



# Brinks Talent Review Process Overview

## Salaried Employees



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# Talent Process Objectives

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Brink's leadership executes an annual Talent process to accomplish the following:

- Ensure we have the right leaders to drive both operational and strategic priorities.
- Develop a robust pipeline of Talent.
- Build a Culture based on our Values.
- Refresh our Talent plan for the Countries and Functions.
- Create a global Talent picture for senior leadership and ensure we minimize Human Capital risk for the company.

# Talent Review Overview

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***The talent process operates in 12 month cycles from September to September.***

***The process is developed and reviewed from April through June upon completion of annual Performance Reviews in February.***

- April - June:

Function and Country leaders review their Talent with the HR leader and VP of Talent focusing on senior leader readiness, pipeline, high potentials, diversity, the creation of IDPs (Individual Development Plans) and country/Function talent plans.

- July - August:

CHRO and VP of Talent review Country and Function Talent plans with the ELT for final approval.

- September:

IDPs and Talent Plans begin execution for the next 12 months.

# Talent Management Calendar



# Talent Review Process- Step by Step

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- **Step 1: Identify Succession Candidates**

**Head of HR** meets with Senior Leaders to complete the 9 box (if not already completed) and Succession Templates. Discuss potential importing of talent if needed skills and roles are not met based on Workforce Planning.

**Timeline:** March - April

- **Step 2:** Head of HR meets with GM or Function leader to review Succession Candidates, 9 box ratings and diverse representation.
- **Step 3:** Head of HR, Talent and GM complete Talent Summary, Potential Moves and Talent Profile templates for ELT and the Board.
- **Step 4:** Upon GM approval, Head of HR works with the Talent team to develop Individual Development Plans (IDP) for Hi-Pos

# Talent Templates

# 9-Box – Template

Performance is decided based upon the individual's **current End of Year Performance Review**.

		<b>Well Placed</b> (Continue to grow in current or similar role)	<b>Medium Potential</b> (Potential to progress to another critical role at current level or 1 level higher)	<b>High Potential</b> (Potential to advance at least 2 levels)
<b>Performance</b> Objective is to surface actual achievements of employee	<b>High</b> (EE / MA)			
	<b>Medium</b> (MA / MM)			
	<b>Low</b> (MM/U)			
		<b>Potential Assessment</b> Objective is to determine the person's capability to expand or advance to a more critical position		



# 9-Box – Identifying High Potentials

Performance is decided based upon the individual's **current End of Year Performance Review**.

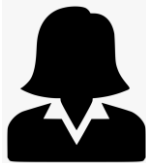
		<b>Well Placed</b> (Continue to grow in current or similar role)	<b>Medium Potential</b> (Potential to progress to another critical role at current level or 1 level higher)	<b>High Potential</b> (Potential to advance at least 2 levels)
<b>Performance</b> Objective is to surface actual achievements of employee	<b>High</b> (EE / MA)	Exceeds or Meets All Well Placed	Exceeds or Meets All Move 1 Level or Role	Exceeds or Meets All Move 2 Levels - Roles
	<b>Medium</b> (MA / MM)	Meets All or Most Well Placed	Meets All Move 1 Level or Role	Meets All Move 2 Roles
	<b>Low</b> (MM/U)	Meets Most or Unacceptable	Meets Most Move 1 Role	Meets Most Move 2 Role
		<b>Potential Assessment</b> Objective is to determine the person's capability to expand or advance to a more critical position		

# Succession Template

Country/ Function Management Team	Name / Title						Ready Now	
	Name / Title							
	Name & Title							
	Picture							
Succession	Ready Now	Name Title						
	Ready Short Term (1-3 years)	Name Title						

# Template Example

## Country X



**Sophie Kim**  
Country GM



**Jessica Ennis**

- CFO
- Finance



**Alan Shearer**

- Director
- Sales



**Jose Gonzalez**

- General Manager



**Alex Smith**

- Director
- Operations



**Kelly Holmes**

- Director
- Human resources

# Talent Profiles – Template

<b>Leadership</b>	<b>Name Title</b>	<b>Picture</b>
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Name & Title & Photo	Tenure	9-box placement	Flight risk	Potential Successor	Possible Career Move(s)									
<p style="text-align: center;">Photo</p> <p style="text-align: center;">Name Title</p>	<p>Time in position</p> <p>Time with Brinks</p>	<table border="1" style="width: 100px; height: 100px;"> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </table>										<p>High</p> <p>Medium</p> <p>Low</p>	<p>Ready Now:</p> <ul style="list-style-type: none"> <li>• Name, Title</li> </ul> <p>Short Term:</p> <ul style="list-style-type: none"> <li>• Name, Title</li> </ul>	<p>Possible Role(s)</p> <p>Development Focus:</p>
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# Potential Moves Next 12-18 months Template

