

# EQUIPPED for the challenge





## WELCOME TO THE REPORT

United Rentals is pleased to present our first Corporate Responsibility Report. This report contains information about United Rentals, including operations in both the United States and Canada, and covers calendar years 2010 and 2011. We plan to update this report every two years.

## IN THIS REPORT

This report includes information about our environmental initiatives, employees, customer relationships, and community involvement. We used the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines Version 3.1 to help us compile this report and have self-declared the report to an application level B. We followed GRI's Indicator Protocols for data measurement techniques, and we note calculation methodologies where relevant.

We assessed the range of topics covered by GRI's Reporting Guidelines and identified those reflective of our organization's economic, environmental and social impacts. We then prioritized topics in terms of relevance to our key stakeholders: our employees and our customers.

For questions or comments about this report, please contact Heidi Rawe, Senior Director for Sustainability, at [sustainability@ur.com](mailto:sustainability@ur.com).

## CONTENTS

### 3 Overview

- 3 Message from our Leaders
- 4 About United Rentals
- 5 Financial Performance
- 6 Our Approach

### 10 Equipped for the Environment

- 11 Energy and Greenhouse Gases
- 13 Materials and Waste Management
- 15 Water Use
- 15 Compliance and Spills

### 16 Equipped for our Employees

- 17 A Diverse Workforce
- 18 Health and Safety on the Job
- 20 Employee Training and Career Development
- 21 Employee Benefits

### 22 Equipped for our Customers

- 23 Customer Safety
- 25 Customer Satisfaction
- 25 Customer Privacy

### 26 Equipped for our Communities

- 27 Company and Employee Donations
- 27 Building Communities With Extreme Makeover: Home Edition
- 28 Disaster Preparedness and Relief

### 29 GRI Index





## MESSAGE FROM OUR LEADERS

**Corporate responsibility is not new to United Rentals. We've been striving to do the right thing for all of our stakeholders since our company rented its first piece of equipment to a customer. Our core values of customer service, integrity, reliability and safety permeate everything we do.**

Over the past two years, we've made great strides in a number of areas that relate to corporate responsibility. We analyzed our environmental impacts – both those we control and those we influence – and we're now in the process of setting targets to drive improvements in our "green" performance. Our safety record is improving, and we're investing in more safety training, both for our employees and our customers. Through partnerships such as Extreme Makeover: Home Edition, we've made a difference in the lives of hundreds of people in our communities.

This Corporate Responsibility Report will give you an idea of where we stand and where we're headed. Over the next several years, our company will continue to make significant investments in our equipment fleet. Our fleet team will be looking at the most advanced technologies available, not only for the purposes of safety and reliability, but also because we want to reduce the fleet's carbon footprint, noise levels and air quality impacts. Green construction is a growth area of our marketplace, and we want to be at the forefront.

We encourage you to learn more about what United Rentals is doing for the environment and how we meet – and even exceed – the expectations of our customers, employees, communities and investors. To remain competitive – to remain a leader – we have much to do. And we are equipped for this challenge.

Jenne K. Britell,  
Chairman

Michael J. Kneeland,  
President and Chief  
Executive Officer

*"This report will give you an idea of where we stand and where we're headed. We've made great strides in a number of areas that relate to corporate responsibility, and we are equipped for the challenges that lay ahead."*

Michael J. Kneeland  
President and Chief Executive Officer

## \$20 million

Investment in refurbished equipment during 2010–2011

## 58%

Improvement in vehicle accident rate since 2007

## ABOUT UNITED RENTALS

United Rentals is the largest equipment rental company in the world, with an integrated network of 529 rental locations in 48 states and 10 Canadian provinces. Our approximately 7,500 employees serve construction and industrial customers, utilities, municipalities, homeowners and others. We offer for rent approximately 3,000 classes of equipment with a total original cost of \$4.29 billion.

United Rentals is publicly held and listed on the New York Stock Exchange. The company is a member of the Standard & Poor's MidCap 400® Index and the Russell 2000 Index®, and is headquartered in Greenwich, Connecticut. Additional information about United Rentals is available at [unitedrentals.com](http://unitedrentals.com).

## UNITED RENTALS AND MILITARY VETERANS

United Rentals values the experience and leadership offered by veterans of military service and makes special efforts to recruit them to our team. Veterans exemplify our core strengths of cooperation, discipline and a strong work ethic. In October 2011, in partnership with Senator Richard Blumenthal, United Rentals sponsored Hiring Our Vets, a forum for business leaders to share best practices on how to recruit and retain military veterans. Over 70 employers in the state of Connecticut attended this event, along with a panel of recently transitioned military veterans who recounted their employment experiences and responded to questions from the attending employers.

