



EUROPEAN
RENTAL
ASSOCIATION

Diversity: A Strategic Imperative

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Please react on Twitter, @era_rental





United Rentals, Inc.,
is the largest equipment rental
company in the world, with
over 900 rental locations
through-out the United States
and Canada.

13,000+ employees

Servicing over **300**
metropolitan areas

49 states

10 Canadian provinces

What do we mean by Diversity?

The usual:

- Gender
- Race
- Nationality
- Sexual Orientation
- Disability
- Gender Identity
- Age



Beyond the usual:

- Experience
- Diversity of thought
- Education

When we think of diversity, we think beyond traditional “visual diversity.”

Why is Diversity important to us?

We believe that companies that actively embrace diversity and consistently demonstrate their commitment to the many communities they serve, establish a sustainable competitive advantage in the marketplace.

Those competitive advantages include:

- Innovation—stronger products and services
- Community connection—each interaction, stronger
- Recruiting advantages

Diversity is not just the right thing to do. We believe there are tangible benefits to our business.

Diversity and Inclusion: Our Strategy



Diversity and Inclusion: Company Culture

Diversity Strategy

Diversity is not an event; it is a process

Company Culture

- Promote internal culture of inclusion via leadership development, employee training, and affinity group focus

- Employee Resource Groups
- Employee promotion and movement

Employee Resource Groups

Women United

Women United's mission is to transform our industry, drive the competitive advantage of diversity, and support inclusion through networking, educational, and career opportunities for female employees.



Together United

Together United's mission is to inspire and empower multicultural talent within United Rentals to achieve dynamic success in their career pursuits, to strengthen the bonds between United Rentals and the communities it serves, and to assist in establishing a competitive advantage in the marketplace and thereby increase stockholder value.



Veterans United

The Military ERG was formed to help support and promote our veterans working at UR. We want to grow this population within United Rentals and there is no better promoter than fellow service members.



Employee Resource Groups (ERG) are a key part of our diversity strategy.

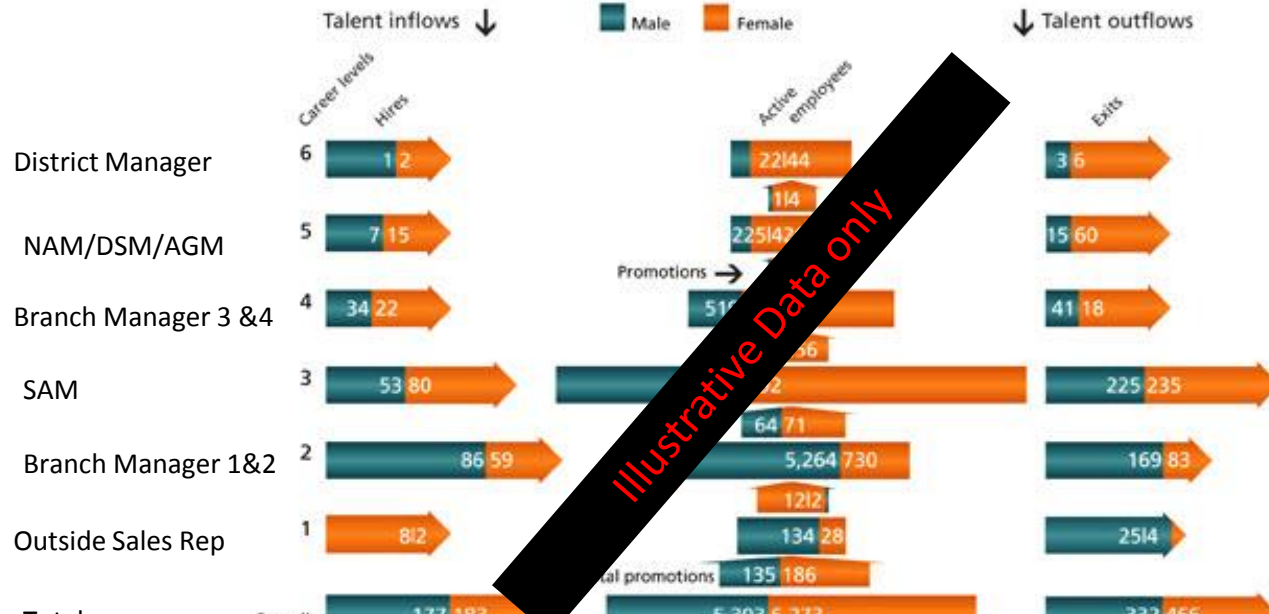
Employee Movement Within the Company

Because we value the importance of “building from within” through the promotion of employees, we set goals around how we fill key positions:

- 50% of our outside sales positions filled via promotion
- 70% of our Branch Manager positions filled via promotion

By focusing on employee movement within the company, we create a culture that employees want to stay part of. This is especially significant for millennial generation.

Tracking Employee Movement Within the Company



Internal Labor Maps help us track the truth about what is happening with our employees.

Diversity and Inclusion: Attracting Talent

Diversity Strategy

Diversity is not an event; it is a process

Attracting Diverse Talent

- Expand recruitment sourcing strategies to maximize pipeline of candidates

- Diversity goals
- Diversity recruiting programs
- Results

Diversity in the Hiring Process

We set our diversity goals through a series of conversations with leadership and HR teams.

Since we are a supplier with the US Government, we are required to have certain hiring goals.



Our work and focus on diversity has recognized by various groups.

