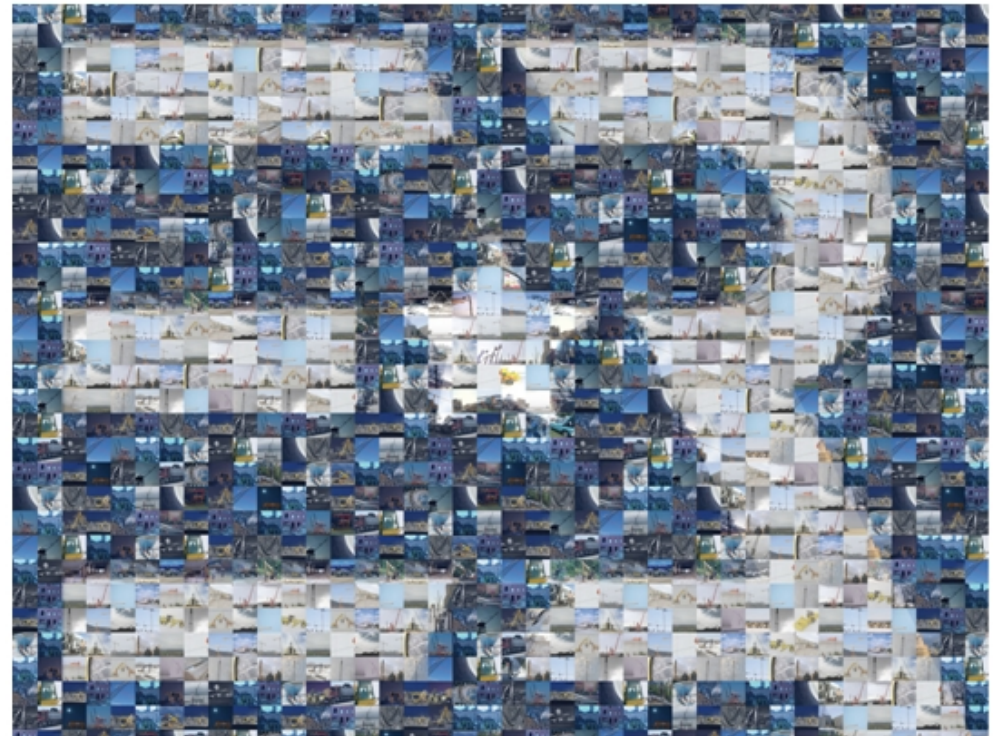


Roundtable: Equal Opportunities

*Mike Davies
HR Director
Finning Group UK*



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The closed loop.....

- § Some thing happens
- § You have a reaction: an emotion or feeling
- § You explian with a story
- § You search for past proof
- § You hunt for future evidence

We are all members of a tribe.....

Outsiders

Not one of us

They wouldn't fit in

She will only get pregnant

Our customers wouldn't like them

They never apply.....

Those people in the other division / next town!!!!

'skin colour relates to just 6 of the 25,000 genes found in human DNA'

White male graduates: 17%

Ethnic minority male grads: 20%

Creating value

Recruit in your own image

Word of mouth, 'wee Jimmy's brother from the pub'

'These days, talent – not capital – is usually a company's scarcest resource' (McKinsey Quarterly May 2007)



EUROPEAN
RENTAL
ASSOCIATION

Finning Group UK Strategy

Vision

One Team
Great People

Through the talent and engagement of our people, we will achieve the number one position for service and loyalty with our customers

STRATEGIC GOALS

Great People

Great Solutions

Great Results

CRITICAL SUCCESS FACTORS

People & Values

1 for Service & Loyalty

Operational Excellence

Profitable Growth

Priorities

- Develop Great People
- Grow Product Support
- Eliminate Non-Performing Assets
- Grow Machine Population
- Reduce Our Costs
- Invest in Power Opportunities

The Finning Commitment

Code of Conduct



EUROPEAN
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ASSOCIATION

Values

THE FINNING COMMITMENT

TO EACH OTHER: OUR VALUES

- **WE CARE** we depend on ourselves and each other for our safety and well being.
- **WE COMMUNICATE** we rely on open, honest, and effective communication to work together. All contributions have value.
- **WE TAKE RESPONSIBILITY** responsibility & accountability are rewarded. Together, we shape the Finning of tomorrow.
- **WE EMPOWER** we expect the best of each other. We encourage and value learning, innovation, and personal growth.
- **WE TRUST** we work at building honest, constructive relationships with customers, suppliers, and colleagues.
- **WE DO OUR BEST** we continuously strive to make Finning the best place to work.

TO OUR CUSTOMERS
We will provide the best solutions and value for our customers.

TO OUR SHAREHOLDERS
We will deliver top quartile shareholder returns.

FINNING.

Create the right environment

Upgrade recruitment

- Attract from all areas of the community

- Focus on attitude and potential

- Use challenging assessment processes

- Invest in management development training

- Transparency and fairness in pay and benefits

Engagement, Engagement, Engagement.....

Zero tolerance for sexist / racist behaviour (e mail / posters / texts / internet abuse)

Get serious about performance management

Pro active communication

Equal Ops training

‘Engagement is the key driver of cultural change and customer service’