United Rentals was recognized several times in 2011 for military recruitment:

- We were nominated for a **Freedom Award** by the Employer Support of Guard and Reserve (ESGR), a Department of Defense organization that promotes cooperation and understanding between Reserve component members and their civilian employers.
- The company was selected by *GI Jobs* magazine as one of the nation's "**Top 100 Military-Friendly Employers**" for the second consecutive year. This honor places United Rentals in the top two percent of all employers nationwide.
- We were honored by CivilianJobs.com as one of the nation's "**Most Valuable Employers (MVE) for Military®**." The MVE designation is awarded annually to U.S. employers whose recruiting, training and retention plans best serve military service members and veterans.

## United Rentals to merge with RSC Holdings

On December 15, 2011, United Rentals entered into a definitive merger agreement with RSC Holdings (RSC). United Rentals and RSC expect the transaction to close in the first half of 2012. We are currently planning to integrate our businesses and systems, and expect to report as a combined entity when releasing our next Corporate Responsibility Report.



# FINANCIAL PERFORMANCE

Total revenue for United Rentals in 2011 was \$2.6 billion, and rental revenue was \$2.2 billion. We drove rental revenue ahead of the construction recovery through a combination of rate improvement and record time utilization on a larger fleet. The fundamentals of our growth are rock solid: our strategic focus on customer service excellence, rigorous efficiency and rental rate expansion. We are in an excellent position to capitalize on the emerging up-cycle, as well as the broader secular shift toward equipment rental.

	Year Ended December 31				
	2007	2008	2009	2010	2011
Income statement data:	(in millions, except per share data)				
Total revenues	3,715	3,267	2,358	2,237	2,611
Total cost of revenues	2,405	2,149	1,748	1,579	1,713
Gross profit	1,310	1,118	610	658	898
Selling, general and administrative expenses	598	509	408	367	407
RSC merger related costs	–	–	–	–	19
Restructuring charge	–	20	31	34	19
Charge related to settlement of SEC inquiry	–	14	–	–	–
Goodwill impairment charge	–	1,147	–	–	–
Non-rental depreciation and amortization	54	58	57	60	57
Operating income (loss)	658	(630)	114	197	396
Interest expense, net	187	174	226	255	228
Interest expense-subordinated convertible debentures, net	9	9	(4)	8	7
Other income, net	(116)	–	(1)	(3)	(3)
Income (loss) from continuing operations before provision (benefit) for income taxes	578	(813)	(107)	(63)	164
Provision (benefit) for income taxes	215	(109)	(47)	(41)	63
Income (loss) from continuing operations	363	(704)	(60)	(22)	101
Loss from discontinued operation, net of taxes	(1)	–	(2)	(4)	–
Net income (loss)	362	(704)	(62)	(26)	101
Preferred stock redemption charge	–	(239)	–	–	–
Net income (loss) available to common stockholders	369	(943)	(62)	(26)	101
Basic earnings (loss) per share:					
Income (loss) from continuing operations (inclusive of preferred stock redemption charge)	3.61	(12.62)	(0.98)	(0.38)	1.62
Loss from discontinued operation	(0.01)	–	(0.04)	(0.06)	–
Net income (loss)	3.60	(12.62)	(1.02)	(0.44)	1.62
Diluted earnings (loss) per share:					
Income (loss) from continuing operations (inclusive of preferred stock redemption charge)	3.26	(12.62)	(0.98)	(0.38)	1.38
Loss from discontinued operation	(0.01)	–	(0.04)	(0.06)	–
Net income (loss)	3.25	(12.62)	(1.02)	(0.44)	1.38

## OUR APPROACH

At United Rentals, we are committed to protecting the environment, providing our employees with extraordinary challenges and fulfillment, offering our customers exceptional service and quality, sharing our know-how in our communities, and delivering superior returns to stockholders. These commitments form the foundation of our corporate responsibility initiative and drive us to do better. We believe that every person at United Rentals – from our Chief Executive Officer to branch managers to administrative assistants – has a role to play in making our company a better corporate citizen.

## GOVERNANCE

We are committed to the highest standards of ethics, business integrity and corporate governance. We are always focused on increasing stockholder value and further understand our ethical obligations to our stockholders, employees, customers, suppliers and the communities in which we operate. To that end, United Rentals' comprehensive corporate governance practices are designed to establish and preserve management accountability, provide a structure that allows the Board of Directors to set objectives and monitor performance, and assure the efficient use and accountability of resources.

United Rentals seeks to attract, retain and reward executive officers and other key employees who contribute to our success and to incentivize them to enhance long-term stockholder value. To that end, we align executive compensation with the achievement of our business objectives and with individual performance towards these objectives. Consideration is given to each executive's overall responsibilities, professional qualifications, business experience, job performance, technical expertise and career potential, and the combined value of these factors to United Rentals' long-term performance and growth. Performance-based compensation is composed of annual cash incentives and equity compensation.

## BOARD OF DIRECTORS

United Rentals is a public holding company overseen by an 11-member Board of Directors. Our Chair, Jenne K. Britell, is a non-executive and independent member of the Board.

