective solutions that will change the status quo.

To make real change, our vision requires industry thought leadership and building coalitions to create a

38%

RECYCLED CONTENT



transformative, innovative, and collaborative recycling program. In the near term, our roadmap is focused on the recycling ecosystems around our plants and making targeted investments to find scalable solutions. Toward this end, we are proactively collaborating with customers, associations, suppliers, and local leaders to achieve 100% availability of glass recycling in the communities where we operate. We seek to improve and stimulate the markets for collection and processing of post-consumer glass.

In developing our vision for recycling, we ground our efforts in three principles: to be holistically **sustainable, collaborative, and impactful**. We strive for sustainability by building for long-term strength and resilience, which includes removing inefficiencies and designing an ecosystem for both recovery and reuse in the manufacturing process. We organize to act collaboratively, developing positive external and internal relationships, pooling available resources, and seeking stakeholder buy-in. We drive for an impact that disrupts the current paradigm, dispels recycling myths, and leads to a positive recycling dialogue. Changing recycling for the better is living the behavior we believe will make our vision a reality: **achieving balance together by transforming what we do**.

⁸ Friends of Glass

⁹ FEVE

Transforming Today

We see tremendous opportunity to positively impact the planet and communities where we operate. Our ambition is for glass containers to never be trash and remain in the value chain. We also aspire to make glass containers for our customers that have a significantly smaller environmental footprint. But challenges lay in the road ahead, challenges that will require innovation and collaboration within our value chain and the recycling ecosystem to overcome.

Looking at the U.S., and the same is certainly true elsewhere in the world, there is much room for improvement. North America represents a significant area of improvement as production levels are high but cullet availability is lacking due to low recycling rates in certain regions. As of 2018, the Glass Packaging Institute

(GPI) reported that the total recycling rate for glass food and beverage containers in the U.S. was 33.1%.¹⁰ In 2021, regional rates in highly-populated states were published as seen below. This demonstrates the significant challenge to achieving our goal of 50% recycled content. We believe that O-I can immediately have a positive impact on this situation by ensuring that we have glass recycling in all of the communities, and surrounding areas, where we manufacture glass.

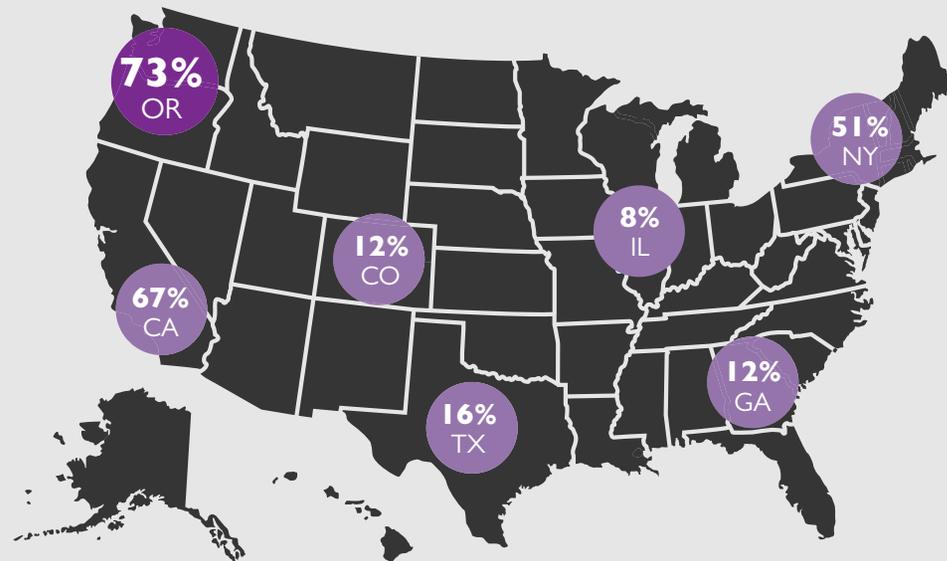
Against challenging recycling rates in many places, we understand that reaching 50% recycled glass in our products is a challenge. To understand what it will take to get there, in terms of obtaining enough recycled glass to reach that target, we collaborated with other U.S. glass manufacturers in an industry initiative through

GPI. GPI retained a top consulting firm to assess the state of glass recycling in the U.S. and to provide a roadmap to increasing the availability of recycled glass. They identified three key pillars to ensure that every glass container has a pathway to recovery. The first is **leaving no bottle behind** – making sure that consumers have a convenient way to recycle their glass that is also at a lower cost than waste disposal. The second is **transforming the recycling system** by developing infrastructure to sort, process, and transport recycled glass to manufacturing plants, and to do so economically. And third is **driving collective action** and collaboration between businesses, governments, and communities to work together to build effective ecosystems and solve the recycling challenge.



SUSTAINABILITY GOAL

We see tremendous opportunity to positively impact the planet and communities where we operate. We will collaborate with customers, NGOs, suppliers and local leaders with an aim to make glass recycling available in 100% of our locations.



- Highest current glass recycling rate (approximate)
- Approximate representative glass-recycling rates in high-population states

Sources: GPI; Container Recycling Institute; Resource Recycling; US Environmental Protection Agency; BCG.

¹⁰ [Glass Recycling Facts - Glass Packaging Institute \(gpi.org\)](https://www.gpi.org/glass-recycling-facts)

Three key pillars ensure every glass bottle has a path to recovery

1 Leave no bottle behind

Ensure consumers have a way to recycle every glass bottle at a cost lower than waste disposal

2 Transform the recycling system

Develop infrastructure that is capable of economically sorting, processing, and transporting glass to manufacturing sites

3 Drive collective action

Identify collaboration opportunities between the private and public sectors to forge a nationwide commitment to solve the recycling challenge

Sources: GPI; BCG.

BUILDING RECYCLING ECOSYSTEMS

O-I is innovating, investing, and collaborating to build ecosystems that drive glass recycling, which enable increased recycled content in our products. This is not something we can do alone. To see increases in glass recycling, capture more glass, and route it to our furnaces, there needs to be engagement across the glass value chain.

O-I is actively engaging in identifying opportunities to use more recycled content by partnering with processors. O-I is partnering with customers to bring back scrapped glass from filling sites, creating circularity, minimizing waste, and leading to an increase in recycled content. We are also collaborating and building long-term relationships with our suppliers to enhance cullet treatment and enable higher usage in furnaces. Partnerships with manufacturers of other types of glass create additional opportunities to convert other non-container glass products, which have reached end of life, into cullet for use in our furnaces.

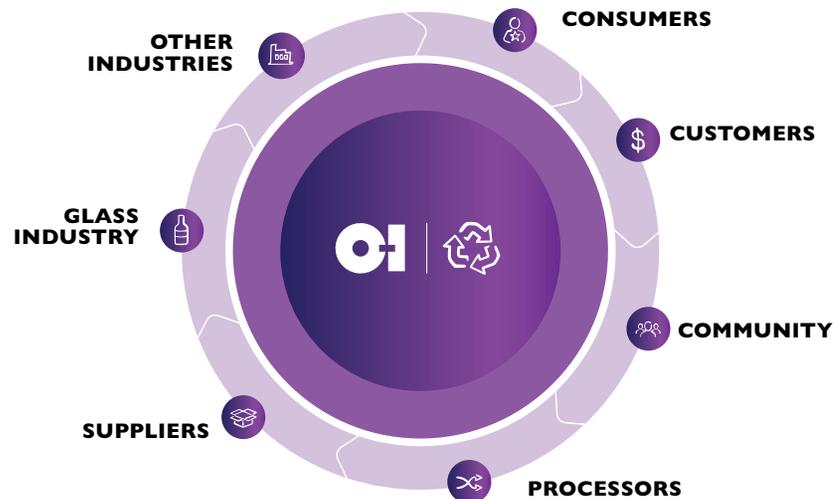
We are partnering with local governments to bring recycling to residents in our communities, empowering

them to join the circular economy. To unlock the full benefit and circularity of glass, we are also actively investing to improve recycling in key markets.

We are partnering with local governments to bring recycling to residents in our communities, empowering them to join the circular economy. To unlock the full benefit and circularity of glass, we are actively investing to improve recycling in key markets, starting with North America.

O-I leverages partnerships with local, national, and international associations that facilitate collaboration through existing relationships with stakeholders and open dialogue. We are working with industry associations to drive recycling campaigns and facilitate recycling around the world. In the U.S., O-I also has a robust glass advocacy campaign that is rebalancing the dialogue about the sustainability of glass.

Working together, sharing information, collaborating, and maximizing our resources, we can collect more glass, and keep it in the value chain and out of landfills.





GLASS RECYCLING PROCESS AND SUPPLY

Making glass containers involves complex processes. Recycling them is very simple. For most consumers, recycling a glass container is as simple as placing it in the recycling bin at home or a local drop-off. No sorting. No separating. No worries if it's broken. Glass is 100% recyclable, infinitely.

Once collected in a single stream collection process, glass is taken to a local materials recovery facility (MRF). At the MRF, glass is further broken and quickly separated from other recyclables. The separated glass is then sent to a processing plant for cleaning (removing metals, ceramics, and plastics) and automatic color separation by optical technology. Once cleaned and separated, the glass is ready to offset the need for raw materials to make new, sustainable containers that can be recycled again at the end of their use.

Changes and development within recycling systems require multi-stakeholder engagement. Likewise, effective recycling systems require collaborative work – from collection, to separation, to processing.

Consistent with the approach of other glass recycling processors, we operate through multi-year supply contracts ensuring there is an end market for curbside glass recycling. Beyond procuring cullet from private and public processors, O-I has invested in glass recycling processing facilities around the world in the last few years. O-I operates glass recycling processing plants, such as Glass to Glass in Oregon, U.S. and O-I PROMAPI in Mexico. Both are dedicated to the recovery and recycling of local glass containers. We are also involved in cullet processing in Italy. The Julia Vitrum Cullet Treatment plant in Italy is one of our creative, innovative, and collaborative solutions to ensuring more glass stays in the manufacturing loop and out of landfills. The project is a joint partnership between O-I and Italian glass manufacturer Zignago Vetro. It is one of the most technologically advanced glass cullet treatment plants in the country. Traditional glass cullet purification machines can effectively clean impurities above a certain size. The latest generation of purification machines at Julia Vitrum catch and clear even smaller impurities – up to half a

particle smaller. This means the plant creates a higher volume of usable cullet than traditional machines to manufacture new glass containers.

We are additionally working with suppliers to improve cullet quality and increase its usability in furnaces. Our Global Supplier Quality Program, launched in 2021, is working to establish a new supplier audits program. Learn more about how O-I is improving continually improving product quality in [Product Health & Safety](#).

Additional sources of cullet have been explored through cross-industry collaboration. We have worked with businesses that manufacture or use non-consumer glass such as flat glass used in buildings and the automotive industry, and even end-of-life solar panels, to explore opportunities for us to recycle that glass. Such partnerships allow us to eliminate waste and create circularity by providing an end market for these products other than the landfills. We have had success turning that glass into useable cullet and are optimistic about the possibility.



NEW COLOMBIAN CULLET HUB WILL HELP INCREASE O-I'S CULLET SUPPLIES

Globally, we are working with our customers, suppliers, municipalities, and partners to find solutions to create a strong circular economy that keeps more recycled glass packaging in the loop. We collaborated with a customer as well as suppliers and other organizations in the value chain on a shared logistics program. CEMPRE coordinated the logistics and relationship between the allies for the execution of the project on the Caribbean coast.

A new recycling hub for cullet suppliers was opened in Barranquilla, Colombia. A cullet hub is a material collection center where we buy cullet from suppliers in the local area, in this case, the Atlantic Coast, which is more than 550 miles (885km) from O-I's plant. The opening of the facility, located on Colombia's northern coast, is part of our strategic plan to keep more glass in the manufacturing stream and out of landfills.

O-I partnered with Ekored for the new hub. The new facility will leverage cullet recovery with Ekored's PET chain in the northern coastal area of Colombia. The cullet hub, located in the same business center as PET and scrap recycling centers, conveniently allows recycling suppliers to carry all three materials in the same truck.



We know when it comes to sustainability, we need to join forces to achieve greater impact, explains Monica Franco (She/Her), O-I Sustainability Leader, Andean Country Group.

Colombia's cullet supply falls into three general categories: readily accessible cullet close to the plants, inaccessible cullet due to its distance from the plants, and cullet in landfills, to which we do not have access. According to Franco, the PET recycling chain works well in the North Coast region, making the hub key to recovering the cullet available in the market but located far from our plants.

The mid-term goal is to bring in an additional 600 tons of recycled glass packaging per month, which Franco anticipates may happen by the end of 2022. The cullet hub and partnership with the Barranquilla area's major PET recycling company exemplify O-I's innovative approach to glass recycling.

COLLABORATING WITH CUSTOMERS TO CREATE CLOSED-LOOP SYSTEMS

O-I invests in partnerships with stakeholders across the glass value chain to keep more glass in the circular system and out of landfills or the environment. This includes working with customers to design closed-loop recycling systems, in which unusable glass from customer fill sites is picked up, processed as needed, returned to an O-I plant, and put back in our furnaces.

This reduces waste, increases recycled content in our products, facilitates more sustainable packaging, and reduces the climate impact of both O-I and our customers. One of the easiest ways that our customers can contribute to the sustainability of their packaging is by making sure that every bit of scrap glass from their facilities stays in these closed-loop systems. The O-I recycling team partners with customers to problem-solve and develop solutions ensuring that their scrap glass gets back to O-I efficiently, and is recycled into new glass containers.

In 2021, O-I engaged in 49 closed-loop programs across the globe, resulting in more than 100,000 tons of glass collected.

2021 Closed-Loop Recycling Programs Conserved:



NEARLY 153,000 M³ OF LANDFILL SPACE¹¹



116,000 TONS OF RAW MATERIALS



The equivalent **ENERGY** to **POWER OVER 4,300 HOMES** for one year.¹²

Working Together to Create a World Without Waste

O-I customer Coca-Cola Bottling Company UNITED is committed to creating a [World Without Waste](#) and has a goal of using 50% recycled material in their bottles by 2030. In 2021, the bottling company partnered with the O-I recycling team to develop a plan to capture more recycled glass for use in new glass bottles.

“We previously sent our glass bottles to a local recycler that used the material in fiberglass,” said Corey Tucker, Manager, Warehouse and Logistics for Coca-Cola UNITED’s Marietta, Georgia, production center. But now, the center’s recycled glass will be taken to the O-I Danville plant and remade into new bottles.

“Our ability to increase the average recycled content in O-I containers largely depends on the amount of recycled glass available,” said Sammy Holaschutz, Recycling Systems Development Leader at O-I. “We need others in the glass value chain – our customers, other industries, and certainly consumers – to help increase glass recycling rates. The action taken by Coca-Cola UNITED to promote recycling and circularity sets a strong example.”

Through the partnership, Coca-Cola UNITED expects to recycle more than 700,000 out-of-date and damaged bottles annually.

“The team at O-I is laser-focused on implementing solutions to allow more glass to be recycled and used in glass packaging,” said Tammy Stubbs, Director, Sustainability for Coca-Cola UNITED. “Sammy and the team have shown us how to build a recycling supply chain where there are real challenges.”

PROMOTING LOCAL COMMUNITY RECYCLING PROGRAMS

In addition to the circularity potential for glass and the positive impact recycling glass has in relation to climate change, recycling glass supports local communities. Unlike some other recyclables that rely on export markets to set values, the end market for recycled glass is primarily local. Most glass customers and suppliers are within 300 miles (500km) of production plants. Glass captured from curbside recycling in one community is often processed and delivered to glass manufacturers in the same area to create new glass packaging for that community.

GPI notes that recycling 1,000 tons of glass supports eight jobs. According to the Institute of Scrap Recycling Industries, the glass recycling industry’s total positive economic impact in the United States is \$634 million. Recycling glass makes sense environmentally and economically – and is one of the easiest ways to help fight climate change and support communities.

One of the challenges to maintaining or increasing glass recycling in many localities or for local governments are the quality and location of glass processing equipment in the recycling value chain. In many communities, the recycling partner’s equipment cannot effectively separate glass from other recyclables or the community is not located near a facility that can clean and sort the reclaimed glass or both. These variances in many communities often complicate the economics and appetite for a local government to offer glass recycling.

¹¹ Benefits of recycling [Frequently Asked Questions: Benefits of Recycling | Land, Buildings & Real Estate \(stanford.edu\)](#)

¹² [Greenhouse Gas Equivalencies Calculator / US EPA](#)

To address some of these challenges, we are working to develop community recycling programs, which includes investing in equipment and partnering with local governments, businesses, and organizations to establish collection sites. We are developing solutions to minimize costs and leverage all existing knowledge, infrastructure, and capabilities to improve recycling systems.

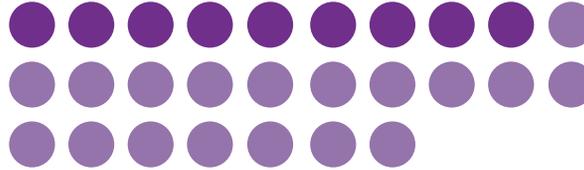
We estimate that every one of the collection sites we establish can divert at least 30 tons of glass from landfills per year. Twenty-seven collection sites have been created, nine of which were operational at the end of 2021, and 18 were approved for implementation in early 2022.

Community recycling programs also encompass our Glass4Good™ (G4G) programs, which are specific to our plant communities and work to convert recycled glass into charitable donations for our communities. (Continue to [Glass4Good™](#) to learn more). We implemented two G4G programs in the U.S. in 2021. The growth of the community recycling programs will be critical in our drive to achieve our goals of 50% recycled content and 100% availability of glass recycling in our communities.

Supporting Recycling Opportunities in Pennsylvania

O-I empowers our communities to become part of the circular economy. We are keenly focused on increasing the amount of glass recycled in North America. O-I has supported the Pennsylvania Resource Council (PRC) in providing glass recycling infrastructure in the Pittsburgh area for the past few years. Pop-up collection and permanent drop-off locations, collect over 200 tons of glass a week, aiding the community, improving local recycling, and enhancing our supply of furnace-ready cullet.

RECYCLING COLLECTION SITES (27 TOTAL):



● 9 Operational at end of 2021 ● 18 approved for implementation in early 2022

at least 30 TONS OF GLASS PER SITE DIVERTED FROM LANDFILLS EACH YEAR

After Erie County, Pennsylvania stopped collecting commercial glass recycling in 2016 and dropped glass from curbside recycling pickup in 2018. [Prism Glass Recycling](#) of Erie estimated the county was sending roughly 6,350 tons of glass to landfills each year. At O-I, we know that sending glass, an infinitely recyclable material, to sit in a landfill is not only wasteful, but ultimately unsustainable.

In January 2021, Prism, part of the Erie Management Group family, launched a pilot glass recycling initiative. The program, **Recycle for Pennsylvania**, established 15 free drop-off locations in its first year, collecting over 250 tons of glass. The new program bridges the gap to keep glass out of the trash and in the manufacturing stream.

Recycle for Pennsylvania was born as a collaborative effort to facilitate commercial glass collection for recycling that's a little like a bottle deposit system. Prism

now provides receptacles and manages glass collection by partnering with 10 high-volume bars and restaurants and 10 high-volume beer distributors. Distributors encourage customers to bring in their glass containers for disposal when they return to purchase new products. In addition, restaurants and bars have signed on to recycle glass generated inside their establishments. O-I Glass invested \$17,000 in the program, effectively removing the need to charge fees for the receptacles and glass collections.





■ Grassroots Initiative Catalyzes Community Recycling Program

When Jeff Crabtree started a glass recycling program at his brewery in Greeley, Colorado, he had no idea how popular it would become.

Historically, Crabtree Brewing Company and the surrounding community did not have access to glass recycling. Crabtree and his friend, Bob Kunkle, a second-generation O-I glassmaker, started offering glass recycling in 2020. Using the brewery as a free glass drop-off location and Kunkle's small trailer, Crabtree launched his glass recycling program and watched it grow exponentially as word spread. The program became so successful that it quickly outgrew the size of its trailer.

"When we started, we were hauling glass bottles every quarter. Then it went to every month and then the volume grew so that I was hauling glass every three weeks," he says. "I'm a brewer, not a guy recycling glass for the City of Greeley, so I reached out to the city council and invited a few of the council members to come in for a beer to talk."

As the glass volume at Crabtree Brewing Company increased, Kunkle connected Crabtree and the City of Greeley with Sammy Holaschutz, O-I's Recycling Systems Lead. The group was interested in joining O-I's Glass4Good™ program. The United Way of Weld County, an organization committed to solving Weld County's long-term challenges, was identified as the charitable recipient of this program. Donations from Glass4Good™ will support early childhood development, youth success, homelessness prevention, healthy aging, and access to services throughout the community. This program will be implemented in 2022.

Crabtree Brewing's program has developed into a larger public-private partnership between the brewery, the City of Greeley, Anderson Sales and Salvage and O-I Glass. As of March 2022, the city transports the recovered glass to Momentum Recycling's Colorado glass recycling

plant in Broomfield, about 50 miles (80km) south. Momentum converts the recovered glass to cullet, selling it back to O-I's plant in Windsor, Colorado, and Rocky Mountain Bottle Company (RMBC), a joint venture between O-I Glass and Molson Coors. The plants use the recycled glass to create new glass bottles and jars.

"We're pleased to see the level of participation in this glass recycling program," says Greeley Public Works Deputy Director, Mobility & Safety Operations, Will Jones. "In fact, because of the discussion regarding glass recycling, the city has applied for a grant to analyze citywide waste diversion policies and programs to further enhance recycling in Greeley."

Crabtree says he's witnessed how recycling glass impacts his community. "At the beginning, we saw mostly customers bringing back beer bottles they'd bought from us and retired people who were serious about recycling," he explains. That's changed as the news has spread. There's no longer an age limit or demographic for recycling. I see every walk of life, every kind of vehicle." Glass recycling has come to Greeley, and it's here to stay.

WORKING TOGETHER WITH THE GLASS INDUSTRY

O-I participates in associations specifically focused on recycling, joining with other public and private companies to collectively communicate with governments, garnering support for recycling policies, and proposing cultural change. While we are globally active in many organizations, here are a few key examples of how we are collaborating and partnering with others to promote and improve recycling.

