



# 2022 **Sustainability Report**

July 2023



**BRINKS**

# TABLE OF CONTENTS

A Message From Our CEO . . . . .	3
Introduction . . . . .	4
<b>Environmental</b> . . . . .	<b>8</b>
<b>Social</b> . . . . .	<b>9</b>
<b>Governance</b> . . . . .	<b>13</b>
Appendix . . . . .	<b>19</b>

# A MESSAGE FROM OUR CEO

Dear stakeholders,

This year, Brink's celebrates its 164th anniversary, a legacy that is humbling to grow and protect. Generations of employees have found ways to improve our business over the years, and sharpening our focus on sustainability is an important part of our ongoing evolution.

Sustainability is about creating financial strength while simultaneously working to protect the earth, drive social good, and enhance our risk management and oversight. Our recently updated strategy supports this thinking and shapes our approach. It is underpinned by four strategic pillars designed to provide a superior customer experience, deliver greater value, drive continuous improvement, and create the best team. We are working to integrate sustainability into each pillar as part of our plans to grow our business.

While we are early in our formal sustainability journey, we are making progress on embedding environmental, social, and governance (ESG) principles into our daily operations. For example, in 2021 we began collecting baseline data on greenhouse gas emissions from our 10 largest locations and continued to explore and implement initiatives that reduce the impact of our fleet and facilities.

We made a commitment to improve gender diversity at the leadership level, expanded employee affinity groups, and introduced new recruiting guidelines to increase diversity across our business. And we strengthened our enterprise risk management program with new technology and enhanced communications.

We also continued to expand the deployment of our digital retail solutions. Through the use of connected devices at customer locations, Brink's is working to create a cash acceptance and management experience for retailers that is equivalent to other electronic payments. These solutions are designed to improve our customers' working capital and provide clear visibility into their cash position. The devices allow us to reduce the number of Brink's visits to a customer, which in turn reduces fuel usage and carbon emissions. It's a great example of how our business strategy and sustainability goals support each other, which is exactly what we want to continue to see as we look ahead.

While we still have work to do, I hope this report gives you a better understanding of the ways we are working to make a positive difference. By aligning our sustainability priorities with our strategic priorities, we intend to strengthen our company and enhance our customer experience while improving our impact on society.

## **MARK EUBANKS**

**President and Chief Executive Officer  
The Brink's Company**





# INTRODUCTION

The Brink's Company (NYSE:BCO) is a leading global provider of cash and valuables management, digital retail solutions (DRS), and ATM managed services (AMS). Our customers include financial institutions, retailers, government agencies, mints, jewelers, and other commercial operations. Our network of operations in 52 countries serves customers in more than 100 countries.

Our strategy is to grow Brink's by providing a superior customer experience and driving continuous improvement. We will do this by delivering on four strategic pillars: Growth and Customer Loyalty, Innovation, Operational Excellence, and Talent.

- We drive **Growth and Customer Loyalty** with a consistent and exceptional customer experience across all service lines
- We pursue **Innovation** by using technology solutions to create new value propositions and optimize operations
- We achieve **Operational Excellence** with a customer-centric culture of continuous improvement
- We grow our **Talent** by attracting and developing the best people, building our core competencies, and fostering an inclusive, inspiring culture

Cash usage is changing, and Brink's is changing with it. We are seizing a significant opportunity to expand how we serve our customers. Our emerging service lines — DRS and AMS — have positioned us to win across an evolving payments ecosystem.

## Our Strategy



# Our Global Strength

As of Dec. 31, 2022



**\$4.5 BILLION**  
IN ANNUAL REVENUE



### Customer Offerings:

- Cash & Valuables Management
- Digital Retail Solutions
- ATM Managed Services

**~16,400**  
VEHICLES



**~1,300**  
FACILITIES



**87%** OF EMPLOYEES ARE  
OUTSIDE THE U.S.

## Our Values

Our values guide the way we work and form the basis of our culture. They are:



### 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



### 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



### 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



### 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



## Our Approach to ESG

We are focused on driving growth and creating value for our customers and shareholders. We also recognize the importance of understanding and managing our impact on the people and places around us. We believe that by embedding ESG practices into our strategy and daily operations, we can have a positive impact on our employees, communities, and planet while delivering long-term profitability.