The Board includes the following five standing committees: Audit, Compensation, Nominating and Corporate Governance, Finance, and Strategy. In considering candidates for the Board, the Nominating and Corporate Governance Committee recommends candidates based on its consideration of each individual's specific skills and experience and its annual assessment of the composition and needs of the Board as a whole, including with respect to diversity.

# 100%

employees trained on the Code of Business Conduct in 2010

# 5,500+

hours of training in 2010 on anti-harassment and diversity

We take sound corporate governance very seriously. In an effort to further strengthen the quality of the Board and our corporate governance practices generally, we have implemented a number of significant practices and compliance procedures, including:

- Ten of the 11 directors are independent.
- The roles of Chairman and CEO are separated and the Chairman is an independent director.
- No former CEO of the Company serves on the Board.
- The Board elected not to renew or extend the stockholder rights plan.
- The Board has adopted stock ownership guidelines for officers and directors.
- The Board amended the Company's charter to eliminate Board classification.
- The Compensation, Audit, and Nominating and Corporate Governance Committees are each comprised solely of independent directors.
- Three members of the Audit Committee are financial experts.
- The Audit Committee has adopted a policy governing the hiring of current and former employees of the independent auditor.
- The Board and each committee have express authority to retain outside advisors.
- There are no interlocks among Compensation Committee members.
- The Board and each committee perform an annual self-assessment to determine whether each body is functioning effectively.
- All directors attended at least 75 percent of the meetings of the Board and committees of which they were a member during the past year.

United Rentals remains dedicated to continuing our leadership position in matters of corporate governance. The procedures used by the Board for overseeing adherence to company guidelines and the identification and management of economic, environmental and social performance are addressed in United Rentals' corporate governance guidelines, as well as the company's by-laws. We have an enterprise risk management council that at least annually reviews and reports to the Company's Audit Committee the magnitude of identified business risks; the processes, procedures and controls in place to mitigate risks; and the overall effectiveness of the enterprise risk management approach.

Dr. Jenne K., Board Chair, was named the 2011 Director of the Year by the National Association of Corporate Directors. She was also named one of six outstanding directors for 2011 by the Outstanding Directors Exchange, a division of the *Financial Times*.







Jenne K. Britell, Ph.D.  
**Chairman**  
*Brock Capital Group LLC*

José B. Alvarez  
*Harvard Business School*

Howard L. Clark, **Director**

Bobby J. Griffin, **Director**

Michael J. Kneeland  
**President and Chief  
Executive Officer**  
*United Rentals, Inc.*

Singleton B. McAllister  
**Blank Rome LLP**

Brian D. McAuley  
*Pacific DataVision, Inc.*

John S. McKinney, **Director**

Jason D. Papastavrou, Ph.D.  
*ARIS Capital Management*

Filippo Passerini  
*The Procter & Gamble  
Company*

L. Keith Wimbush  
*DHR International, Inc.*

At the conclusion of the merger with RSC Holdings, the Board of Directors will expand by three members: Pierre E. Leroy, James H. Ozanne and Donald C. Roof.

## ETHICS

United Rentals manages risks and compliance through our Code of Business Conduct (available at [www.ur.com/index.php/investor](http://www.ur.com/index.php/investor) under “Corporate Governance”) and Conflict of Interest policies and procedures. The Code applies to all officers, directors and employees of the company, including our subsidiaries, and it covers, among other topics, policies related to legal and regulatory compliance, anti-corruption, Securities and Exchange Commission reporting, information on the Foreign Corrupt Practices Act, and reporting of violations.

We expect our employees to know and understand our corporate governance and ethics policies and procedures. We conducted training on our Code of Business Conduct in 2010 with all employees. In 2011, we required only newly hired and/or newly promoted employees to participate in this training (these employees represent less than eight percent of our workforce and were mainly in non-management positions). We plan to conduct a company-wide Code of Business Conduct refresher course during 2012.

At United Rentals, we take corruption prevention seriously. We have an anonymous hotline for employees to report unethical or suspicious behavior. In 2010, 145 cases were reported to this hotline, and in 2011, 126 cases were reported. All cases are investigated and appropriate corrective actions taken.



We also held an Anti-Harassment and Diversity course in 2010 for all employees, resulting in over 5,500 hours of training. We required new hires to complete the course in 2011, resulting in about 1,100 hours of training (new hires constituted less than six percent of our workforce). As with our Code of Business Conduct training, we plan to conduct a company-wide refresher course during 2012. Supervisors in California are also required to complete a two-hour Anti-Harassment for California Managers course biannually.

Dignity, respect, and integrity are the foundations of corporate responsibility at United Rentals. We are committed to maintaining the highest standards of ethical and professional behavior, both as a company and as individuals.

## STAKEHOLDER ENGAGEMENT

United Rentals considers employees, customers, stockholders, and the communities in which we live and work to be our key stakeholders. As a company, our direct interaction with these groups – and our interdependent and often collaborative relationships – form the basis for our engagement and influenced the development of this report.

