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FEATURED STORY

On the Path to 2015

In June 2010 we introduced the Path to 2015, a five-year plan for Brink's that included dedicated plans to drive Company growth and performance, backed by goals and metrics; a strong commitment to Brink's employees; and a deliberate strategy to enhance the customer experience.

The Path to 2015 is distinguished by the Four Strategic Imperatives at its core: **People Development**, **Core Business Maximization**, **Solutions Delivery** and **Long-Term Growth Investment**. The revised Path to 2015 video features President and Chief Executive Officer Thomas C. Schievelbein providing an important update on our recent progress on this important Company plan.

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Brink's News

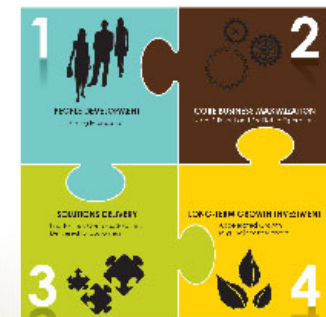
 [Brink's to Attend Bank of America/Merrill Lynch Conference on May 24](#)

by [Eric Larsen](#) on Wednesday, May 16, 2012

 [CAS revenues boosted by emerging market growth](#)



Path to 2015



Brink's People Search

Search by name, location, department, etc.

Brink's Principles of Ethics



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Branch Unification Comes to Brink's U.S.

At Brink's we are always listening to the voice of the customer. Sometimes, that voice is undeniable. On June 1, we began implementing the first phase of a revised structure for Brink's U.S. branches. It's called Branch Unification, and it involves a unified and streamlined structure for Brink's U.S. branches and an Operations organization aligned to enable solid results. Read about it on the Brink's World U.S. homepage [here](#).



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Opening of Global Training Facility

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World > Featured Content > Brink's University Opens

Brink's University Opens

On the afternoon of November 29, a ribbon-cutting ceremony attended by a small group of Brink's Business Partners set in motion a new day for the Company, as Brink's University opened its doors at U.S. Headquarters in Coppell, Texas. The sweeping, modern design of this beautiful facility creates the perfect setting for delivering the leading-edge learning content that will prepare our people for success.

"Brink's University is an important commitment," says Larry Rodo, President - Brink's U.S. and Executive Vice President - North America (pictured with Chuck Hazelton, Vice President - Training and Development). "Providing first-rate training is essential to making sure we take care of the people who take care of our customers."



Event attendees included Ronald F. Rokosz, Executive Vice President and Chief Operating Officer for Brink's, Frank T. Lennon, Vice President and Chief Administrative Officer for The Brink's Company, and other honored guests.

The facility is immediately being put to use to provide advanced training to Brink's Business Partners. In mid November, even as finishing touches were still taking place, 13 branch managers, as well as joined by with five district managers and general managers and a Product Manager, attended the third session of the Branch Manager Program, followed by the first Brink's University graduation ceremony.

Scheduled classes for early December include a LEAN certification and a Facilitation Skills Workshop for 20 Brink's Business Partners from Brink's U.S. and throughout the Brink's world. More global leaders arrive soon



CEO Retires

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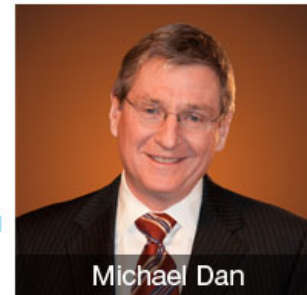
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Michael Dan Says Farewell

Michael Dan leaves Brink's with a clear vision for where we are going and a world-class brand that enjoys respect around the world. Where we go, and the success we achieve in the years to come, will bear the indelible mark he has made on this historic Company. We wish him well.

To ensure a smooth transition as a new President and CEO is selected, the Brink's Board of Directors has appointed board member Tom Schievelbein to serve as interim President and CEO beginning December 24, 2011. He joined the Brink's Board of Directors in 2009; and before that time was President of Northrop Grumman Newport News, a subsidiary of global defense company Northrop Grumman. With Tom Schievelbein's executive-level operational, business technology development and risk mitigation and control experience, he will ensure we maintain our business strategy and our focused progress on our Path to 2015.