In North America, we belong to GPI and have leadership roles in the organization. GPI promotes the use of glass and glass recycling. In 2020, GPI sponsored a study of glass recycling in key markets in the United States and announced the vision of using the study to help bring glass recycling rates in the United States to 50% by 2030.

Also in North America, we support the [Glass Recycling Foundation](#), which works to overcome barriers to glass recycling, and [The Glass Recycling Coalition](#), which brings together glass manufacturers, haulers, processors, materials recovery facilities, capital markets, end markets, and brands, to develop effective glass recycling. Our Chief Sustainability and Corporate Affairs Officer is on the board of the [Container Recycling Institute](#), which advocates for industry standards, higher recycling rates, and quality material availability for end-market use.

As a member of [FEVE](#) (the European Container Glass Federation), O-I takes part in glass education, advocating for sustainable packaging, and closing the glass loop. O-I's President, Business Operations and O-I Europe chairs the supervisory board as President for FEVE while also serving on the organization's board of directors. We also promote FEVE's [Friends of Glass](#) awareness campaign, which unites a community of people from Europe and beyond who are convinced that glass is an ideal packaging material because of its unique environmental, economic, and health benefits. We know that glass recycling can be very local, so in Europe, we are also a member of British Glass and glass associations in Italy, France, and elsewhere.

We also actively collaborate through glass associations in South America. In the Andean region, which includes Colombia and Peru, O-I is a member of [CEMPRE](#). In Brazil, we work together through [ABIVIDRO](#). Both of these industry groups are the voice of glass in South America. These organizations, like FEVE, British Glass, and GPI, are working to raise awareness and increase glass recycling in the various localities.

GLASS ADVOCACY – COMMUNITIES, CUSTOMERS, AND CONSUMERS

O-I is actively working to rebalance the dialogue about the recyclability, circularity, and other benefits of glass. We engage in partnerships and thought leadership to educate consumers on how they can benefit the planet and their communities by using and recycling glass. In the U.S., we are leveraging our robust, consumer-focused glass-advocacy campaign to highlight the sustainability of glass in a region with significant opportunities for glass recycling improvement. Utilizing social media, we have worked to find the most engaging, relevant, and impactful way to raise awareness on the benefits of glass, growing and activating a [#TeamGlass](#) of ambassadors. We have reached 105 million Americans on average 12 times, generating about 1.35 billion impressions. The more consumers and customers are aware of the benefits of glass, the more educated they are about how relevant glass is to them, and the more they will start to consciously consider products packaged in glass. O-I is working to encourage consumers to use and recycle glass, becoming an integral part of the circular economy.

Thought Leadership

We believe that progress comes at the intersection of great ideas and action. This is why our company leaders regularly engage in public forums intended to explore ideas and encourage such progress. In 2021,

our sustainability leaders were interviewed or provided content on recycling for a variety of publications and media outlets. We published a [piece](#) in the 2021 Future of Packaging Report from Raconteur distributed by The Times, entitled “Sustainability is about more than weight—It’s time to take a holistic view.” Our Chief Sustainability Officer (CSO) spoke on the glass sustainability narrative in November 2021 at the annual Glass Problems Conference. Sustainability team members spoke about the Glass4Good™ program at the Virginia Recycling Association conference and hosted a tour of our Toano glass plant. O-I was also represented at the Glass Recycling Coalition virtual conference presenting the importance of cullet quality to produce acceptable glass containers.

At O-I, we know that ideas are built from collaboration. Just as we know our people and their ideas are the foundation for our own innovations and transformation, we need a community of ideas to bring about change in the way we globally manage waste and recycling. We intend to do our part to drive and encourage thought leadership in this critical area.

EU “Close the Glass Loop” Campaign

O-I is working to close the glass loop not only by collaborating with customers, but advocating on a global level. Through FEVE and national glass associations, O-I is proud to participate in [Close the Glass Loop](#). This industry-wide campaign seeks to push glass recycling to new heights in the European Union. Glass is Europe's most recycled food and beverage packaging material, and the EU currently has a strong 76% glass collection rate.¹³ The campaign is significant because it seeks to push this rate to 90% by 2030 and has broad support across the glass packaging ecosystem. The Close the Glass Loop action plan makes structural recommendations that address current glass recycling challenges in the EU. The campaign includes initiatives

¹³ [Close the Glass Loop](#)

to work closely with municipalities to expand source-separated glass collection and improve glass collection in large and tourist-heavy areas. Randy Burns, O-I's Chief Sustainability Officer, believes the EU recycling rates and the plans to strengthen infrastructure prove that glass recycling is not just economically feasible, but can have very high participation rates. "The United States can look to the current EU rate of glass recycling and Close the Glass Loop as straightforward proof that should dispel the myth that glass recycling is 'too hard' or not economic. The EU seems to have many potential lessons for the U.S. or any country or region looking to improve recycling."

■ O-I Joins Corona in Chicago Glass Recapture Summer Pilot Program

Corona and O-I value glass for its reusability and believe that educating the public about glass recycling is vital to a sustainable economy. O-I joined Corona and the Glass Recycling Foundation (GRF) for a pilot glass recapture program in Chicago, an area with a very low present



rate of glass recycling.¹⁴ The project's focus was to build public awareness of the need to keep glass bottles out of landfills and keep them in the manufacturing loop. As part of the initiative sponsored by Corona, the GRF collected glass bottles from Chicago-based bars and restaurants throughout the summer of 2021.

The traveling glass recapture program, which kicked off over Memorial Day weekend, included an interactive experience that sheds light on the need for glass recycling. The initiative further educated beer lovers about the value of glass as a sustainable packaging material and the value of glass recycling and reusability. The GRF hopes this initiative will lead to a more permanent commercial bar and restaurant glass recycling program.

O-I believes that glass should never be trash. The glass gathered from the Chicago-based locations to make new glass packaging at its Lapel, Indiana, plant.

■ Art, Glass, and The Art of Recycling: O-I and SICOVAD Summer Glass Recycling Campaign

O-I France kicked off the summer of 2021 by supporting local projects and artists to help educate communities about the value of glass recycling and make recycling both easy and convenient. The Containers Tour 2021 in Gironcourt-sur-Vraine, France worked to increase glass recycling and build awareness about its benefits. O-I joined local waste management company, SICOVAD and the R-Play Association, in leading the summer campaign that brought local artists to neighborhoods near O-I's Gironcourt plant to decorate the glass recycling containers. The artists decorated the recycling containers live and their art featured sustainability themes presented in "street art" styles. The local events were open to the public and took place every Wednesday in June and July. Representatives from SICOVAD and O-I Gironcourt answered questions about glass, highlighting its role in the circular economy.

The Containers Tour 2021 visited 20 communities in the region. Event organizers communicated to the public that the recycled glass collected in these containers would not be sent out of the area but would be reused locally. Eighty-eight percent of the glass used in the O-I France glass factory is recycled, sourced from the local communities.



¹⁴Sources: GPI; Container Recycling Institute; Resource Recycling; US Environmental Protection Agency; BCG.



Peruvian Supermarkets Educate Consumers and Make Recycling Easy

O-I partnered with Plaza Vea, one of Peru's largest and most popular supermarket chains, to make recycling easier for customers with a new national recycling campaign. The campaign, dubbed [#ReciclaConsciente](#) and was designed to both educate about recycling in Peru as well as facilitate it.

For the educational half of the program, [#ReciclaConsciente](#) communicated with consumers using tactics such as publishing environmental awareness on social media and a digital environmental volunteer initiative. In-stores, messaging reminded shoppers what packaging is recyclable. Through the partnership, O-I created signs located by three glass containers –

a juice bottle, a red sauce jar, and a yogurt container – to remind people that glass is fully and infinitely recyclable.

The campaign also sought to make recycling easy. Plaza Vea placed recycling stations in more than 50 of its stores. The stations featured bins for different materials, including one reserved for glass bottles and jars.

The education focus of the [#ReciclaConsciente](#) campaign ran through October 2021. Plaza Vea says the recycling stations will remain in place long-term.

[#ReciclaConsciente](#) is an expansion of an existing sustainability program Plaza Vea developed in 2020, which yielded 47 tons of recyclable materials collected

in 49 of Plaza Vea's stores. In addition, through the brand's use of social media and other digital communications, this vital environmental messaging reached more than six million people in 2020, and more than 81,500 surveys were collected.

Partnering with Plaza Vea on the [#ReciclaConsciente](#) campaign is one way we demonstrate our commitment to educating consumers globally about the benefits of glass packaging, and working with valuable partners who share our values to build a stronger, low-waste, circular economy.



FORMING FOR OUR FUTURE

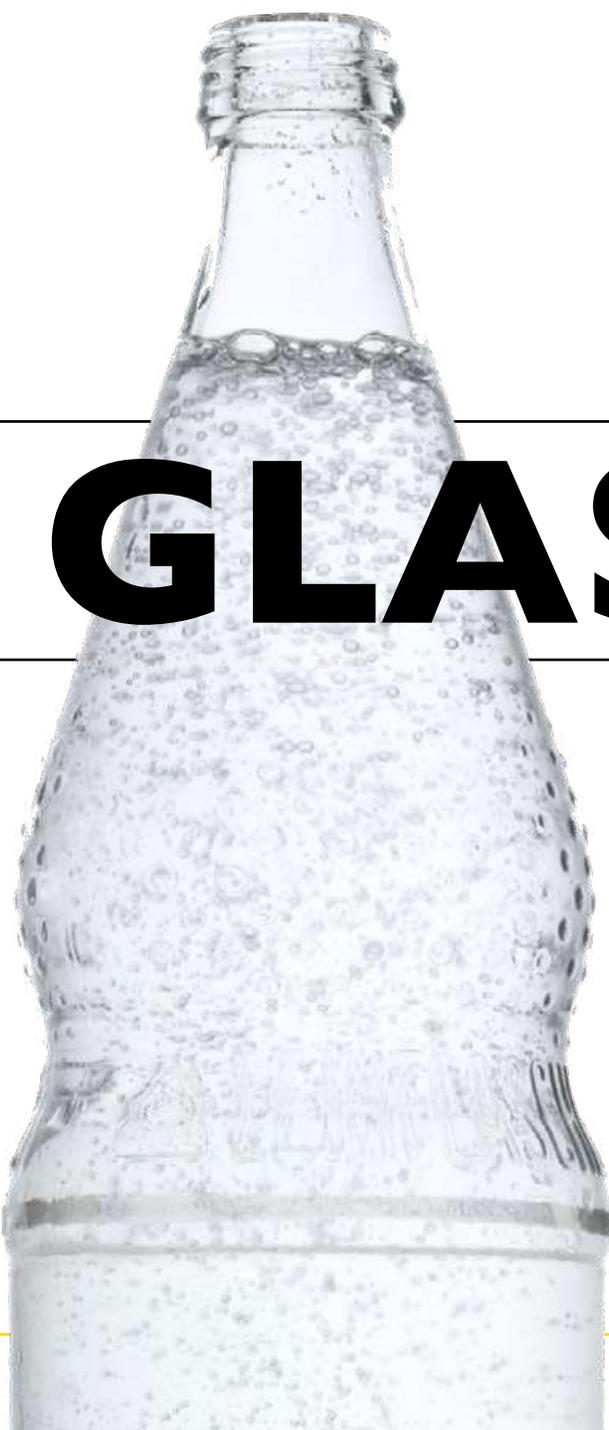
While we are working towards improving recycling ecosystems everywhere we operate, improving recycling and access to cullet in markets with proportionally low recycling rates has a considerable potential benefit for all stakeholders. In the past two years, we have focused these efforts on the communities around our North American facilities. O-I is prepared to achieve our goal for 2022 to establish 50 sites by investing \$324,000 in collection equipment. We are also equipped to establish G4G programs in all North American plant communities in need of glass recycling systems by the end of 2022. Due to the successes in these programs, we are expanding to all of the Americas in 2022.

Our longer-term aspirations involve partnering with our stakeholders to raise recycling rates in the U.S. to 50%. Our Community recycling programs are intended to aid

in unlocking scalable solutions, incrementally solving the complex challenge presented by the U.S. recycling system. However, O-I, nor any individual glassmaker or manufacturer of containers, can change the recycling habits and systems that locally serve millions of individuals and the communities. We will need the help of many, and almost certainly policymakers, to find solutions that move us toward climate-friendly, circular solutions.

To do this, we must all collectively understand the problem we are trying to solve. It is not just a problem of diverting glass, plastic, paper, metal, or other materials from landfills or preventing waste. Rather, to improve recycling and create circularity, we must design our disposal, collection, sorting, and redistribution to work together – to solve for both collection and

for transforming these materials into feedstock for remanufacturing. The entire value chain must be part of the solution. At O-I, we are committed to doing our part when and where we can to bring about positive change to glass recycling in particular. We will continue to educate stakeholders on recycling and the sustainable benefits of glass. We will explore new partnerships within the value chain and encourage our customers to engage with our recycling team to develop closed-loop systems and empower the creation of more sustainable products.



GLASS4GOOD

In 2021, Glass4Good™ (G4G), our community-based recycling program that incentivizes recycling by generating local charitable donations based on the weight of recycled glass, was officially launched. It sits in both our Recycled Content and Communities sections of our report as these two sustainability goals are closely linked and G4G is a critical driver for both. In total, this program works towards six of our 10 global sustainability goals.

“We recognize the uniqueness of needs in each community where we operate so we are working closely with plants, local municipalities, and exploring non-profit organizations to identify where we can make the most impact.”

— **Elizabeth Hupp (She/Her)**,
O-I’s Global Social Engagement Leader

O-I CASE STUDY | CITY OF DANVILLE, VA

Making glass recycling a win-win

Improved System with O-I Collaboration



1. Residents drop glass at collection site

2. Glass hauled 5 miles to Danville Plant. Total cost: \$1,500 per year

3. Glass drop-off in new O-I bunker at Danville Plant

4. Glass is back hauled by cullet supplier as they deliver cullet to plant

5. Recycling glass comes back to Danville Plant as new cullet



Old Glass Recycling System



1. Residents dropped glass at collection site

2. Glass hauled 125 miles to Wilson, NC. Total cost: \$25,000 per year

3. Glass processed into cullet and not returned to O-I furnace



How It Works

Glass collection bins are set up around the community. Community members drop their glass bottles and jars into the bins. Those glass containers are processed and then come back to the O-I plant to be created into new glass containers. The weight of the recycled content collected from communities is converted to a dollar amount, which is distributed to local organizations or charities, ensuring the impact stays local.

Collecting the community's glass will provide additional streams of cullet for use in our facilities, which improves the sustainability of production through increased recycled content. Increased recycled content in our manufacturing process helps us work towards our zero-waste goal and reduces the need for raw material mining. It also decreases the energy required in the process, lowers CO₂ emissions, as well as reduces material transportation and processing impacts.

purchased with the dollars associated with the amount of glass being recycled and will support BookEnds' objectives of increasing the number of students reading at grade level by 20% and doubling the third grade reaching achievement rate for Black, Hispanic, and mixed heritage students to close the racial gap.

In Toano, funds generated through G4G support the United Way of the Virginia Peninsula's Pathways out of Poverty initiative, providing support and resources for community organizations working to end homelessness and increase financial stability.

The Good

The idea behind G4G is that recycling glass is a win-win-win: a win for keeping glass packaging in the manufacturing stream, a win for helping communities recycle and reduce environmental impact, and a win for community-support groups who are benefiting from financial donations tied to Glass4Good™.

Our Progress

Programs were successfully implemented in Toano, VA and Danville, VA during the 2021 calendar year.

In Danville, donations generated by the success of G4G supported the United Way of Danville-Pittsylvania County's Joy of Reading/Book Ends program. By the end of 2021, over 1,800 books were distributed to Danville Public Schools, addressing early childhood literacy objectives in the community. These books were

Looking Forward

Looking ahead to 2022, Glass4Good™ will continue its growth across our North American footprint and expand to our global locations. O-I is prepared to establish G4G programs in all U.S. plant communities in need of glass recycling systems by the end of 2022. Two programs were implemented early in the year.



glass good 



Recycling Pilot Program





OUR PEOPLE

Communities

Our Vision

O-I values, and is committed to, building sustainable communities in which we live and work. We aim to maintain a corporate culture where sustainability and social good are integrated into O-I's DNA. Our people are encouraged to give back and be actively involved in the improvement of their communities. The financial support provided by our company and the O-I Charities Foundation, and the voluntary charitable leadership offered by thousands of O-I employees around the world demonstrate this commitment. O-I supports nonprofit organizations on a corporate level, as well as through our employees. O-I is active in the areas of education, arts and culture, environment, and the basic needs of our local communities. We are proud to make a difference in the lives of others.

Established in 1937, the O-I Charities Foundation provides grants and charitable donations to non-profit organizations in communities across our North American footprint.

Our Employee Matching Gift Program gives our employees an opportunity to maximize the impact they make on organizations and causes close to their heart by providing a **dollar-for-dollar match** to eligible **non-profit organizations**, and a **2:1 match to educational institutions**.

O-I seeks to maximize the impact of our giving, volunteerism, and partnerships in the community while upholding our commitment to value creation.

Our community relations activities seek to develop collective prosperity by enhancing company culture,

promoting O-I's attraction to employees, supporting employee retention, increasing employee productivity and happiness, improving O-I's brand perception, and offering opportunities for professional development. Employees are encouraged to give back to their communities. In the US, employees can receive up to 16 hours of paid-volunteer time.

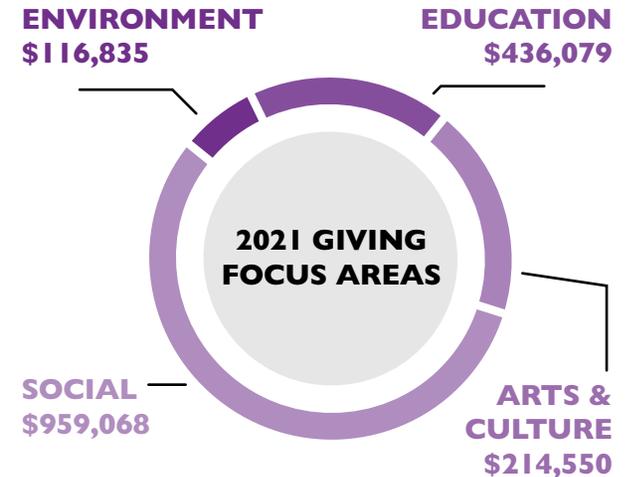
The community engagement efforts of our employees serve as a testament to the sound character, values, and spirit of generosity upheld by our global workforce. Our relationships with our communities are critical to us, and we are proud of the philanthropic endeavors and achievements of our 25,000 employees.

Transforming Today

We strive to be an active and contributing member of every community where O-I employees live and work. Together with the Foundation, O-I continues to focus our philanthropy in the areas of social need, education, health & safety, arts & culture, and the environment. Throughout 2021, volunteer groups were deployed to local homeless shelters, food pantries, community centers, and schools to give their time and attention to those in need.

In 2021, the O-I Charities Foundation gave over \$1 million in grants and another \$715,000 through employee matching gifts, an increase of 17% from 2020.

Independent of the O-I Charities Foundation, over \$1.4 million was distributed around the globe to non-profit organizations, foundations, scholarship funds, and trade associations to elevate our social impact, drive glass



recycling, and support the glass industry. Even through this difficult time, we maintained our support for our communities. We look for activities that lift the human spirit, provide community support, and contribute to O-I's visibility.

During the pandemic, certain challenges arose in supporting our communities such as financial uncertainty,



SUSTAINABILITY GOAL

We see tremendous opportunity to positively impact the planet and communities where we operate. We will collaborate with customers, NGOs, suppliers and local leaders with an aim to make glass recycling available in 100% of our locations.

event cancellations or changes, and programs closures. However, O-I and our employees remained committed. In January 2021, O-I's Charitable Foundation donated \$50,000 to the [Victory Over COVID-19 Through Vaccination](#) (VProject).

In an effort to meet the ambitious sustainability goals of the company, the O-I Charities Foundation increased it's giving to organizations that take an active role in positively impacting the environment, and encouraged organizations not-so-closely-related to environmental impact to re-examine their programming and practices to incorporate sustainability. The Charities Foundation gave over \$115,000 to local organizations focused on conservation and the environment, and collaborated with social and educational organizations to implement sustainability programming and recycling throughout the year. O-I continues support of global organizations, such as the Ocean Conservancy's international coastal cleanup and donated \$25,000 to this important initiative.

Our work includes supporting parks in our communities, national conservation organizations, and recycling education initiatives. We pride ourselves on long-standing relationships with like-minded organizations. O-I has promoted glass and recycling initiatives in partnership with communities and associations around the world; see [Recycled Content](#).

The Foundation donated over \$214,000 for art education, programming, and sustainability. It supports visual and performing arts organizations, museums, public broadcasting, historic preservation societies, and other cultural organizations, particularly in Northwest Ohio.

In 2021, O-I received the honorable "Outstanding Corporate Philanthropist" award from The Northwest Ohio Chapter of the Association of Fundraising Professionals. This award honors a corporation or its corporate foundation that demonstrates outstanding commitment through financial support and through encouragement and motivation of others to take

leadership roles toward philanthropy and community involvement.

SUPPORTING WORTHY CAUSES

Our Commitment to the Glass City

The Toledo, Ohio area is O-I's birthplace and home of our global headquarters. Toledo is known as "the Glass City" because of its long history of glass manufacturing by companies like O-I. Bettering the Toledo community is a constant element in our initiatives on social engagement. For over three decades, O-I has been a supporter of the Toledo Zoo, pledging \$1 million over 10 years to support education programs and exhibits. We are currently the title sponsor of the newly renovated aquarium, featuring a 90,000-gallon reef exhibit, which helps raise awareness over protecting these endangered ecosystems.

The alliance of art and industry is strong in the Glass City. Exposure to Arts and Culture creates vital and robust communities and O-I has promoted such organizations for over 50 years. We value our strong relationship with the Toledo Alliance for the Performing Arts, which includes the Toledo Symphony and the Toledo Ballet, as well as the Toledo Museum of Art and the local Arts Commission. The O-I Charities Foundation continues to provide support to glass-blowing demonstrations, educational programming, virtual performances, and more, providing socially distanced opportunities and entertainment for the community.