We are a signatory to the [United Nations Global Compact](#), a voluntary initiative based on CEO commitments to implement universal sustainability principles.

We currently support the following four United Nations Sustainable Development Goals (UN SDGs):



## ESG Oversight

Our Board of Directors (Board) oversees sustainability and is focused on the company's initiatives and programs related to corporate culture, environmental impact, and human capital management. Our chief financial officer is responsible for our sustainability work, and management reports to the Board regularly on ESG issues.

## About This Report

This report covers Brink's operations in Argentina, Brazil, Colombia, France, Greece, Hong Kong, Malaysia, Mexico, the Netherlands, and the U.S. These locations represent 72% of our 2022 global revenue and were chosen to provide a range of sizes, geographical locations, and social and regulatory environments. We included locations with the ability to collect and provide the required data. Unless otherwise stated, this report covers activities, data, and initiatives from our fiscal year 2022. We will work to expand the scope of locations included in future sustainability reports.

## ESG Disclosure and Framework Alignment

Brink's aligns the disclosures in this report to the following frameworks and standards: [Sustainability Accounting Standards Board \(SASB\)](#) and UN SDGs. See [Appendix](#). The information and data contained in this report were vetted by internal subject matter experts.

We appreciate and welcome feedback on our ESG initiatives and reporting and invite you to contact Brink's at [sustainability@brinks.com](mailto:sustainability@brinks.com). You can read more about our sustainability efforts at <https://us.brinks.com/corporate/sustainability>. Public financial filings of Brink's, including our annual report and proxy statement, are available on our website at <https://www.brinks.com>.

# ENVIRONMENTAL

By adopting more sustainable practices, we reduce our own environmental footprint and work to meet our customers' sustainability standards.

## Greenhouse Gas Emissions

We believe improving the efficiency of our fleet provides the greatest opportunity to reduce our greenhouse gas (GHG) emissions and, therefore, our environmental impact. For our Scope 1 and Scope 2 GHG emissions data, see the ESG Data table in the [Appendix](#).

We intend to continue to disclose GHG emissions data annually.

## Reducing Our Impact with Digital Retail Solutions

We are working to reduce our use of and dependency on our fleet with our new digital retail solutions as we integrate sustainability into our business strategy. These services allow us to schedule fewer and more efficient customer stops, reducing fuel usage, emissions, and vehicle wear.

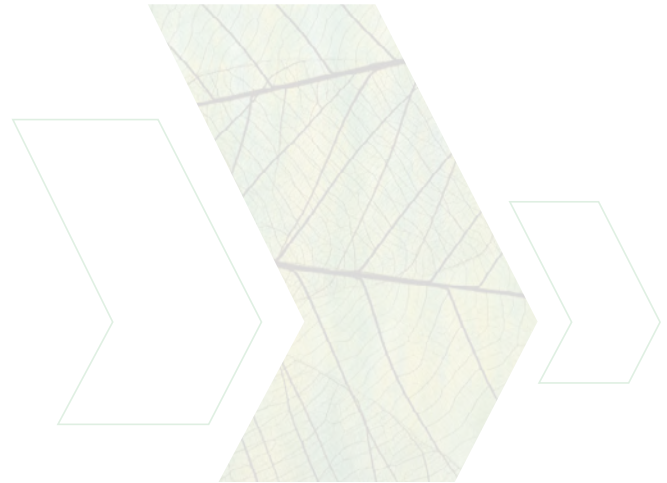
## Additional Environmental Projects

We are exploring a range of initiatives with the potential to reduce fleet impact globally. Recent projects have included:

- Deploying solar-equipped vehicles
- Introducing all-electric vehicles
- Implementing route-optimization technology to increase efficiency

We are also paying attention to the impact of our facilities. Some examples of actions we have taken to reduce emissions and energy usage at various locations around the globe include upgrading lighting and installing solar panels.

We also use the Lean management methodology in our operations to improve processes, create capacity, and reduce waste. This helps us achieve results for our shareholders and generate value for our customers, while reducing our impact on the environment.







