

ESG REPORT

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creating a sustainable PRESENT

 **BRINKS**



ESG REPORT

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A MESSAGE FROM OUR CEO

Mark Eubanks





Dear Stakeholders,

For more than 165 years, Brink's has been committed to providing innovative and secure commerce solutions, building strong economic partnerships while improving outcomes across the entire value chain. We pride ourselves on our commitment to protect the world as it is presently, with a focus on making it better for the future.

Our recent business performance has been the result of a strategy that is focused on providing a superior customer experience, delivering greater value, driving continuous improvement, and building the best team. Enhancing our sustainability efforts is not only the right thing to do, but also a key component of our strategy, operations, and values. As you'll see in the following pages, Brink's continues to integrate sustainability into our growth plans, with the goal of protecting the earth, and driving social good for all.

In this context, creating sustainability is essential. Our business strategies must be linked to sustainable action in the world. With each passing year, environmental, social, and governance (ESG) strategies at Brink's have become more and more ingrained and part of the strategies of the business. We have already seen tangible and exciting results from our efforts to protect the planet, promote social good, and maintain good governance, which I am proud to share with you.

In 2023, we continued to collect and analyze data on greenhouse gas emissions while advancing toward reducing fossil fuel consumption and increasing the use of biofuels and renewable energy. We generated more solar energy in our own facilities and purchased more clean energy from the market. We also created and improved business processes and solutions aimed at reducing our carbon footprint.

We take pride in our talented team at Brink's. Improving the diversity of our teams around the world and ensuring our employees feel respected, included, and valued is at the heart of our talent strategy. We are making progress with increasing gender diversity within our leadership, promoting diversity and inclusion at all levels of the company and expanding employee affinity groups. In 2023, we conducted our first Global Engagement Survey with more than 70 percent participation. Additionally, we have strengthened our enterprise risk management (ERM) program by adopting advanced technologies and improving communication, promotion, and training strategies.

The future we envision involves creating a more sustainable Brink's today, integrating sustainability into our values, business strategy, and purpose. We know there is still much to be done, but we are excited and committed to positively impacting the environment and the society we all live in, thereby creating a better world for our stakeholders.

Thank you for your continued support and trust in Brink's. I hope this report provides you with valuable insights into our sustainability journey and the steps we are taking today to build a more sustainable future.

Mark Eubanks

President & Chief Executive Officer | The Brink's Company



INTRODUCTION

We believe embedding sustainability into our business strategy enhances our performance and our ability to meet our stakeholders' expectations. Our stakeholders are focused on the impact we have on the environment and society and on the way we apply rigorous governance standards across our global operations. This report provides an overview of our progress over the past year and our commitments ahead.



REPORTING SCOPE

This report covers Brink's business segments and operations in Argentina, Belgium, Brazil, Canada, Chile, Colombia, France, Greece, Hong Kong, Israel, Luxembourg, Malaysia, Mexico, the Netherlands, Romania, Singapore, South Africa, the U.K., and the U.S. These locations represent 88 percent of our 2023 global revenue. This report discloses information and data for the fiscal year that ended December 31, 2023 and aligns with our financial reporting period in the Annual Report on Form [10-K](#) filed with the U.S. Securities and Exchange Commission (SEC) on February 29, 2024.

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 [United Nations Sustainable Development Goals \(UN SDGs\)](#). 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. You can read more about our sustainability efforts at <https://us.brinks.com/corporate/sustainability>.

NOTE ON MATERIALITY

ESG materiality, as used in this report, may be different from materiality used in the context of SEC disclosure obligations. Issues deemed material for ESG reporting and strategy purposes may not be considered material for SEC reporting purposes. Additionally, the information included in this report is not necessarily material to Brink's business or operating results.



OUR STRATEGY

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 by leveraging the Brink's Business System to drive a continuous improvement culture focused on customer experience.

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 fast-growing Digital Retail Solutions (DRS) and ATM Managed Services (AMS) lines have positioned us to win across an evolving payments ecosystem.



