

Brink's Bonus Incentive Plan (BIP)

Brink's Employees

Our Guide to the BIP...

An introduction to the BIP scheme...

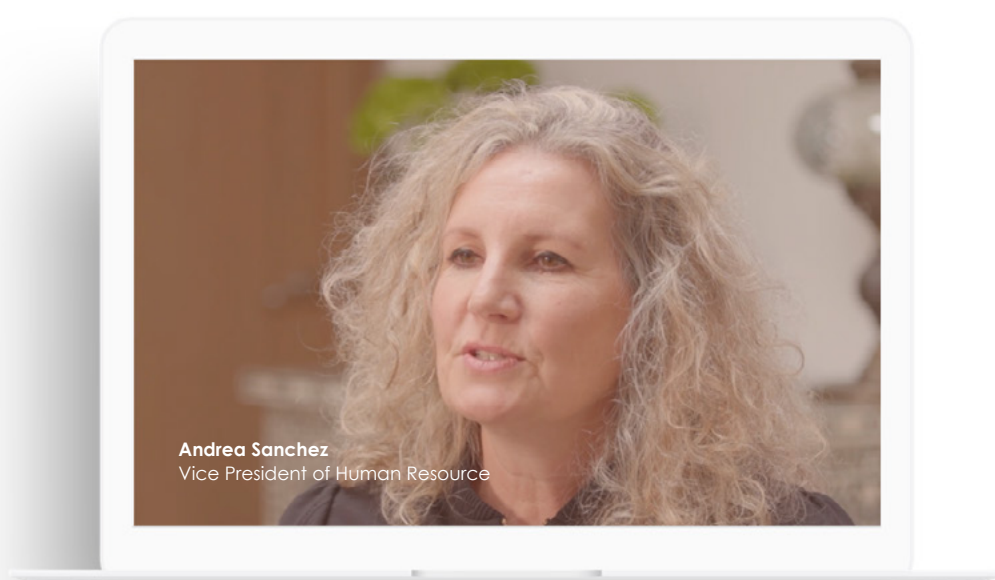
We know our bonus incentive plan has a reputation for being complex, so we have broken it down into steps, to make it all a little clearer!

In essence, when Brink's does well, we want to share that success - because you are what made it happen.

We hope this guide provides you with a practical overview of the scheme as well as some useful examples.

We have recorded an overview of the scheme brought to you by Andrea.

Andrea will provide a full explanation of the scheme. Our guide then aims to back up your knowledge and provide you with practical examples and calculations guides, which will enable you to apply this to your business area.



[Click to watch our short video](#)

Password to watch the video is 'BRINKS'

Bonus Incentive Plan

A Brief Overview

1. BIP is in place to help us measure and reward job performance. The plan generally remains the same each year but may be subject to alterations.
2. The scheme runs from **01st January – 31st December** each year.
3. We set our individual performance goals at the beginning of each year, review these during **mid-year** conversations, and then we formally review the overall year's performance at the end of each year.



Goal
Setting



Mid-Year
Review



End of
Year
Appraisal

4. The individual goals set each year are measured along with our **Brink's Success Factors and Brink's Values**.



Bonus Incentive Plan

Brink's Success Factors



Builds Organisational Capacity by developing people to meet both their career goals as well as aligning with the strategic objectives



Delivers Results by translating strategic priorities into operational reality



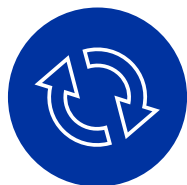
Compelling & Open Communicator through succinct and clear explanations in a way that captures attention and encourages retention of the shared information



Collaborates by building partnerships and working with others to meet shared objectives



Demonstrates Role Mastery of the skill sets required for a particular role



Leads Change, both cultural and organisational, in order to achieve strategic objectives. Demonstrating the ability to adopt new approaches to improve results and help others overcome resistance to change



Encourages Excellence with positivity, passion & enthusiasm

Bonus Incentive Plan

Brink's Values



Customer Focus

We understand and anticipate our customer's needs and provide creative solutions to help them succeed. We consider the customer first in all we do and build systems and processes to improve service.



Continuous Improvement

We find ways to streamline our processes and improve our performance.



Safety

We bring every employee home safe every night. We take pride in keeping our customers' valuables safe and secure.



Engagement

We create an environment where employees feel comfortable participating. We are committed to driving results and winning in the market. We engage in constructive conflict and value diverse perspectives.



Integrity

We act with honour and integrity. We respect each other, our company, our customers and others who are affected by Brink's.



