



Brink's Global Learning Overview



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Global Learning Purpose

Global Learning supports development of our high-performance culture and SP2

Aligning with Country and Function leadership to design, develop and implement global learning needs

Examples of global training:

- Performance Management / Values / Success Factors / Leadership / Lean / Onboarding

Supporting local Country training needs

Examples of support include:

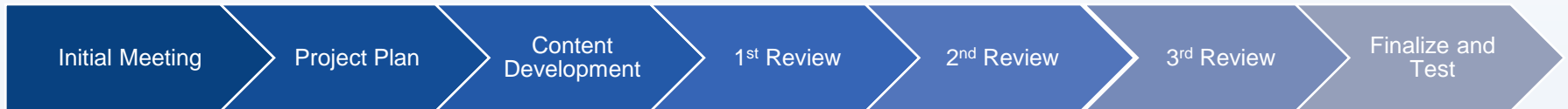
- Providing LMS support (ELB, Cornerstone) / design and develop content / launch new Learning
- Technologies (VR) / Role Based Training / provide external vendor offerings

Providing readiness metrics and accountability to learning initiatives

- Engagement and post event surveys

Global Learning Process

When starting an initiative the Global Learning Team (GLT) partners with a Country or Function and uses the following process:



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Global Offerings

Learning Modalities

eLearning

- Localized for our major markets (English, Spanish, French, Portuguese)



Toolkits

Step by step guidance for application

LEADS CHANGE 4-PHASE PROCESS
Addressing the HOW

Change Management Model
4 Phases, 12 Steps

DEFINE	PLAN	PREPARE	IMPLEMENT
1. Identify a change project team	2. Plan formal communications	3. Listen to team members through change	10. Identify and manage employee resistance
2. Define the purpose of the change	4. Potential impact and benefits of the change to the organization	5. Help employees through change	11. Continue communication for ongoing change acceptance
3. Select change outcomes to determine success	7. Employees share their feedback to change		12. Measure and adjust
4. Develop tactical plan and timeline			

Simply put, change management, when applied effectively on a project, significantly increases the success rate of the effort.

BRINKS Success Factor Leadership Training | Leads Change Page 3 of 3

Infographics


High level overview of the offering, application, and how to access it

CREATING A FEEDBACK FRIENDLY CULTURE | DO'S AND DON'TS

When to Review the Content?
Are you about to have a conversation with someone where you will either **give or receive feedback**? Do you need a **refresher** on best practices? If you answered yes, follow the steps below.

How do I Access the Tools?
The training and resource document are available via the Brink's Online Library. Click [here](#) to access (must be connected to Brink's server).

How do I Use the Tools?



- Review the content** – Complete the *Creating a Feedback Friendly Culture* eLearning module through your local LMS. If you don't have access, click [here](#) to complete the training.
- Do's and Don'ts** – If you will be providing feedback, review the Do's and Don'ts on page 3. If you will be the one receiving the feedback, review page 4.
- Prepare for the conversation** – Gather your thoughts. Use page 5 to draft notes as you prepare for the upcoming conversation.

BRINKS Success Factor Leadership Training | Compelling and Open Communicator Page 2 of 5

Workshops

Customized to meet specific needs and instructor led



**Transformational Mindset:
Virtual Workshop**

July 2021

BRINKS

Values & Success Factor Offerings

Current and future training materials

VALUES	OFFERING	SUCCESS FACTORS	SENIOR LEADER	JUNIOR/ MIDDLE MANAGER
Continuous Improvement	Lean Certification <ul style="list-style-type: none"> • Bronze • Silver • Gold 	Collaborates		<ul style="list-style-type: none"> • Conflict Resolution
Diversity & Inclusion	<ul style="list-style-type: none"> • Candid Conversations • Effective Mentorship Relationships • Inclusive Leader 	Collaborates Builds Organization Capacity		<ul style="list-style-type: none"> • Coaching Others • One Minute Manager Workshop
		Compelling & Open Communicator	<ul style="list-style-type: none"> • Crisis Communication 	<ul style="list-style-type: none"> • Creating a Friendly Feedback Culture • Giving Feedback
		Delivers Results	<ul style="list-style-type: none"> • Leadership That Gets Results 	<ul style="list-style-type: none"> • Global Lean Certifications
		Demonstrates Role Mastery		<ul style="list-style-type: none"> • Transitioning to Remote Work /Managing Teams
		Encourages Excellence		<ul style="list-style-type: none"> • Leading By Example
		Leads Change	<ul style="list-style-type: none"> • Change Story Guide • Decision Making Model • Force Field • Transformational Mindset 	<ul style="list-style-type: none"> • Leads Change • Project Plan • Leads Change Toolkit

- Future training offerings will include Global Lean – Silver, role-based training via virtual reality (VR) and various workshops.

Brink's Corporate Library

Toolkits and supporting training resources are available in the Brink's Corporate library.

