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**FREQUENTLY ASKED QUESTIONS**

**Anniversary**

**What happened to Values Day?**

Our values are critical to our company, but we are working to evolve them so they power our new purpose and reflect our desired behaviors and how they come to life on a daily basis.

**Can we celebrate on a different day?**

Yes, you may hold your celebration on another day if your location has a conflict, but please post on social media on May 2nd if possible.

**Transformation**

**Why do we need to change – especially with our strong financial performance?**

Transformation is about envisioning a better future and taking steps to make it a reality, which is essential for long-term success. By continuously evolving, we aim to enhance our performance and efficiency, and maintain a competitive advantage so Brink’s will thrive for another 165 years.

**When should we expect to see changes?**

This is a multi-year journey – transformation does not happen overnight. We expect to introduce our new purpose statement and refreshed values in the next few months and will communicate progress on the other workstreams later this year.

**How will this affect my job?**

Talent is a key pillar of our strategy, and improving the Brink’s work experience based on employee feedback remains a top priority. It’s also a key input to our transformation work.

Since we are re-thinking how we get things done, you can expect to eventually use new tools, follow new processes and learn new skills. Some roles may evolve to better align with our strategy, and some people may report to a new leader or experience other changes in their daily work.

These types of change are inevitable. And while change can sometimes be unsettling, it's also exciting and drives professional and personal growth. We are committed to providing resources and clear communication as we implement changes so we effectively support employees.

**Will there be layoffs?**

Transformation may lead to changes in the organization as we define who we want to be in the future and rethink the way we work. We are committed to transparent communication and ensuring that employees are supported throughout our transformation.

**How will this impact our customers?**

Customers will benefit from a more innovative, efficient, productive and aligned company with engaged employees.

**How can I contribute to the success of our transformation?**

You play an important role in our transformation. Please ask questions, stay informed, provide feedback, champion change, and embrace new tools and ways of doing our work.

**What’s in this for me?**

We all benefit from working at a better, stronger company. We expect more innovation, improved efficiencies, stronger customer relationships, and a better work environment that fosters job satisfaction, career development and employee pride.