OUR GLOBAL STRENGTH

as of December 31, 2023

~68,200

EMPLOYEES

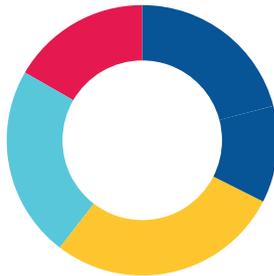


\$4.9 BILLION

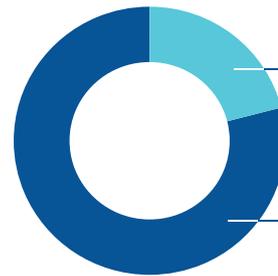
IN ANNUAL REVENUE

Revenue by Region

- NORTH AMERICA 33%
- LATIN AMERICA 27%
- EUROPE 23%
- REST OF THE WORLD 17%



Customer Offerings



21%

DIGITAL RETAIL SOLUTIONS AND ATM MANAGED SERVICES

79%

CASH & VALUABLES MANAGEMENT

~16,400

VEHICLES



~1,300

FACILITIES



88%

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.



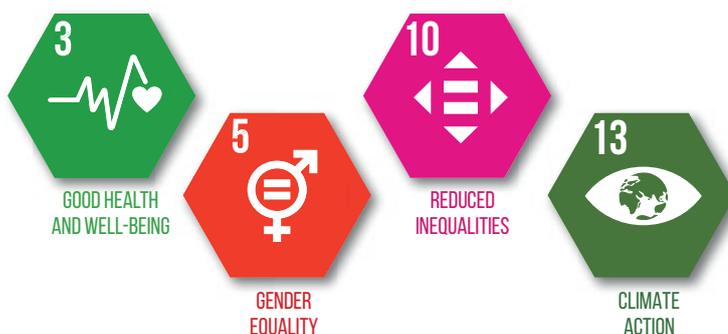


OUR APPROACH TO ESG

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 embedding ESG practices into our strategy and operations can help achieve these objectives.

To inform our efforts and lay the groundwork for future action, we will undertake our first global double materiality assessment in 2024. Guided by the feedback of our stakeholders, we expect to develop a strategic framework for ESG that will have a positive impact on our employees, communities, and planet while delivering attractive returns for our shareholders.

Meanwhile, as a signatory of the [United Nations Global Compact](#), a voluntary initiative based on CEO commitments to implement universal sustainability principles, we will continue to support the following four 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, human capital management, and governance. Our Chief Financial Officer is responsible for our sustainability program, and management reports to the Board regularly on ESG issues.



ENVIRONMENTAL

By adopting more sustainable practices, we reduce our environmental impact and support broader value chain sustainability objectives to drive emissions reductions. We continuously monitor evolving legislation and standards to pursue compliance with relevant regulatory requirements.



ENERGY AND GREENHOUSE GAS (GHG) EMISSIONS FLEET

We've made progress on decreasing direct energy consumption and Scope 1 emissions from our fleet of 16,000 vehicles through ongoing vehicle and operational improvements. Our in-scope locations, which increased from 10 in 2022 to 19 in 2023, account for 97 percent of our Scope 1 emissions.

Despite the addition of nine locations to our scope, diesel consumption decreased by 6 percent in 2023. This was made possible in part by a transition from vehicles with heavier diesel engines to lighter weight vehicles with gas engines. Total direct energy consumption increased by 2 percent and total air emissions decreased by approximately 2 percent.

Excluding the 9 new locations, total fuel consumption decreased by approximately 9 percent and total air emissions decreased by 16 percent.

For more information about our In-Scope locations and our energy and emissions data, please see the Appendix Reporting Metrics.

We are advancing regional and local opportunities to reduce fossil fuel consumption and increase renewable energy use, which decrease emissions and support value chain decarbonization. The following examples highlight our progress.

ATM MANAGED SERVICES AND DIGITAL RETAIL SOLUTIONS



GREEN
SOLUTIONS

The growth of AMS and DRS is reducing stops at customer locations, miles driven, and fuel consumed. These innovative solutions allow us to provide improved customer service while reducing our cost and impact on the environment.



REAL-TIME ROUTE OPTIMIZATION AND IDLE-REDUCTION TECHNOLOGIES

Network-based route-optimization and idle reduction technologies reduce fuel consumption, miles driven, and emissions.



