



Brink's Sustainability

Environmental Social & Governance Practices



A Message from Doug Pertz, CEO



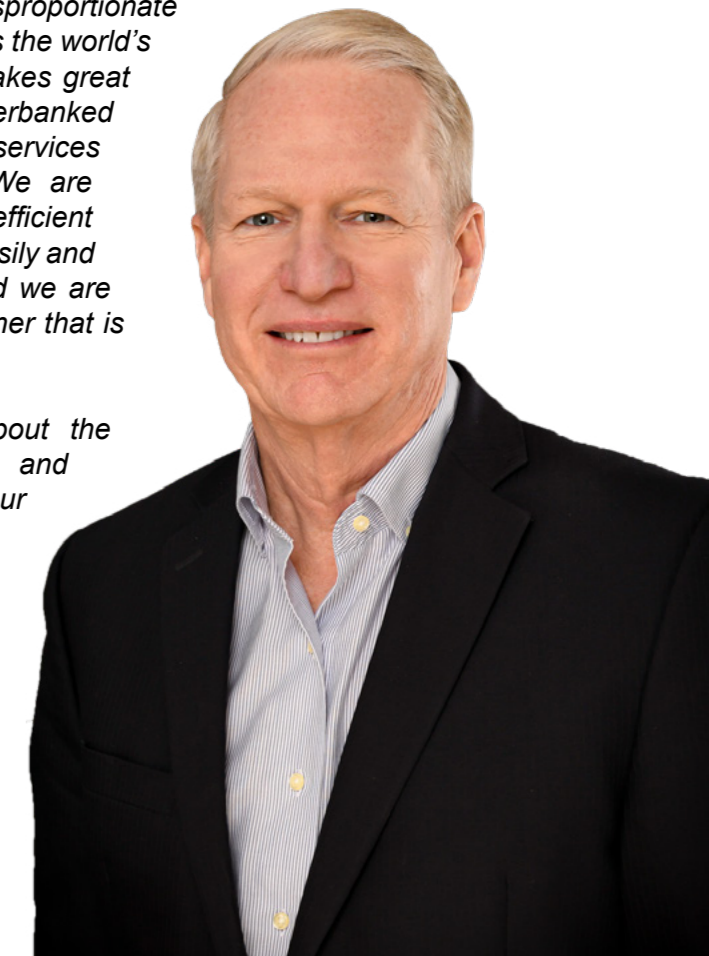
We understand that investors are not only focused on what we achieve, but also how we achieve it. To compete and win, we must consider the broader needs of society, ensuring that we treat all stakeholders fairly and with respect while managing our business with integrity and fidelity.

We are currently facing a global health and economic crisis unlike anything we have ever experienced. The COVID-19 pandemic has magnified Brink's role in addressing society's needs. Designated by governments around the world as an essential service provider, our employees support critical ATM, banking and business operations that keep our economies functioning. We embrace this responsibility and take it very seriously.

In addition, we know that this crisis is having a disproportionate impact on our most vulnerable communities. As the world's largest cash management company, Brink's takes great pride in the fact that our services help underbanked people around the world access goods and services by keeping cash moving and accessible. We are pleased we can contribute by supporting an efficient cash ecosystem and enabling businesses to easily and cost-effectively accept and manage cash. And we are committed to delivering our services in a manner that is sensitive to impacts on our stakeholders.

We are beginning to share information about the processes and policies we've put in place and other actions we have taken to improve our environmental, social and governance (ESG) performance.”

Doug Pertz, Brink's CEO





Our Environmental Practices

Brink's is exploring ways to integrate responsible environmental practices into our daily operations to increase efficiency and reduce waste and emissions, with the ultimate goal of minimizing our environmental impact.