United Rentals has a steady practice of soliciting employee suggestions and working to evaluate and put the best practices into place. We established an email address for employees to use for submitting ideas and suggestions on how to make United Rentals an even better place to work. We also engage an independent firm to conduct annual employee engagement surveys; responses to these surveys have led to more frequent recognition of employee achievements, workplace improvements, employee involvement in decision-making, and better communications.

We held dozens of Town Hall meetings across North America in 2010 and 2011. Suggestions from employees who have attended these meetings include development of a scorecard to accurately track metrics related to customer satisfaction, compensation for after-hours service calls, development of a “Near-Miss Reporting” safety program with an online reporting tool, and institution of an annual safety eLearning for all employees. These suggestions have all been put into practice. We believe that the opinions of our employees count and that their ideas make us a better company.

In addition to engaging with employees, we engage with stockholders through a number of investor-relations activities such as meetings with stockholders and quarterly conference calls (see the Investor Relations section of our Web site for more information); we engage customers and solicit their feedback (see Equipped for our Customers); and we engage with local communities on disaster preparedness and relief (see Equipped for our Communities).

*“The opinions of our employees matter, and their ideas have made us a better company.”*

Craig A. Pintoff, Senior Vice President,  
Human Resources



# EQUIPPED for the environment

## THE ENVIRONMENT

At United Rentals, we try every day to follow a simple rule: Do the right thing. When it comes to the environment, this means being responsible about how our actions impact the environment. Because we don't manufacture the equipment we rent out, our environmental impacts result from transporting and maintaining the equipment, and from managing our locations.

Our employees are finding creative ways to tread more lightly on the planet, from refurbishing equipment to buying paper with recycled content. These initiatives are reducing the amount of energy and water we use, decreasing greenhouse gas emissions, and reducing the amount of material we use and the waste we generate. We also help our customers reduce the environmental impacts related to using the equipment we supply, as discussed in Equipped for our Customers.

### Our achievements

# 3%

reduction in electricity consumption

# 4 million

pounds of batteries recycled in 2011

### Our next steps

- Provide customers with air emissions data for our rental equipment.
- Further reduce idle time.
- Integrate environmental programs across all branches (following the completion of the merger with RSC).

# ENERGY AND GREENHOUSE GASES

United Rentals conducted an assessment of our environmental impacts in 2009 and used the results of this assessment to develop a strategy to address the most significant of these impacts. This assessment identified greenhouse gas (GHG) emissions related to our use of energy (including fuel) as our most significant direct impact.

Our locations use electricity for heating, while our delivery trucks use large amounts of fuel to transport equipment to our customers. This energy use results in GHG emissions, so increasing our energy efficiency helps to reduce GHG emissions. We measure GHG emissions from purchased electricity and natural gas used by our locations, fuel use by our delivery fleet of vehicles, employee commuting, business travel, and the use of our rental equipment by our customers.

## INITIATIVES TO REDUCE GHG EMISSIONS

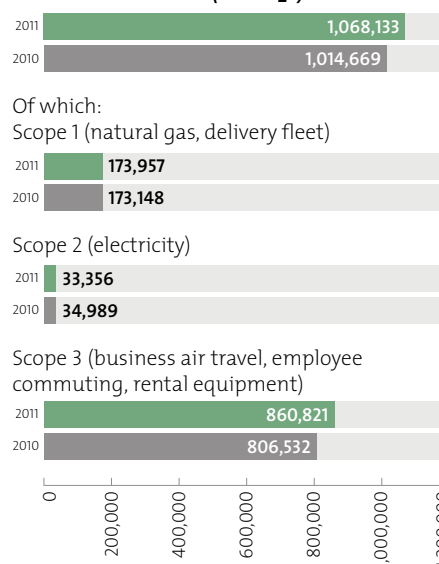
United Rentals has undertaken a variety of initiatives to reduce emissions of GHGs. One example is how we manage our used oil. A typical oil recycler burns used oil for energy recovery, which generates carbon emissions. Our waste disposal vendor, Safety-Kleen, reduces this release of carbon by re-refining the oil to remove any impurities, then placing the oil back in use. United Rentals' participation in this program resulted in the avoidance of 6,408 metric tons of GHG emissions (CO<sub>2</sub>e) during 2010 and 2011.

In October 2011, we introduced a new maximum operating speed of 65 miles per hour for our delivery trucks used to transport rental equipment. This speed will be set at the manufacturer for all new trucks United Rentals purchases weighing 26,000 pounds or greater. We are also setting this as the maximum speed for the rest of our existing delivery fleet during the trucks' routine service appointments. The program is expected to lead to improved fuel efficiency, which directly reduces our carbon footprint. We also expect the program to lead to fewer accidents and safer driving behavior.