# SOCIAL

Our employees are critical to our success. Investing in their well-being and creating a diverse and inclusive workplace ultimately helps us better serve our customers. But our social impact extends beyond our organization. Our business helps enable commerce by keeping cash moving among businesses, central banks, and financial institutions, so it remains accessible. The global movement of cash helps ensure its reliability and resilience as a payment method, which can be particularly important for unbanked and underbanked people who lack access to financial services.

## Workplace Initiatives

We are dedicated to providing a safe, inclusive, fulfilling workplace for our employees. We planned a global employee engagement survey in 2022 and expect to launch it in 2023. Our goal is to better understand the thoughts and perspectives of Brink's employees and what they need to be more successful. This will in turn help us create a better employee experience and strengthen our company. The survey will cover workplace culture, management style, employee satisfaction, and other topics. As we analyze the survey results, we will form action plans to strengthen our employees' experience.

To standardize our leadership development and performance management processes, we are transitioning our internationally distributed human resources (HR) systems to centralized technology platforms. In addition, Lean management practices enable our employees to think and work differently. Lean unlocks the potential within our people as they are empowered to solve problems, find better ways of working, and improve our collective work experience.

## Employee Benefits

We offer competitive benefits packages to our employees globally. Specific benefits differ by country according to a variety of factors, including local market conditions, laws, regulations, and collective bargaining agreements.

We recently introduced new benefits for our U.S. employees, including paid parental leave and travel benefits, to respond to employee needs and remain competitive in the marketplace for talent.

### In the U.S., our employee benefits include:

#### Health benefits

- Medical plans
- Pharmacy coverage
- Dental plans
- Vision plans
- Health care and dependent care flexible spending accounts
- Health savings accounts

#### Disability benefits

- Family medical leave of absence
- Disability income protection plan

#### Retirement savings plan

- Tax-deferred retirement investment program with employer matching contributions

#### Life insurance benefits

- Basic life insurance
- Accidental death and dismemberment insurance
- Supplemental life, including spousal and child coverage
- Personal accident insurance
- 24-hour violent crime coverage

## Employee Safety

At Brink's, safety is one of our core values, and we work hard to protect all our employees. We follow strict safety guidelines and offer detailed employee training. We make it clear to our employees, including our drivers, that this safety training prioritizes their protection. Our local and regional leaders establish safety guidelines that follow best practices and adhere to local laws and regulations.

These guidelines include but are not limited to:

- Transporting valuables in approved vehicles only
- Requiring approval of any modification to our standard secure vehicle design by the head of security in each country
- Equipping vehicles with security features such as CCTV monitoring systems, single-point access, remote security activation, and other safety features
- Providing drivers with professional development training in driver safety, use of force, use of firearms (where applicable), and other topics
- Taking action to protect employees in our cash rooms, including access controls, CCTV, and training to handle any intruders

Driver safety is a priority across our global operations. In the U.S., for example, our driver safety program covers duties and responsibilities, state and federal qualifications, equipment, documentation, different types of vehicles, driver wellness, safety, blind spots, and security. We teach additional safety lessons including those covered by the U.S. Occupational Safety and Health Administration, as well as on lifting properly and protocols for risk reporting.



### Early Progress: Increasing Gender Diversity at the Leadership Level

**12.5% INCREASE**  
FROM THE PREVIOUS YEAR



\*defined as salary grade 18 or above

## Diversity and Inclusion

We work to foster an inclusive culture that values people with diverse backgrounds, ideas, and perspectives. A commitment to diversity and inclusion (D&I) improves our ability to recruit and retain talent. We are on a journey to increase female representation globally in leadership roles\* to be more representative of the diversity of the communities in which we operate. Our vice president of global diversity and inclusion oversees and monitors our D&I activities. We have integrated D&I into our HR processes.

In 2022, we established global hiring guidelines to support diversity in recruiting. These guidelines are designed to ensure the cultivation of a pool of candidates, as well as interviewers, with diverse backgrounds and perspectives.

Affinity groups provide an avenue for our employees to connect to one another based on aspects of their identity and interests. We have several employee affinity groups around the world.