Diversity in the Hiring Process: 3 Approaches

Targeted Diversity Recruiting



Partnership Program: Military



Candidate Data



Overall Rating



Core Competencies



ership / ment Style Culture Fit

We have multiple avenues and partnerships for increasing the diversity in our talent slates.

Diversity in the Hiring Process: Our Results

Titles	Total Hires & Promos YTD *	Diverse Hires & Promos YTD	Diverse Hire & Promo Breakdown			% Diverse	Target
			Female Non-	Male Minorities	Female Minorities		
ISR / Senior ISR	406	192	103	65	24	47%	40%
Sales Assoc / Intern	179	77	48	23	6	43%	40%
Outside Sales Rep	302	89	43	40	6	29%	25%
Ops Manager	104	49	32	16	1	47%	40%
Branch Mgr	123	31	12	17	2	25%	33%
Corporate	151	85	45	16	24	56%	
Total	1265	523	283	177	63	41%	

For key positions, we set and track goals for diversity hiring.

Diversity and Inclusion: Succession Planning/Development

Diversity Strategy

Diversity is not an event; it is a process

Leadership Development
Programs

Succession Planning & Development

- Promote diverse talent from within
- Implement Leadership Development Program (LIFT) featuring actionable development plans

Leadership Development Programs

We look at our leadership programs through two lenses:

1. **Accelerate:** speeding up the development of diverse employees
2. **Acceptance:** growing the understanding of the importance of diversity among our managers

In addition to hiring for diversity, we invest in our current and future leaders to create a more inclusive culture.

Key programs that Accelerate:

LEAP—Assessment center program that helps us identify the readiness of Branch Manager candidates

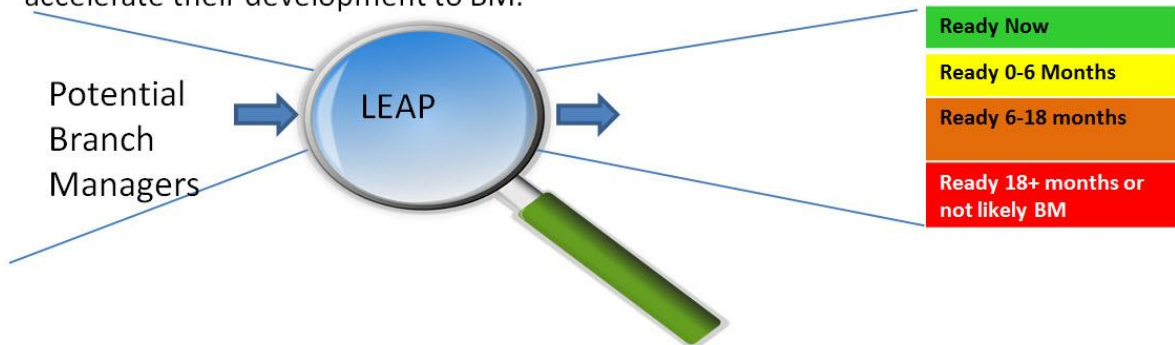
LIFT—High-Potential development program that targets employees 3-5 years away from District Manager/Director level positions

Our Leadership Development efforts always include diverse leaders.

Leadership Acceleration Program (LEAP)

LEAP acts as an objective filter to identify which candidates are ready for a Branch Manager role now and which candidates still need time to develop.

More importantly, for all participants it focuses the creation of a specific developmental plan to accelerate their development to BM.



Skills Assessed			
Communication Skills	Planning	Change Management	Writing Skills
Initiative	Presentation Skills	Collaboration	Operational Knowledge
Understanding Profitability Levers	Coaching	Sales Strategy/Knowledge	

Key Leadership Programs: LIFT

Cohort of High Potential Leadership Program targeted towards individuals with the potential to become District Manager or Director within 3-5 year window.

Identify candidates as regions complete succession planning/talent review

3 year program includes:

- Classroom Training
- Development Activities/Assignments
- Leadership Views (calls with company leaders)

Nomination criteria:

- Must be with company for minimum 12 months
- Should be on track to DM or Director Level within 3-5 years
- Should be considered Hi Potential in Succession Planning for next promotion within 1-2 years
- Must receive good or very good on performance evaluation
- Should be open to relocation given preference to openings and program
- Must not have received formal disciplinary action for employee relations (including but not limited to harassment, discrimination, etc.)

Key programs that focus on Acceptance:

Program	Target Level
Leadership Focus Series	All employees interested in Leadership/Management
Foundations of Management	Managers at all levels and near-term future managers
LeadSTART	Allnew managers in the field
Coaching to Win	New Branch Managers
Leadership Challenge	High performing Branch Managers and all District Managers/Directors
Leadership Experience	Hi Potential Branch Managers and all District Managers/Directors
PML	Hi Potential Branch Managers and all District Managers/Directors

We continually invest in our current leaders to grow their ability to create a more inclusive culture.

Diversity and Inclusion: Public Commtment

Diversity Strategy

Diversity is not an event; it is a process

Commitment from Leadership

Public Commitment to Diversity

- Continue to represent our company as an Employer of Choice in the Community



Support for Diversity starts at the top.

Diversity is a priority for;

- Our Board
- Our Chairman of the Board
- Our CEO
- Our Leaders



At United Rentals, diversity is a value.

We believe that it is an investment that pays dividends over time.

- Increases our pool of available candidates
- Creates a culture that employees want to be a part of
- Creates stronger bonds with our customers

Some positive results:

- 193 Technicians/Mechanics hired through our STEP program. We have created a pipeline of talent where there wasn't one before.
- Turnover for company continues to decline
- Employee engagement at an all-time high