Supporting STEM Education and Career Development

O-I also has a long history of supporting organizations focused on career development and exposure. We provided funding to Junior Achievement to launch the JA Innovators Challenge and Creative Problem Solving learning experience. Over 200 students were impacted, leaving them with valuable lifelong skills in innovation





and design thinking. In addition to financial support of \$30,000, O-I employees stepped up to volunteer on the judging panel. The O-I team aided in elevating some wonderful student derived solutions to the top, ranging from an intergenerational exchange to benefit a local retirement community to a mental health center, and from a safe teen recreation zone to an English Language Learners peer connection building program. Of the experience, volunteer judge and O-I Senior Glass Scientist Dan Swiler remarked, “I think all students see challenges in their communities. This exercise shows that if they put some effort into thinking about the problem, and investigating the resources available, that they can make a difference. The ability to make a difference builds a positive mental attitude that follows them the rest of their lives.”

O-I continues to support STEM education and programming, specifically for females in the field. As an annual sponsor for the [Imagination Station's Girl Power](#) event. O-I provides exposure to the glass industry to young girls interested in science, technology, engineering, and math.

O-I additionally supports education through the Ceramic and Glass Industry Foundation, which is working to advance STEM programming. We granted \$25,000 to support the exposure of glass and ceramic science to students.

■ **Creating Sustainable Communities Through the United Way Campaign**

O-I is a strong supporter of United Way, a global nonprofit with 1,800 community-based organizations that seek to help individuals and families achieve their potential through education, income stability, and healthy lives. O-I's core values and philanthropic aspirations align strongly with United Way's global mission and its efforts to mobilize local communities.

O-I employees and retirees, with generous matching by the O-I Charities Foundation, raised a total of

\$342,618 in our corporate campaign. O-I gave an additional \$50,000 to the United Way of Greater Toledo's Emergency Response Fund, which was created to address urgent needs in the Toledo area, specifically homelessness and the ongoing housing crisis. These donations along with other community support, totaled nearly \$700,000 to the United Way of Greater Toledo.

Global Impact

Our Monterrey plant in Monterrey Mexico wrapped up their 3-year United Way corporate volunteer program, which supported local elementary school, Jose Alvarado Unite I. During this period, 80 O-I volunteers participated in 6 volunteer activities, and \$43,000 USD were raised by 428 employees to support the school. 250 students were directly impacted by various improvements, and the surrounding community benefited from a better sense of belonging and an improved school-community image.

Our Lurin, Peru location donated 100 tablets and 12 laptops for children's education in 2021. Steps to carry out a “Good Neighbor Program” across our Andean region are in place for 2022, which will support community improvements in neighborhoods closely surrounding our plant location.

FORMING FOR OUR FUTURE

O-I has a legacy of supporting our communities. The implementation of a Global Engagement Strategy to be rolled out in 2022 will ensure that our legacy continues and grows, around the world. We believe we should be generous in sharing our time, talents, and financial resources in support of worthwhile community endeavors that align with our sustainability goals, as well as those of our customers and employees. Encouraging our employees around the world to do the same will collectively improve and sustain the quality of life in each one of our communities.



UNBOTTLED PRIDE SUPPORTS EQUALITY TOLEDO

Unbottled Pride, our LGBTQ+ Employee Resource Group (ERG) at O-I in North America, held its first public-facing event. Their efforts helped feed hungry families in the Toledo area community for the holidays.

The members asked family, friends, and colleagues for donations through word-of-mouth and an O-I internal social media platform. They raised more than \$3,000 – that’s more than 2,600 lbs. of food and toiletries – for Equality Toledo, an organization that works to eliminate discrimination on the basis of sexual orientation, gender identity and gender expressions, through education, activism and other anti-defamation efforts.

“

We selected the prominent **LGBTQ+ support organization** in the Toledo area because **they share a common mission with our group**, said Adam Jackson (He/Him), Unbottled Pride Vice President, and Global IT Service Management & Customer Engagement Lead at O-I.

Between Unbottled Pride’s collection, and a match from the O-I Charities Foundation, the donation to Equality Toledo was over \$5,000.

“We selected the prominent LGBTQ+ support organization in the Toledo area because they share a common mission with our group,” said Adam Jackson, Unbottled Pride Vice President, and Global IT Service Management & Customer Engagement Lead at O-I.

ERGs like Unbottled Pride lead grassroots movements for positive change inside O-I and out. Learn more our current ERGs in Employee Experience. Interest in such groups is consistently increasing with our employees in look for ways to make a positive impact.

Employee Experience

Our Vision

To be the leading producer of glass packaging worldwide we need passion, commitment, and innovation interwoven in our business by our people. Our vision for creating an excellent employee experience is built upon our values, behaviors, and our people system. With our “People Safely Leading Performance” at the center of our strategy, we will drive innovations that will continue to enhance the sustainability of glass packaging and the industry.

O-I VALUES AND BEHAVIORS

For our company, values and behaviors are the foundation for bringing our strategic vision and goals to life.

Our core values drive our behaviors:
Safety & Well-being, Diversity, Equity & Inclusion, Passion, Accountability, Agility

We are “One Team,” developed and engaged at every level, built on collaborative relationships, authentic communication, and accountability. We operate as “One Enterprise,” prioritizing boundaryless leadership and sound decision-making. We operate with “One Plan,” delivering customer-centric results.

O-I'S PEOPLE SYSTEM

People Safely Leading Performance is at the heart of our strategy. Over the past several years, we have created

and implemented an interconnected People System that focuses on three key pillars to create our performance-based organization: 1) **Organizational Effectiveness**, 2) **Culture**, and 3) **Talent**. **Organizational Effectiveness** is focused on continuously improving both the efficiency (cost) and effectiveness (simplicity, speed, outcome focus, incentive, etc.) of our organizational design and ways of working to drive performance. Our **Culture** pillar focuses on continuously improving the formal and informal ways we enable performance through engaging our people. The **Talent** pillar means ensuring we have the right people, with the right capabilities, in the right roles, at the right time. The result of these efforts, combined with our values and behaviors, will advance our ambition to be a simple, agile, and performance-based organization energized by diverse, engaged employees.

Transforming Today

We have long anchored the company's strategy around people. Rather than “Human Resources,” our people-focused function is called People & Culture (P&C). Developing our people and building a culture is a strategic decision with a systematic set of tools and processes, not a label for an administrative-like management system. O-I will continue to build teams focused on providing innovative, quality products and focus on creating a culture of learning, development, diversity, and inclusion.

We are transforming what we do by identifying key moments that define a personalized work environment.

Moments that matter and inspire people to be their best, amplify human potential, and enable O-I to flourish.

Within our P&C management, we are placing greater focus on enabling our O-I strategy and People & Culture ambitions. We are actively working to reduce complexity, duplication of effort, and manual work across O-I so that we can better partner with our people and lead with our business. To aid this endeavor we are investing technology and effort in cultivating accurate employee data to drive insights. These insights will help the P&C leadership team to guide leaders throughout our global operations to make proactive decisions and take action to improve our employee experience at every stage. The data gives leaders more visibility and oversight to employee information so they might be more effective.

We are providing greater empowerment to people managers and employees. Leaders have developed a greater focus on our talent and culture agenda. Online tools are being developed to give employees the ability to manage their personal information through self-service capabilities. We hope to create an enhanced and equitable employee experience by improving



SUSTAINABILITY GOAL

Continue to build a diverse, equitable and inclusive environment where people feel welcomed and inspired to create a better future for themselves, each other, O-I, and the planet.

processes and leveraging technology throughout P&C. See [Diversity, Equity, & Inclusion](#) to learn more about how we are working to de-bias each stage of our employee experience from recruitment to workforce and succession planning.

We are continuing to develop and deploy tools to help reach our goals. Some examples include:

- Increasing learning and development opportunities in our Leadership and Functional development programs, powered through our online learning platform: O-I University.
- Building on the results of our My Voice Matters annual employee engagement survey.
- Expanding our My Workplace Matters plant initiative to all country groups.
- Deploying a new enterprise operating model to enhance organizational effectiveness.
- Designing a **Connected Work** program, which we are organizing based on our experience and employee feedback from our changed working patterns.

ONBOARDING TALENT

We know how important first impressions are to new hires. O-I is intentional in ensuring all new employees have an engaging and enjoyable experience as they join O-I through our onboarding process. This helps our new employees to be as efficient, effective, and energized as they can be from the moment they accept an offer.

Before they start, employees are added to our onboarding system, which triggers auto-alerts to key departments for support. We share a personalized company welcome, our company mission and values, and "Make What Matters" materials. From the start, employees can be proud of their work and proud to be part of O-I. To further ease day one, the manager may prepare an online planner and agenda.

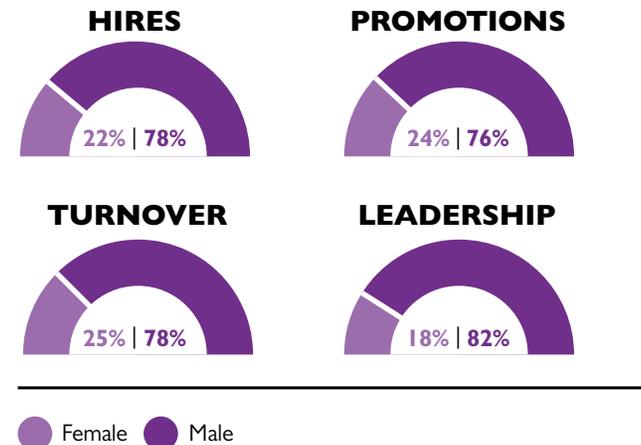
In the earliest days of employment, we review the onboarding plan in the new hire portal together and discuss our culture, mission, policies, and benefits. We help the employee get the lay of the land (e.g., facility tour, voicemail setup, introduction to peers). Finally, the new employee's arrival is announced by email and on our internal social networks.

It is typical that throughout week one, the employee meets periodically with their team and leaders to review a first-week agenda progress and questions. Together they set job scope and performance expectations, discuss company resources, and train on networks. This includes ensuring access to tools, inclusion on email distribution lists, etc. A ramp-up plan, initial projects, and use of the onboarding system for tracking are also reviewed.

Within an employee's first months, we make sure to introduce new employees to customer, plant, and product experiences, as appropriate to the employee's role. Employees are given the opportunity to learn more about internal special interest or social groups. We introduce them to key business partners and leaders, make time for one-on-one sessions and peer feedback, and encourage job shadowing or Q&As with peers. It is important to assess the employee's progress, performance, and initial experience so we monitor metrics in the onboarding program and survey the new hire.

2021 GLOBAL WORKFORCE

	Total Workforce	Male	Female	Full-Time	Part-Time	Salaried	Hourly
Corporate	1,060	759	301	1,060		1,060	
North America	5,359	4,241	1,118	5,346	13	995	4,364
Europe	7,312	6,630	682	6,757	555	1,170	6,142
Latin America	10,176	8,255	1,921	10,176		1,628	8,548
Asia	1,503	1,137	366	1,499	4	240	1,263
Total	25,410	21,022	4,388	24,838	572	5,093	20,317





GRADUATE DEVELOPMENT PROGRAMS

At O-I, people are at the center of the company, so we want to attract the best talent. Graduate Development Programs (GDPs) are a great way to do so. O-I is cultivating new talent by investing in development programs. For the third year in a row, a diverse team of 39 new graduates around the globe began their journey at O-I through the GDPs. These programs equip graduates with a broad understanding of our plants, through on-the-field, and most recently digital, experiences, and with skills that are specific to our business. This supports them to become master makers. The GDPs typically include a general introduction to the glass industry and technical disciplines, soft skills training such as leadership, problem-solving, and communication, as well as immersion in a specific area and role. The

broad range of experiences the graduates are exposed to during their development programs builds their skills and understanding of the business. This, along with their new ideas and mindset, are the seeds for future innovation and sustainable business success. At the end of the program, our graduates are well-positioned to take their first official role at O-I.

In 2021, the leaders of GDPs around the world convened to form a steering committee with the goal of assessing these programs collectively and collaborating to help them grow. Meeting monthly, the committee shares success stories and learnings with one another leveraging best practices to drive program advance. Current participants and program alumni share their experiences to promote understanding of how graduates can be best

supported throughout the programs and the transition into their career at O-I.

The committee recognizes the value of diversity and the need to cultivate an inclusive workplace and equitable opportunities for all. To that end, the committee is consciously working to attract female graduates and empower their development into plant and company leadership.

Prior to and during the pandemic, O-I worked to virtualize many of these elements to welcome new employees entering an online workplace. We have created separate workflows to ensure our managers have the skills and resources they need to manage virtual employees to ensure those employees have the tools, connections, and knowledge they need to feel engaged and set up for success.

DEVELOPING TALENT

Our success and performance are directly related to the collective success and performance of every employee. We are all successful only when we consistently deliver on the expected value to all stakeholders. To enable our performance-based organization to be energized by engaged employees, we make strategic investments into developing employees and the talent pipeline.

Strategic Talent Management

The Strategic Talent Management system is integrated across the entire employee experience from talent attraction and recruitment, to learning and development, engagement, and career planning. One aspect of the system is the annual succession planning and talent review process, including each of the data inputs for a strategic, outcomes-based review.

To drive stability and growth within the organization and manage talent in a proactive, strategic, and measurable way, we have created a consistent, annual process where our leadership teams review and validate our talent needs against the pipeline of talent within the organization. This provides us with a realistic view of talent and potential within the organization, validated succession plans, and action plans that enable leaders to develop, coach, or manage the performance of our employees.

Succession planning and talent reviews are conducted for all leadership teams including at the plant level and above. In a number of our factories, we have implemented strategic workforce planning to help anticipate customer needs aligned with talent plans to proactively avoid disruptions in production. The process also includes regular talent check-ins where each leader shares progress updates on development plans, succession updates, and actions to improve diversity.

We have made great improvements in strategic succession planning. Over the past three years, 100% of the appointments to the Global Leadership Team (GLT) have been in line with a stated internal succession plan. We have more in-depth and open conversations to ensure cross-functional and cross-regional sharing of talent to meet business needs. Our succession plans are realistic. As part of the data inputs, leaders are asked to have career conversations with their team members to validate mobility, overall aspirations, and future interests to represent the full picture. We have limited duplication in succession plans, giving us a more accurate representation of the available pipeline. Our process now includes monthly check-ins with the GLT to provide a progress update on action plans, development status, changes in succession plans, actions toward diversity, and an overall talent health check for their area of the business.

We have also developed the necessary tools and coaching for leaders and their People & Culture partners to facilitate the succession planning and talent review process. Our potential model measures the current progress and growth of an employee based on their engagement, the extent to which the employee demonstrates commitment to the organization's goals, seeks out new challenges, is willing to do more than required, and desires to invest themselves with the organization for the long term. Talent profiles are reference materials built from the talent review and succession plan data that, over time, provide an entire

profile on each employee. They include employment history (within and outside of O-I), performance and potential ratings, the employee's stated career aspirations, developmental needs, and mobility. These profiles are available to all leadership teams and can be referenced to identify cross-functional talent leaders they may not otherwise be familiar with to include in potential succession plans.

O-I University

Our online learning platform connects employees to thousands of courses ranging from leadership development, functional academies, and personal development. Courses and curricula are designed from O-I content and our partnership with LinkedIn Learning. O-I University serves as the online training resource that empowers our employees to get the training and skills they crave. Our learning content is modern and built for today's world.

The online platform offers customizable development for our employees. They can access the learning they want, when they want, individually or with their team. At a time when much of our workforce was dispersed or virtual, this platform's flexibility is ideal. We provide content mapping to guide the user experience and focus on materials most relevant to their position and career aspirations.

O-I University focuses on guiding employee development in the following three key areas.

1. **Leadership Excellence** includes Leadership@O-I, Be Brilliant (a leadership fundamentals program), and Leading for Strategic Impact.
2. **Functional Excellence** supports Procurement, Sales & Marketing, Operations, and People & Culture academies.
3. **Personal Excellence** offers Coaching for Success, Empowering Team Performance, and Building Employee Engagement, to name a few.

■ The Competency Model: A Career Development Roadmap

“People Safely Leading Performance” is at the center of our company strategy. During the 2020 My Voice Matters employee survey, it was clear that employees across our organization were eager for career development and training. A new tool called the Competency Model lays out development paths. It forms O-I’s roadmap to career development and advancement.

The first iteration of the Competency Model is a result of a year of cross-functional work and supports O-I’s strategy to build and reinforce functional competencies and skill sets to elevate the company’s capabilities and engagement. The process identifies valuable skill sets – like strategic planning, insight generation, and financial acumen – needed to achieve our One Plan mission. We look to empower employees to own their professional development and engage with their leader in ongoing conversations to make sure they are getting the support needed to grow.

The Competency Model, launched in 2021, provided training to the Sales & Marketing team. Other functions have already expressed interest to leverage the technical solution, as well as the process becoming a potential standard practice for the future in other parts of the organization. With the launch of the Sales & Marketing

Academy in O-I University, the P&C and Customer Excellence teams have developed a comprehensive training curriculum that prioritizes the development of training material. Currently, the Sales & Marketing team is focused predominately on three areas: Financial/Business acumen, Value Analysis & Opportunity Insight, and Category & Account Plan Development. The first courses launched in October 2021 covered Finance and Legal. By the end of the year, we trained close to 200 Sales & Marketing team members. Developing people and teams is a behavior we are committed to as we work to build a sustainable organization around people leading performance.

■ Education Assistance Program

O-I offers financial assistance to employees who wish to improve their job effectiveness and personal competence through voluntary participation in outside educational courses, training, or licensing. The purpose of our Education Assistance Program is to enable employees to improve their skills and abilities within their current job or to prepare for another reasonably attainable position within the company. Program shape and format vary by region and local needs.

MANAGING PERFORMANCE: PERFORMANCE CONNECTION

To empower each employee to own and manage their contributions to the enterprise, we leverage Performance Connection, our performance management system. This collaborative process is anchored in our values and behaviors and is designed so that all employees, together with their leaders, can fully contribute and recognize the link between their objectives and our company’s mission.

The Performance Connection system is broken into four steps: **Plan, Engage, Evaluate, and Reward**. **Plan** occurs in the first part of the calendar year (Jan. to Feb.) where employees collaborate with their leader(s) to identify organizational, behavior, engagement, and development objectives. **Engage** occurs throughout the



performance cycle year and includes tracking objective and development progress through formal and informal check-in discussions, and updating or realigning objectives as needed. In the last part of the calendar year (Nov. to Dec.) employees and leaders **Evaluate** the achievement of results through behaviors and development actions. **Rewards** and recognition are awarded at the beginning of the following year including incentives tied directly to performance, behavior, and development results, or non-monetary rewards.

BUILDING CAPABILITY IN A DIGITAL WORLD

■ Connected Work

During the pandemic we quickly and effectively adapted to virtual work, resulting in increased connectivity, simplified processes, and eliminated geographic demarcations. This created an environment that enabled the organization to consistently deliver on its commitments like never before. Productivity is up, performance has improved, and employee engagement has increased. O-I employees show high-performance tendencies no matter where they are located – one of the several proof points that have led to the introduction of our innovative new **Connected Work** model.

As a natural progression of our organizational evolution, O-I launched the **Connected Work** model to provide teams with the resources and flexibility to collaborate, innovate, and perform their best work in the most suitable environment. Leaders took a close look at employee feedback and developed **Connected Work** to empower employees to work where they work best. For teams whose duties do not require daily presence at a physical O-I site, **Connected Work** means a hybrid work model that blends virtual work with on-site work. Leaders have been trained on a variety of subjects including leading and engaging virtual teams. They have collaborated with their teams to determine how to implement the new model locally.

Connected Work will enable and empower both leaders and employees to select the optimal work location and environment to deliver on expected outcomes. According to a recent survey, virtual and hybrid work has been embraced by more than 85% of O-I's office employees. Consequently, **Connected Work** will further enhance engagement and align O-I's goals with the needs of our employees. **Connected Work** will greatly improve talent acquisition and retention, as well as enhance O-I's reputation in the talent market.

In 2021, O-I announced it would launch its **Connected Work** model when pandemic conditions would allow for doing so safely while continuing with the current approach of working virtually for the time being. With the launch in 2022, as conditions allow across geographies and guided by local requirements and legislation, O-I will start with a “test and learn” approach, minimizing major policy changes in the first year. As always, the health and safety of our employees is our core priority. The pandemic has showcased how our teams continue to perform under pressure, building collaborative relationships to deliver results, all while continuing to engage each other.

As **Connected Work** develops, O-I will seek regular feedback about what is working well for our people and what can be improved. We will learn together and adjust as needed. Our ongoing focus is on the caring and well-being of employees, including mental, emotional, and physical support.

■ my O-I

In 2021, we launched **my O-I**, the new People & Culture (P&C) employee portal that acts as a one-stop-shop for P&C information and services. In this portal, employees can access relevant documents as well as information on policies, procedures, and training. A “Knowledge Base” can help answer questions related to payroll, benefits, compensation, mobility (work location), learning, recruitment, performance, and more. Personalized

Quick Links provide direct links to sites such as payroll and benefits. Inquiries are also answered through a Help Desk feature as well as a chat option. Employees can request support in their native language 24/7 through a virtual chat or 8 a.m. to 5 p.m. EST in a live chat.

Additionally, **my O-I** provides tools and resources on the role employees play on the journey toward being a part of an engaging workplace. Resources on O-I's performance management process empower each employee to own and manage their level of contribution to the enterprise with a focus on goal setting, values and behaviors, and frequent manager/employee discussions over the calendar year. Our people can view career opportunities as they grow and develop within O-I.

my O-I delivers a personalized portal for our employees, providing them with the tools and resources to succeed in the roles, and an experience that drives engagement and retention.