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Disaster Relief

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World > Featured Content > Brink's Donates to Haiti Relief Effort

Brink's Donates to Haiti Relief Effort

To help the victims of Haiti's devastating earthquake, The Brink's Company announced a donation of \$50,000 to the American Red Cross.

The American Red Cross is sending money, supplies, and staff to Haiti to support relief efforts after Tuesday's earthquake, which caused catastrophic damage and loss of life. Brink's Business Partners can donate to the American Red Cross

International Response Fund at www.redcross.org or by calling 1-800-RED-CROSS and designate their gifts to Haiti relief.

Priority needs in Haiti are food, water, temporary shelter, medical services and emotional support. According to reports, as many as three million people have been affected by the quake, which collapsed government buildings and caused major damage to hospitals in the area.

American Red Cross Disaster management specialists will arrive Friday, January 15, 2010, from the United States, Peru and Mexico to join local Red Cross staff already on the ground in the disaster zone.

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Best Product Contest

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World > Featured Content > Vote for CompuSafe Galileo

Vote for CompuSafe Galileo

CompuSafe® Galileo has been selected as a finalist in the General Equipment category in *CSP's* 2010 Retailer Choice Best New Product Contest. *CSP* is the leading publication to the convenience store industry. This is the first time a Brink's product reached the finals; and with the huge number of new products released every year, Brink's Business Partners can be proud that our product has been recognized as one of the best. The winner is based on the total number of votes, so your participation can really make the difference.

The New Galileo CompuSafe®

Introduced in April, Galileo features what no other competing smart safe offers: a modular, easily configurable, three-compartment design that includes a large storage compartment at the bottom of the safe and an optional side compartment. The Galileo also features dual high-speed note acceptors or optional bulk note feeders that accommodate up to 30 bills at a time.

Voting takes place from **August 5-18** at <http://www.cspnet.com/bestnewproducts>. Please vote as soon as you can, and be sure to forward this e-mail to other Business Partners who may not receive it, as well as family and friends.

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Multiple Honors for Brink's Argentina

Spanish business magazine *Apertura* recently awarded Brink's Argentina the distinction of a top 25 company in the country. To secure this honor, Brink's Argentina competed against companies from 10 to 30 times its size. It was not the only distinction recently awarded to the company. Great Place to Work® Institute Argentina ranked Brink's Argentina among the 50 best companies in quality of work atmosphere.

Great Place to Work® Institute Argentina conducts its annual survey in the Americas, Europe, and Asia Pacific and publishes the results in Clarin newspaper's *iEco* supplement. *Apertura* assigned the ranking based upon on the strength and commitment of Brink's Argentina's people. The designation considers such key company characteristics as labor environment, professionalism, professional development, communications programs, training and company commitment.

"Many thanks to all my colleagues for accompanying us during this process that took several years of constant work to successfully lead change throughout the whole organization," said Victor Jose Ghiglione, director of Human Resources, Brink's Argentina. "This is a really important achievement and is the result of conscious, day-to-day work with all our personnel, as well as a key strategic HR project. We are very proud of being recognized in Argentina as One of the Best Companies to work for and we will continue working hard and giving our best to honor this outstanding achievement."

The two honors are strong evidence that the strategies of Brink's Argentina management teams are working, and that Business partners on all levels of the company are working together create an extraordinary environment in which to work.





U.S. Content



U.S. Initiative Introduced

One Branch, One Team, One Brink's

At Brink's we are always listening to the voice of the customer. Sometimes, that voice is undeniable. On June 1, we began implementing the first phase of a revised structure for our branches. It's called Branch Unification, and it involves a unified and streamlined structure for Brink's branches and an Operations organization aligned to enable solid results.

"We have introduced Branch Unification in the Southwest Region, and as we continue to move through 2011 we will implement this design in our other Brink's Regions," says Larry Rodo.

Branch Unification's comprehensive restructuring provides one leader for all lines of business and will increase cooperation throughout our branches—improving accountability and service quality, and contributing to an unequalled customer experience.