LOCATIONS
USE ROUTE OPTIMIZATION
SOFTWARE

ALL-ELECTRIC VEHICLES

Eight locations have trialed fully electric vehicles, including customized lightweight models with extended ranges and branch charging stations.



8 LOCATIONS
HAVE TRIALED
FULLY ELECTRIC
VEHICLES



RENEWABLE FUEL ALTERNATIVES



Biofuels, such as hydrotreated vegetable oil (HVO), are proving to be a viable alternative to diesel in France and the Netherlands. HVO can potentially reduce GHG emissions by as much as 90 percent.

Solar Panels

Nine locations have equipped fleet vehicles with solar panels that efficiently run auxiliary systems, such as air conditioning, cameras, and door locks, when the engine is not running.



FACILITIES

Initiatives are also underway to reduce energy usage and emissions at facilities based on available country technologies and incentives.

PURCHASED RENEWABLE ENERGY

INCREASED BY 90%

GENERATED RENEWABLE ENERGY

INCREASED BY 59%





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 enables commerce by keeping cash moving among businesses, central banks, and financial institutions,

ensuring that it remains an accessible, viable payment option for underbanked and underserved communities.



WORKPLACE INITIATIVES

We believe that all employees should have a safe, inclusive, and fulfilling workplace and the support they need to grow. To better understand the views of our workforce, we conducted our first Global Employee Engagement Survey in September 2023. Seventy percent of our workforce responded, offering valuable perceptions on workplace experiences, organizational values, leadership effectiveness, day-to-day work, support for performance, and pay and benefits at Brink's. We were pleased to learn that 78 percent of respondents felt engaged at Brink's, 85 percent were proud to work for Brink's, and 75 percent would recommend Brink's as a good place to work. We also identified career advancement, leadership communications in times of change, and employment benefits as areas for improvement. We plan to implement related action plans over the coming year.

Separately, we continue to standardize leadership development and performance management processes. We have now deployed our global human capital management system in 75 percent of Brink's countries, with the remainder anticipated in late 2024. We expect this system to streamline our procedures, once fully deployed, reducing administrative burdens and facilitating quicker decision-making based on real-time data. Equally important is the impact on employee experience. With consistent processes in place, our employees can expect a smoother and more consistent experience, wherever they are based.



2023

FIRST GLOBAL EMPLOYEE
ENGAGEMENT SURVEY

85%

WERE PROUD TO
WORK FOR BRINK'S

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 regularly look for new ways to enhance the scope and quality of the benefits employees receive. For example, in 2023, we increased disability benefits coverage for U.S. hourly workers and expanded basic life and accidental death and dismemberment coverage for all U.S. workers. Such changes help us respond to employee needs and remain competitive in the marketplace for talent.

HERE IS A SAMPLE OF OUR U.S. BENEFITS

Health Benefits

Medical Plans | Dental Plans | Vision Plans | Pharmacy Coverage
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