ENGAGING EMPLOYEES

■ My Voice Matters

As an ongoing commitment to the continuous improvement of our culture, in 2021 we engaged in our third annual “My Voice Matters” survey. Developed by a third-party industry leader in employee engagement, this survey is an effective tool to help identify our areas of strength and opportunities for improvement. With a global participation rate of 80% (matching the 2020 rate) and increased engagement metrics, our annual survey has provided a broad-based view of key drivers for our employee engagement. O-I is committed to delivering on the action plans developed from employees' feedback. We will continue having meaningful conversations, addressing concerns, and recognizing the successes of our people and company on a deliberate and ongoing basis.

■ My Workplace Matters

In 2021, O-I began implementing an incentive program, called “My Workplace Matters,” in plants globally. The program rewards plant performance with funds to improve the appeal and convenience of the plant workplace. It is a team award that depends on the collective achievements of the plant team, who then decides how to use the funds. The program and its collective decision-making process are expected to further elevate engagement in our operations.

Since the program’s creation, around \$6 million has been awarded and invested. My Workplace Matters has been instrumental in rewarding plant performance, fostering employee involvement, and upgrading working environments. Due to this success, it will now be implemented in O-I Plants globally.

TOTAL REWARDS

■ Competitive Pay

O-I strives to maintain a compensation structure that is internally equitable and externally competitive to attract and retain qualified talent. We strive to compensate our employees in accordance with all applicable regulations. We equip employees with the tools they need to bring their whole selves to work, focus on innovation, and lead change. O-I’s salary structure is determined by job type and a salary range based on individual experience, qualifications, and job performance.

We understand that recognizing and rewarding performance stimulates performance, energizes our people’s commitment to O-I’s goals, and helps us retain top talent. Special recognition awards can be provided to employees for exceptional cost savings or revenue-producing projects or projects leading to highly

efficient processes. These projects are submitted by the employee’s manager and considered instances where an employee has gone well above and beyond their normal duties and responsibilities. Special recognition awards are intended for employees below manager-level who are not part of the Short-Term Incentive (STI) Plan. Manager-level employees and above are offered STIs, or performance-based bonuses, depending on local market prevalence. The Director-level and above are offered long-term incentive awards including performance share units and restricted stock units according to market prevalence. Additionally, all salaried employees who received at least a “Successful” performance rating, are eligible for annual merit increases in their salaries based on performance reviews.

■ Benefits

We also offer competitive benefits that serve to attract and retain talent. O-I offers our employees comprehensive benefits tailored to their country of residence. Benefits vary from country to country, aligned with the manufacturing market, but generally include health care assistance, including medical, vision, dental, life, and disability insurance. We offer additional benefits when possible. Benefits like our retirement savings plans and adoption assistance aid our people in planning for the future. Paid time off including sick days, short-term disability, company holidays, and some flexible work schedules allow our employees the balance they need. We help our employees manage life challenges by offering voluntary benefits programs and support such as smoking cessation and healthy lifestyle promotion, educational reimbursement, and employee assistance programs (counseling, support for life’s challenges, and crisis hotline). O-I values diversity and inclusion so benefits coverage extends to same-gender spouses.

■ Employee Wellness

O-I’s **Perform Well-Being** Program is continuously evolving so that we can meet employees where they are in their wellness journey. We offer employees and their family members comprehensive programs, tools and resources focused on physical, social, emotional and financial well-being, so they have the opportunity to bring their best selves to work, stay well at home, and progress to a healthy and happy retirement.

■ Leave Policies

It is the policy of O-I to comply with all local laws and regulations surrounding employee leave. For example, in the United States, our Family and Medical Leave Act (FMLA) policy provides a summary of employee benefits and rights under the federal act. To be eligible, employees must have completed at least 12 months of service and worked at least 1,250 hours over the past 12 months. Individuals on leave for active military service may be entitled to credit for time worked under certain circumstances. In some cases, personal circumstances require an absence from work over paid vacation time. When justified, O-I may grant an unpaid leave of absence to employees for reasons that are not related to the FMLA, military leave, or disability. Personal leave may be approved at the discretion of an employee’s manager/supervisor as well as People & Culture. Personal leaves are limited to a maximum of 60 calendar days.

■ O-I CONNECT

The global launch of O-I's new digital communication platform, O-I CONNECT, officially began at the beginning of 2022 and is being rolled out to all employees and plants in a staggered fashion. The app is a voluntary employee communication tool geared towards delivering timely, relevant, and compelling company news and information directly to employees' phones. The modern, digital platform, available in a downloadable app and on desktop computers, will provide all the benefits of existing social media channels while increasing the speed of communications and helping employees connect with the information they need.



O-I CONNECT is breaking down barriers, allowing us to communicate quickly and seamlessly with desktop and non-desktop employees alike, said Randy Burns (He/Him), Chief Sustainability and Corporate Affairs Officer.

The new tool, with its mobile-first approach which reflects today's way of communicating, will redefine how we communicate at O-I.

FORMING FOR OUR FUTURE

In addition to the improvement areas identified by the My Voice Matters survey, the O-I Leadership Team has identified, with external validation, performance goals focusing on all three pillars of our People System: 1) Organizational Effectiveness, 2) Culture, and 3) Talent. Within each pillar, we have identified core objectives for 2021 and 2022.

To bolster **Organization Effectiveness**, we will strive to:

- Continue to drive the next wave of opportunities through the enterprise operating model work streams and country group labor plans.
- Improve the speed and agility of moving from decision-making to action-taking at all levels.
- Implement and continuously improve the performance-based ways of working through a blend of virtual and office-based work.
- Continue to upgrade and modernize the employee experience through streamlining and automating all "hire to retire" processes.
- Add new technology to help drive these initiatives.

To enhance **Culture**, we will strive to:

- Drive the capabilities of all leaders to energize, empower and inspire their teams to high performance.
- Continue our journey with executing and implementing actions from our "My Voice Matters" survey in partnership with Gallup.
- Weave well-being messages and initiatives into day-to-day business.
- Implement our enterprise Diversity, Equity, and Inclusion strategy. (See more in Diversity, Equity, & Inclusion.)

To support our **Talent**, we will strive to:

- Develop our internal talent through capability building focused on technical skills and people leadership.
- Selectively and strategically attract external talent to join us and continue to enhance our talent pool.
- Promote leadership development and awareness with intentional cross-functional movement on career paths ensuring high-potential, high-performing talent will have the necessary business experience as they move into more senior roles.



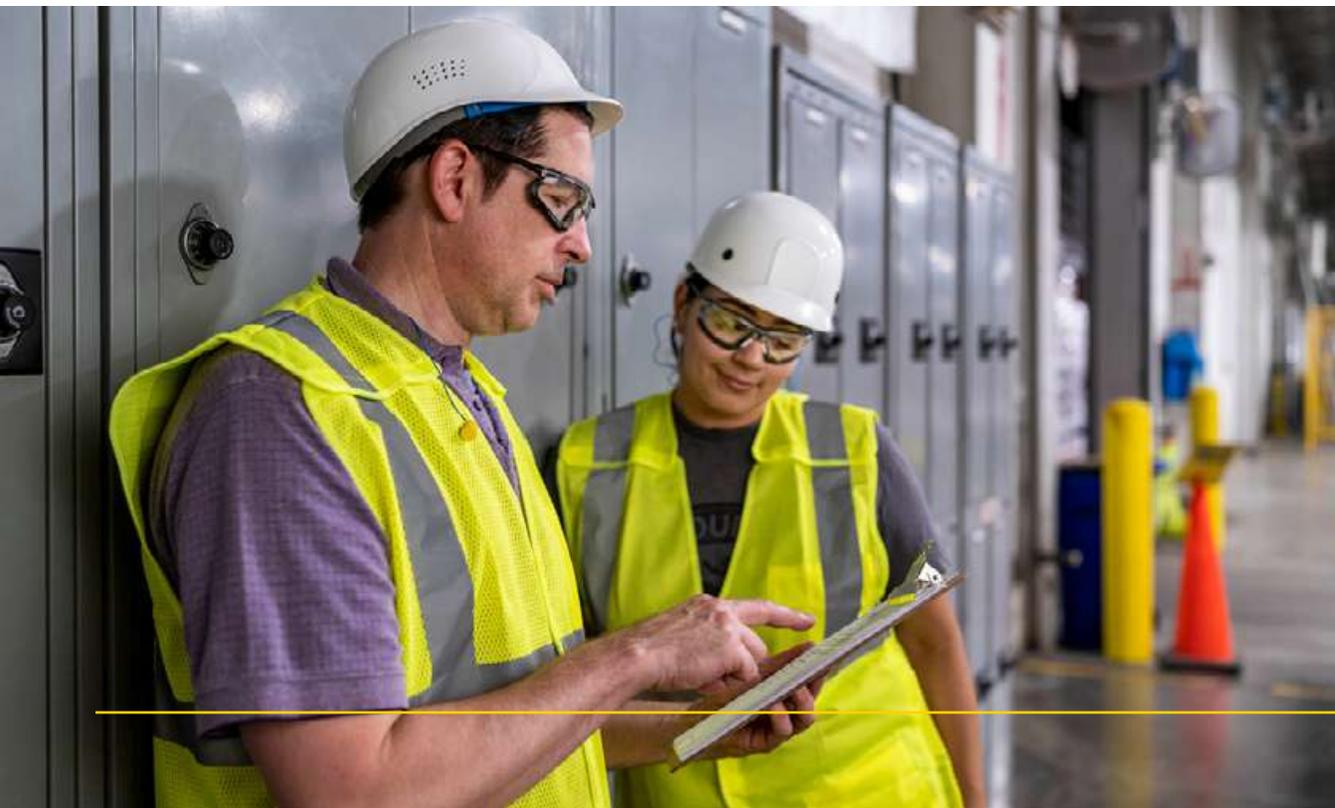


RECOGNITION AS A GREAT EMPLOYER

O-I Glass has been named to Forbes' "America's Best Large Employers 2021" list. O-I ranks 52 out of 500 employers on the 2021 list. The Forbes' [top employers list](#) was determined by an anonymous survey of 50,000 Americans who worked for businesses with at least 1,000 employees. The respondents were asked to rate how likely they'd be to recommend their employers to others.

O-I was certified as a "2021 Great Place to Work" in Brazil. The recognition came from Great Place to Work, a global organization that assesses and certifies companies from around the globe based on their workplace environments and culture, employee experiences, and overall attractiveness. To be considered for certification, O-I Brazil completed an employee survey receiving a 90% participation rate of the Brazilian workforce in just 15 days.

Additionally, O-I Poland was recently named one of the "Golden Hundred," an annual list of 100 companies that contribute heavily to the economy and employment in Poland's Podkarpacie Region. The list acknowledges companies that showed resilience during the complex business and social environment of 2020 and the COVID-19 global pandemic. Named 14th out of 100 top companies, O-I earned a unique ranking for, "dynamic development of production processes and employment stability."



Diversity, Equity & Inclusion

Our Vision

Recognizing that O-I is better when our workforce reflects the communities around us, Diversity, Equity & Inclusion (DE&I) are core values at O-I. We have created a strategic priority to increase organizational focus on advancing DE&I. Our expanded strategic initiatives include an elevated focus on ensuring we continue to create a diverse, equitable, and inclusive work environment. Our Diversity, Equity & Inclusion Strategy outlines our vision for the future and sets objectives to guide our progress, engaging employees in creating that future by driving momentum on a global and local level.

We define **diversity** as **what we have**. The collective mixture of differences and similarities includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors. These are both visible and invisible. We see **inclusion** as **what we do**. Intentionally creating a work environment in which all individuals feel welcomed to bring their whole selves to work, are treated fairly and respectfully. And **equity** as **having equal access** to opportunities and resources. Each element is imperative to allow our people to contribute fully to the organization's success.

O-I's DE&I philosophy is already embedded in aspects of the company. Employees' opinions and multiple perspectives are valued as part of our efforts to keep

DIVERSITY: reflect the world we serve

EQUITY: have equal access

INCLUSION: feel welcomed

our workforce consistently engaged. "Make What Matters" is our employer value proposition, describing a welcoming atmosphere where all employees can feel good about the work they do for our company, our customers, and our planet. Our policies adhere to all legal and regulatory requirements and help to maintain a working environment where our people can feel safe, supported, and protected. As an equal opportunity employer, O-I prohibits discrimination, harassment, and workplace violence, as detailed in our [Global Code of Business Conduct and Ethics](#), and provides our people the opportunity to share any violations through a secure Ethics and Compliance Helpline.

Transforming Today

While we have built a foundation to incorporate diversity, equity, and inclusion throughout our operations, O-I has a culture of continuous improvement. As part of O-I's transformational journey, one of our goals is to continue to build an environment where employees can bring their whole selves to work, share new ideas and innovate, and in turn, enhance their overall experience and the overall well-being and performance of the company. In 2021, our company value of Diversity & Inclusion was reviewed and enhanced to add Equity. A diverse group of employees gathered to make this review, give their input, and build definitions of each value. Over 100 employees divided into seven focus groups contributed. The employees came from each of O-I's countries of operation and functions. The review included four sessions on three

continents. Information was provided and accepted in local languages to improve representativeness.

Additionally, we added a new member to of DE&I team, the Global Culture Leader. This individual is dedicated to moving our DE&I forward as they make up part of our values and culture. They have taken key actions in 2021 to expand and enhance the DE&I strategy, identify improvement areas in our culture, and advance dialogue to create safe spaces to share experiences and collaborate on improvements.

DE&I ROADMAP

We have created a DE&I Roadmap to provide a path for continued momentum towards an even stronger culture. We launched the Roadmap in 2020 and have added several new elements in 2021, each of which is discussed below. They align with our growth plans and our broader sustainability aspirations. We intend to continue, expand, and add to this Roadmap as our program matures.

SUSTAINABILITY GOAL

At O-I, we are better when we reflect the diverse world we serve, feel welcome, and have equal access to opportunities. We are focused on increasing all aspects of diversity, equity and inclusion across our team.



Strategic Planning – Strategy Evolution

In 2020, we laid the foundation of our DE&I program with our initial roadmap, strategy, and communications. In 2021, we brought in outside expertise to help us evolve our strategy and develop training that would enable us to accelerate our DE&I journey. The external expertise will help us build our internal competencies, provide a methodology for improvement, and offer a global perspective to developing our programs throughout our worldwide operations. We developed a roadmap for a broader DE&I strategy as well as a strategic framework. Five areas of strategic focus were identified: **workforce** or our people, **workplace** or the environment we provide, the **marketplace** with the potential for customer partnerships, our **community**, and our **suppliers**. In the first year of our DE&I program, we generally focused on workforce and workplace. As we move forward our goal is to expand these areas and develop initiatives in the remaining three.

In 2021, the DE&I team initiated a diagnostic process, assessing and analyzing organizational data to identify key areas of improvement. Key findings and initial recommendations from this assessment included:

1 Review the diversity plan, teams, and communicate accountability.

2 Plan and execute diversity education and training globally.

3 Develop an inclusive culture.

4 Broaden the recruiting process.

As the next stage in our strategic roadmap and diagnostic process, we held one-on-one interviews with our Global Leadership Team (GLT) to review our vision of success and strategy for the future.

We have identified where we are in our DE&I journey and shared our commitment to the journey globally. We aligned our business strategy with the strategic focus areas and defined metrics for success. Moving into 2022, our objectives and measurements are being validated by the GLT and a diverse group of internal stakeholders.

DE&I Policy

2021 saw the implementation of an official Diversity, Equity & Inclusion Policy. The policy recognizes that our people are our most valuable assets to help us create a simple, effective, performance-based, engaging organization. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture but our reputation and achievements. We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, race, religion, sexual orientation, veteran status, and other characteristics that make our employees unique.

Our DE&I Policy stresses the need for actions spanning the entirety of the employee experience. This includes the development of a work environment that encourages and enforces respectful communication and cooperation between all employees, teamwork and employee participation, and service within our communities to gain greater understanding and support for diversity. The policy also aligns with our commitment to Equal Employment Opportunity and our [Global Code of Business Conduct and Ethics](#).

CEO Action Pledge

In 2020, our CEO Andres Lopez signed the [CEO Action for Diversity & Inclusion](#) pledge. Recognizing that change starts at the executive level, Lopez and our GLT joined more than 2,000 CEOs and presidents of the world's leading companies and business organizations that are leveraging their individual and collective voices to create a more diverse, inclusive, and equitable workforce. The pledge focuses on four goals:

1. Cultivate environments that support open dialogue on complex – and often difficult – conversations around diversity, equity, and inclusion.
2. Implement and expand unconscious bias education and training.
3. Share best-known diversity, equity, and inclusion programs and initiatives – as well as those that have been unsuccessful.
4. Engage boards of directors when developing and evaluating diversity, equity, and inclusion strategies.

The pledge has reinforced our DE&I Roadmap, increases visibility and accountability for improvement, and creates a path toward DE&I at all levels. In 2021, Lopez and the leaders of People and Culture invited our employees to join our movement and take a personal pledge as well.

Following this invitation was the launch of our first **Days of Understanding**. The **Days of Understanding** conversations are short, facilitated discussions that support the first goal of the CEO Action Pledge: **to create trusting places to hold complex and sometimes difficult discussions about diversity and inclusion**. P&C leaders held sessions to provide GLT and Senior Leadership Council (SLC) members with a toolkit educating O-I's leadership on DE&I and guiding them on how to discuss these topics with their teams. Leaders were empowered to create a safe, open environment. First, leaders were instructed to reassure team members that the conversation is held in a safe and trusting place so all members feel free to speak and

share. Educational videos were provided in the local languages on topics such as unconscious bias and how to promote a more diverse and an inclusive environment. Leaders were also given follow-up questions to prompt conversation about lessons learned. Each member of the GLT and the SLC has held Days of Understanding discussions with their direct reports. Some leaders even cascaded these courses down into plants. The goal for 2022 is to promote more conversations that can reach more employees around the world.

Executive DE&I Council

Created in 2020, our Executive DE&I Council is accountable for executing the enterprise DE&I framework, setting key metrics and goals, and providing the appropriate support to reach our desired outcomes. The Council meets quarterly and is comprised of O-I's GLT and members of the P&C Leadership Team. Employee Resource Group sponsors and leaders will be added in 2022. It is working to define the company's DE&I Strategy by setting long- and short-term objectives for workforce diversity. Our success measures, identified by the DE&I Council, include employee segregated data (gender, race, age, etc.), hours of training on diversity and inclusion, and gender equality. It will continue to establish and oversee programs, policies, and initiatives.

Employee Resource Groups (ERGs)

To promote a culture of DE&I, we encourage our employees to create and govern ERGs. Sponsored and supported by a member of the Council, these "grassroots-style," employee-created groups promote discussion and understanding around shared characteristics, life experiences, and common interests. ERGs provide a unique environment for thought leadership, professional development, learning, networking, volunteerism, supporting recruiting and employee retention. We currently have seven ERGs operating in three countries.

Current Employee Resource Groups



Brazil | Pride Glass

Educate for a safe, respectful, and healthy place for LGBTQ+ people to express their individuality. Improve representation and opportunities. Support community actions and executive leaders' commitment to LGBTQ+ rights.



U.S. | Unbottled Pride

Educate, raise awareness, and share information about issues that affect LGBTQ+ community and allies; provide professional development, networking, volunteering, and appreciation/recognition opportunities; improve and promote diversity, equity, inclusion, and belonging; and offer a forum in which concerns and accomplishments can be made known.



Brazil | WoMen

Improve gender equity, provide opportunities for people to develop themselves and evolve in their careers independently of their gender. Work on projects to minimize historical society stereotypes related to men's and women's roles and responsibilities at their jobs and families.



Indonesia | WEN

The Mission of the Women Empowerment Network (WEN) ERG is to be a strategic partner with O-I to promote a culture of diversity and inclusion through continual learning. WEN aims to play a big part in reaching out to all of our fellow women employees and helping them to be the future women leaders in O-I through mentorship.



Brazil | Generations Expression

Promote sharing and learning culture between multiple generations to reduce conflict and leverage the best of each generation.



Brazil | AfroGlass

Promote equity environment from the racial standpoint: awareness and education of structural issues. Hire, develop and promote for Opex and leadership representativeness. Make Black voices heard.



Brazil | Unlimited

Promote awareness, information, and education about people with disabilities, prepare other employees so that they can promote inclusion, aiming to go beyond the mandatory quotas by law.

Unbottled Pride

Unbottled Pride developed a strategic vision supported by O-I's Global Leadership Team. Over the past year, the board has worked to improve engagement with the community in a few ways. First, they partnered with Equality Toledo – a nonprofit organization in Toledo, OH that provides resources, services, and events for the LGBTQ+ community – and raised over \$3,100 for their yearly food drive. Additionally, O-I donated a total of \$10,000 to two local universities to support LGBTQ+ scholarships and other LGBTQ+ financial assistance. The ERG was instrumental in offering training to North American employees on the LGBTQ+ community. The board is currently working with functional teams to implement changes to benefits, policies, and other DE&I items.

Brazil – Leading Grassroots DE&I Action

Five of the seven ERGs currently operating are located in Brazil. When it comes to DE&I Brazil is O-I's leader in grassroots action through the ERGs. They were the first to develop ERGs and have matured to the point that they have begun to work collectively to celebrate diversity and create a more equitable and inclusive workplace.

For example, an unconscious bias training started by an intern in 2019 gained support and traction with about 300 participants. This sparked greater involvement in ERGs and collaboration between them. It developed into a country-wide movement with structure and a governance system. Now, the leaders and sponsors of all five ERGs sit on a DE&I Strategic Council that collaborates on strategy, actions, and communication. The council is supported by the General Manager of the Brazilian Operations.

In 2021, the Brazilian ERGs led a wide variety of actions to drive DE&I. The ERGs also worked together to celebrate recognition dates and develop internal communications on cultural tips and suggestions for

employees to learn more about DE&I topics. The leader of WoMen created a Power BI dashboard to track our diversity and evolution, which is used by the DE&I Strategic Council. WoMen led a year-long anti-harassment campaign. AfroGlass launched an educational program on racial diversity, hosted a live event on mental health with a focus on the Black population, and celebrated Brazilian Black History Month. Generations Expression held a financial planning session. Unlimited supported Sign Language training to promote the inclusion of deaf individuals in the workplace.