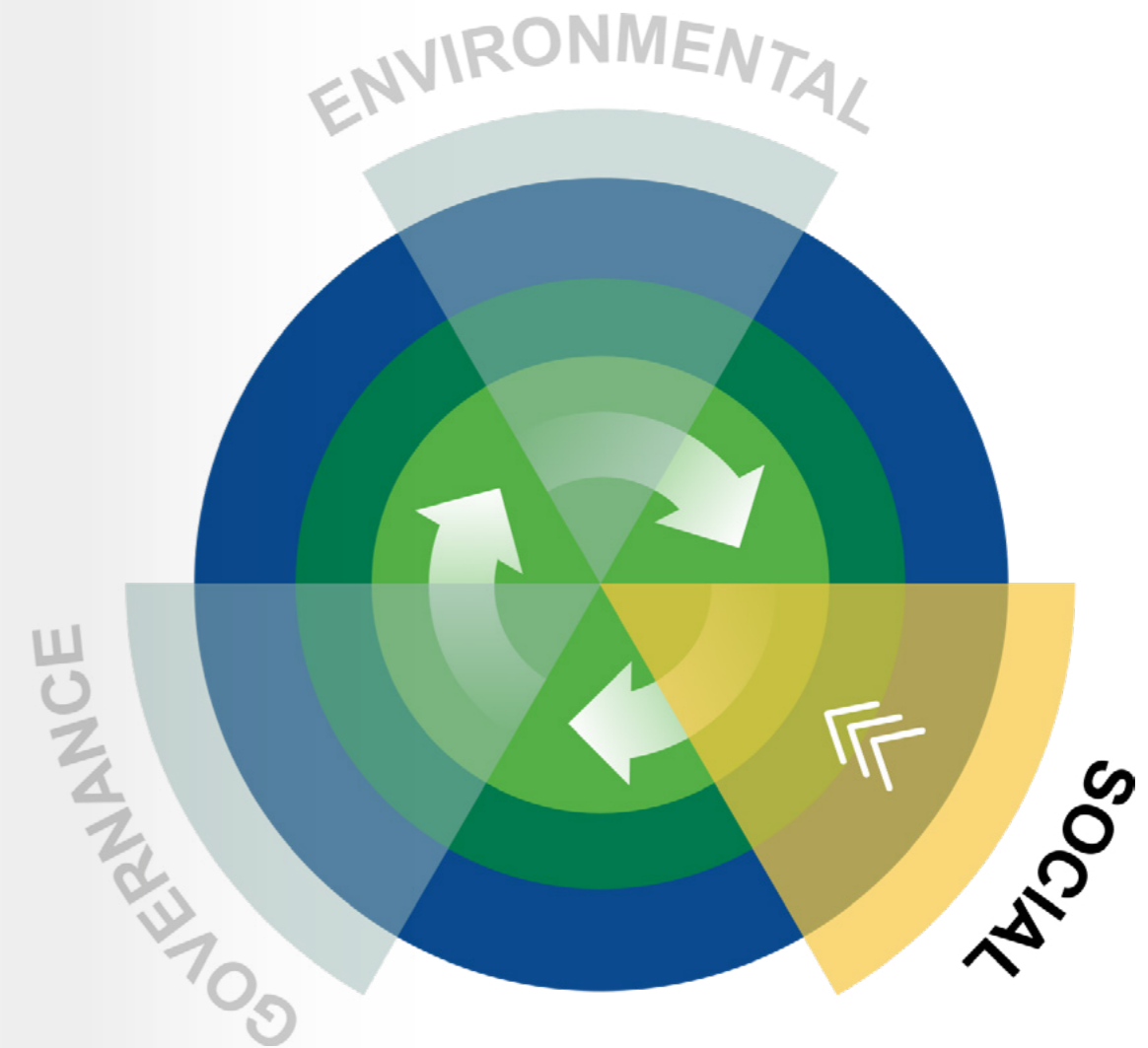
Our current focus is on our fleet, where we believe we can have the most significant and immediate impact. We're testing dual fuel-based trucks and we're deploying lighter truck bodies to improve fuel efficiency. We are also evaluating all-electric vehicles. In addition, we are leveraging technology to increase efficiency in our routes, reducing miles driven and fuel usage.