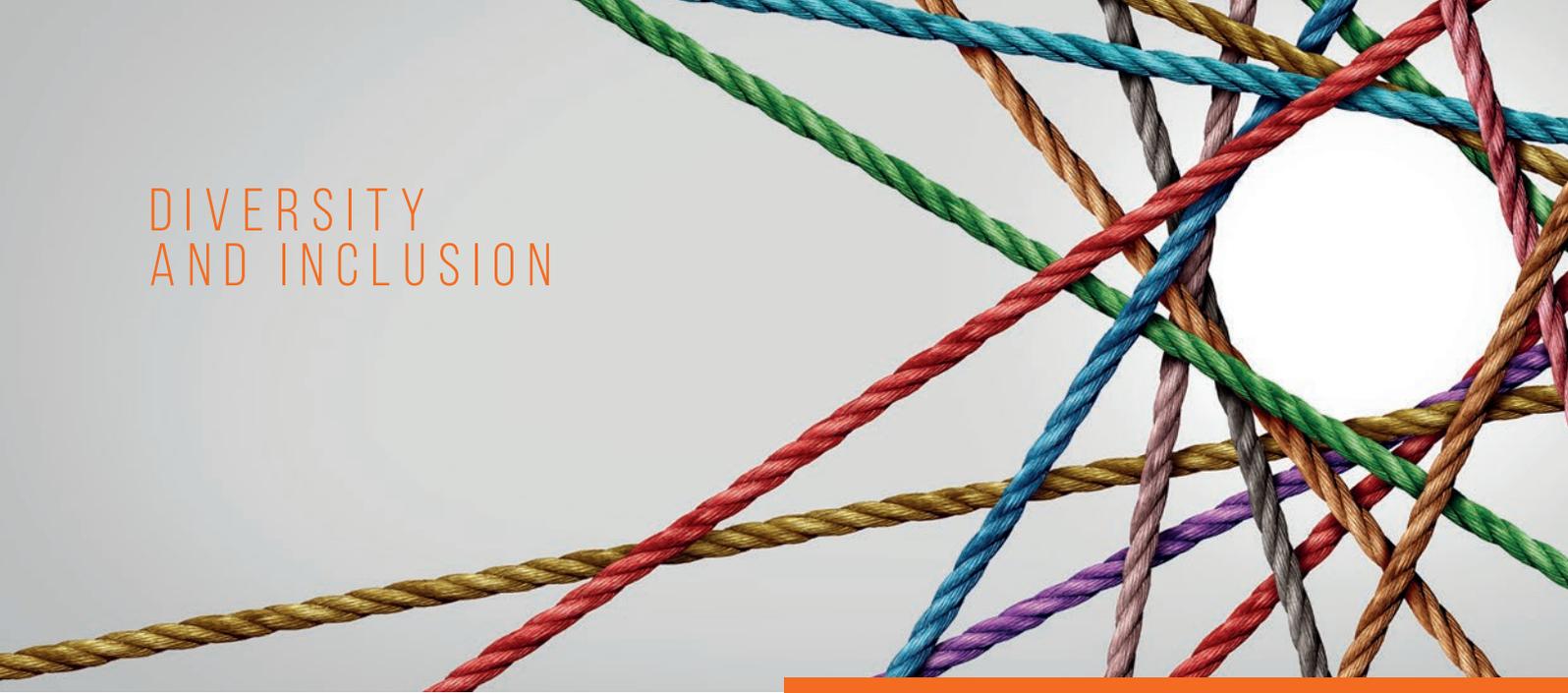


EMPLOYEE SAFETY

At Brink's, safety is one of our core values. To protect our employees, keep our customers' valuables secure, and reduce risks for local communities, local and regional leaders establish guidelines that follow best practices for safety and security and adhere to local laws and regulations. These guidelines include, but are not limited to, transporting valuables in approved vehicles only and requiring approval of any modification to our standard secure vehicle design by the head of security in each country.

Safety is a priority across our global operations. For example, in the U.S., our driver safety program includes duties and responsibilities, state and federal qualifications, equipment, documentation, different types of vehicles, driver wellness, blind spots, and security. Drivers receive professional development training in driver safety, use of force, use of firearms (where applicable), and other topics. Other training includes U.S. Occupational Safety and Health Administration (OSHA) courses and risk reporting protocols.





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. Our Vice President of People and Culture oversees and monitors our D&I activities.

Our diverse recruiting guidelines encourage the cultivation of a pool of candidates, as well as interviewers, with diverse backgrounds and perspectives. As an equal opportunity employer, we prohibit discrimination in employment decisions based upon any category protected by applicable federal, state, or local law. It is our 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.

D&I training empowers leaders to support inclusivity in their teams. In 2023, we continued to provide unconscious bias training for management-level employees and piloted three new D&I training modules on bias, allyship, and inclusive language.

D&I councils support the development of D&I initiatives at Brink's. In 2023, we established two new councils for Asia and Latin America. They joined our two



existing councils in the U.S. and Europe. Each council is composed of senior leaders in various functions as well as executive sponsors and chairs of our employee affinity groups.



2022 • 2023

22.5% 22.6%



OVER
2000

BRINK'S IS A MEMBER OF
CEO ACTION FOR DIVERSITY & INCLUSION

THE LARGEST CEO-DRIVEN BUSINESS COMMITMENT TO ADVANCE D&I IN THE WORKPLACE.