PrideGlass worked to provide Brazilian employees foundational education on topics such as gender identity, gender expression, and sexual orientation. The team developed internal communication on relevant days and events. For Pride Month, the ERG held three workshops that offered employee education on LGBTQ+ terminology, history, challenges, and perspectives of LGBTQ+ inclusion in the corporate environment. They also collaborated with the other Brazilian ERG on communications that celebrate diversity and promote inclusive thinking.

DE&I Global Community

In 2021, a Global Community that meets monthly was developed to exchange ideas and stay informed of our global strategy. The community engages with the Executive DE&I Council and has representatives from each country where we operate, as well as members of our ERGs. The meetings allow our corporate DE&I leaders to take the pulse of our people and gain insight into our DE&I culture. The objective is to bring together the diverse voices of different cultures and each of the 19 countries where we operate, as well as minority voices. The Community exchanges learning of good practices to ensure that our strategy and actions are collaborative and aligned.

The community was formed by having the P&C Country Group Directors nominate individuals from their geographies. Each country in which O-I operates

is represented, including those where O-I is part of joint ventures. The first meeting brought together 18 ambassadors from all country groups. Twenty-one P&C Country Group leaders and the P&C Business Partners also attended to be better prepared to support SLC leaders. Now the community has 40 cross-functional members from each of our countries and all seven of our current ERGs. Since its creation, additional individuals have expressed their interest in becoming involved in our DE&I movement or their desire to learn more and have joined the community.

The Global Community acts as a communicator and advocate in local geographies by providing opportunities to share not only our corporate-level strategy, metrics, and roadmap but also local best practices. Members can generate local content and practices based on local needs. The group works to collaborate on how to move the DE&I strategy forward.

Leadership@O-I Boost Session

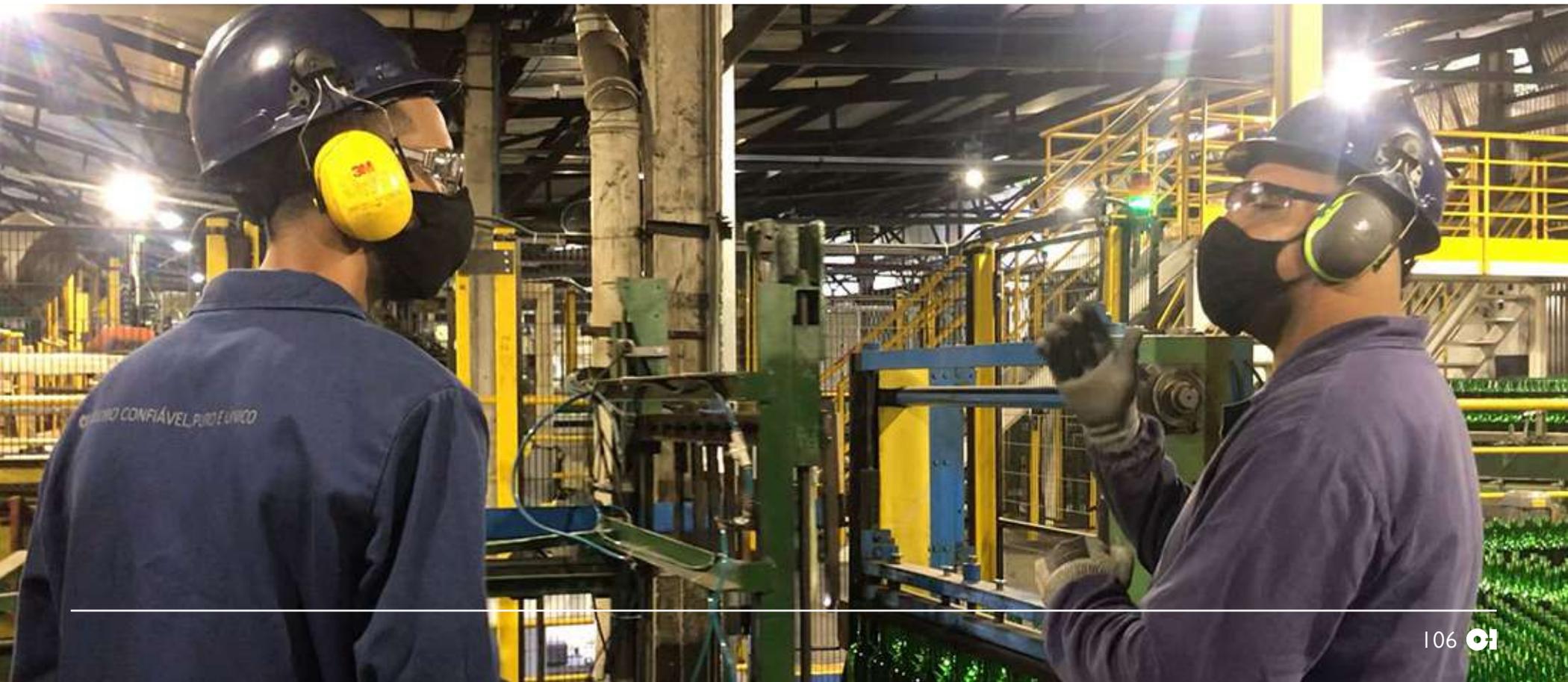
Part of our DE&I journey needs to include listening to our people to develop an understanding of their experiences and identify areas where we can improve. In 2021, our Global Culture Leader designed and facilitated the Leadership@O-I Boost Session, a learning community meeting with GLT and SLC members. The intent was to **create a safe space to reflect on who we are and what diversity we bring to O-I every day**. Leaders listened and learned about diversity from colleagues. A roundtable discussion focused on sharing diverse experiences and perspectives, reflecting on what leaders can do better to be more inclusive. It brought together a diverse group including representatives of minority groups. The session welcomed three guests to enrich leaders' listening and prompted leaders to reflect on their roles in our DE&I journey. The session included almost 40 participants and had strong interaction and openness.

O-I'S RIO DE JANEIRO PLANT OFFERS BRAZILIAN SIGN LANGUAGE TRAINING

In 2018, O-I's Rio de Janeiro plant employees asked management a vital question: What was the best way to connect with the plant's 17 deaf employees? During a Diversity and Inclusion training on unconscious biases, the question came from shop floor employees. After discussing with the Unlimited ERG team for the entire Brazilian employee base, leadership created a simple but powerful inclusivity initiative. This program includes training in Brazilian Sign Language (BSL), also called Libras, or Língua Brasileira de Sinais. More than 30 deaf

employees were identified in Brazilian factories. "As a result, we realized that it was essential to create a sign language training program," said Hadailton Sousa (He/Him), People & Culture Manager, O-I Rio de Janeiro. The Libras program takes place over five months with 40 hours of training. Each semester a new class begins. The Rio De Janeiro plant offers the course in-person, online, and recorded. A virtual assistant facilitates learning and makes sure videos and online training are available. By graduation, students understand primary sign language, enabling them to communicate with their deaf and hard-of-hearing colleagues. The Libras program was introduced in 2019 and expanded in 2021 to online training that could reach more people in other

factories, especially leaders, and in areas that support employees like P&C. Videos starring O-I deaf employees were created to share basic sign language tips, such as greetings, to promote inclusion. To date, 12 people have completed the course and employee interest is growing as conversations about DE&I continue. As a result, a new class is beginning in 2022.



■ Corporate Equality Index

O-I actively participated in the [Human Rights Campaign's](#) 2021 Corporate Equality Index (CEI). CEI is the United States' foremost benchmarking survey and report measuring tool for corporate policies and practices related to lesbian, gay, bisexual, transgender, and queer or questioning (LGBTQ+) workplace equality. CEI rates companies on detailed criteria falling under four central pillars: non-discrimination policies across business entities, equitable benefits for LGBTQ+ workers and their families, supporting an inclusive culture, and corporate social responsibility.

In 2021, the Unbottled Pride ERG took ownership of submitting our second CEI survey. We maintain the same score as the previous year (50). The ERG became fully formed in 2021 and has now committed to working on improving O-I's CEI score. The goal is to reach a perfect score of 100, but most importantly make sure O-I is a great place to work for everyone. Unbottled Pride board met in 2021 to prioritize areas where we missed points based on the feasibility of each item. Some of our priorities fall along the lines of updating current O-I benefits and policies, improving internal training, and engaging more with the community.

■ Communication and Recognition Dates and Events

As part of our DE&I journey, O-I strives to celebrate the diversity of our people's characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors. One way we can do this is by recognizing days and events that are important to individuals within our diverse workforce. We believe doing so will aid in developing an inclusive working environment. We have begun utilizing our internal and external communications platforms to celebrate such days. The 2021 Human Rights Day was recognized with an equality theme, encouraging employees to help address and find solutions for deep-rooted forms of discrimination that have affected the most vulnerable people in societies. In 2021, we focused on traditionally underrepresented groups such as the Black and African American people, women, and the LGBTQ+ community. As we grow in our DE&I journey we hope to expand our communications and education to encompass greater representation and cultivate understanding.

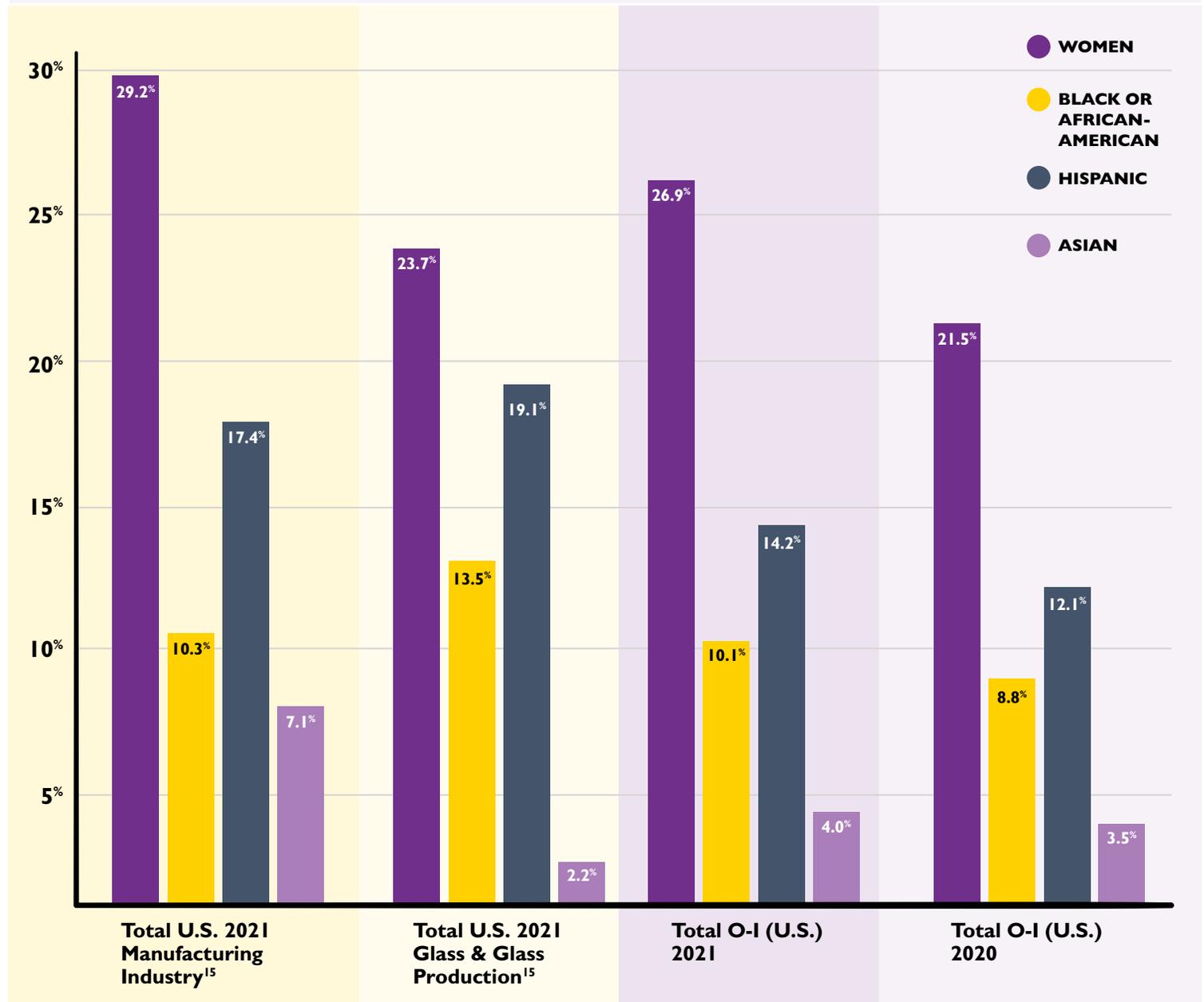


■ Visibility of Demographic Metrics

O-I is committed to increasing the visibility of key demographic data. Additionally, we will monitor our performance against appropriate objectives, marketplace benchmarks, and best practices.

As O-I is a global company, we are currently unable to track metrics such as race and ethnicity in particular regions due to local regulations. However, we do track such data in the United States, along with gender data, to compare our company to the industry as well as identify areas of improvement.

Minorities in the U.S. Workforce: Industry Comparison¹⁵



¹⁵Source: [United States Bureau of Labor Statistics](https://www.bls.gov/)

In addition to these metrics, 1.5% of our U.S. workforce has identified as two or more races or Native American/Alaskan Native. The U.S. Bureau of Labor Statistics does not track these races so we cannot compare our performance to the industry in this way.

We are currently working to develop and verify additional global employee data to support DE&I, including ages. For now, we have been able to collect and analyze age data for U.S. employees.

2021 TOTAL U.S. WORKFORCE BY AGE

30-40
years old
28%

Hires: 30%
Promotions: 44%
Turnover: 24%
Leadership (GLT & SLC): 7%

40-50
years old
25%

Hires: 17%
Promotions: 22%
Turnover: 16%
Leadership (GLT & SLC): 43%

50-60
years old
24%

Hires: 11%
Promotions: 16%
Turnover: 19%
Leadership (GLT & SLC): 43%

<30
years old
14%

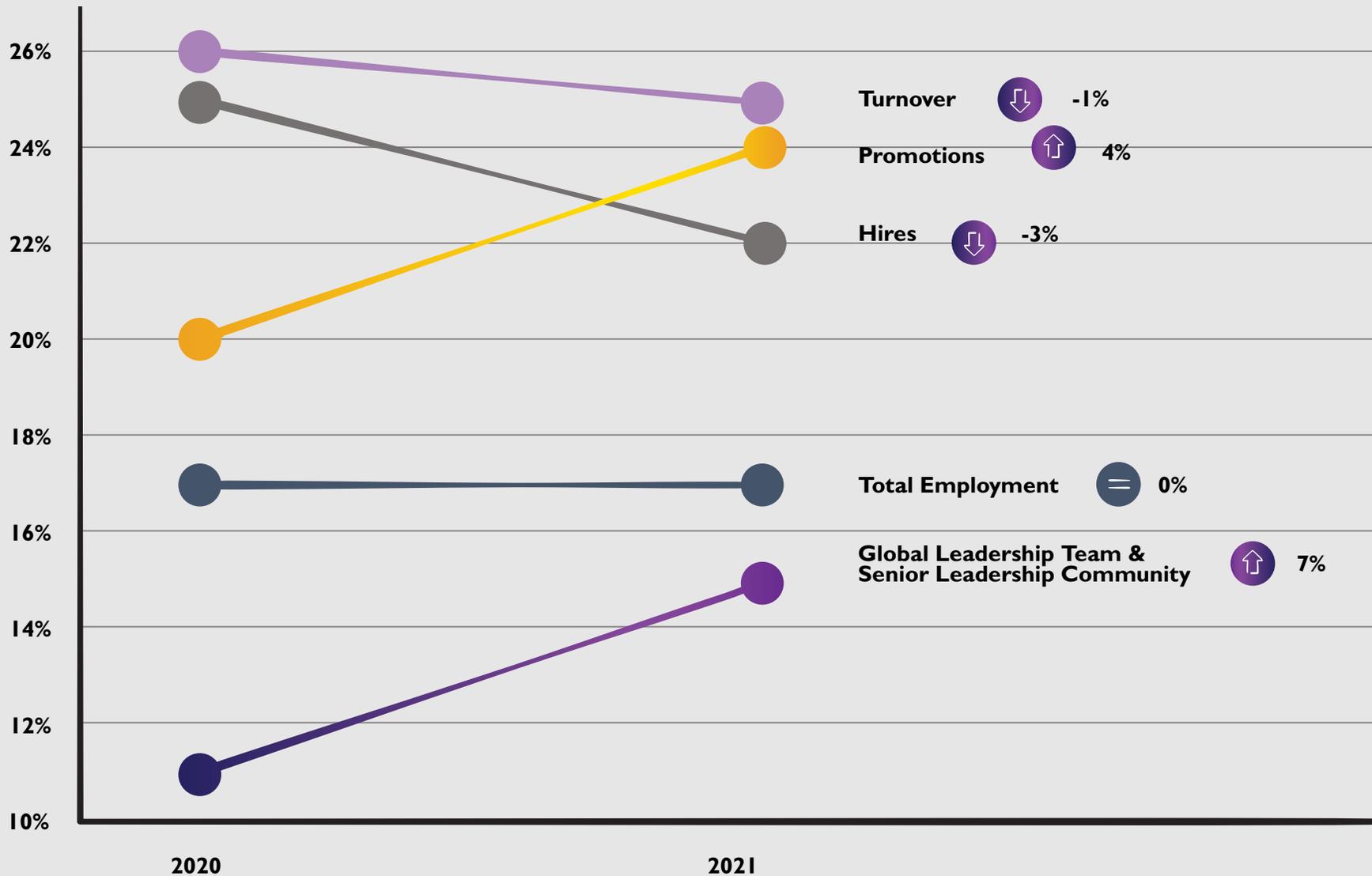
Hires: 40%
Promotions: 17%
Turnover: 23%
Leadership (GLT & SLC): 0%

60+
years old
9%

Hires: 2%
Promotions: 1%
Turnover: 18%
Leadership (GLT & SLC): 7%

Globally, we are tracking gender data and identify this area of diversity as highly significant to our roadmap to a more diverse, equitable, and inclusive company.

Female % of Global Workforce



Fast-Tracking Gender Diversity

We seek to attract and retain individuals regardless of gender. To pursue this commitment, we strive to increase female representation by sourcing high-caliber female talent and creating robust development and retention plans for current female employees. To advance this goal, we have implemented a process that enables the consideration of diverse slates of candidates for new and open roles. We are also creating a mentorship program to pair employees with leaders both within our company and externally to develop key talent. Targeted learning and development plans for key female leaders are also underway.

In 2021, our performance in this area improved, particularly with 7% more women in leadership roles

compared to 2020. Though the rate of female hires decreased by 3%, we were able to maintain the level of total women in our workforce, decrease turnover by 1% and promote 4% more women.

STEP Ahead Award Winners

The Manufacturing Institute, a workforce development and education organization, launched the STEP Women's Initiative to support women in science, technology, and engineering and to help encourage and inspire careers in the industry. Each year the Institute hosts the STEP Ahead Awards to celebrate and recognize the accomplishments of excellence in female leadership in manufacturing where companies select leaders for national recognition.

O-I employee Monica Pacheco, who has spent more than 12 years with O-I and is currently serving as a global glass science engineer, was nominated by O-I and selected by The Manufacturing Institute as a 2022 Science, Technology, Engineering and Production (STEP) Ahead award honoree. The award recognizes her outstanding achievements within the manufacturing industry, our company, and the community.

"I hope this award demonstrates to young women around the world what's possible, within the fields of engineering, technical, and manufacturing, when you respect all people, have passion for the process, understand the importance of teamwork, and constantly strive to perform high-quality work."

— Monica Pacheco, Engineer (She/Her)





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LOCAL EFFORTS FOR GENDER DIVERSITY, EQUITY & INCLUSION

O-I Italy joined the Libellula Network in 2021, which offers resources focused on gender discrimination and violence awareness activities in companies to act concretely on a cultural level. In pursuit of our company-wide goal to fast-track gender diversity, O-I Italy has started working with the Libellula Network to increase awareness of DE&I and biases in the workplace. Their goal is to develop an inclusive working environment where people are safe from discrimination and violence. At the end of the year, the Libellula Foundation awarded "Inspiring Companies 2021," recognizing companies that have taken action to address gender equity in their organizations. O-I Italy was awarded a recognition plaque for its commitment to improving gender diversity and workplace inclusion. The plaque has been displayed at the entrance of the Origgio head office to make the choice to fight gender violence and discrimination visible.

DE&I Specific Learning and Development

A key element of our DE&I strategy is implementing global education for our leaders and the workforce as a whole. One of the most foundational and important ways we are working to promote diversity and bolster a culture of DE&I is by providing unconscious bias education. Through our internal education platform, “O-I University,” we are designing learning plans and training for all leaders. Our growth and education program is grounded in the 70-20-10 model, which focuses 70% of training on collaboration leadership discussions, 20% on learning from others in the organization, and 10% on formal educational courses and training.

Over **260 individuals** have **completed** the **unconscious bias training** thus far. We have created a program to implement education across our global workforce. In 2021, we focused these efforts on the GLT. In the coming years, our roadmap will extend our educational focus beyond unconscious biases to conscious inclusion and will incorporate the global workforce.

In the United States, Unbottled Pride has worked to improve internal training and education based on best practices. The ERG held an LGBTQA+ 101 education

PERSONALIZED DE&I LEARNING ON O-I UNIVERSITY AVAILABLE TO:

All employees:

Understanding Unconscious Bias

All employees:

Fighting Gender Bias at Work

Male employees:

Becoming a Male Ally at Work

Talent Acquisition and People & Culture:

Diversity Recruiting

session in 2021 for all of North America—over 200 employees attended. Additionally, Unbottled Pride worked with Ethics and Compliance to add gender identity and sexual orientation as a review item in our Respect in the Workplace training.

Working on De-Bias Processes

To create a workplace that truly celebrates diversity, is inclusive to all, and provides equitable opportunities, it is critical to maintain de-biased policies and processes. In 2021, our P&C team worked to develop and communicate tools to create awareness and guide leaders to help their practices be free of biases.