New Operations Roles

"I'm very excited about restructuring the field organization," says Brent D. Uhl, Senior Vice President –

U.S. Initiative Update

Branch Unification Across America

In Brink's markets across the United States, Branch Unification is now in place. This streamlined structure unifies all lines of business—increasing cooperation throughout our branches, as well as enriching communications and creating more opportunities for cross-learning and career development. Branch Unification is the latest step we have taken to position Brink's U.S. for growth and more efficient operations, as well as to improve customer communications and our customers' overall experience.

"At the Dallas branch, we'll be seeing a big reduction in handoffs," says David McCarty, Team Leader - Route Logistics. "For example, after counting and verifying it, we currently deliver money to Money Processing, and they take it and then count it again before processing it. In the afternoon, we pick up money they've counted and separated, and then count it again and separate it. That represents a great deal of redundancy that will go away, and that's good news for everyone."

On June 1, the Southwest Region embraced this important Company initiative. On June 23, the Pacific Region and Southeast Region began implementing Branch Unification, followed by the Great Lakes Region and Northeast Region on June 28 and the Central Region on June 30. Excitement in the branches is running high. "This new business model will allow us to eliminate most of our duplicate processes and streamline our operations," says Orlando branch ATM Supervisor David Cecere.



2012 Plan Introduction



The Plan for 2012

"The past four years have challenged us like never before," says Larry Rodo, President – Brink's U.S., and Executive Vice President – North America. "In recent years, financial results at Brink's U.S. operations have declined, and we must improve our performance across all areas of the business. The Plan for 2012 is a solid plan of action to retain our quality position and remain competitive in the marketplace."

As part of our 2012 Plan, we are reducing the number of Brink's U.S. regions from six to four. These regions will be:

- Northeast: Bill Vechiarella will serve as Vice President – Operations
- Southeast: Richard Alstedt will serve as Vice President – Operations
- Central: Derrick Moreau will serve as Vice President – Operations
- West: Raul Ruiz will serve as Vice President – Operations

The Vice President – Operations for each region will continue to have responsibility for all lines of business within the region, and each region will be supported by a Regional Support Team. This new alignment is designed to improve customer service, reduce costs and put Brink's U.S. in a stronger position to improve results as we pursue long-term growth.

"Four regions will give each region increased oversight and a larger span of control," says Brent Uhl, Senior Vice President – Operations. "For customers, especially larger customers, that means fewer points of contact and an enhanced ability for the regions to provide service and address issues on a larger scale."



Expanded Product Line



Brink's U.S. Expands CompuSafe Family Of Smart Safe Solutions

Brink's U.S. introduced a new safe to its CompuSafe® service line by entering into an agreement with Tidel Engineering, L.P. Brink's will expand its offering to include the full line of Sentinel™ smart safe solutions, which have been widely adopted by convenience stores and quick serve restaurants in the U.S. and internationally. To meet changing customer demands, Sentinel is the third new safe that has been added to the CompuSafe family of smart safes over the past 12 months.

With the addition of the CompuSafe Sentinel smart safe, Brink's capabilities now include cash and coin till management through tube vend and note dispenser technology. Brink's U.S. has been providing innovative cash management solutions through its CompuSafe Service and has continuously sought out industry leaders to develop new solutions for automating the in store cash-handling process, aggregating deposit information and providing consolidated reporting.

"From the beginning Brink's has integrated cutting-edge technology to create new ways to manage cash payments," said Jim Poteet, Senior Vice President of Product Development and Innovation, Brink's U.S. "Working with multiple hardware providers continues the Brink's tradition of innovation and commitment to evolve our product offering through leading technologies. This strategy allows us to offer even more industry-specific choices to our customers."

"Brink's CompuSafe strategy has always been customer-centric. Managing cash is a vital part of every retail operation, but the way it's managed is unique to each business," said John Rhoads, CompuSafe Senior Product Director, Brink's U.S. "While all retailers may share similar cash management challenges, each segment has specific requirements. Over the past two decades, Brink's has developed strategic alliances to round out our product line while increasing operational efficiency and managing risk."