Affinity groups aim to foster acceptance and inclusion while providing avenues for employees to connect with one another based on aspects of their identity and interests.

OUR CURRENT SELECTION OF AFFINITY GROUPS CATERS TO THE FOLLOWING DEMOGRAPHICS:

<p>ARGENTINA Women, LGBTQ+ employees, and people with disabilities</p>	<p>ASIA Diverse populations</p>	<p>BRAZIL Women, LGBTQ+ employees, people with disabilities, and ethnic/racial groups</p>	<p>CANADA Women</p>	<p>CHILE Women</p>
<p>EUROPE Women and LGBTQ+ employees</p>	<p>INDIA Women</p>	<p>MEXICO Women</p>	<p>UNITED STATES Women, African American/Black employees, Latinx employees, Asian and Asian American employees, and Veterans</p>	





HUMAN RIGHTS AND LABOR PRACTICES

We condemn human rights abuses, and we comply with applicable laws regarding the employment of minors. We also follow local laws and regulations regarding labor practices and workplace safety.

As of December 31, 2023, approximately 29,000 of our employees globally (43 percent of our total workforce) were represented by trade union organizations and/or covered by collective bargaining agreements.

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 CEO

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.





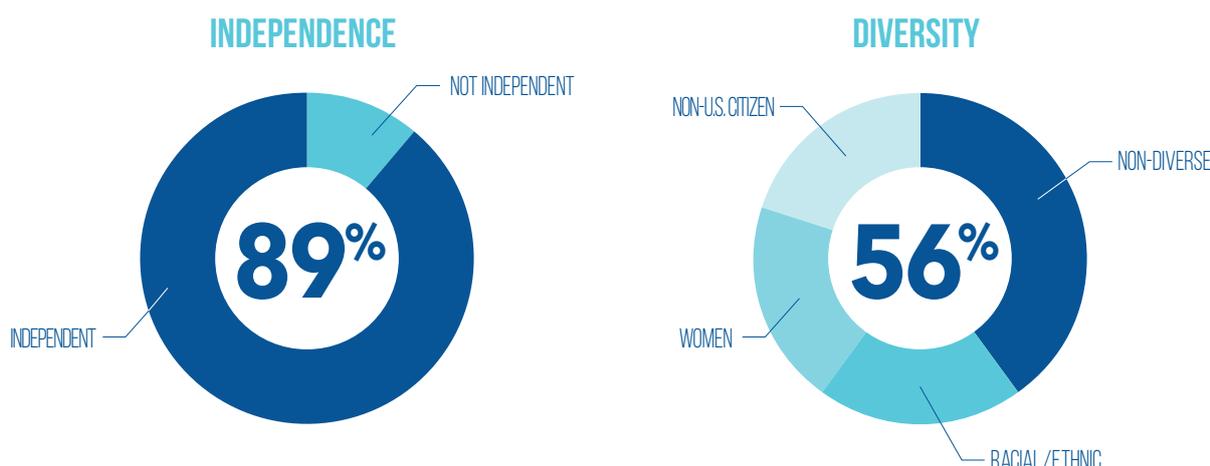
OVERSIGHT STRUCTURE

BOARD OF DIRECTORS

OVERSEES OVERALL RISKS, WITH AN EMPHASIS ON STRATEGIC RISKS



BRINK'S BOARD COMPOSITION



See our [2024 Proxy Statement](#) for additional information on the attributes and qualifications of our Board members, including detailed biographies and composition data, as well as our Board's role in risk oversight.





ETHICS AND COMPLIANCE

The most senior members of Brink's leadership, including our CEO, set the tone from the top, reinforcing our individual and shared commitment to Ethics and Compliance and an expectation that our employees embrace and demonstrate our culture of integrity. Our Ethics and Compliance Council (the Council) supports our General Counsel and Chief of Ethics and Compliance Officer (CECO) as well as our Ethics and Compliance Team 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.

Our [Code of Ethics](#) is the core of our ethics and compliance program. It 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.