## INITIATIVES TO REDUCE ENERGY CONSUMPTION

At United Rentals, we continually evaluate our programs to optimize energy usage. We prepared a guide to help our branches better manage and reduce energy consumption. The guide is based on a series of energy

Total GHG emissions<sup>1</sup> (MT CO<sub>2</sub>e)



<sup>1</sup> The Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard (Revised Edition, 2004), of the World Resources Institute and the World Business Council for Sustainable Development, was used to determine the scope of our GHG inventory and the methodologies used for calculations. Emission factors were obtained from U.S. Environmental Protection Agency sources. Direct measurement was used to calculate emissions, except in the case of employee commuting. Here, we used the number of employees not using our fleet vehicles for commuting, and the U.S. Department of Transportation's National Household Transport Survey 2009 to calculate the percent of commuters using private vehicles vs. public transport, average commute distance in private vehicles vs. public transport, and assumed average number of working days per year.





audits we conducted at a random sample of United Rentals' branches that focused on identifying the most common causes of energy waste. We also provide energy scorecards to our branches to help them track energy use year-over-year.

We have begun the process of upgrading to more energy-efficient lighting at our branches, where outdated lighting fixtures are one of the largest consumers of energy. By replacing outdated fixtures with new energy-efficient fixtures, we are seeing real reductions in energy usage. In 2011, we completed a number of lighting surveys to determine which branches had the least efficient lighting. We have authorized retrofits to replace approximately 16,400 T-12 metal halide fixtures with energy-efficient T-8, T-5 and LED fixtures. We completed three upgrades in 2011, and by the end of 2012, we will have upgraded lighting in over 300 facilities. These upgrades are projected to produce annual savings of approximately 7.6 million kilowatt-hours – enough energy to power 661 households – and \$1.3 million.

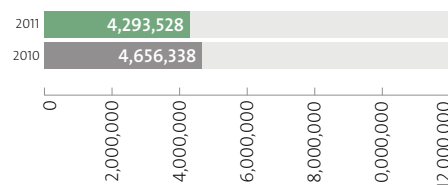
## Energy consumption

### Fuel for the delivery fleet (gallons)<sup>2</sup>

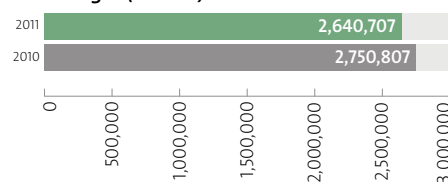
#### Diesel



#### Gasoline



### Natural gas (therms)

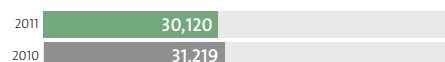


### Electricity consumption (MWh)<sup>3</sup>

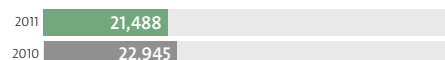


#### Of which:

##### Coal



##### Gas



##### Hydro



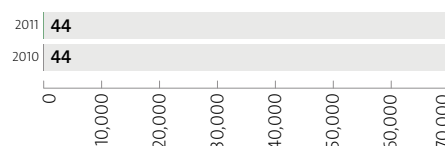
##### Nuclear



##### Oil



##### Wind and tides



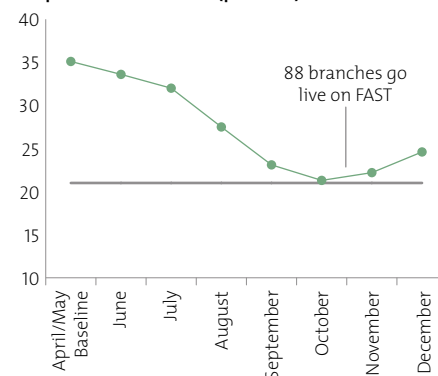
## Idle Reduction

United Rentals is using innovative information technology to encourage drivers of diesel vehicles to reduce the amount of time they spend idling, which simultaneously reduces fuel expenses. An idling engine can waste up to one-and-a-half gallons of fuel per hour.

Our advanced FAST (Field, Automation, Strategy, Technology) system uses GPS technology and hand-held computer devices to optimize our routing, dispatch and equipment loads. The idle time reduction program was officially launched to branches that use the FAST system in June 2011, and we currently have 400 branches and 1,000 drivers in the idle reduction program.

Idle time fell steadily after the program was initiated despite a steady stream of new branches joining the program. Our target is to reduce idle time to 21 percent. Between June and December 2011, the idle time program saved **78,912 gallons** of fuel and **\$306,131**, and avoided **801 metric tons of CO<sub>2</sub>**.

### Stop idle time in 2011 (percent)



Note: Stop idle time is a percent of total engine-on time. The percent for April/May is a May estimate based on manual reporting. June's percent is also based on manual reporting.

- <sup>2</sup> Fuel cards capture, on average, 95 percent of our total fuel purchases. The remaining five percent of fuel purchased was extrapolated for the purposes of our calculations.
- <sup>3</sup> When United Rentals transitioned our expense management information system, there were many errors in which utility accounts were being paid under the wrong branch. This does not affect total MWh of electricity used, but it has probably affected the breakdown of this total by primary source in 2010 (e.g. the electricity bill of a branch using hydro may have been paid under the name of a branch using coal).