Examples of demographics of our employee affinity groups include:

- **Argentina:** Women, LGBTQ+ employees, and people with disabilities
- **Brazil:** Women, LGBTQ+ employees, people with disabilities, and ethnic/racial groups
- **Europe:** Women and LGBTQ+ employees
- **India:** Women
- **Canada:** Women
- **U.S.:** Women, African American/Black employees, Latinx employees, Asian and Asian American employees, and Veterans

In 2021, we established a U.S. D&I council, made up of senior leaders and executive sponsors and chairs of our employee affinity groups, to support the development of our D&I initiatives. In 2022, leaders in Europe established their own D&I council, and we launched global D&I training, including unconscious bias training for management, to empower company leaders to foster an inclusive culture within their teams.

WE TRAINED  
APPROXIMATELY  
**1,600 MANAGERS**  
GLOBALLY IN DIVERSITY  
AND INCLUSION IN 2022.



The diagram shows a central orange silhouette of a person standing on a white circle. Five lines radiate from this central circle to five smaller orange silhouettes of people, each standing on their own white circle. The silhouettes are arranged in a circle around the central figure, representing a manager and their team.

Brink's is an equal opportunity employer and prohibits discrimination in employment decisions based upon any category protected by applicable federal, state, or local law. It is Brink's policy to provide employment opportunities without regard to race, color, age, sex, sexual orientation, familial status, religious creed, national origin, ancestry, medical condition, marital status and registered domestic partner status, citizenship status, protected hairstyle or texture, military and veteran status, disability, protected medical condition, genetic information, gender identity, or any other status protected by law.

Brink's is a member of **CEO Action for Diversity and Inclusion™**, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. We work to build a sense of belonging so all employees feel respected, safe, and valued.

**CEO **ACT!ON** FOR  
DIVERSITY & INCLUSION**



## Human Rights and Labor Practices

We condemn human rights abuses, and we comply with applicable local, state, national, and international laws regarding the employment of minors.

As of Dec. 31, 2022, approximately 30,000 of our employees globally (42% of our total workforce) were represented by trade union organizations and/or covered by collective bargaining agreements, which have expiration dates from 2023 to 2026. We follow local laws and regulations regarding labor practices and workplace safety.



## Violence- and Harassment-Free Workplace

We are committed to providing a workplace that is free from violence, threats, harassment, intimidation, or any other activity that puts individuals in reasonable fear for their safety. We encourage employees who experience or witness any of these behaviors to report them confidentially to management through the [Brink's Ethics Hotline](#), which is available in more than 30 languages and managed by a third-party provider. Read [Brink's Violence- and Harassment-Free Workplace Policy](#) to learn more.



# GOVERNANCE

Our governance structure helps institutionalize policies and practices that improve our ability to deliver results for our stakeholders. Key components, such as our Code of Ethics, risk management program, and active Board oversight, allow Brink's to grow — while operating with the highest standards of ethics and integrity — as the world evolves and customer needs change.

## Board Oversight

Our Board is committed to supporting Brink's efforts to operate as a sound corporate citizen. The Board oversees our corporate activities and risk management and is responsible for advancing the interests of our shareholders and other stakeholders.