We provide training for frontline employees, available in 25 languages, on ethics and compliance risks relevant to their roles. We also offer an online training program in 18 languages. Recent training topics have covered conflicts of interest, money laundering, misuse of company resources, insider trading, and bribery and corruption. Brink's is committed to upholding the values outlined in our Code of Ethics and trains each employee, from the C-suite to the branches, on the "Speak Up" culture of the company. All ethics and compliance training courses, whether for frontline employees or offered through our online platform, include information on how to contact appropriate company resources with questions or concerns.



WHISTLEBLOWER PROTECTION

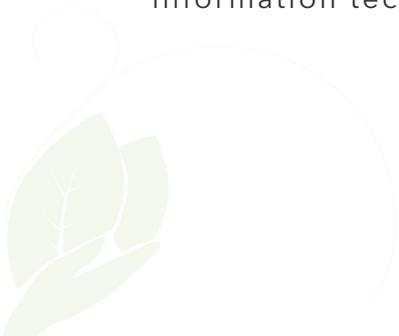
Brink's encourages a culture of openness in which employees, former employees, and others can raise concerns and report legal or regulatory violations without fear of retaliation. As detailed in our [Whistleblower Protection Statement](#), we do not restrict or interfere with an individual's right or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

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

Employees have several ways to report a concern. An annual conduct questionnaire encourages employees with higher risk visibility to disclose suspected violations of our Code of Ethics. The questionnaire is available in 24 languages. Employees can also 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 and allows for anonymous feedback. Local telephone numbers are provided, where available.

GLOBAL INFORMATION SECURITY

The Board oversees cybersecurity and regularly receives 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. External and internal audits on information technology focus on:

- AICPA System and Organization Controls (SOC) assessment
- 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 periodic cybersecurity maturity assessments of our company against the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF). We also conduct assessments of our vendors prior to onboarding and as their service offerings change. 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:

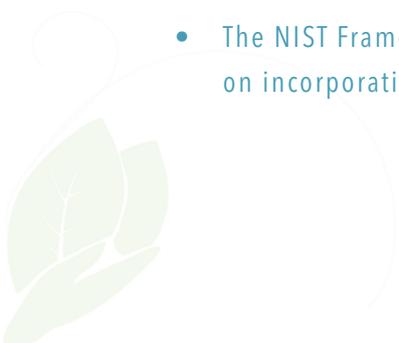
- The Brink's Global Security Operations Center (GSOC) is available 24 hours a day, 365 days a year to provide users with incident response resources – users must notify the GSOC of potential cybersecurity-related events occurring on any Brink's systems
- The Brink's Ethics Hotline is a third-party reporting 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:

- 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





DATA PROTECTION AND PRIVACY

We value the privacy of our customers, employees, applicants, investors, and all other relevant stakeholders. Our dedicated Privacy Counsel manages our Global Privacy Program within our Legal Department. We have also appointed a Data Protection Officer (DPO) under the E.U.'s General Data Protection Regulation (GDPR). This officer coordinates a global team of in-country DPOs to provide Brink's with legal guidance and strategic direction regarding privacy, security, and data protection laws.

As a global company, we strive to handle personal information in accordance with the privacy, security, and data protection laws of numerous legal jurisdictions. These laws can differ significantly from one country to another and are subject to interpretation, which may create conflicting requirements. Our [Privacy Statement](#) describes how we use, share, retain, and protect the personal information we obtain. It acknowledges that we must comply with applicable laws and regulations, industry standards, and contractual obligations and outlines how customers and other stakeholders can contact us to exercise their legal rights.

Our data protection practices aim to protect personal information, whether at rest, in storage, or 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 responses to data subject access requests, as well as related requests under applicable laws.





ENTERPRISE RISK MANAGEMENT

Our ERM program focuses on identification, assessment, and management of the most significant risks that could impede the achievement of the company's strategic objectives. The 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 the 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 periodically.

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

This section includes reporting metrics, footnotes, and disclosures aligned with the SASB standards for the Road Transportation and Professional and Commercial Services industries.





REPORTING METRICS

Metrics included in this report were calculated from internal data sources.

Any minor comparative differences present in the data are due to rounding or truncation. Metrics represent in-scope countries unless otherwise specified.