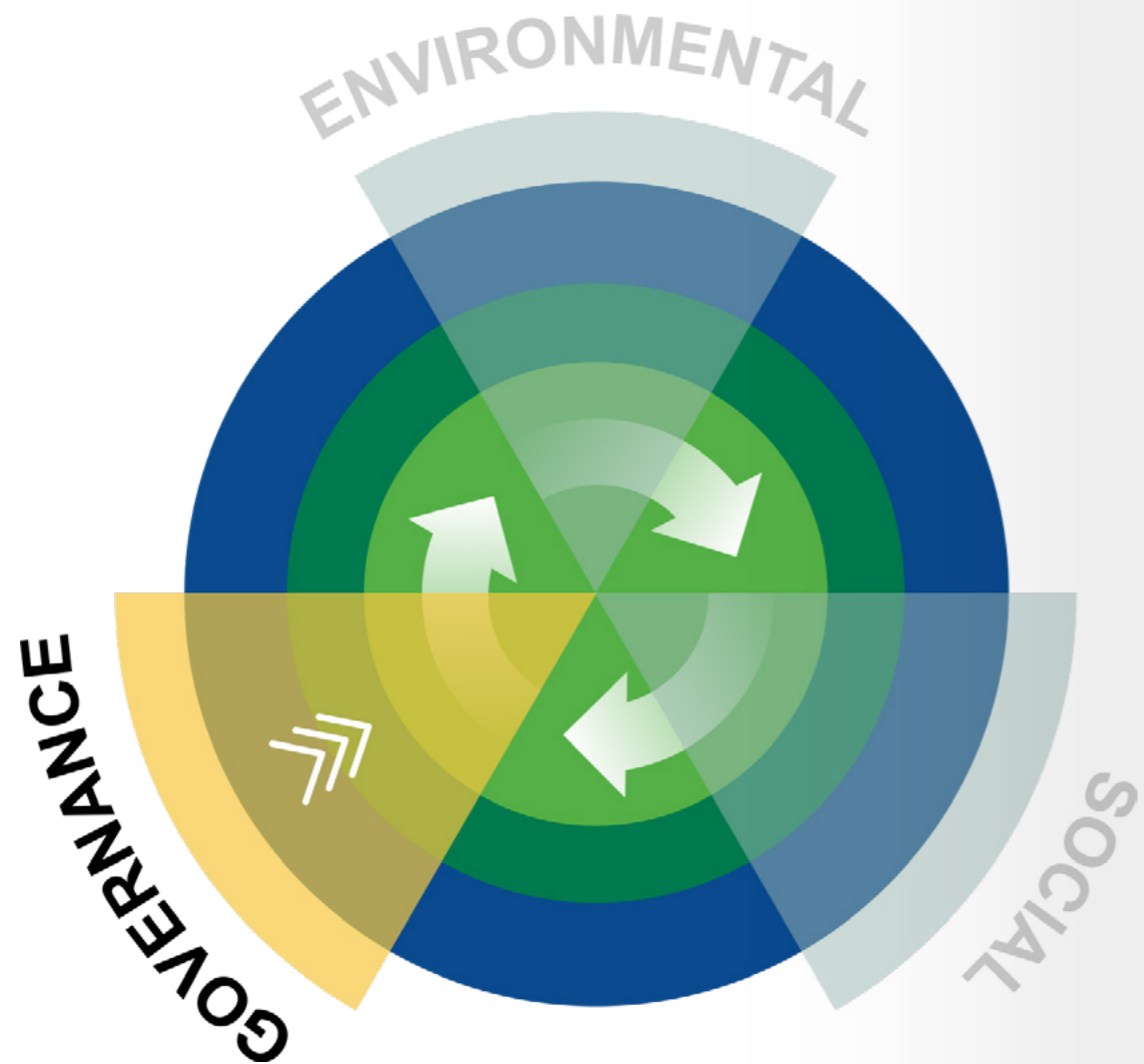


Our Social Practices

Our Values of Integrity, Safety, Customer Focus, Continuous Improvement, Diversity, Inclusion and Engagement guide the way we work and are the foundation of our brand and reputation. We live our value of Integrity through the choices we make and the actions we take every day. Our Code of Ethics, Global Security Regulation, and Statement on Whistle Blower Protection help ensure we operate responsibly, with ethical decision-making incorporated into everything we do.

We also recognize the power of fostering an inclusive workplace that is rich with diverse ideas and perspectives, so we are taking action to increase the diversity of our leadership team and workforce. Consistent with our Values, we want all of our employees to feel respected, comfortable and safe, and have equal opportunity for growth and development. To advance our diversity agenda, we have recently created a new leadership role dedicated to global diversity, equity and inclusion, and we continue to support our Business Resource Groups.





Our Governance Practices

Sound corporate governance promotes a culture of accountability and is fundamental to our success. Our Board of Directors is responsible for advancing the interests of our shareholders by providing advice and oversight of the strategic and operational direction of the Company; overseeing the governance of the Company and the Company's executive management, including the Chief Executive Officer; and reviewing the Company's business initiatives, capital projects and budget matters.

To do this effectively, the Company has established clear and specific Governance Guidelines for the Board (referred to as our Governance Policies) that, along with Board committee charters and our Code of Ethics, provide the framework for the governance of Brink's.

We are committed to listening and learning from our investors about their expectations of leading companies as we shape and communicate our ESG priorities, and we seek continuous improvement to help ensure we execute a business model that adds value to society.

Guidelines and principles

“We must all follow these guidelines and hold firm to our principles, no matter what.” Doug Pertz, CEO



Our Code of Ethics lays the foundation for our ethical conduct and provides guidance for how we work. It also is built on these four principles of respect:

- » Respect for each other
- » Respect for Brink’s and its stakeholders