# MATERIALS AND WASTE MANAGEMENT

We consider waste to be one of our most significant environmental impacts. We handle a variety of chemicals that, if managed incorrectly during or after use, could cause significant harm to the environment. Due to the risks associated with materials use and waste generation, we closely manage these issues and continually evaluate our branches to ensure they are managing these streams properly.

## MATERIALS MANAGEMENT

We purchase a variety of materials, from parts and fluids used for equipment maintenance to paper and ink cartridges used for office functions. We currently have many programs in place to recycle the materials we use, and we are mindful of the quantity of materials we purchase. Batteries are but one example: We recycled over four million pounds of batteries in 2011.

We strategically source over 98 percent of our tires, which allows us to optimize transport routes and reduce ad hoc purchases. We also increased the adoption of solid tires and carried out hundreds of tire retreads in order to reduce landfill waste.

## PAPER

A number of initiatives are underway to reduce paper use in the branches and at our corporate offices. We set the default on computers to print double-sided, and we have already seen a steep decline in the amount of paper purchased. The FAST program, described above (see Energy and GHGs), has contributed to the decrease in paper use, as the program uses a paperless process to deliver contracts from dispatch to drivers' handheld devices. And because customers sign the handheld devices, contracts do not need to be printed. We estimate that we will save at least \$100,000 annually in paper purchases and document storage from this initiative alone.

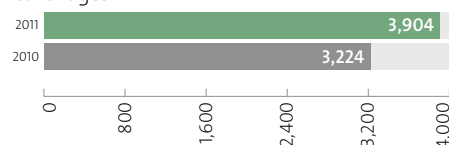
The majority of paper we buy is certified by the Sustainable Forestry Initiative, an independent, nonprofit organization dedicated to promoting sustainable forest management through the use of standards, certification and product labels. We are also looking for economically viable options to increase our recycled content paper purchases.



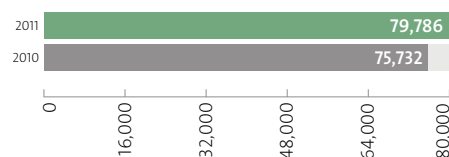
<sup>4</sup> During 2011, United Rentals replaced more than 1,300 leased and owned printers with new units. Each new printer came with a starter cartridge that needed to be replaced soon after installation. This resulted in more toner cartridges purchased in 2011 when compared to 2010.

### Examples of materials purchased

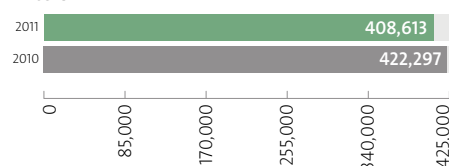
#### Cartridges<sup>4</sup>



#### Batteries

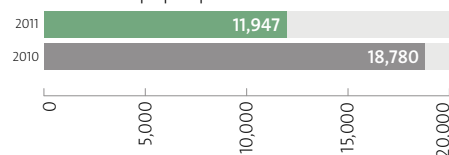


#### Filters



### Paper purchases

#### Total units of paper purchased



#### Percent of paper purchased that was 30 percent or more recycled content



## WASTE MANAGEMENT

Much of the waste we generate is general trash. However, we also generate certain wastes during the maintenance of our equipment fleet that are handled by a special and hazardous waste disposal company.

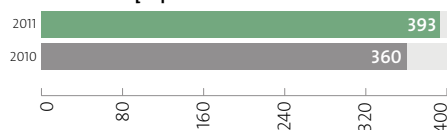
United Rentals teamed up with CloudBlue for the environmentally responsible disposal or recycling of all obsolete computer and telecommunications equipment. Between 2010 and 2011, we disposed of more than 75,000 pounds of IT assets through CloudBlue. In 2011, we also began redeploying used IT equipment that would otherwise have ended up in storage rooms. This will help us reduce our purchases of new IT equipment, resulting in cost savings and a smaller environmental footprint.

## EQUIPMENT REFURBISHING PROGRAM

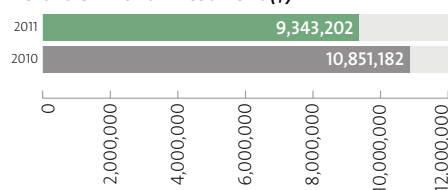
The useful life of construction equipment depends in part on the quality of the steel and natural materials utilized in its manufacture, as well as the quality of the processes used to make it. Rented equipment must be especially durable because it is often subjected to daily use, multiple operators and harsh conditions. All of these factors can shorten the life of the equipment, making it a challenge to protect the return on our investment in the equipment while providing customers with a safe, productive work experience.

Extending the useful working life of our equipment is a smart business – and environmental – strategy. Refurbishing prevents equipment from entering the waste stream and allows United Rentals to maximize the performance of our existing equipment fleet. In the last two years, we have worked with our suppliers to refurbish approximately 750 pieces of equipment at an investment of \$20 million.