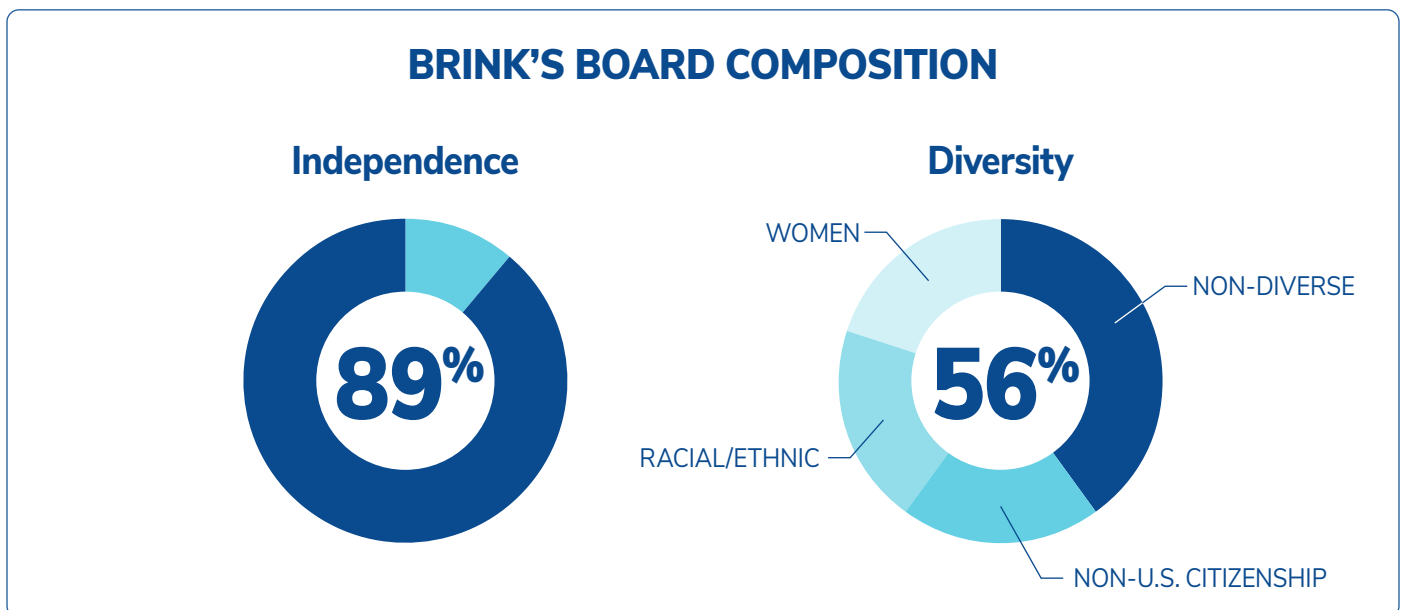
The Board fulfills its responsibilities by:

- Providing oversight of Brink's strategic and operational direction
- Providing oversight of our executive management, including the chief executive officer
- Reviewing the company's key business initiatives, capital projects, and budget matters

The Board has delegated elements of risk oversight to its committees to better coordinate with management and serve the long-term interests of our stakeholders.



## Oversight Structure



See our [2023 Proxy Statement](#) for additional information on the attributes and qualifications of our Board members, including detailed biographies and composition data, as well as on our Board's role in risk oversight.

## Ethics and Compliance

Our [Code of Ethics](#) centers on four main principles: respect for each other, respect for Brink's and its stakeholders, respect for our customers and the marketplace, and respect for our communities. It applies to all directors, officers, and employees. The full Code of Ethics is available in 24 languages, and our "Code at a Glance" is available in 32 languages. We review our Code of Ethics annually.

Our Ethics and Compliance Council (the Council) supports our general counsel and chief ethics and compliance officer (CECO) as well as our Ethics and Compliance Group in maintaining our ethics and compliance program. Members of the Council include the CECO, the deputy chief ethics and compliance officer, and senior-level representatives from information technology, internal audit, financial reporting, HR, and operations. The Council oversees our legal and regulatory compliance in operations and our ethics policies, while financial and reporting disclosure requirements are the responsibility of the Audit and Ethics Committee. The Council meets regularly throughout the year.



## Whistleblower Protection

We encourage a culture of openness in which employees, former employees, and others can raise concerns and report legal or regulatory violations without fear of retaliation. As detailed in our [Whistleblower Statement](#), Brink's does not restrict or interfere with an individual's right or ability to:

- Communicate with government agencies, as provided for, protected under, or warranted by applicable law, with the company's knowledge or approval
- Participate in any investigation or proceeding of a government agency, including by providing documents or other information, without our knowledge or approval
- Receive an award from any government agency for providing information

To report a concern, employees can directly contact their manager, visit our [Ethics Hotline](#) (available in 30+ languages), or call a local hotline (numbers listed on the website). The hotline supports online report submissions. Where available, local telephone numbers are provided as well.

## Global Information Security

The Board and the Audit and Ethics Committee oversee cybersecurity and regularly receive reports from management on information technology and cybersecurity issues. Our global chief information security officer works with business units and information technology to ensure the appropriate policies are in place and consolidates security efforts across geographies to improve efficiency. Our global information technology governance, risk, and compliance team oversees information technology general controls and cybersecurity best practices.