Communication Tools

- Tool kits
- Training presentations

Training Tools

- SCORM packages
- Link to eLearning modules

<https://customerportal.brinksinc.com/en/web/brinks-resource-library/training>

Brink's Corporate Library



Training & Human Resources

Performance Management Process (PMP)



ARGENTINA



BGS | EUROPE | MIDDLE EAST |
AFRICA | ASIA



BOLIVIA



BRASIL



CANADA



CHILE



COLOMBIA



EUROPE - CASH



Appendix

Our Success Factors | Descriptions



Builds Organization Capacity

- Developing people to meet both their career goals and the organization's goals.
- Builds the correct organizational structure and identifies top talent to meet strategic goals



Collaborates

- Building partnerships and working collaboratively with others to meet shared objectives; brings people together to leverage their diverse skills talents, and knowledge



Compelling & Open Communicator

- Clearly and succinctly conveying information and ideas to individuals and groups; communicating in a focused and compelling way that captures and holds others' attention



Deliver Results

- Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.



Demonstrate Role Mastery

- Has mastered the skills and knowledge required for the role.



Encourages Excellence

- Motivates others to achieve excellence



Leads Change

- Driving organizational and cultural changes needed to achieve strategic objectives; adopting new approaches to improve results by transforming organizational culture, systems, and/or products/services; helping others overcome resistance to change



Builds Organization Capacity

Developing people to meet both their career goals and the organization's goals

Builds the correct organizational structure and identifies top talent to meet strategic goals

Senior Leaders Actions

- Views talent development as an organizational imperative
- Readily articulates the value and benefit of stretch assignments to others
- Scans the organization to identify less known high potential employees
- Aligns organizational structure and deploys highest performing/potential talent, according to priorities in the organizational strategy
- Promotes diversity and inclusion of ideas in setting strategy and making business decisions

Middle Managers Actions

- Consistently develops others using a variety of approaches
- Places a high priority on developing others
- Finds and develops others for future positions
- Recognizes and fills gaps in organisational structure
- Regularly evaluates roles and talent based on changes in goals and priorities
- Encourages diversity and inclusion of ideas when making decisions

Operational & Office Roles Actions

- Encourages team members to accept developmental opportunities
- Develops others through coaching and feedback
- Clearly communicates expectations about behaviours and results
- Follows the D&I guidance for developing an inclusive environment



Collaborates

Building partnerships and working collaboratively with others to meet shared objectives; brings people together to leverage their diverse skills talents, and knowledge

Senior Leaders Actions

- Models collaboration across the organisation
- Facilitates an open dialogue with a wide variety of contributors and stakeholders
- Promotes high visibility of shared contributions to goals

Middle Managers Actions

- Consistently develops others using a variety of approaches
- Places a high priority on developing others
- Finds and develops others for future positions
- Recognizes and fills gaps in organisational structure
- Regularly evaluates roles and talent based on changes in goals and priorities
- Encourages diversity and inclusion of ideas when making decisions

Operational & Office Roles Actions

- Partners with others to get work done
- Credits others for their contributions and accomplishments

Our Values | Descriptions



Safety

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



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.



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.



Engagement

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



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.



Safety

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

Living our value of safety includes...

- Prioritizing health and safety in decision-making.
- Working safely to protect ourselves and others.
- Identifying and reporting potential sources of risk.
- Taking ownership of safety to create a healthy and safe working environment.

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.



Living our value of customer focus includes...

- Starting and ending everything with the customer in mind.
- Working to understand our customers and their challenges.
- Reimagining the customer experience and working with urgency to offer innovative solutions that make our customers' lives easier.
- Taking full responsibility to deliver superior quality, value and service to our customers – differentiated from competition.
- Creating a sustainable competitive advantage.



Integrity

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

Living our value of integrity includes...

- Demonstrating ethical behavior in everything we do.
- Representing information accurately and completely.
- Doing what's right and fair in every situation.
- Honoring our commitments.
- Ensuring employees feel comfortable raising concerns without fear of retaliation.
- Acting as a good steward of our resources and brand.



Engagement

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

Living our value of engagement includes...

- Communicating openly and honestly.
- Understanding and aligning with Brink's mission, strategy and goals.
- Accepting personal accountability and going the extra mile.
- Collaborating with others and recognizing their contributions.
- Working as One Brink's.
- Maintaining an environment where all employees feel motivated and empowered to do their best work.

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.

Living our value of continuous improvement includes...

- Driving for excellence every day.
- Working together to evaluate and improve processes and performance.
- Inspiring and adapting to change.
- Sharing best practices and knowledge.
- Driving standardization with common tools and language.
- Encouraging bold and innovative ideas.

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.

Living our value of diversity and inclusion includes...

- Attracting, retaining and developing employees from all cultural backgrounds and experiences.
- Striving for a workforce, at all levels, which is representative of the communities we work in and serve.
- Understanding and overcoming our biases.
- Seeking different perspectives, learning from each other and taking intentional steps to improve the make-up and mindset of our organization.
- Ensuring our policies and programs are fair and equitable.