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Name	Title	Move	Potential Successors

# Model content Talent Summary

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## SUMMARY:

*\* Summary is based on the senior staff.*

- **Team:**
- **Pipeline:**
- **High Potentials:**
- **Potential Moves:**
- **Diversity:**
- **New Roles:**

## CHALLENGES:

## ACTIONS:

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### **TALENT KEY:**

Senior Leadership Team = Direct Reports to GM

Potential Successor(s) to Senior Leadership Team



High Potential Candidates

Short Term = 1-3 Years

Long Term = 5 Years

# Example Content- Talent Summary – Country

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## SUMMARY

- An aligned and motivated Senior Leadership Team (SLT) comprised of 8 individuals with 16 months+ experience at Brink’s.
- 5 high-potentials, with 2 successors who are “Short term” ready to GM role.
- Gender diversity on SLT: 50/50.
- SLT goals are to drive a culture of accountability, continuous improvement, agility and forward thinking.

## CHALLENGES

- Limited opportunity for hi-potential candidates within country, focus on global roles required.
- Continued focus on providing cross functional development of talent due to anticipated changes across key roles in the next 12 months. Entirely new Sales Team.
- Small pipeline of succession candidates for SLT roles.

## ACTIONS

- Create development plans for high potential team members; cross functional experiences.
  - Continue to evaluate talent needs for future business requirements/acquisitions.
  - Ensure diversity at all levels in the organization.
  - Drive continuous performance management and accountability within leadership at all levels.
- 

**TALENT KEY:**

Senior Leadership Team = Direct Reports to GM

Potential Successor(s) to Senior Leadership Team



High Potential Candidates

Short Term = 1-3 Years

Long Term = 5 Years

# Model content – Diversity

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## Metrics

*\*Metrics are localized to Country or Function .*

*Consider the demographics of the market place and match proportionately*

*Some metrics to consider:*

- **Current senior level diversity percentage**
- **Diversity pipeline to leadership roles**
- **YTD diversity promotions / percentage**
- **YTD diversity hires (consider the demographics of the marketplace and match)**

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### **TALENT KEY:**

Senior Leadership Team = Direct Reports to GM

Potential Successor(s) to Senior Leadership Team



High Potential Candidates

Short Term = 1-3 Years

Long Term = 5 Years



# Model - Diversity Summary – Country Name

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## Metrics

Metric	Goal	Current 2021
Senior Leader Diversity	60%	4 of 8 / 50%
SLT Pipeline Diversity	70%	5 of 10 / 50%
High Potential Diversity #	40%	4 of 16 / 25% female 4 of 16 / 25% visible minority

## Challenges:

- Local minority percentage (25%) significantly below goal (40%).
- Demographics vary from city based to extremely rural communities.

## Actions:


- Employment Equity Data tracked monthly, with a proactive approach (recruitment) to increase the representation of four designated groups: women, people with disabilities, and visible minorities.
- Plans to extend WLF to branch ambassadors (currently total females Sr. Manager and up = 36%).

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### ***TALENT KEY:***

Senior Leadership Team = Direct Reports to GM

Potential Successor(s) to Senior Leadership Team

 High Potential Candidates  
Short Term = 1-3 Years      Long Term = 5 Years

# Step 4 - IDP Template

Individual Development Plan (IDP)				BRINKS	
Name:					
Title / Country:		Mobility (Y/N):		Photo  X	
Potential role		Language Capability:			
Strengths to Leverage	Development Opportunities	Action Plan	Timing	Owner	
1. Add strength here 2. Add strength here 3. Add strength here	1. Add opportunities here 2. Add opportunities here 3. Add opportunities here	Enter action items 1 here	Due date	Name	
		Enter action item 2 here	Due date	Name	
		Enter action item 3 here	Due date	Name	

## 2.0 Work Force Planning template(s)

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### **Process:**

- HRBP works with the function lead / country GM
  
- Identify 2.0 Initiative(s) (1 template per 2.0 initiative)
  
- Map critical roles to each of 2 talent segments:
  - Strategic
  - Delivery

# Example- 2.0 Organization

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## Strategic Role(s):

Position	Name	Outputs
Business Development Director	Maria Stewart	Adapt global strategy to local external and internal environment. Allocate appropriate resources.
Business Development Executive Manager	Steve Johnson	Give inputs for strategy and execute it interacting with global team and local team.
Sales Director	Kim Lee	Sales planning and execution.

## Delivery Roles

Position	Name	Outputs
Business Development Manager	Stella Mc Cortney	Project management
Product Manager	Tom Hughes	Process definition and implementation. Report and monitor KPIs. Team management.
Product Development	Thiago Lopez	Technical product implementation (hardware and software). Product roadmap.
Project Team Executive Manager	Mariela Sosa	Operational implementation. CPI. KPIs. Productivity.