We audit our cybersecurity and data privacy practices regularly. Our internal audits on information technology focus on:

- Sarbanes-Oxley Act information technology compliance
- Segregation of duties
- Systems change management
- Security configuration
- Access management
- Data quality and governance
- Disaster recovery plans and backups
- Information technology support and organization
- Information technology vendor management



We engage a third party to conduct annual cybersecurity risk assessments of our company. We also conduct periodic assessments of our vendors. Through these assessments, we identify key risks and develop plans to mitigate them.

## Vulnerability Management

Our vulnerability management program protects our external and internal networks and critical assets. It includes an ongoing process of identifying, assessing, reporting on, managing, and remediating cyber vulnerabilities across endpoints, workloads, and systems. We engage a third party to identify and remediate threats to minimize business impact and maintain compliance.

## Information Security Awareness Training and Communications

We build information security awareness among employees by conducting regular training on our cybersecurity and data privacy policies and executing vulnerability testing with employee simulated email threats. We also regularly update employees on cybersecurity issues, assess for susceptibility to email phishing, and provide tools to alert the global information security team to potential phishing activity.



## Incident Response and Reporting

As our first line of defense in cybersecurity, our employees have two mechanisms for reporting cybersecurity and data privacy concerns:

- The Brink's Global Security Operations Center (GSOC) is available 24 hours a day, 365 days a year to provide users with incident response resources — users must notify the GSOC of potential cybersecurity-related events occurring on any Brink's systems
- The Brink's Ethics Hotline is a third-party reporting hotline that allows users to report any serious concerns, including those related to cybersecurity and data privacy

Our internal Cyber Security Incident Response Plan helps ensure that:

- We can minimize the impact of cybersecurity incidents and learn from them
- We respond consistently to incidents that may potentially affect our systems or data

This approach aligns with:

- National Institute for Standards and Technology (NIST) Special Publication 800-61 Rev. 2: Computer Security Incident Handling Guide, an internationally recognized best-practice approach to incident response
- The NIST Framework for Improving Critical Infrastructure Cybersecurity, which provides guidance on incorporating cybersecurity risks into an organization's overall risk management process

## Personal Data Protection

We value the privacy of our customers, employees, and prospective employees, as well as all other relevant stakeholders. Our [Privacy Statement](#) describes how we use, share, retain, and protect the personal information we obtain. It also acknowledges that we must comply with applicable laws and regulations as we process personal information and outlines how customers and other stakeholders can contact us to exercise rights under applicable privacy laws.

We strive to handle personal and sensitive data in compliance with applicable laws. We designed our practices to protect that data, both at rest and in transit, from unauthorized access, accidental loss, destruction, and corruption.

Our [Global Data Protection Policy](#) and [European Data Protection Policy](#) provide a framework for our people, processes, and technology related to the processing of personal information and outline our response to data subject to access requests, as appropriate under applicable laws.



## Enterprise Risk Management

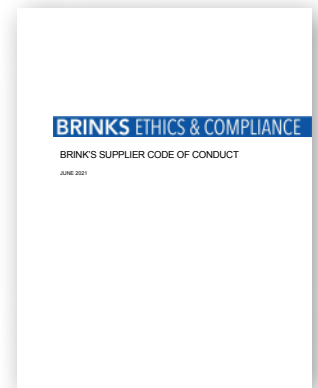
Our enterprise risk management (ERM) program focuses on identification, assessment, and management of the most significant risks that could impede the achievement of the company's strategic objectives. Our ERM program utilizes a framework based on a combination of third-party benchmarking and best practices, which is designed to proactively and sustainably manage enterprise risks, both existing and emerging. ERM provides Brink's executive leadership team and Board with regular updates.

Our ERM program leverages a global technology solution that tracks several key metrics including risk controls and key risk indicators. Brink's Internal Audit department audits our ERM program annually.

## Supplier Code of Conduct

Our [Supplier Code of Conduct](#) requires adherence to all applicable international, national, state, and local laws and regulations including, but not limited to, those related to labor, immigration, health and safety, and the environment.

In addition, our Supplier Code of Conduct requires that suppliers ensure their supply chains are free from human rights violations including, but not limited to, slavery, child labor, and human trafficking. If a vendor becomes aware of any violations within their supply chain, they must notify Brink's immediately. Suppliers must ensure that employees work in compliance with applicable laws pertaining to regular working hours and overtime hours. This includes breaks, holidays, and maternity and paternity leaves.