ENVIRONMENTAL

Our gross Scope 1 and Scope 2 emissions are calculated using the World Resources Institute (WRI) Greenhouse Gas Protocol and the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report for Global Warming Potential. Emissions factor and renewable fuel references include the United States Environmental Protection Agency (EPA), International Energy Agency (IEA), and United Kingdom Department for Environment, Food and Rural Affairs (DEFRA). Cloud-based platforms implementation and annual continuous improvement processes are advancing our energy and GHG data management. Brink's currently reports three years of data for in-scope countries based on region, revenue, size of fleet, and number of employees.

2021-2022 | Tier One | 10 in-scope locations represent 72 percent of Brink's revenue

Argentina, Brazil, Colombia, France, Greece, Hong Kong, Malaysia, Mexico, Netherlands, United States.

2021-2023 | Tier Two | 19 in-scope locations represent 88 percent of Brink's revenue

Argentina, Brazil, Belgium, Canada, Chile, Colombia, France, Greece, Hong Kong, Israel, Luxembourg, Malaysia, Mexico, Netherlands, Romania, Singapore, South Africa, United Kingdom, United States.





REPORTING METRICS

ENVIRONMENTAL

		2021	2022	2023	notes
E ENERGY Consumption Gigajoules (GJ)		Tier 1 10 in-scope countries		Tier 2 19 in-scope countries	
	Direct Energy Consumption	-	3,838,667	3,924,433	Includes diesel, gasoline, LPG, natural gas, propane, ethanol and HVO. Where vehicle identification number (VIN) was not available, fuel purchases were tracked by fuel card and allocated to the most common vehicle in the fleet. On-site fuel storage was allocated according to country fleet structure. Fuel consumption for non-armored or executive vehicles was estimated in some instances.
	Renewable Fuel (Fleet)	-	3,976	12,595	
	% Renewable Fuel	-	0.11%	0.32%	
	Natural Gas (Facilities)	-	94,033	115,095	
	% Natural Gas	-	2.45%	2.94%	
	Indirect Energy Consumption	-	346,673	343,778	Includes purchased facility electricity and steam. Electricity consumption was estimated using the average facility country consumption multiplied by the square footage of the facility using IEA electricity consumption totals.
Total Direct and Indirect Energy Consumption		-	4,185,339	4,268,211	
E GHG Emissions (absolute) MT CO ₂ e		Tier 1 10 in-scope countries		Tier 2 19 in-scope countries	
	Scope 1 (Direct)	265,279	264,114	272,485	Where mileage was not available, it was estimated using fuel consumed multiplied by average miles per gallon and applying the appropriate EPA emissions factor. Where refrigerant data was not available for fleet and facilities, it was assumed to be immaterial and was not included in our calculations. Facilities fuel (generator or heating) were assumed to be immaterial and were not included in our calculations.
	Scope 2 (Indirect)	32,504	31,946	37,707	
	Total Scope 1 & 2 Emissions	297,783	296,060	310,191	



REPORTING METRICS

ENVIRONMENTAL

E OUT-of-SCOPE Emissions		2021	2022	2023	notes
	HVO	-	-	830	<i>Purchase of hydrotreated vegetable oil (HVO) as replacement for diesel began in January 2023. HVO "out of scope" emissions account for the direct carbon dioxide (CO₂) impact of combustion. These emissions are labelled "out of scope" because the fuel source itself absorbs an equivalent amount of CO₂ during the growth phase of the biomass as the amount of CO₂ released through combustion. Emissions were calculated by multiplying the total invoiced gallons of HVO by the EPA biodiesel conversion factor. CH₄ and N₂O were calculated for Scope 1 CO₂e.</i>

E AIR QUALITY		2021	2022	2023	notes
Metric Tons	Nitrogen Oxides	-	4,990	4,882	
	Sulfur Oxides	-	318	309	
	Particulate Matter (PM10)	-	345	379	