Guidance was provided through a discussion about de-biasing our organizational design to improve and enhance DE&I within our functions and local geographies. We worked with leaders to identify how we could promote a DE&I, provided education on the importance of diversity in our company, and presented tips to de-bias our organizational design process. We **identified actions** to be taken **across the entire employee experience** including **attracting, recruiting, and onboarding talent, capability building, employee engagement, and workforce and succession planning.**

We created a Diversity & Inclusion Recruitment Playbook that would provide practical steps to maintain de-biased hiring processes, including education on unconscious biases and how they may exist in recruitment, as well as de-biased job advertisement, assessment and screening processes, and interviews.

We provided guidance for the Performance Connection Cycle, O-I’s performance management process, which included de-bias tips, because we recognize each phase of performance management is susceptible to various forms of biases. Throughout the guide, we will identify some of the inherent biases that may impact leaders

DE-BIASING THE EMPLOYEE EXPERIENCE

ATTRACTING,
RECRUITING &
ONBOARDING
TALENT



CAPABILITY
BUILDING



EMPLOYEE
ENGAGEMENT



WORKFORCE
& SUCCESSION
PLANNING



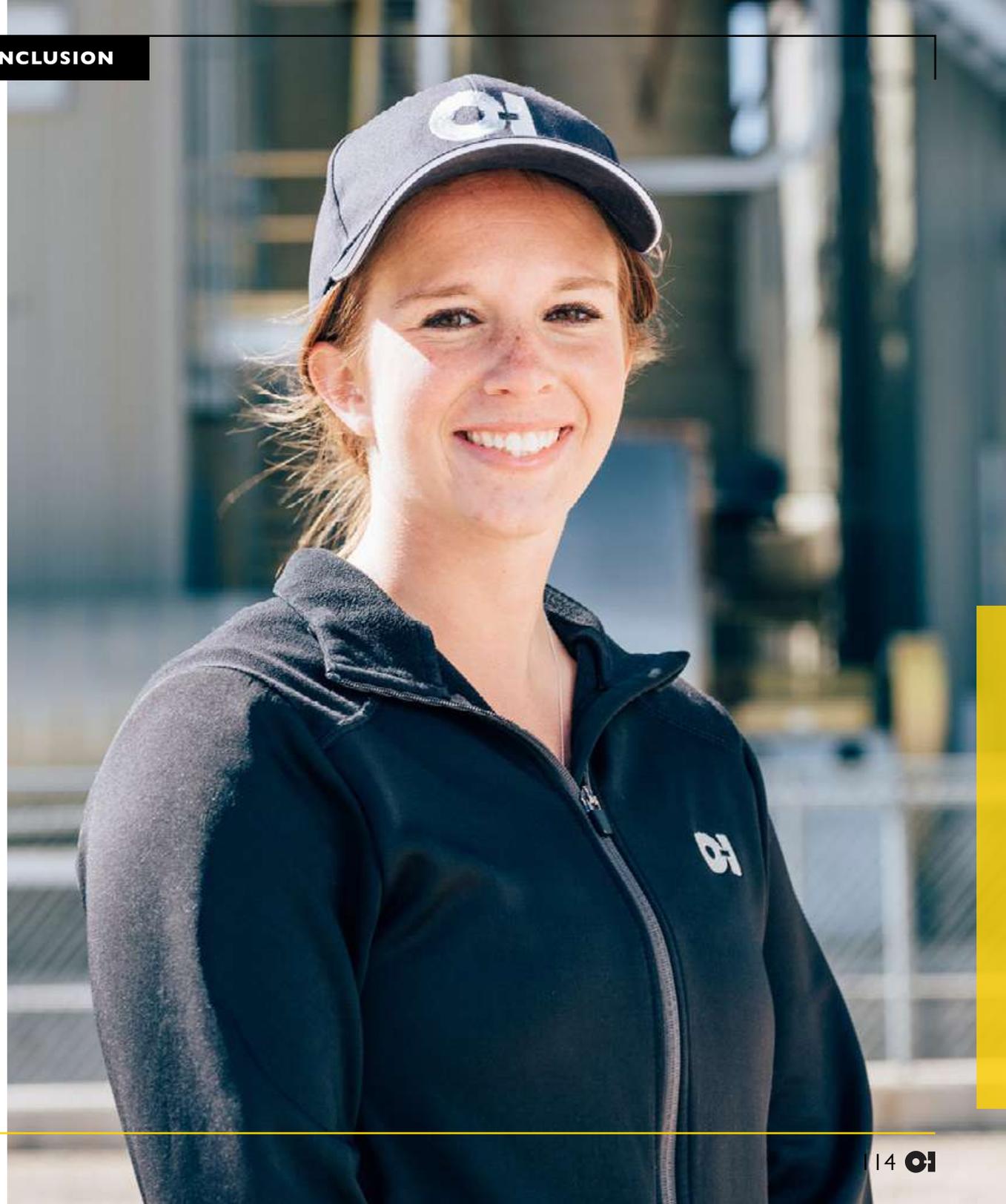
and employees at each step and explore strategies for de-biasing the process. De-bias tips were also developed for talent review, our performance evaluation process. Reviewers were guided to understand and identify their own biases. They were encouraged to take the unconscious bias course available through O-I University to increase their awareness. We provided information on specific biases that could occur during the review process and steps to take before, during, and at the end of the talent review to avoid these biases.

DE&I IN TALENT ACQUISITION

At O-I, we know our best resource is our people. Recruiting and retaining top talent is critical to our performance, growth, and future sustainability as an enterprise. In addition to developing the Diversity & Inclusion Recruitment Playbook, our Global Talent Acquisition Leader and Global Culture Leader are working together to enable hiring managers to receive training on how to de-bias the process.

We are striving for best practices across the DE&I continuum in our recruiting and have established some foundational goals and practices. For early-career roles, we will **aim to recruit a minimum of 40% females** per country/country group. For all recruitment activities, our goal is to:

- Include a minimum of two female candidates on the interview slate for each role where gender balance is not currently being met. This applies to both external and internal appointments.
- Include at least one female interviewer for all interviews.
- Proactively develop diverse talent pools.



COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY

At O-I, we have policies in all regions that provide for equal opportunity employment. Throughout our operations, the vast majority of employees are local to the country in which they work. Our goal is to go above and beyond all legal and regulatory requirements, and enable employees to feel safe and confident that they will be supported and protected from discrimination, harassment, or workplace violence. As an equal opportunity employer, O-I prohibits discrimination and harassment against any employee, applicant, contractor, intern, or volunteer on the basis of such protected categories as race, color, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity or expression, sexual orientation, national origin, ethnicity, mental or physical disability, genetic information, ancestry, age, religion, veteran or military status, or any other classification protected by law. O-I is committed to equal opportunity in all aspects of the employment relationship including, but not limited to, recruiting, hiring, training, promotion, compensation, transfer, layoff, recall, and all other terms, conditions, and privileges of employment.

O-I does not discriminate against individuals with disabilities in connection with employment. As detailed in O-I's [Disability Accommodation Policy](#), reasonable accommodations are provided to qualified individuals with disabilities for them to be able to perform their essential job functions, so long as the accommodations do not impose an undue hardship on the company.

Employees are encouraged to speak up if they see behavior that does not adhere to O-I's values. Our whistleblower and remediation procedures incorporate an Ethics and Compliance Helpline that offers a secure method for employees to ask questions and file violation reports online or over the phone.

FORMING FOR OUR FUTURE

The ongoing execution of our DE&I strategic roadmap will continue through 2022. This includes socialization of our vision of success with diverse internal stakeholders, refinement of the strategy and roadmap, and development of DE&I educational workshops. We will continue to implement our enterprise DE&I strategy across all parts of our employee experience. DE&I-specific plans will be developed for each country and function. We have begun developing local goals specific to country groups and functional teams that will be rolled up into enterprise targets.

We plan to improve organizational performance core objectives that incorporate DE&I further into O-I's culture. This will include ensuring inclusive communication with DE&I-compatible language. The **my O-I** employee platform that was launched in 2021 will be developed to be available in local languages to promote inclusion. Our internal communications will continue to promote inclusion by facilitating employees' awareness of the vast array of cultures and practices that represent our global workforce. We will promote inclusion through the voluntary use of pronouns in e-mail signatures, digital profiles, and introductions. Employees will be encouraged to help others to recognize team members' pronouns and avoid gendered language. Continuing learning will also come in the form of Conscious Inclusion Training provided by a third-party partner starting with the GLT and SLC, delivered locally. Further education on allyship will come from internal communications and groups like Unbottled Pride. Equality Toledo will be hosting four Allyship educational sessions in 2022 for O-I Americas North employees. Once O-I completes all four sessions, we will be certified as a "safe space" for the LGBTQ+ community.

In 2022, we also plan to promote equity more heavily. As equity has been newly added to our company values we want to ensure our people understand what it means, how we plan to cultivate equity at O-I, and how they can take part in that journey.

We will continue to foster a culture of employee well-being and an environment where development opportunities exist for everyone. We are focused on increasing all aspects of DE&I across our management team, which includes taking steps to increase the representation of women in senior leadership roles compared to the base of 28% women in 2017. As we take intentional steps to formalize the company's DE&I strategy, we will increase our focus on diversity among our successors and talent selections.

Aligned with our DE&I Strategy, we are enhancing each of our people processes to include guidance, examples, and practical applications to improve DE&I. For example, within talent acquisition, targeted external hiring will take place where internal succession plans are not sufficient to meet our DE&I goals. Candidate slate and interviewer goals of at least two diverse participants will be in place.

Health & Safety

Our Vision

At O-I, we “Make What Matters” – and we do it safely. Safety is an O-I core value, and we believe everyone should finish each and every day injury and incident free. Driving toward our zero-injury ambitions, we have set a goal to improve our Total Recordable Incident Rate (TRIR) 50% by 2030 and an interim goal of a 35% improvement in O-I’s three-year rolling average TRIR by 2025. We drive our ambitions with a global Environment, Health and Safety (EHS) function that sets and oversees EHS policies, procedures, and metrics. This section details our Health and Safety practices. Click to learn about O-I’s [Environmental Management](#).

Our EHS mission is to empower our people and engage our communities to achieve zero incidents. The Global EHS team is charged with providing leadership in support of the team’s vision and mission. Through leading practices, we implement global, sustainable, innovative, and collaborative solutions. We enable learning, recognize achievements, and continuously improve.

Our EHS Policy, Vision, Mission, and Values support O-I’s journey to zero incidents by providing clear requirements for all employees, contractors, and visitors around EHS. EHS incidents include all injuries and environmental non-compliance issues. Our commitment to EHS is integral to our Global Code of Conduct and is captured in our sustainability goals. At O-I, all of us are accountable to act in a manner that advances us on our journey to zero incidents and seeks to minimize our impact on the environment—including compliance with applicable EHS laws and regulations.

O-I’s EHS policy requires all employees, contractors, and visitors to comply with all EHS rules. We partner with employees to identify and control workplace hazards and ensure adequate training. We work to meet or exceed applicable laws and regulations, reduce the environmental impact of operations, and optimize the use of natural resources. In our strategic decision-making, operational activities, and capital decisions we look to integrate EHS considerations.

Each facility, through its management team, must implement a safety program that meets applicable laws and government regulations, including required and appropriate training for employees. Employees are responsible for following the training that they receive and for taking other appropriate precautions to protect themselves and their coworkers including immediately reporting accidents, injuries, and unsafe practices or conditions.

At O-I, we have five EHS Principles that guide our practices. These principles describe how we will work toward a zero EHS incidents workplace. They drive our culture, strategic planning, EHS processes, talent management, and metrics.

1. All incidents are preventable. We focus on root causes to find solutions to solve current issues and prevent repeat incidents anywhere in the world.
2. Everyone is responsible for preventing EHS incidents. While employees in different roles

have different responsibilities, all employees are expected to help us reach zero EHS incidents.

3. We identify and reduce risk before it results in an incident, and identify sustainable solutions through risk reduction.
4. We take a proactive no-blame approach. When there is an incident, leadership and the global EHS team are committed to solve the problem, share the solution globally, and avoid laying blame for the past.
5. Never put production ahead of health and safety. O-I leadership is committed to creating a culture where employees are not required to decide between a health-and-safety or production decision. We are creating a culture where those situations are openly discussed, alternative actions are assessed, and economic considerations do not automatically come before EHS.



SUSTAINABILITY GOALS

As part of our journey toward zero injuries, we are committed to a 50% improvement of our Total Recordable Incident Rate (TRIR) by 2030.



Transforming Today

Everyone in the EHS hierarchy works together to effectively implement the aspects of the EHS mission across the company on a corporate, regional, and plant level. The teams are guided through an EHS Leadership Model including the annual EHS Business Plan, Global Manufacturing Fundamentals (our global standardized manufacturing approach), EHS Compliance and Management System audits, Significant Serious Incident Review, best practices, Walks and Talks, EHS Roundtables, an EHS Scorecard, and EHS Compliance and Management System audits. Our EHS practices allow for open communication, focus on high risks hazards through awareness, controls and continued monitoring, and implementation of protocols or controls to decrease possible incidents and their severity.

To continue cultivating a safety-conscious work environment and remind all our people about the importance of EHS, our people practice EHS Shares at the beginning of every O-I meeting. One participant takes a few minutes to share a story and call to action about the potential EHS risks in our day-to-day work.

Our leaders demonstrate their active caring for the health and safety of our people by taking a few brief moments to reflect on the potential risks impacting our daily lives so every part of the O-I family better understands what we all need to do to ensure every day is injury and incident-free.

The health and safety of our people is our top priority. We constantly work to improve and integrate this into everything we do. Yet, our recent performance has fallen short of our zero incident goals. While 2021 was a challenging year for us, we have worked continuously to bring the right leadership, talent, and strategy to learn and improve our safety performance. We have redoubled our efforts, expanding programs like O-I CARES (Collective Active Role for Employee Safety) and are holding factory-by-factory MySafetyMatters discussions, where we stop production and bring the whole plant together to emphasize our safety program and culture.

O-I CARES

At O-I, we care. We care about our people (employees, visitors, and contractors) our planet, and our communities. We strive every day to be a responsible employer, contributing to society and making a difference in a sustainable industry – it's a core part of who we are and it translates into everything we do. Over the years, the company has continuously updated and enhanced its EHS initiatives, remaining a leader in the industry. Our EHS culture has been a key factor carrying us through the pandemic.

Building upon this culture, O-I introduced the O-I CARES concept, "Collective Active Role for Employee Safety," in April last year. A strong safety culture will need a level of caring beyond a simple, passive concern and more toward actively demonstrating care for others. As a global, integrated initiative, O-I CARES highlights how each and every one of us is accountable for Safety – which translates into actively caring for people in everything we do.

Our concept of “actively caring” means a workforce effort to ensure everyone is attentive to their own safety and also the well-being and safety of everyone working around them.

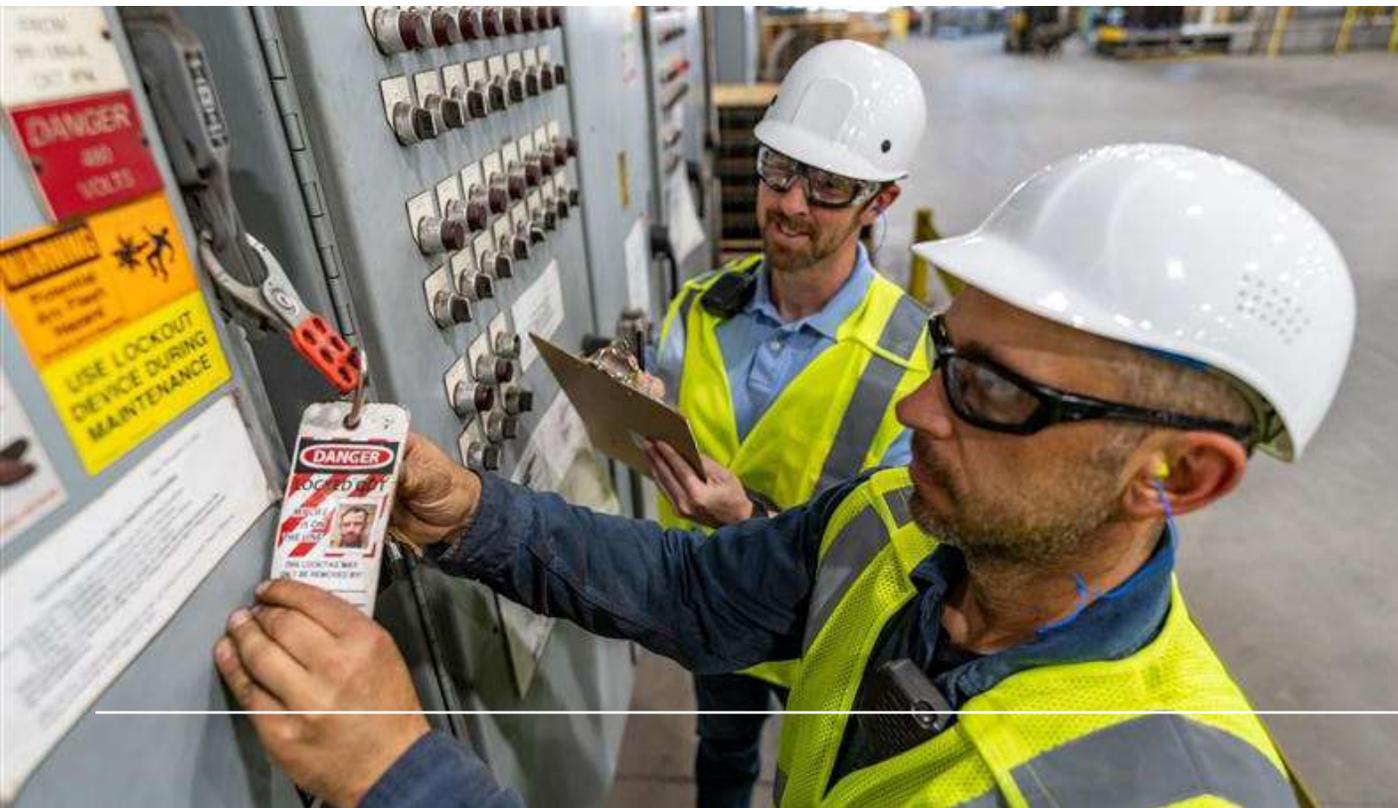
The program is focused on creating practices and corresponding messaging to reinforce our commitment to employee health, safety, and well-being. This Active Care represents a mindset change; it defines how we will operate, and it drives safety as a non-negotiable core value for running our business.

Our goal to build a culture of active caring is supported by strong beliefs. The O-I CARES Beliefs promote caring between all people to create a safe workplace where our people feel at home.

- We are all **ACCOUNTABLE** for following safety rules and actively protecting ourselves and others.
- **SAFETY** is an uncompromising core value, essential to how we run the business.
- **LEADERSHIP BEHAVIORS** help build a safety culture and drive safety results.
- Safety is incorporated into every business decision to **PROTECT PEOPLE**.
- **STOP WORK AUTHORITY** is a right granted to all employees to stop unsafe tasks or work.
- Mistakes happen: **SPEAK UP** when you see or anticipate them.

These foundational beliefs help define and encourage the behaviors and actions that will raise awareness, challenge the status-quo, and further develop our safety culture.

We have several initiatives focused on deepening our EHS knowledge, awareness, and skills through advanced training and digital leveraging platforms. As an example, we have created a mature highly-engaging Walks & Talks program to support our EHS Business Plans (EHSBP) to ensure we focus on the critical components of O-I CARES. In 2021, our EHSBPs focused on implementing enhanced safety prerequisites and a greater focus on hazard identification, risk awareness, and controls. We have worked to increase personal accountability by encouraging our entire workforce to make individual safety commitments. Our focus has been on engagement and understanding of the leadership, expanding on safety commitment, and boosting messaging through new safety share practices with an Active Care approach. Other O-I CARES initiatives include reinforcing Stop Work Authority through communications and sharing of events, as well as the rollout of the MySafetyMatters program.



- Accountable
- Safety
- Leadership Behaviors
- Protect People
- Stop Work Authority
- Speak Up



NORTH CENTRAL EUROPE MENTAL HEALTH WORKSHOPS

The pandemic has presented various health and safety challenges, not the least of which were lifestyle changes such as long hours spent in front of the computer without the interpersonal social interaction of an office environment. Employee health and safety is a key priority at O-I. The North Central Europe People & Culture teams organized mental health workshops in 2021 to educate employees about coping strategies for negative moods, depression, and anxiety. These workshops were rolled out in stages in Poland, Estonia, Germany, the Netherlands, and the Czech Republic, with an initial focus on remote and hybrid employees, including management.

The workshops reinforced team motivation by improving the general mood and sharing efficient strategies for coping with stress and difficult situations. The mental health workshops also included components for managers, providing them with skills to recognize signs of mental health troubles and to be able to give appropriate support to their teams. In addition, participation in the workshop proved to help reduce feelings of isolation and build camaraderie.

Organizers were pleased with the program's initial results. Employees have learned how to take care of each other from a mental-health perspective. The workshops are slated to continue rolling out to include plant employees within all five countries. While the pandemic has shaken habits and balance for many people, this activity is one example of how O-I teams around the globe relentlessly promote active caring, well-being, and team spirit to foster a workplace where health and safety are front and center.

MYSAFETYMATTERS

In the face of our challenging events of 2021, O-I and its leaders committed to taking bold action. As a new element of the O-I CARES program, MySafetyMatters was designed to send an uncompromising signal to employees in each and every plant across the globe: **what matters most is people's lives!**

MySafetyMatters is an **in-person, two-way, and peer-to-peer conversation** with the whole plant.

To enable the discussion and reinforce the message, we **stop production and gather the entire plant** population in one place.

This program was piloted in O-I Americas Central (Mexico), which was a country group that experienced two of the three fatalities that occurred in 2021. Small group sessions of 20-30 people gathered to talk about different ways to transform the workplace and enhance safety for all. The program was also implemented in Brazil, where the third 2021 fatality occurred.

After seeing strong results of MySafetyMatters in each of the plants in Mexico and Brazil in 2021, we began a global roll out of the program for 2022.