# APPENDIX

The following tables include disclosures aligned with the SASB standards for the Road Transportation and Professional & Commercial Services industries. We will continue to evaluate opportunities for future reporting enhancements.

## ESG Data Table

Scope	Total MT CO <sub>2</sub> e <sup>1</sup>	
	Brink's 2021	Brink's 2022
<b>Scope 1</b>	265,279	264,114
<b>Scope 2</b>	32,504	31,946
<b>Total GHG Emissions</b>	297,783	296,060

The boundary, criteria, and process used to calculate Scope 1 and Scope 2 emissions have been refined and updated, resulting in a reduction of Scope 1 emissions and an increase in Scope 2 emissions from those previously reported for 2021. The updated 2021 totals are presented in this report.

<sup>1</sup>MT CO<sub>2</sub>e = Metric ton of carbon dioxide equivalent

Gross Scope 1 and Scope 2 emissions data was calculated using Greenhouse Gas Protocol and the Fourth Assessment Report for Global Warming Potential. These protocols were chosen as the majority of the emission factor sources available still reference the United States Environmental Protection Agency (EPA) or take into account International Energy Agency (IEA) factors. These disclosures are reflective of our baseline locations: Argentina, Brazil, Colombia, France, Greece, Hong Kong, Malaysia, Mexico, the Netherlands, and the U.S.

Other factors and assumptions included in the calculations include the following:

- Fuel purchases, in some instances, were tracked by fuel card, but not by a particular Vehicle Identification Number (VIN), which resulted in allocation of fuel to the most common vehicle in the fleet where fuel purchases by VIN were not available
- Electricity consumption was estimated using the average facility country consumption multiplied by the square footage of the facility using IEA Electricity Consumption totals in instances where the required data was not available
- Refrigerant data was not available in all locations; this was assumed to be immaterial and was not included in the calculation
- Fuel storage on site was allocated according to country fleet structure
- Fuel consumption for non-armored or executive vehicles was estimated in some instances as the data was not always available
- In some instances, mileage was estimated using fuel consumed multiplied by manufacturer average miles per gallon and applying the appropriate EPA emission factor for the vehicle
- In 2021, generator fuel stored in tanks was allocated according to generator maximum capacity, and an assumption was made that all fuel purchased during the year was consumed

## SASB Index

Category	SASB Topic	SASB CODE	Accounting Metric	2022 Disclosure
Road Transportation	Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions	We disclosed Scope 1 emissions on page 19 and will continue to evaluate opportunities for future reporting enhancements
		TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	We disclosed Scope 1 emissions on page 19 and will continue to evaluate opportunities for future reporting enhancements
		TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Total Fuel Consumed (GJ) <sup>1</sup> : 3,838,667 Total Natural Gas (GJ) <sup>1</sup> : 94,033 % Natural Gas: 2.45% Total Renewable Fuel (GJ) <sup>1</sup> : 3,976 % Renewable Fuel: 0.1%
	Air Quality	TR-RO-120a.1	Air emissions of the following pollutants: (1) NO <sub>x</sub> <sup>3</sup> (excluding N <sub>2</sub> O <sup>4</sup> ), (2) SO <sub>x</sub> <sup>5</sup> , and (3) PM <sub>10</sub> <sup>6</sup>	NO <sub>x</sub> <sup>3</sup> : 4,990 SO <sub>x</sub> <sup>5</sup> : 318 PM <sub>10</sub> <sup>6</sup> : 345
	Driver Working Conditions	TR-RO-320a.1	Total recordable incident rate (TRIR) and fatality rate for: (a) direct employees and (b) contract employees	Omitted
		TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Voluntary Turnover: 22% <sup>7</sup> Involuntary Turnover: 11% <sup>7</sup>
		TR-RO-320a.3	Description of approach to managing short-term and long-term driver health	Disclosed page 10, "Employee Safety"
	Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Omitted
		TR-RO-540a.2	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours of Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	Omitted
		TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	Not Applicable
	Activity Metrics	TR-RO-000.A	Revenue ton miles (RTM)	Omitted
		TR-RO-000.B	Load factor	Omitted
		TR-RO-000.C	Number of employees, number of truck drivers	Number of Employees: ~47,000 Number of Truck Drivers: ~9,000