Diversity & Inclusion

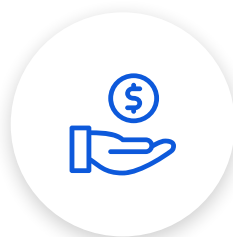
We foster an inclusive culture that values people with diverse backgrounds, ideas and perspectives. We provide equal opportunity to participate and grow.

Bonus Incentive Plan

Understanding the Brinks Bonus Plan.... the Financials

The bonus is ultimately determined by the Country Performance.

Typically the Targets include (these may change subject to board approval) :



REVENUE



Operating
Profit



Cash
Flow

Stage 1.

Measuring how Brinks and your Country perform against these targets, will determine the size of the bonus pool to be distributed to the employees in the country.

There are thresholds in determining the bonus pool, achieving the target equates to 100% of the bonus, if we are below a certain level relative to the target there is no bonus, whilst if we achieve at a certain level above target we can reach a maximum pay-out of 200%.

The best way to maximise your bonus is to have exceptional financial results

Stage 2.

The second stage of the process is then to allocate the Country bonus pool to the employees. We do this based on the personal performance ratings of each employee. Our goal is to reward the employees that influence that performance.

The ratings of all employees cannot exceed more than 100% of the bonus pool.

Therefore, we must ensure that performance ratings are distributed evenly, if we have everyone at 'exceptional' in the performance rating scale, the bonus pool will be exceeded and not approved.

Bonus Incentive Plan

First Steps – The Financial Multiplier...

Below we explain how the bonus pool can be distributed based on the financial performance of your Country.

Bonus Pool Example

In Country X – we have 5 people in the bonus scheme as follows, we have 2 examples below on how the bonus pool is created for their country:

Country Performance is above target at 110%

	ANNUAL SALARY	BONUS TARGET	FINANCIAL MULTIPLIER	BONUS POOL
Team Member 1	50,000	20%	110%	11,000
Team Member 2	20,000	10%	110%	2,200
Team Member 3	20,000	10%	110%	2,200
Team Member 4	20,000	10%	110%	2,200
Team Member 5	20,000	10%	110%	2,200
BONUS POOL :				19,800

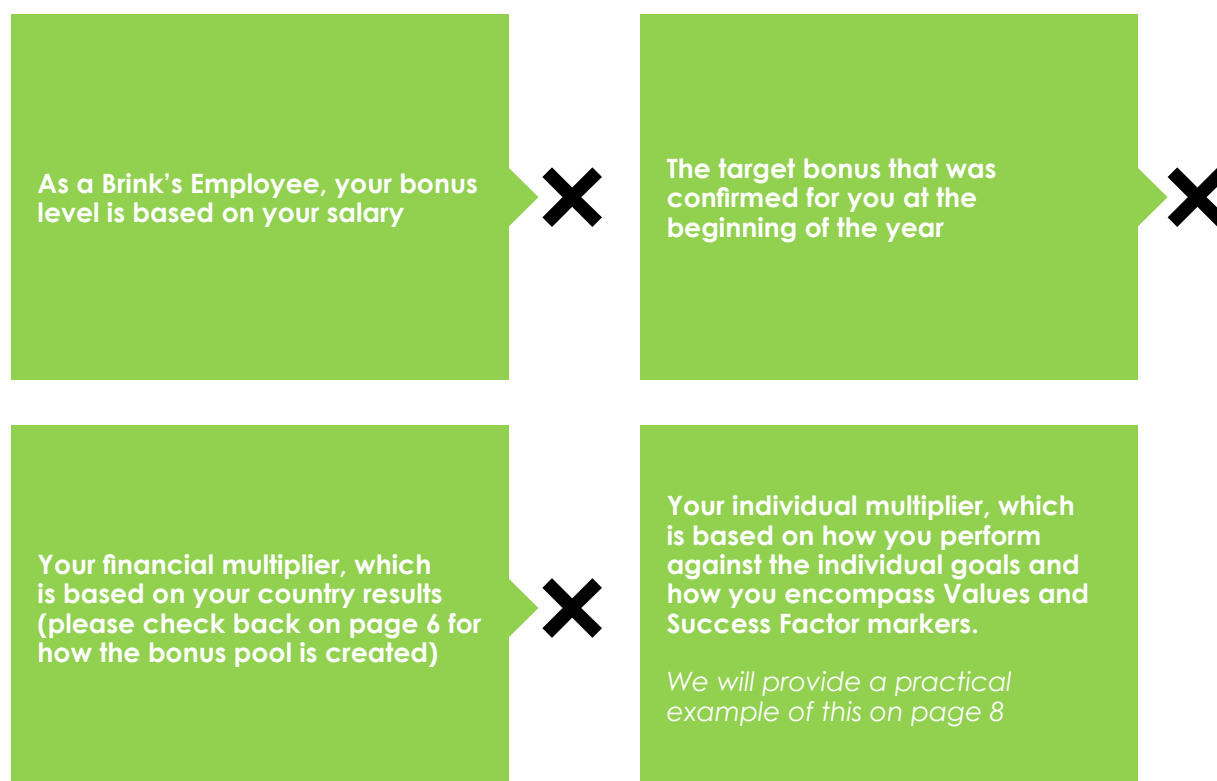
Country Performance is below target at 90%