Number of equipment refurbishments

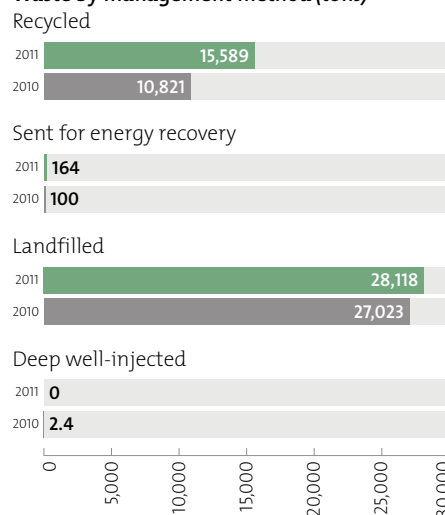


Refurbishment investment (\$)



<sup>5</sup> Measured in Short Tons. We did not reuse, compost, incinerate or store any waste onsite in 2010 or 2011. We did not transport, import, export or treat hazardous waste in 2010 or 2011. The method of disposal is determined from information provided by our waste disposal contractors.

Waste by management method (tons)<sup>5</sup>



## Switching to Aqueous Parts Washers Reduces Hazardous Waste

In 2010, United Rentals began an initiative to replace solvent-based parts washers with aqueous, or water-based systems. A parts washer is a basin or tub, usually with a built-in pump mechanism and hose used for circulating solvent to clean dirty, oily and greasy components. The water-based units use hot water and detergents instead of chemical solvents to clean parts.

We have replaced 260 solvent-based parts washers to date, eliminating 60,610 pounds of solvent from our waste stream. In addition to reducing the amount of hazardous waste generated by our operations, the cleaning products used in the aqueous parts washer are solvent free, contain low concentrations of volatile organic compounds (VOCs), are biodegradable, have low odor, are non-flammable, and do not contain any chelates or phosphates.

## WATER USE

United Rentals uses water primarily to wash equipment when it is returned by a customer. Due to the relatively low volumes of water used in our business, we do not consider water to be one of our most significant issues, but we closely track our consumption and recognize the need to manage this resource carefully. A few of our branches use a closed loop water recycling system for washing equipment, which eliminates water discharge.

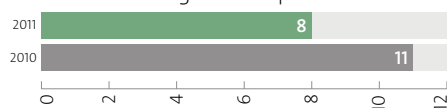
## COMPLIANCE AND SPILLS

United Rentals operates in accordance with all local, state and federal environmental regulations. Depending upon the location of our business, some of our activities may be regulated, including tank registrations, storm water management, spill prevention procedures and other environmental items. If compliance deficiencies are identified, they are rectified immediately. We conduct regular training on overall environmental management, shipping hazardous waste and spill response. We use an electronic environmental management system to assist in tracking our compliance requirements specific to our operating locations. Our corporate Environment, Health and Safety (EHS) Department conducts random visits to numerous branches each year to audit compliance with applicable environmental regulations and company policies.

In extremely rare instances, our equipment may release petroleum products. These releases are dealt with immediately according to internal spill response procedures. We have a spill contractor available 24 hours a day, every day of the year, throughout North America to deal with any kind of spill. If required, the local regulator is contacted to verify the cleanup.

### Annual spills and violations

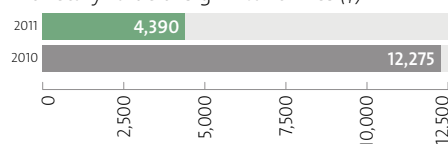
Total number of significant spills<sup>8</sup>



Total volume of significant spills (gallons)



Monetary value of significant fines (\$)



Number of non-monetary sanctions



<sup>6</sup> The volume of water we consume equals the volume we discharge. Water is provided by a public utility or through permitted onsite wells. We did not withdraw water from surface water, collect rainwater, or use wastewater from another organization in 2010 or 2011.

<sup>7</sup> Some groundwater withdrawals were estimated.

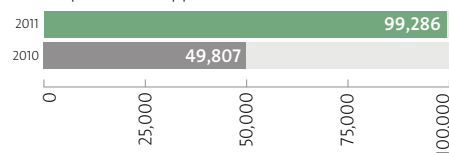
<sup>8</sup> Significant spills are those that are reportable to the U.S. Environmental Protection Agency. None of these spills were required to be reported in our financial statements.

### Volume of water withdrawn (thousands of gallons)<sup>6</sup>

Groundwater<sup>7</sup>



Municipal water supplies or other



## Eliminating the Storage of Fuel Underground

As a rental company, fuel is an important product to have available at our locations. Underground storage tanks (USTs) provide fuel storage in a way that reduces the risk of fire and increases the usable space on our properties. However, USTs pose significant risks to the environment. Since USTs are completely buried, leaks are difficult to detect and can go unnoticed.

Between 2000 and 2008, United Rentals removed USTs at 46 branches throughout the United States and Canada. The removals eliminated potential impacts to groundwater, along with intensive compliance requirements.