Brink's CompuSafe® Service includes a variety of safe options from multiple manufacturers, including Corporate Safe Specialists, NamSys Inc. and now Tidel Engineering, L.P. These solutions offer a wide range of features and functionality to fit a multitude of



Product Honors



CompuSafe Vanguard Wins Best New Product

Earlier this year *CSP* magazine selected Brink's CompuSafe Vanguard as a finalist in the magazine's 2011 Retailer Choice Best New Product Contest. *CSP* magazine is the leading publication for convenience store petroleum retailers, providing news and information to the convenience store industry. In October we encouraged Brink's employees to cast their vote for Vanguard on *CSP*'s website. The votes are in, and Brink's CompuSafe Vanguard was the winner in the General Equipment Category. As a winner, Brink's receives:

- Coverage in the January issue of *CSP* magazine
- A free Market Place listing on *CSP Daily News*
- A *CSP* Retailer Choice Best New Product "WINNER logo" for our use in 2012 advertisements and in news releases
- An award plaque



According to Jennifer Megison at *CSP* magazine, "The voting for Brink's was off the charts." Thank you to all of the Brink's employees who cast their votes, as well as to CompuSafe Vanguard customers and everyone else who visited the *CSP* website and voted for our very own Brink's CompuSafe Vanguard.

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New Products and Solutions

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New Smart Supply Chain Solutions Introduced at AFP Conference

At the recent Association for Financial Professionals (AFP) conference, November 6-9, 2011, in Boston, Brink's announced its latest payment automation solutions: Check Imaging for Brink's award-winning CompuSafe® Service, Cash Room Automation Solution for retailers and outsourced lockbox solutions. Combining specialized hardware and software solutions with Brink's industry leading cash, coin and check processing creates a Smart Supply Chain designed to drive efficiencies, lower risk and optimize cash inventories.



SOLUTIONS DELIVERY
End-to-End, Complex Solutions
Delivered to Customers

"Brink's goal is to help both our banking and commercial customers create a smarter supply chain," says Jim Poteet, Senior Vice President – Product Strategy and Innovation. "Our focus is on containing costs, reducing risk and increasing visibility for every payment and transaction."

The new solutions complement Brink's current payment processing offerings, leveraging expertise in specialized payments processing from third-party companies to create even more choices for managing an organization's supply chain:

- **Brink's CompuSafe Check Imaging** – Turns currency and checks into digital payment streams to give retailers accelerated access to their cash flow. Removing paper from the supply chain means merchants don't have to leave their location to take deposits to the bank and then wait several days for the deposit to be credited. Same-day transmittal accelerates check presentment and improves visibility into their cash position. Brink's CompuSafe Check Imaging also reduces the risk of accepting non-sufficient funds (NSF) items.
- **Cash Room Automation Solution for Retailers** – Retailers with high volumes of cash face unique business challenges. They must manage their cash inventory for store operations while also reducing excess cash on hand to optimize their liquidity. Brink's has worked with top retailers to develop an end-to-end solution which integrates third-party cash recycler technology with Brink's cash



Human Resources Compliance

Brink's Principles of Ethics Statement

Dignity and respect are an important part of daily life at Brink's. How we treat one another says so much about where we are as a Company, as well as where we are going. Every year, the Brink's *Principles of Ethics* statement is distributed to all U.S. employees. The *Principles of Ethics* statement is not to be confused with the *Business Code of Ethics* booklet. The *Principles of Ethics* statement provides a comprehensive summary of how employees are expected to conduct themselves while working for Brink's.



On November 22, 2011, an email was sent from Corporate Communications to all Brink's U.S. employees. The *Principles of Ethics* statement was attached in English and Spanish, accompanied by a letter from Larry Rodo. Employees should read the statement carefully and familiarize themselves with our ethical responsibilities with regard to confidential information, conflicts of interest, improper payments and other important subjects related to ethical conduct and life at Brink's.

Brink's has a well-deserved reputation for conducting business with the highest ethical standards. We can all be proud of working for a Company with a solid moral foundation driving our business success.