<sup>1</sup>GJ = Gigajoule

<sup>2</sup>CO<sub>2</sub>e = Carbon dioxide equivalent

<sup>3</sup>NO<sub>x</sub> = Nitrogen oxides

<sup>4</sup>N<sub>2</sub>O = Nitrous oxide

<sup>5</sup>SO<sub>x</sub> = Sulfur oxides

<sup>6</sup>PM<sub>10</sub> = Particulate matter

<sup>7</sup>Calculated based on voluntary / involuntary turnover per average headcount during the year

Note: See page 19 for calculation methodology and assumptions for climate-related metrics

## SASB Index (Cont.)

Category	SASB Topic	SASB CODE	Accounting Metric	2022 Disclosure
Professional & Commercial Services	Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Disclosed page 16, "Global Information Security"
		SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Disclosed page 17, "Personal Data Protection"
		SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Omitted
	Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Omitted
		SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Voluntary Turnover: 22% <sup>1</sup> Involuntary Turnover: 11% <sup>1</sup>
		SV-PS-330a.3	Employee engagement as a percentage	We expect to launch a global employee engagement survey in 2023
	Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	Omitted
		SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Omitted
	Activity Metrics	SV-PS-000.A	Number of employees by (1) full-time and part-time, (2) temporary, and (3) contract	Number of Employees Full-Time & Part-Time: ~47,000 Number of Employees Temporary/Contract: ~200
		SV-PS-000.B	Employee hours worked (percentage billable)	Omitted

<sup>1</sup>Calculated based on voluntary / involuntary turnover per average headcount during the year

## Forward-Looking Statements

This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “aim,” “anticipates,” “assumes,” “commit,” “estimates,” “expects,” “plans,” “believes,” “could,” “may,” “should,” and similar expressions may identify forward-looking statements. Forward-looking information in this document includes, but is not limited to, statements regarding our sustainability strategies, programs, initiatives, goals, and targets. Forward-looking information in this document is subject to known and unknown risks, uncertainties, and contingencies, which are difficult to quantify, and which could cause actual results, performance, or achievement to differ materially from those that are anticipated or from historical results.

These risks, uncertainties, and contingencies, many of which are beyond our control, include, but are not limited to: (i) our ability to successfully execute and achieve the expected results of our strategies, programs, and initiatives discussed herein; (ii) compliance with and changes to global and regional environmental laws, including related to greenhouse gas emissions and climate change; (iii) general economic issues, including supply chain disruptions, fuel price increases, inflation, and changes in interest rates; (iv) risks associated with operating in foreign countries, including changing political, labor, and economic conditions (including political conflict or unrest), regulatory issues, and restrictive government actions; and (v) pandemics (such as the COVID-19 pandemic), acts of terrorism, strikes, or other extraordinary events that negatively affect global or regional cash commerce and governmental and societal responses thereto. This list of risks, uncertainties, and contingencies is not intended to be exhaustive. Additional factors that could cause our results to differ materially from those described in the forward-looking statements can be found under “Risk Factors” in Item 1A in our most recent Annual Report on Form 10-K, “Risk Factors” in Item 1A in subsequently filed Quarterly Reports on Form 10-Q, and in our other public filings with the Securities and Exchange Commission.

Goals, targets, intentions, ambitions, or expectations described in this document are aspirational and subject to change and are not guarantees or promises that all goals, targets, intentions, ambitions, or expectations will be met. The UN SDGs are also aspirational in nature, and the analysis involved in determining whether and how certain initiatives may contribute to the UN SDGs is inherently subjective and dependent on various factors.

The information presented in this document is also subject to the accuracy of our data collection and analysis methods, which are subject to future evolution and calibration. Such information is subject to additional uncertainties since there are limitations inherent to ESG data collection and analysis methods. While we consider information from external sources to be reliable, we do not assume responsibility for its accuracy. Statistics and metrics in this document may be approximate and/or estimates and may be based on assumptions or developing standards. An independent third party has not assured or verified this document.

The information included in this document is representative only as of the date of this document, and The Brink’s Company undertakes no obligation to update any information contained in this document.