	ANNUAL SALARY	BONUS TARGET	FINANCIAL MULTIPLIER	BONUS POOL
Team Member 1	50,000	20%	90%	9,000
Team Member 2	20,000	10%	90%	1,800
Team Member 3	20,000	10%	90%	1,800
Team Member 4	20,000	10%	90%	1,800
Team Member 5	20,000	10%	90%	1,800
BONUS POOL :				16,200

Once we have created the bonus pool, we can use this amount to distribute to those in the bonus scheme. This is the total amount that can be allocated, therefore when considering the performance ratings, managers must ensure that there is a fair distribution across their teams. A balanced distribution could be 10% unsatisfactory, 40% meets most, 40% meets all and 10% exceeds.

Bonus Incentive Plan

Second Step – How is your bonus calculated?

The Calculation:**What else?**

Your bonus percentage will be based on a target bonus (100%) with a maximum of 200% of that target payable.

Payment is made in March after financial results have been finalised and the Board has approved bonus payments.

If you join the company before 1st August you will be able to participate in the bonus scheme on a pro rata basis. After the 1st August you will need to wait until the following year to join the bonus plan.

Bonus Incentive Plan

Employee Example

This is Christina. She is an employee. Her basic salary is **\$40,000**.

Christina's bonus target is **10%**, so her on target bonus is **\$4,000**, (Her basic salary x her bonus potential)

The Financial Performance multiplier for her Country this year is **65%**, this is used to build up the bonus pool (**\$4,000 x 65%**), as the target was missed the bonus pool is reduced and is **\$2,600**

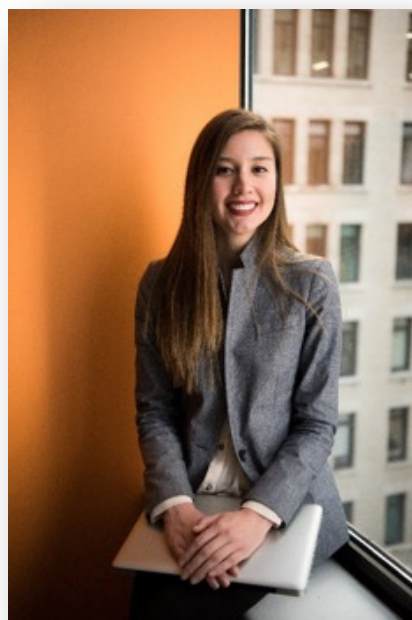
Christina's Individual Performance shows that she has **exceeded expectations** for her Goals.

This equates to an overall Individual Performance Rating of **'meets all expectations'** and her individual multiplier of **108%**.

Her bonus award of **\$2,808** is calculated by multiplying **\$2,600 X 108%**.

As Christina has been employed for the year she is awarded the full amount.

(Please note: There is a pro rata reduction for employees who have not worked the year, this equates to 1/12 for each full month worked)



Brink's Incentive Plan (BIP) Payout			
Base Salary	40,000 US\$		
Bonus Target (% of Base)	10%		
Months in Bonus Plan	12		
Financial Performance		Individual Performance	
Financial Multiplier = 65%		Goals (70%)	Success Factors/Values (30%)
		Exceeds Expectations	Meets Most Expectations
		125%	100%
		Overall Rating = Meets All Expectations	
		Individual Multiplier = 108%	
40,000	x	10%	x
		65%	x
		108%	x
		12/12	=
			2,808 EUR
<small>(Maximum payout is 200% of Bonus Target)</small>			
2020 Compensation			
Base Salary	40,000 US\$		
BIP Payout (70% of target)	2,808 US\$		
2020 Total Direct Compensation	42,808 US\$		

Thank you for your time.
Please do reach out
if you require further
information. **Good luck!**