- » Respect for our customers, and,
- » Respect for our communities

We must all follow these guidelines and hold firm to our principles, no matter what.

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The Brink’s Company encourages a culture of openness where employees, former employees and others can raise concerns or report violations or suspected violations of law or regulations without fear of retaliation or reprisals.

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Failure to comply with anticorruption laws reflects a failure of Integrity, one of our core values. At Brink’s, everyone is expected to understand and - most importantly - to demonstrate through their behavior full compliance with the policy.

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Brink’s is committed to developing a diverse supplier base that ensures that women, veteran, minority-owned and small businesses can participate in driving value creation for Brink’s. And we believe that a diverse supplier base will help us compete and win for our communities, employees and customers.

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Brink's Culture and Values



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SAFETY

- Our goal: bring every employee home safely every night
- We take pride in keeping our customers' valuables safe and secure.



CONTINUOUS IMPROVEMENT

- We find ways to streamline our processes and improve performance.
- We empower our people to think creatively and work differently.
- We embrace and drive change.



INTEGRITY

- We act with honor and integrity
- We respect each other, our company, our customers and our communities



CUSTOMER FOCUS

- We consider the customer first in all we do.
- We understand our customers' needs and find ways to transform their experience.
- We hold ourselves accountable for providing value and delivering results.



DIVERSITY & INCLUSION

- We foster an inclusive culture that values people with diverse backgrounds, ideas and perspectives.
- We build a sense of belonging so all employees feel respected, safe and valued.
- We provide equal opportunity to participate and grow.



ENGAGEMENT

- We promote open, direct and constructive communication.
- We inspire employees to drive for excellence in all they do.

Thank you for your time. Please do reach out if you require further information or if you would like to speak to someone about something specific.

The Brink's Company

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