PERSONAL SAFETY COMMITMENTS

Honoring the World Day for Health and Safety at Work, we encouraged all O-I employees to take a key step together by writing personal safety commitments. As part of the O-I CARES program, we recommended employees aim for four or five commitments, related to work or linked to their private life. We also stressed most important part of this exercise is to share these commitments. Leveraging our EHS shares, employees would share their Safety Commitments and spread the concept of active care throughout the company. Key executives led the way by sharing their own commitments including the Vice President of Manufacturing Operations, Vice President Chief Technical Officer, and our CEO.

“Safety is a value at O-I and being excellent in safety is essential to the sustainability of our company. I firmly believe that injury-free is not a dream, but it is a choice –and we all must be committed to achieving this goal. True caring and valuing of each other means continuing to take individual and collective accountability to meet this challenge.”
– Andres Lopez (He/Him), CEO

“The Safety Commitment takes Safety to a more personal level by asking each and every one to reflect on their commitment to Safety. This will help strengthen a culture of actively caring, where everyone feels compelled to adopt and enforce safe behaviors.”
– Eduardo Restrepo (He/Him), Vice President of Manufacturing Operations



O-I GOLDEN RULES

O-I created six “Golden Rules,” and an easy-to-read graphic illustration, to provide clear, simple, and consistent risk-avoidance guidelines for everyone—regardless of their role at O-I.

We created the Golden Rules to prevent fatalities, serious injuries, and environmental events, and to

create effective risk management. And they serve as the foundation for all of our training programs, job hazard analyses, and safe operating procedures.

In 2021, a Call for Accountability letter was sent to all EHS and Plant Managers emphasizing the Golden Rules, as well as presenting a zero-tolerance and high-risk activities call for action. More action is currently being prepared to address accountability for safety.

O-I Training Programs and Safe Operating Procedures (SOPs) serve as an enabling foundation for these Golden Rules. Always comply with training and SOPs, and conduct job hazard analyses (JHAs) before beginning any non-routine tasks.

GOLDEN RULES



PPE

Always wear the appropriate personal protective equipment (PPE) for the job or task as required.



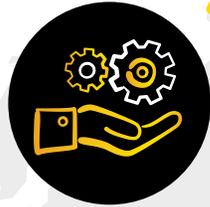
LOCKOUT-TAGOUT

Ensure machines are fully locked and/or tagged out prior to maintenance or repair work. Always follow control requirements to stop equipment and isolate energy if the potential for stored (or active) energy exists.



WORKING AT HEIGHTS

Always use and observe applicable fall protection measures. If no other fall protection measures are in place, utilize 100% tie-off at all times when working at heights > 4 ft.



MACHINERY OPERATIONS

Do not operate or unjam equipment or machinery without proper tools, training, safety devices or safeguarding controls in place.



VEHICLE OPERATIONS

When operating a vehicle, always wear your seat belt and never use a mobile device.



STOP WORK AUTHORITY

All employees are authorized to stop work whenever they are uncertain about the safety of a work activity.

STOP WORK AUTHORITY

As one of our Golden Rules, Stop Work Authority (SWA) works to manage risks, promote awareness, and empower our people to stop incidents before they happen. O-I has worked to emphasize this program in 2021.

SWA is a program designed to provide **all employees and contract workers**, directly or indirectly involved with the operation, with the **responsibility, obligation, and authority to stop work** when a perceived unsafe condition or behavior may result in an unwanted event.



The work ceases until a review of the activity can be concluded and it has been found safe to resume such activity. Our people are in the best position to stop the job and prevent an injury from occurring.

WALKS & TALKS PROGRAM

O-I works to empower employees to be well-positioned to lead our performance as we work towards our zero-incident goal. Since its inception in 2013, the EHS Walks & Talks program has engaged employees at all levels of

the company to initiate impromptu safety discussions in a specific work area or department. As part of these discussions, employees can raise concerns and help resolve issues.

Walks & Talks is a positive behavior tool identifying groups of safety-oriented behaviors. We are looking to see that the expected behaviors are occurring in each focus area. When positive behavior is observed, we recognize the person for doing the right thing. The program works by rewarding and recognizing standardization of the intended behaviors and provides constructive feedback mechanisms to address shortcomings. When the expected behavior does not occur, leaders must ask themselves why and identify if the proper direction and tools are being provided and if we are employing the right people. If an immediate danger to life or health is observed it must be immediately addressed. However, an employee should never be disciplined during a Walk & Talk. The program is based on an open dialogue concept that reinforces EHS leadership, ownership, and accountability at all levels of the organization.

In 2021, O-I successfully revitalized the Walks & Talks program. Due to the pandemic, we saw a slight reduction in the number of Walks & Talks in 2020 compared to 2019, but still conducted nearly 47,000 Health & Safety focused Walks & Talks. However, we more than doubled that number in 2021 performing over **99,000 Walks & Talks** while maintaining our enhanced safety measures.

KEY METRICS

O-I has defined key metrics to track performance as we work toward a zero-incident workplace. In addition to tracking TRIR, we have implemented additional metrics: Hazard Identification, Near Misses, Serious Incident Potential (SI-P), and Serious Incident Actual (SI-A). These metrics consider the severity of incidents and allow us to track, identify, and improve risks to our people’s health, safety, and life.

Tracking the severity of incidents along with the TRIR allows us to accurately interpret how current behaviors affect EHS in our workplace so we might identify risks and opportunities and create or change practices to meet company-wide goals. Tracking these “leading indicators” rather than “lagging indicators” has allowed O-I to gain a better understanding of EHS risk and stop an incident before it happens.

O-I strives to bring innovation into our EHS practices to continuously improve health and safety performance in the workplace. We put our zero-incident commitment into action by incorporating health and safety into our day-to-day practices and conversations, utilizing technology wherever possible. O-I has invested heavily in software systems that help us track our work and progress in supporting the health and safety of our employees, partners, customers, and communities. Our metrics are tracked daily in an EHS dashboard, facilitating effective communication and collaboration between our people and informing innovative ideas and practices to transform how we operate to become a healthier, safer workplace. We have built, and continue to build, a culture of open communication and reporting, leveraging this technology and driven by education, detailing positive expected behaviors, and positive incentives rather than negative consequences. We will continue to assess practices and innovate ways to continue our journey to zero incidents.

Change from previous year	2020	2021
TRIR	● -26%	● -1%
SI-P	● -11%	● -27%
SI-A	● +20%	● +11%
Hazard Identification	● -10%	● +3%

EHS BUSINESS PLANS

Our EHS ambitions are guided by EHS Business Plans (EHSBP). Each year, the Global EHS leaders and plant-level EHS leaders collaborate to identify key priorities to reduce EHS risks and incidents. The global team sets several initiatives to be carried out company-wide. Each plant is required to expand on the global goals and tailor initiatives to the plant's areas of focus. Together, these initiatives form the EHSBP for each plant.

Plant managers are held accountable to the EHSBP. A portion of their performance review and corresponding compensation is determined by their completion of the plan and the success of leading indicators. We have found there is generally a correlation between those plants that meet their EHSBP requirements and a reduction of incidents. In this way, O-I pays for performance and ties positive incentives to improving EHS in our workplace.

Globally our **EHSBP completion rate** reached about **94%**.

EHS LEADERSHIP

O-I's Vice President of Environment, Health and Safety (VP of EHS) reports to the Vice President of Global Manufacturing Operations. The VP of EHS is tasked with driving global strategy for EHS and provides periodic updates directly to the Nominating and Corporate Governance Committee of the Board of Directors.

Reporting to the VP of EHS are three directors with responsibilities relating to each aspect of EHS: Global Safety Director, Global Industrial Hygiene and Occupational Health Director, and the Director of Global Environmental Affairs. In 2021, O-I welcomed a Global Contractor Safety Leader focusing on one of the key areas of our EHS transformation: contractor safety management.

As part of our EHS governance, O-I has a Global Leadership Team Safety Steering Committee. It meets at least monthly to review, address, and help advise the EHS team on company-wide safety issues and leadership. This team includes the CEO as well as all Senior Operational and Functional Leaders.

Our EHS global leadership structure integrates strategy, operational, and plant-level needs. Global EHS Directors provide guidance and act as subject matter experts. Country Group Managers align EHS and Operational needs to implement EHS strategy and guide reasonable action plans. EHS Directors and Country Group Managers regularly assess plant EHS performance. When a metric or leading indicators suggest emerging challenges, leadership holds monthly meetings with the affected facilities. In collaboration with the local EHS leaders, the teams develop specific plans to address gaps and provide solutions.

Each of our 70 plants has an EHS Leadership Team (EHSLT). The EHSLT functions as a collaborative team made up of the facility's EHS Manager and the employees' union or work council representatives. These collaborative teams also appoint employee "Champions" for each of the initiatives in the EHSBP. Each EHSLT meets monthly to develop, approve, and execute the EHSBP and the annual EHS Training Plan for the facility. The team monitors and reports on EHS performance and compliance, communicates information as needed to key stakeholders, and provides direction or resources to drive progress against the objectives.

Three functional Round Table teams, one each for Environment, Health, and Safety, consist of a global team chaired by our EHS Directors, global EHS representation, and Operations leaders such as Plant and Regional Managers. The Round Tables are working groups that develop policies, checklists, and tools to support O-I's operations and plants. The EHS representatives can be Country Group Managers, Regional Managers, and/or plant-level EHS Managers.

EHS AWARDS - BEST IN CLASS AND MOST IMPROVED

O-I has an annual tradition of presenting an award to our highest performing and most improved plants for EHS performance. Each year, the top three performers in each category are recognized company-wide and the winners are presented with an award by the members of the Global Leadership Team and the Board of Directors.

To earn these awards, the winning teams and plants undergo a 360-degree audit of their EHS practices and results. The top performers are identified by criteria, which include performance against EHSBPs, implementation of EHS training, positive performance of key metrics, and year-on-year TRIR improvement. For the 2021 EHS Awards, the best performing plant was Vitoria, Brazil and the most improved was Puy-Guillaume, France.

OCCUPATIONAL HEALTH AND INDUSTRIAL HYGIENE

As part of O-I's commitment to health and safety, Occupational Health and Industrial Hygiene efforts are aimed to proactively identify, control and, eliminate workplace hazards our team members may encounter. The Global Industrial Hygiene and Occupational Health Director conducts global reviews in collaboration with operations team members and engaging the global Country Group Leaders. The team is focusing on high-risk locations during the first audit cycle post COVID. The team will resume publishing an audit schedule using both internal and external resources to support this key function. They additionally work with the EHS Round Table to develop global fundamentals, O-I's guidance and policy documents, to assist teams in improving employee health.

Incorporated into the EHSBP, every region is required to complete an Industrial Hygiene Assessment and a Sampling Plan. The Sampling Plans focus on the control

of industrial hazards and measures needed to protect our people. Industrial Hygiene and Occupational Health (IHOH) continues to maintain a global database to maintain compliance records and evaluate trends. O-I plans to engage with a third party over the next three years to support a comprehensive IHOH database that will support data management and employee communications.

O-I endeavors to comply with all applicable laws and regulations. For Occupational Health and Industrial Hygiene, global limits are set based on the regions with the most robust regulatory landscape. In this way, we endeavor to have all of our locations meet or exceed compliance requirements. O-I strives for a company-wide approach for employee health standards. We work toward controlling workplace hazards to the lowest reasonably achievable level using available control technology.

The details of our programs vary according to local markets and regulations but generally include medical surveillance, hearing conservation, and chemical management. The EHS roundtable intends to release updates to the global fundamentals that focus on key areas of improvement, as part of the EHS Business Plan by 2024.

■ Medical Surveillance

Mandatory health checks are conducted at O-I manufacturing locations across the company in accordance with the local governmental requirements. There are additional programs in place when an employee is working with chemicals and physical agents.

■ Chemical Management

Our global fundamental provides guidance to locations relative to the proper use of chemicals to meet or exceed local, applicable regulations for the use and disposal of these chemicals. The fundamental establishes requirements for the control of risks associated with chemicals used at the location.

FORMING FOR OUR FUTURE

The key enabler to achieve the objectives in our 2022-2024 Operations Strategy will be to excel at safety leadership with strong accountability for driving O-I CARES, risk management, and enforcement of our Golden Rules. We plan to engage with an external partner to support us on program evolution in the coming years.

We will continue to pursue several activities to raise awareness of the O-I CARES, challenge existing beliefs, further develop our safety culture, and improve on our safety performance. Specifically, this includes holding conversations between leaders, our plants, and the operations' teams. These conversations, which started to take place in 2021, aim at reinforcing the importance of O-I CARES and depicting the expected safety behaviors and the advancement of our EHSBP. We place a strong emphasis on risk awareness, human behavior, and on safety tools (i.e., the Golden Rules, especially the Stop Work Authority).

We will work to cultivate our active caring culture and drive accountability and ownership of behavior by encouraging all employees to make personalized safety commitments. Our ambition is to connect the O-I CARES message through the entire organization, particularly to shop floor employees. We plan to enhance our Walk & Talks program to address O-I CARES risk awareness and expand from leaders to include all employees. Walk & Talks is an important tool, associated with Stop Work Authority and Global Safety Audits, which will help us to track our progress along with our leading indicators.

Like Walks & Talks, O-I will work to develop each element of O-I CARES in 2022. High Risk Safety Audits will continue globally, as will the rollout of MySafetyMatters. More action is being prepared to address accountability for safety messages. The Global EHS team will deploy an educational program around the Golden Rules throughout 2022.



Human Rights

Our Vision

O-I is committed to protecting human rights for all our people, meaning all those we impact, people within our workplaces, communities, and supply chain. As part of our holistic approach to sustainability, we strive to maintain a safe workplace, build sustainable communities, and provide effective, accountable, and transparent governance. Our written Code of Conduct, policies, and procedures form the foundation for our human rights protection.

O-I recognizes **human rights definitions and observes their protection under the United Nations' Universal Declaration of Human Rights**, the International Labor Organization (ILO) [Declaration on Fundamental Principles and Rights at Work](#) and its follow-up.

The company's goals and activities surrounding human rights link with our commitment to relevant UN SDGs.

O-I's [Global Code of Business Conduct and Ethics](#) ("Code of Conduct") applies to all employees worldwide regardless of their role or seniority, and our suppliers. This compliance includes all laws intended to protect human rights, as well as the employment laws in every country in which O-I operates. We do not use child labor or forced labor. We do not allow physical punishment or abuse. We endeavor to comply with all applicable laws prohibiting human trafficking. O-I uses the Code of Conduct to educate and hold our employees responsible to act lawfully and in an ethical manner. Employees who violate the Code of Conduct

are subject to appropriate discipline, up to and including dismissal.

O-I respects the freedom of individual employees to join, or refrain from joining, legally authorized associations or organizations, and to engage in collective bargaining. Such employment rights require O-I to work collaboratively with the legal representatives of the employees to effect any changes to labor arrangements. For more information, refer to our [most recent I0-K](#).

Transforming Today

O-I values integrity and accountability. Within the company, we promote human rights by communicating and training employees on expected behavior we want to see from our people and those behaviors we will not tolerate. We enable employees to be aware of and have informative examples of unacceptable behaviors including any form of harassment, discrimination, or retaliation against someone who has made a complaint. We encourage employees to take personal responsibility, embrace our value of integrity, and help maintain the culture we want at O-I. Through training and educational programs, we provide examples of positive behaviors such as speaking up about unethical behavior and finding ways to be inclusive, getting to know colleagues as individuals rather than as stereotypes, and taking others' points of view.

We are elevating our ambitions by launching a Diversity & Inclusion roadmap and reporting for the first time in the [Human Rights Campaign's](#) 2021 Corporate

Equality Index. See details in the [Diversity, Equity & Inclusion](#) section.

O-I strives to provide a safe and healthy workplace and environment, continuously assessing and improving Environment, Health and Safety practices. To see our latest actions in this area, see [Health & Safety](#). In certain locations, we employ security personnel at our plants and offices to maintain the safety of our people, monitor risk situations, and notify the proper authorities if necessary.

Our Chief Ethics and Compliance Officer is responsible for the implementation, evaluation, updating, and promotion of our ethics and compliance policies and practices to remain current and effective. Our management-level Ethics and Compliance Committee provides advice to the Chief Ethics and Compliance Officer regarding ethics and compliance policies and practices. The Committee helps to ensure cross-functional coordination for risk assessment and mitigation. It is responsible for participating in an annual ethics and compliance risk assessment and evaluation process as well as analyses of potential new risks. The Committee also reviews reports and measures regarding the effectiveness of the Ethics and Compliance Program and determines any actions to be taken. To learn more, see [Ethics & Compliance](#).

O-I provides ongoing education and awareness so that our integrity is upheld company-wide. Each salaried employee is required to complete online compliance training relating to the Code of Conduct, anti-corruption, and respect in the workplace on an annual

basis. The content of the training is refreshed every year and covers a variety of topics. In 2021, for example, the training included video scenarios and related material that reinforced O-I's health and safety and diversity, equity, and inclusion programs. In addition, the training covered cybersecurity-related topics such as phishing attacks. In a prior year, the training included the risks of modern slavery in supply chains (see more on modern slavery below). Our awareness initiatives and training will be key to ensuring that all our employees understand and follow the standards of ethics and compliance as expected. We will continue to utilize internal monitoring and reporting to seek to avoid discrimination, corruption, violence, or conflict.

O-I does not tolerate workplace violence. Violent behavior, threats of violence, and other prohibited behavior will not be tolerated on O-I premises or at O-I sponsored-events, whether by or against O-I employees. Individuals who violate this policy are subject to appropriate disciplinary action, up to and including dismissal.

All O-I employees, especially managers, are expected to be diligent in looking for indications that unethical or illegal conduct is being considered or has occurred. Employees are expected to speak up so that management is aware of and can appropriately address any situations that seem to be in conflict with the law, O-I's Code of Conduct, or O-I's other policies.

Employees are encouraged to raise legal or ethical concerns through various reporting channels such as their supervisor, another member of management, People & Culture, or O-I's Ethics and Compliance Helpline. Employees' responsibility to speak up is reinforced in all the online compliance training courses. "If you see something wrong, do something right," are our watchwords to promote trust and respect in the workplace and are featured on posters displayed in all of O-I's plants and offices worldwide.



The Ethics and Compliance Helpline, a telephone and internet-based resource, can be used by employees worldwide as well as O-I's external stakeholders to report legal or ethical concerns, including suspected violations of human rights. The Helpline is available in multiple languages. Helpline users may choose to make their report anonymously. Reports are investigated in a timely, confidential (to the extent possible), and professional manner, without retaliation. If an investigation verifies any wrongdoing, management will take appropriate corrective action. O-I has a strict non-retaliation whistleblower policy prohibiting retaliation against anyone making a report in good faith.

Beyond our internal operations, we are committed to also taking account of the well-being of the people our operations impact. We see human rights as a basic and critical need. O-I continuously updates policies and training to stay attentive to, and address, possible impacts to human rights.

RISK SCREENING

Based on ILO's fundamental conventions and declarations, O-I has screened for human rights risks that could be posed in our operations, including the supply chain. The latest Global Estimates reports have identified areas of the world where the risk of injustices, such as modern slavery, child or forced labor are higher. We are resolved to consider these risks with the utmost seriousness and invest our efforts in encouraging our value chain, including suppliers, to uphold our high standards of ethics and compliance.

DUE DILIGENCE IN THE SUPPLY CHAIN

O-I expects its suppliers to adhere to the same standards of business conduct that we follow. O-I's [Supplier Guiding Principles](#) are distributed to suppliers to build awareness and reinforce O-I's expectations that its

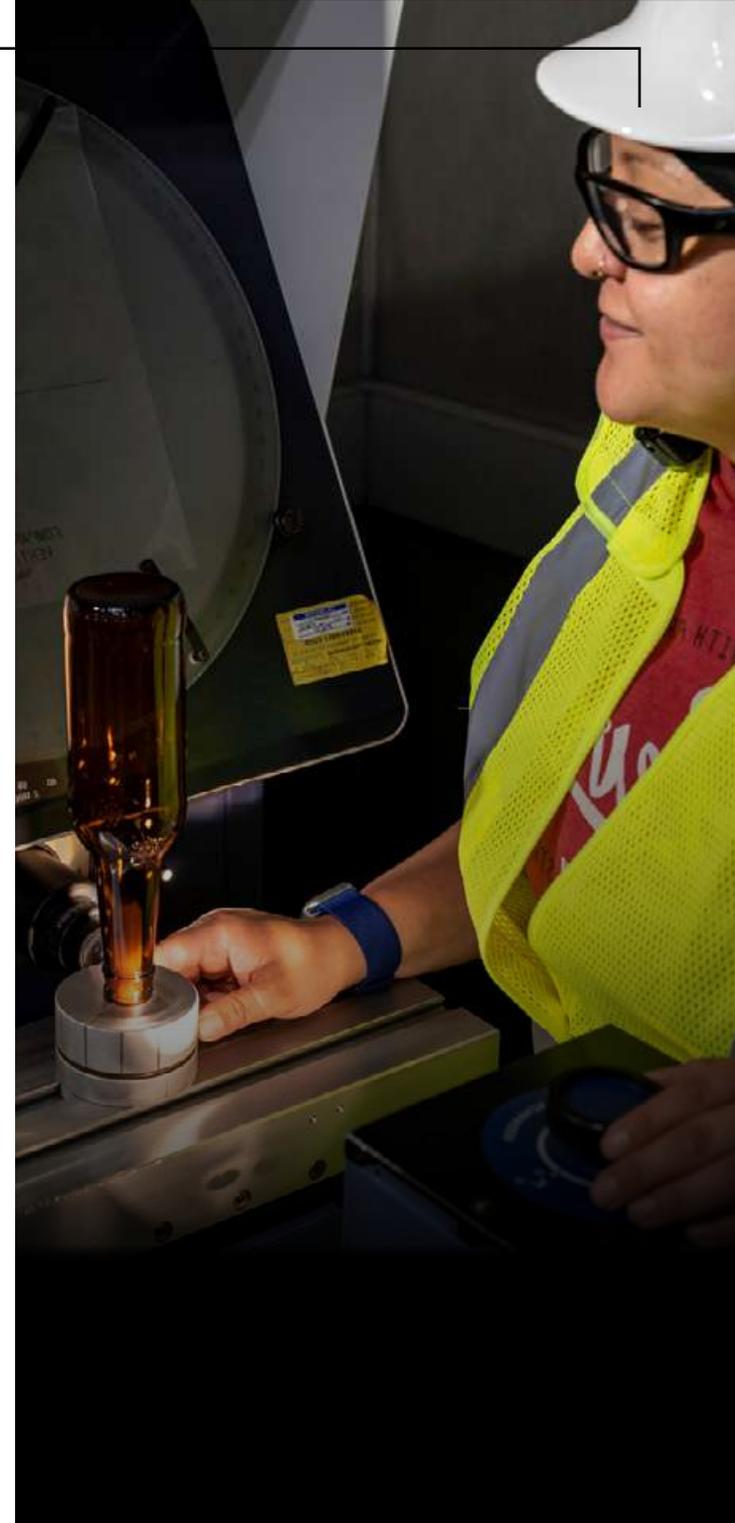
suppliers will conduct their business in compliance with applicable laws and regulations and in accordance with O-I's ethical standards. Such laws and regulations include child and forced labor, environmental, workplace health and safety, anti-corruption, and laws prohibiting human trafficking and modern slavery.

