

# Who's Missing from Your Table?

## Presentation outline ( 5min)

**1. The reframe (1 min)** We've been talking about attracting and retaining people for years. Today we're asking a different question — not how do we get people into the industry, but what kind of industry are we building for them to come into. Rental is people. Every piece of equipment is moved, maintained, rented and returned by a person. That's where we start.

**2. The reality (1.5 min)** Three forces are reshaping the industry simultaneously — and all three are fundamentally about people.

*People.* Talent scarcity is real, but the answer isn't just to fish harder in the same pool. It means finding new pools — women, career changers, digital natives, communities that have never seen themselves in rental — and it means broadening what rental means to the customers and users who interact with it every day. The industry's reach is only as wide as the people it speaks to.

*Digitalisation.* This isn't about replacing people with technology. It's about two things at once: bringing existing workers along — respecting their knowledge, giving them tools that work for them — and bringing in a new generation whose instinct is to build connected, data-driven, collaborative systems. The goal is an industry that learns from both. Neither group gets there without the other.

*Sustainability.* We talk about environmental impact — and we should. But sustainability has three pillars, and two of them are entirely about people. Social impact means the conditions, opportunities and dignity of everyone the industry employs or touches. Governance means how decisions are made and who has a voice in them. And even the environmental pillar comes back to people — because it is people's choices, behaviours and leadership that determine the footprint the industry leaves.

**3. The ERA response (1.5 min)** ERA is establishing a People Committee — a permanent home for this agenda. Its scope is broader than recruitment: it covers everyone the industry touches, from workers and supply chain to customers and communities. It sits at the intersection of the people, digitalisation and sustainability agendas because those three things cannot be separated. Its first mission is simple: set the stage, open the doors, collaborate. This workshop is part of that mission. What you share in this room today will directly shape the committee's first year of work.

**4. The invitation (1 min)** We are not here to present answers. We are here to build them — with you, across companies, associations and borders. The table is being set. We want to know who is missing from it, and what it will take to bring them in.

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## Why is it important?

- *From a gender perspective*
- *From a generational perspective*
- *From a culture perspective*

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**Question 1:** *looking inward* Think about someone in your organisation who is struggling to keep pace with how fast things are changing — or someone you have lost because you could not offer what they needed. What would have made the difference? And what does that tell you about the industry you are building?

**Question 2:** *looking outward* Who is not in this room that should be part of this industry — as a worker, a customer, a partner or a voice? What is stopping them, and what is one concrete thing ERA or your organisation could do to change that?