REPORTING METRICS

SOCIAL

S	WORKFORCE	2021	2022	2023	notes
		Percent			
	Employee Turnover (Voluntary)	-	22	16	"Turnover" was calculated based on voluntary / involuntary turnover per average headcount during the year.
	Employee Turnover (Involuntary)	-	11	9	
	Number of:				
	Full and Part-time Employees	-	~47,000	~51,800	Employee metric collection and reporting began in 2022.
	Temporary and Contract Employees	-	~200	~800	
	Truck Drivers	-	~9,000	~10,000	
S	DIVERSITY Gender (U.S.)	2021	2022	2023	notes
		Percent			
	Leadership Level Brink's salary grade 18 or above				
	Female	23	24	23	
	Male	76	75	76	
	Not Identified	1	1	1	
	Other Employees (Exempt)				
	Female	35	35	36	
	Male	65	65	64	
	Not Identified	0	0	0	
	Other Employees (Non-exempt)				
	Female	32	32	30	
	Male	67	67	68	
	Not Identified	1	1	2	



REPORTING METRICS

SOCIAL

S	DIVERSITY Racial/Ethnic (U.S.)	2021	2022	2023	notes
		Percent			
	Leadership Level Brink's salary grade 18 or above				
	Asian	4	5	4	
	Black or African American	4	3	4	
	Hispanic or Latino	5	8	9	
	White	76	74	72	
	Other	1	2	2	Defined as American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, or two or more races
	Not Identified	10	9	9	
	Other Employees (Exempt)				
	Asian	6	5	6	
	Black or African American	15	16	16	
	Hispanic or Latino	16	16	16	
	White	55	55	54	
	Other	3	2	3	
	Not Identified	5	5	5	
	Other Employees (Non-Exempt)				
	Asian	4	4	4	
	Black or African American	35	35	32	
	Hispanic or Latino	24	25	25	
	White	31	31	31	
	Other	4	4	3	
	Not Identified	3	3	5	



SASB INDEX | ROAD TRANSPORTATION

		SASB Code	Accounting Metric	Report Location and Additional Information
E	GHG Emissions	TR-RO-110a.1	Gross global Scope 1 emissions	Reporting Metrics
		TR-RO-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Environmental
		TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Reporting Metrics
E	AIR Quality	TR-RO-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	Reporting Metrics
S	WORKFORCE Conditions, Health & Safety	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Omitted: Due to Brink's global footprint, we are developing the capability to measure and report TRIR across our business consistently.
		TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Reporting Metrics
		TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Employee Safety
S	ACCIDENT and Safety Mgmt	TR-RO-540a.1	Number of road accidents and incidents	Omitted: Due to the acquisitive history and global diversification of Brink's, we currently do not consistently measure or track road accidents and incidents across our business.
		TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	Not applicable
G	ACTIVITY Metrics	TR-RO-000.A	Revenue ton kilometers (RTK)	Omitted: Brink's services and products are not priced based on tonnage; therefore, we do not track RTK.
		TR-RO-000.B	Load factor	Omitted: Load Factor is not an operating metric used in the course of our business; therefore, it is not tracked.
		TR-RO-000.C	Number of employees, number of truck drivers	Reporting Metrics



SASB INDEX | PROFESSIONAL AND COMMERCIAL SERVICES

		SASB Code	Accounting Metric	Report Location and Additional Information
G	DATA Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Global Information Security
		SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Data Protection and Privacy
		SV-PS-230a.3	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	In accordance with Securities and Exchange Commission (SEC) requirements, Brink's discloses information regarding its cybersecurity program in its Annual Reports on Form 10-K. Additionally, should Brink's have a material cybersecurity incident, it would be reported on a Current Report on Form 8-K. See our SEC Filings page for additional information.
S	WORKFORCE Diversity & Engagement	SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	Reporting Metrics
		SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Reporting Metrics
		SV-PS-330a.3	Employee engagement as a percentage	Workplace Initiatives
G	PROFESSIONAL Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	Ethics and Compliance
		SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	In accordance with Securities and Exchange Commission (SEC) requirements, Brink's discloses all material legal proceedings in its annual reports on Form 10-K and quarterly reports on Form 10-Q filed with the SEC. See our SEC Filings page for additional information.
G	ACTIVITY Metrics	SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Reporting Metrics
		SV-PS-000.B	Employee hours worked, percentage billable	Omitted: Brink's services and products are not priced based on hours worked; therefore, employee hours worked are not tracked.



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.



ESG REPORT
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creating a sustainable PRESENT