Company managers should make sure that by **December 1, 2011**, they have distributed the Principles of Ethics documents to all employees and posted them in a prominent location in their facility, as well as confirm they have completed the distribution by visiting the Principles of Ethics page on Brink's World [here](#) no later than **December 10, 2011**.

You can download the *Principles of Ethics* documents from Brink's World [here](#).

New Company Policy

Brink's Social Media Policy

Brink's Social Media Policy applies to all Brink's U.S. employees, and applies to all forms of electronic communications. The purpose of this policy is to clarify that the responsibilities of Brink's employees relating to confidentiality, security, off-duty conduct and compliance with Company policies are applicable to their on and off-duty use of the Internet and similar electronic communication platforms. This policy is not intended to interfere with the free flow of information between employees. *Brink's Social Media Policy* addresses the following issues:



Confidentiality

The *Brink's Business Code of Ethics* directs that all employees keep confidential all information about Company business activities that is not common knowledge. Disclosing confidential information in social media can create significant security risks. The unauthorized posting, discussion or forwarding of any Brink's (or customer, vendor or competitor) related information such as written materials, photos, videos and audio files containing confidential information, or discussions or posting of Brink's business information or activities in social media not controlled by Brink's is prohibited. Confidentiality requirements do not apply to Brink's employees' wages or other terms and conditions of employment.

Unauthorized Marketing

The creation of unauthorized postings or websites in connection with the promotion or sale of Brink's services is not allowed. Likewise, employees are not to use Brink's logos or trademarks or the logos and trademarks of others without authorization. Employees are required to disclose their connection with Brink's in all positions in which the employee discusses or recommends Brink's services, and in to make it



Employee Wellness

Brink's is Committed to Good Health

During 2009 and 2010, we began a new health and wellness initiative, ***Protect Our People. Protect Your Health.*** Through a series of communications, branch meetings, posters and articles in *Brink's Link*, we urged all employees and their families to take a Health Assessment, increase such preventive care screenings as annual physicals and take advantage of all the tools and resources available from our health care partner, UnitedHealthcare.

We have since made significant progress in each area, both among our employees and their families. I am asking you to renew your commitment to good health in 2012 by taking advantage of diverse wellness benefits available to you and your family.



**PROTECT OUR PEOPLE.
PROTECT YOUR HEALTH.**

- **Complete a confidential 15-minute Health Assessment and save up to \$120 on your health care premiums.** The best way to stay healthy is to understand your own health status. One important way to do that is to take an online (at myuhc.com) or paper Health Assessment. The assessment asks you basic questions about how you take care of yourself, then offers specific recommendations for programs to help improve your health. After you have completed the Health Assessment, you will receive \$10 off your medical premium every month remaining in 2012.
- **Take advantage of free Preventive Care Coverage.** Many serious health issues can often be prevented with simple checkups and screenings. Preventive care is crucial to keeping you and your family healthy, which is why Brink's covers in-network preventive care at 100%. That means no

Veterans Day Interviews



Freedom is Never Free

On Veterans Day, please remember that freedom is not free.

Nearly a century ago, then-U.S. President Woodrow Wilson first proclaimed an Armistice Day, now Veterans Day, for November 11, 1919. Although it is a holiday for many here in the United States, the men and women of our armed forces will not pause in their ongoing efforts to protect the freedoms we enjoy. Please take a moment to remember the sacrifices of our men and women in uniform and their selfless efforts to keep all of us safe and free. We asked a few of the many veterans now working for Brink's to give us their thoughts on Veterans Day and what it means to serve. Here is what they had to say:

"I am grateful that we do have a day that is devoted to Veterans in this country, and it makes me proud to see all the people who come out and support all their local veterans. I wish that more people would take more of their time to recognize individual veterans in the media. If I could change anything with regard to Veterans Day, I wish that people would not just recognize the young veterans that have served overseas, but also the older veterans who are not always remembered. People can sometimes have the tendency to forget about older veterans."

—David J. Belcher, Corporal, U.S. Marine Corps, Operation Iraqi Freedom, Current Brink's