In addition to training on O-I's Code of Conduct, we have launched a sustainable procurement training program to covered 89% of our procurement personnel by end of 2021.

As defined by U.S. law, conflict minerals are cassiterite, columbite-tantalite, gold, and wolframite, and their derivatives tin, tantalum, and tungsten, which have originated in the Democratic Republic of the Congo or an adjoining country. In accordance with the Supplier Guiding Principles and [Conflict Minerals Policy](#), we expect that our suppliers will support efforts to eradicate the use of conflict minerals that directly or indirectly finance or benefit armed groups in the Democratic Republic of Congo or adjoining countries. O-I has taken steps within its supply chain to determine the origin and status of any Conflict Minerals that may be necessary to its products' functionality or production, see [Supply Chain](#). These steps include performing due diligence with its supply chain partners as described in O-I's Conflict Minerals Report. Based on O-I's due diligence to date, we believe that there are no conflict minerals that are necessary to any product that O-I manufactures or contracts to manufacture as part of its glass container business.

UK Modern Slavery Act Disclosure Statement

In compliance with the 2015 UK Modern Slavery Act, O-I has posted on its website the UK Modern Slavery Act Disclosure Statement, which is updated annually. The Statement is made on behalf of several O-I entities with operations in the UK that are subject to the Act.



The UK Modern Slavery Act 2015 defines “modern slavery” as including the offenses of “slavery, servitude and forced or compulsory labor” as well as “human trafficking.” As a part of the O-I global organization, the UK entities are committed to meeting O-I’s standards of ethical conduct and compliance with applicable laws. This includes compliance with laws prohibiting human trafficking and slavery. The UK entities’ expectation is that their suppliers will also conduct themselves in this manner.

CYBERSECURITY

O-I’s commitment to the protection of our people’s human rights extends to their privacy and information security. As the prevalence of cyberattacks continues to increase, O-I works to upgrade and maintain our security measures to detect and prevent breaches. Our policies and practices aim to protect information assets across the enterprise.

The Information Security Policy establishes requirements so that appropriate measures are implemented to protect these assets and describes expectations and user responsibilities regarding information security at O-I. We maintain a cybersecurity awareness program providing mandatory recurrent online training, targeted security training to higher-risk employees, and ad-hoc training on particular subjects such as phishing, password management, or home wireless networks. We continuously communicate security best practices to O-I employees, providing them security tips on how to protect themselves, O-I data and systems, as well as security alerts on arising threats. Privacy and data security of our employees, customers, and partners is also protected by our O-I Records Management Policy, Conflict of Interest Policy, and Whistleblower Policy.

O-I maintains a three-year cybersecurity roadmap, which is supported by annual self-assessments of the O-I security program. The assessment is based on the ISO 27002 standard and defines key areas of interest,

driving initiatives to be undertaken to mitigate any gaps identified.

Audits of control procedures to prevent information security breaches are performed through external and internal audits of critical financial systems and major projects. These controls focus on user access, change management, security operations, and IT operations. The goal is to identify threats and vulnerabilities, then respond appropriately to mitigate risks using well-established processes.

O-I has consistent tools and protocols to protect third-party data from unauthorized access or disclosure. Access is managed with a role-based approach and approved by appropriate owners prior to access being granted. There are procedures in place to make sure access is provided to personnel on a need-to-know basis, based on the role in the organization. Password complexity is managed with authentication and authorization to support consistent management. Access to USB storage devices is blocked by default, with an exception subject to approval by an appropriate IT Regional Operations Manager, for a limited period of time.

To support confidentiality of stakeholder information, appropriate clauses are embedded in contracts and we educate employees so that they understand obligations related to protection of stakeholders’ data. Employees are also trained on protecting confidential information, including the stakeholders’ information. Training covers appropriate behaviors while performing business activities, like protecting information, anti-bribery, and ethics in business. We also offer training on General Data Protection Regulation delivered to the O-I employees by Legal, People & Culture, and IT.

O-I IT’s security incident response consists of formal procedure supported by investigation tools (both purchased and built in-house) to automate identification, recording, and management of identified security incidents. A security incident response management plan

has been established to provide a quick, effective and orderly response to incidents that could impact O-I’s regular business operations. The Incident Response Team (IRT), under the direction of the O-I Legal Department, guides the response to significant cyber incidents, providing overall guidance and management to mitigate potential damage to the organization. Security incidents are appropriately escalated depending on the potential impact to the organization. Responses may include O-I’s Core Crisis Team, and/or external security retainer services.



ABOUT THE REPORT



GRI Index

Inventor.
MICHAEL J. OWENS
by James Whittemore
Ally.

This report has been prepared in accordance with the GRI Standards: core option. Areas of the GRI, SASB and TCFD Reporting Standards, which are discussed in this report, have been identified in the indexes below. From our first materiality assessment conducted in 2014, we have identified additional material topics (see [Sustainability Approach](#)).

Performance indicator data represents O-I's fiscal year 2021. Previous years' data, when available, are also provided to illustrate our progress. Our base year is 2017, unless noted otherwise. This report covers the organization's significant operations – the 70 plants owned by O-I of which we have full operational control. Joint ventures and offices impacts are out of the reporting scope. The scope is specific to O-I's glass container business and does not include its machine business. We divested a plant in Argentina in the May of 2021. This plant is not included in the total of 70, but the annual data presented in this report includes their impact through April. Company-wide energy, emissions and water data excludes two of our facilities as they manufacture extremely high-quality glass containers and tableware. Health & Safety data covers a broader scope including all O-I-owned locations at which the company has operational control. This encompasses 83 locations, including several administrative facilities, recycling centers, warehouses, two sand mines, and the Innovation Center in Perrysburg.

Our global presence and regional differences can present challenges for data collection, and at times we set limitations and assumptions. The data presented in this report has been collected from different internal databases. For accuracy and completeness, the data and content were reviewed and verified by the Global Advisory Committees responsible for managing areas around material topics. Lastly, O-I's Chief Sustainability Officer formally reviews and approves the report so that all material topics are covered.

If you have any questions or comments about this report, please contact our team: OIsustainability@o-i.com.

GRI Index

#	Category	Description	O-I Section
102-1	Organizational	Name	About O-I
102-2	Organizational	Activities, brands, products, services	About O-I
102-3	Organizational	Location of headquarters	About O-I
102-4	Organizational	Location of operations	About O-I
102-5	Organizational	Ownership and legal form	About O-I
102-6	Organizational	Markets served	About O-I

#	Category	Description	O-I Section
102-7	Organizational	Scale of organization	About O-I
102-8	Organizational	Info on employees and other workers	Employee Experience
102-9	Organizational	Supply Chain	Supply Chain
102-10	Organizational	Changes to supply chain	Supply Chain
102-11	Organizational	Precautionary Principles or approach	Our Sustainability Approach
102-13	Organizational	Membership of associations	About O-I
102-14	Strategy	Statement from senior manager	Leadership and Vision Statement
102-16	Ethics & Integrity	Values, principles, standards, norms of behavior	Ethics & Compliance
102-17	Ethics & Integrity	Mechanism for advice, concerns	Ethics & Compliance
102-18	Governance	Governance structure	Corporate Governance
102-19	Governance	Delegating authority	Our Sustainability Approach
102-20	Governance	Executive-level responsibility for economic, environmental, and social topics	Our Sustainability Approach
102-21	Governance	Consulting stakeholders on economic, environmental, and social topics	Corporate Governance and Our Sustainability Approach
102-22	Governance	Composition of the highest governance body and its committees	Corporate Governance
102-23	Governance	Chair of the highest governance body	Corporate Governance
102-24	Governance	Nominating and selecting the highest governance body	Corporate Governance
102-25	Governance	Conflicts of interest	Corporate Governance
102-26	Governance	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance
102-27	Governance	Collective knowledge of highest governance body	Corporate Governance

#	Category	Description	O-I Section
102-28	Governance	Evaluating the highest governance body's performance	Corporate Governance
102-29	Governance	Identifying and managing economic, environmental, and social impacts	Corporate Governance
102-30	Governance	Effectiveness of risk management processes	Corporate Governance
102-31	Governance	Review of economic, environmental, and social topics	Corporate Governance
102-32	Governance	Highest governance body's role in sustainability reporting	About the Report
102-33	Governance	Communicating critical concerns	Corporate Governance
102-34	Governance	Nature and total number of critical concerns	Corporate Governance
102-35	Governance	Remuneration policies	Corporate Governance
102-36	Governance	Process for determining remuneration	Corporate Governance
102-37	Governance	Stakeholders' involvement in remuneration	Corporate Governance
102-40	Stakeholder Engagement	List of stakeholder groups	Our Sustainability Approach
102-41	Stakeholder Engagement	Collective bargaining agreements	Human Rights
102-42	Stakeholder Engagement	Identifying and selecting stakeholders	Our Sustainability Approach
102-43	Stakeholder Engagement	Approach to stakeholder engagement	Our Sustainability Approach
102-44	Stakeholder Engagement	Key topics and concerns raised	Our Sustainability Approach
102-45	Reporting Practices	Entities included in the consolidated financial statements	Corporate Governance
102-46	Reporting Practices	Defining report content and topic boundaries	Our Sustainability Approach
102-47	Reporting Practices	List of material topics	Our Sustainability Approach
102-48	Reporting Practices	Restatements of information	About the Report

#	Category	Description	O-I Section
102-49	Reporting Practices	Changes in reporting	About the Report
102-50	Reporting Practices	Reporting period	About the Report
102-51	Reporting Practices	Date of most recent report	About the Report
102-52	Reporting Practices	Reporting cycle	About the Report
102-53	Reporting Practices	Contact point for questions regarding the report	About the Report
102-54	Reporting Practices	Claims of reporting in accordance with the GRI Standards	About the Report
102-55	Reporting Practices	GRI content index	About the Report
103-1	Management Approach	Explanation of the material topic and its boundary	See report sections for each material topic
103-2	Management Approach	The management approach and its components	See report sections for each material topic
103-3	Management Approach	Evaluation of them management approach	See report sections for each material topic
201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	Enterprise Risk Management
203-1	Indirect Economic Impacts	Infrastructure Investments & Services	Communities
203-2	Indirect Economic Impacts	Significant indirect economic impacts	Communities
204-1	Procurement Practices	Proportion of spending on local suppliers	Supply Chain , Human Rights , and About the Report
205-1	Anti-corruption	Operations assessed for risks related to corruption	Human Rights , Ethics & Compliance
205-2	Anti-corruption	Communication and training about anti-corruption policies and procedures	Human Rights , Ethics & Compliance
205-3	Anti-corruption	Confirmed incidents of corruption and actions taken	Human Rights , Ethics & Compliance
301-2	Materials	Recycled input materials	Recycled Content
301-3	Materials	Reclaimed products and their packaging materials	Raw Materials & Waste

#	Category	Description	O-I Section
302-1	Energy	Energy consumption within the organization	Energy & Emissions
302-4	Energy	Reduction of energy consumption	Energy & Emissions
302-5	Energy	Reductions in energy requirements of products and services	Energy & Emissions
303-1	Water	Interactions with water as a shared resource	Water
303-2	Water	Management of water discharge-related impacts	Water
305-1	Emissions	Direct (Scope 1) GHG emissions	Energy & Emissions
305-2	Emissions	Energy indirect (Scope 2) GHG emissions	Energy & Emissions
305-5	Emissions	Reduction of GHG emissions	Energy & Emissions
305-7	Emissions	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air	Energy & Emissions
306-1	Effluents & Waste	Waste generation and significant waste-related impacts	Environmental Management
306-2	Effluents & Waste	Management of significant waste-related impacts	Environmental Management
306-4	Effluents & Waste	Waste diverted from disposal	Environmental Management
308-1	Supplier Environmental	New suppliers that were screened using environmental criteria	Supply Chain
308-2	Supplier Environmental	Negative environmental impacts in the supply chain and actions taken	Supply Chain
401-1	Employment	New employee hires and employee turnover	Employee Experience
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Experience
401-3	Employment	Parental leave	Employee Experience
403-1	Occupational Health & Safety	Occupational health and safety management system	Health & Safety
403-2	Occupational Health & Safety	Hazard identification, risk assessment, and incident investigation	Health & Safety

#	Category	Description	O-I Section
403-3	Occupational Health & Safety	Occupational health services	Health & Safety
403-4	Occupational Health & Safety	Worker participation, consultation, and communication on	Health & Safety
403-5	Occupational Health & Safety	Worker training on occupational health and safety	Health & Safety
403-6	Occupational Health & Safety	Promotion of worker health	Health & Safety
403-7	Occupational Health & Safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety
403-8	Occupational Health & Safety	Workers covered by an occupational health and safety management system (topic specific)	Health & Safety
403-9	Occupational Health & Safety	Work-related injuries (topic specific)	Health & Safety
403-10	Occupational Health & Safety	Work-related ill health (topic specific)	Health & Safety
404-2	Training & Education	Programs for upgrading employee skills and transition assistance programs	Employee Experience
405-1	Diversity & Equal Opportunity	Diversity of governance bodies and employees	Diversity, Equity & Inclusion
406-1	Non-discrimination	Information of discrimination and corrective actions taken	Human Rights, Ethics & Compliance
407-1	Freedom of association/ collective bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights, Supply Chain
408-1	Child Labor	Operations and suppliers at significant risk	Enterprise Risk Management, Supply Chain
409-1	Forced or compulsory labor	Operations and suppliers at significant risk	Enterprise Risk Management, Supply Chain
412-2	Human Rights Assessment	Employee training on human rights policies or procedures	Ethics & Compliance
412-3	Human Rights Assessment	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Supply Chain, Human Rights
413-1	Local communities	Operations with local community engagement, impact assessments, and development programs	Communities
414-1	Supplier Social Assessment	New suppliers that were screened using social criteria	Supply Chain

#	Category	Description	O-I Section
414-2	Supplier Social Assessment	Negative social impacts in the supply chain and actions taken	Supply Chain
415-1	Public policy	Political contributions	Corporate Governance
416-1	Customer health and safety	Assessment of the health and safety impacts of product and service categories	Product Health & Safety

SASB Index: Containers & Packaging Standards

#	Category	Description	O-I Section
RT-CP-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Energy & Emissions
RT-CP-110a.2	Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate Change Strategy , Our Sustainability Approach , Environmental Management , Energy & Emissions
RT-CP-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Energy & Emissions
RT-CP-140a.1	Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water
RT-CP-140a.2	Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water
RT-CP-140a.3	Water Management	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Water
RT-CP-410a.1	Product Lifecycle Management	Percentage of raw materials from: (1) recycled content, (2) renewable resources, and (3) renewable and recycled content	Raw Materials & Waste , Recycled Content
RT-CP-410a.2	Product Lifecycle Management	Revenue from products that are reusable, recyclable, and/or compostable	100% of products are recyclable
RT-CP-410a.3	Product Lifecycle Management	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Our Sustainability Approach , Our Environment , Raw Materials & Waste , Recycled Content
RT-CP-000.A	Activity Metrics	Amount of production, by substrate	100% of product is glass
RT-CP-000.B	Activity Metrics	Percentage of production as: (1) paper/wood, (2) glass, (3) metal, and (4) plastic	100% of production revenue is from glass
RT-CP-000.C	Activity Metrics	Number of employees	About 25,000

TCFD Index

Category	Description	O-I Section
Governance	Describe the board's oversight of climate-related risks and opportunities.	Corporate Governance
Governance	Describe management's role in assessing and managing climate-related risks and opportunities	Corporate Governance , Our Sustainability Approach
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate Change Strategy , Enterprise Risk Management
Strategy	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Change Strategy , Enterprise Risk Management
Strategy	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Vision Statement , Climate Change Strategy , Our Sustainability Approach , Energy & Emissions
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	Enterprise Risk Management , Environmental Management , Energy & Emissions , Raw Materials & Waste , Water
Risk Management	Describe the organization's processes for managing climate-related risks.	Corporate Governance , Enterprise Risk Management , Our Sustainability Approach , Environmental Management , Energy & Emissions , Raw Materials & Waste , Water
Risk Management	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Corporate Governance , Enterprise Risk Management , Our Sustainability Approach , Environmental Management , Energy & Emissions , Raw Materials & Waste , Water
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Our Sustainability Scorecard , Our Sustainability Approach , Our Environment
Metrics and Targets	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Enterprise Risk Management , Energy & Emissions
Metrics and Targets	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Our Sustainability Scorecard , Our Sustainability Approach , Our Environment

Notes About This Report

This report contains “forward-looking” statements related to O-I Glass, Inc. (“O-I”) within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”) and Section 27A of the Securities Act of 1933 and include statements based on management’s current assumptions and expectations, including statements regarding O-I’s sustainability vision, strategies, targets, goals, commitments and programs. Forward-looking statements reflect O-I’s current expectations and projections about future events at the time, and thus involve uncertainty and risk. The words “believe,” “expect,” “anticipate,” “will,” “could,” “would,” “should,” “may,” “plan,” “estimate,” “intend,” “predict,” “potential,” “continue,” and the negatives of these words and other similar expressions generally identify forward-looking statements.

It is possible that O-I’s future performance may differ from expectations due to a variety of factors including, but not limited to the following: (1) O-I’s ability to achieve the strategic plans, goals and commitments set forth in this report and unexpected delays, difficulties, and expenses in executing against such plans, goals and commitments, (2) the impact of the COVID-19 pandemic and the various governmental, industry and consumer actions related thereto, (3) risks related to the Chapter 11 bankruptcy proceeding involving O-I’s subsidiary, Paddock Enterprises, LLC (“Paddock”), and the confirmation or consummation of a plan of reorganization, (4) O-I’s ability to manage its cost structure, including its success in implementing restructuring or other plans aimed at improving O-I’s operating efficiency and working capital management, achieving cost savings, and remaining well-positioned to address Paddock’s legacy liabilities, (5) O-I’s ability to acquire or divest businesses, acquire and expand plants, integrate operations of acquired businesses and achieve expected benefits from acquisitions, divestitures or expansions, (6) O-I’s ability to improve its glass melting technology, known as the MAGMA program, (7) changes in capital availability or cost, including interest rate fluctuations and the ability of O-I to refinance debt on favorable terms, (8) the general political, economic and competitive conditions in markets and countries where O-I has operations, including

uncertainties related to Brexit, economic and social conditions, disruptions in the supply chain, competitive pricing pressures, inflation or deflation, changes in tax rates and laws, natural disasters, and weather, (9) consumer preferences for alternative forms of packaging, (10) cost and availability of raw materials, labor, energy and transportation, (11) consolidation among competitors and customers, (12) unanticipated expenditures with respect to data privacy, environmental, safety and health laws, (13) unanticipated operational disruptions, including higher capital spending, (14) O-I’s ability to further develop its sales, marketing and product development capabilities, (15) the ability of O-I and the third parties on which it relies for information technology system support to prevent and detect security breaches related to cybersecurity and data privacy, (16) impacts of climate change or of any actions, by various parties, taken to mitigate or adapt to climate change, (17) our ability to implement and achieve the various environmental, social, and corporate governance plans, goals and commitments set forth in this report and any unexpected delays, difficulties, and expenses in executing against such plans, goals and commitments, and other risk factors, including those discussed in O-I’s Annual Report on Form 10-K for the year ended December 31, 2021 and any subsequently filed Annual Report on Form 10-K, Quarterly Reports on Form 10-Q or O-I’s other filings with the Securities and Exchange Commission.

It is not possible to foresee or identify all such factors. Any forward-looking statements in this report are based on certain assumptions and analyses made by O-I in light of its experience and perception of historical trends, current conditions, expected future developments, and other factors it believes are appropriate in the circumstances. Forward-looking statements are not a guarantee of future performance and actual results or developments may differ materially from expectations. While O-I continually reviews trends and uncertainties affecting O-I’s results or operations and financial condition, O-I does not assume any obligation to update or supplement any particular forward-looking statements contained in this report.

Additionally, the standards and metrics used, and the expectations and assumptions they are based on, have been subject to certain internal and third-party verification procedures. However, certain disclosures may be based on assumptions or estimates due to inherent measurement uncertainties. Standards and metrics used in preparing this report, including any underlying data used in preparing such metrics, continue to evolve and are based on expectations and assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees. Moreover, our disclosures based on any standards may change due to revisions in framework requirements, availability of information, changes in our business or applicable governmental policies, or other factors, some of which may be beyond our control.

This report also contains statements based on hypothetical or severely adverse scenarios and assumptions, and these statements should not necessarily be viewed as being representative of current or actual risk or forecasts or expected risk. While the future events and current scenarios and efforts discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality as that term is defined for the purposes of compliance with the U.S. federal securities laws or disclosure regulations promulgated thereunder, even if we use the word “material” or “materiality” in this report or in other materials that we may release from time to time in connection with the matters discussed in this report. Moreover, given the uncertainties, estimates and assumptions required to make some of the disclosures in this report, and the timelines involved, materiality is inherently difficult to assess far in advance. In addition, given the inherent uncertainty of the estimates, assumptions and timelines contained in this report, we may not be able to anticipate in advance whether or the degree to which we will or will not be able to meet our plans, targets or goals.