Above ground storage tanks (ASTs) were chosen as the fuel storage solution. These tanks allow for visual inspections from all sides and were installed with secondary containment to provide further protection in the event of a spill or leak. There is only one branch in North America that still uses an underground tank, because local regulations do not allow for the installation of above ground tanks.

# EQUIPPED

## for our employees

### OUR EMPLOYEES

At United Rentals, we work hard every day to earn the loyalty of our employees. As a company, we're only as good as our employees, so we want them to be at their best.

We work to foster a safe and healthy work environment through rigorous training and monitoring programs. We strive to provide fulfilling career paths and opportunities to set goals and meet challenges. We equip our employees to help us succeed by offering challenging, satisfying jobs; investing in training and development; and promoting a culture of teamwork, safety and professionalism.

#### Our achievements

## \$153 million

spend on diverse suppliers in 2011

## 48%

improvement in OSHA  
Recordable Incident Rate  
since 2007

#### Our next steps

- Increase average number of hours of training received by employees.
- Further reduce the Recordable Incident Rate.
- Increase spend on diverse suppliers.



## A DIVERSE WORKFORCE

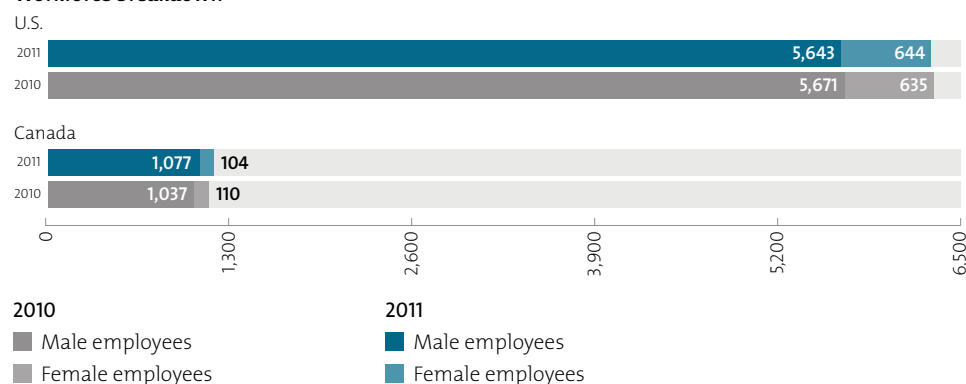
Providing superior service is a key component of United Rentals' business strategy, so we aim to attract and engage a diverse workforce that will meet, and even anticipate, the needs of customers. In making employment decisions for our branches, we seek to hire locally as much as possible.

We employ almost 7,500 people in the United States and Canada. Less than nine percent of our workforce is covered by collective bargaining agreements.

To serve our diverse customer base, United Rentals actively recruits committed and energetic individuals with a variety of backgrounds and experiences. Approximately one third of our workforce represents one or more minority groups. We see diversity as key to our competitive advantage in the marketplace, as it strengthens our ability to serve a wide range of customers. Diversity encourages creative thinking and enriches both internal and external relationships.

We affirm and support the basic dignity and rights of all persons. We are likewise committed to professionalism and safety in our company culture, and do not tolerate harassment, violence, bias or unlawful discrimination among our workforce.

### Workforce breakdown



	2010		2011	
	Male	Female	Male	Female
<b>U.S. employees:</b>				
U.S. Full time	5,663	634	5,633	640
U.S. Part time	6	1	5	2
U.S. Temporary employees	2	0	5	2
<b>Canadian employees:</b>				
Canadian Full time	1,023	105	1,066	103
Canadian Part time	7	1	7	0
Canadian Temporary employees	7	4	4	1

## Promoting Women in Construction

One way we work to advance our commitment to diversity is in our support for the advancement of women in the construction industry.

Despite several decades of progress, women still make up less than 10 percent of the workforce in the industry. United Rentals continually strives to increase the number of talented women who are making a difference in our company and communities, and with our customers. In 2010, we initiated a series of daylong training and networking sessions to connect our female team members with their peers across the country. These trainings promote cooperation and fellowship, and offer United Rentals employees a better understanding of the challenges faced by women in the construction industry. These ongoing sessions are hosted by several high-ranking women in our organization, as well as by Michael Kneeland, our Chief Executive Officer.



## DIVERSITY IN OUR SUPPLY BASE

United Rentals extends its commitment to diversity to our relationships with our suppliers. We seek to develop and increase the opportunities for a wide range of businesses owned by minorities, women, disabled persons or veterans, as well as small business enterprises, disadvantaged business enterprises, and HUBZone small businesses. Our sourcing group actively seeks out diverse suppliers, resulting in supplier contracts with United Rentals of over \$146 million in 2010, and over \$153 million in 2011. Diverse suppliers interested in doing business with United Rentals may contact us at [supplierdiversity@ur.com](mailto:supplierdiversity@ur.com).

United Rentals has been recognized by the following organizations for our commitment to supplier diversity:

- *Black EOE Journal* – **Best of the Best Supplier Diversity Program Award** – 2010 and 2011.
- *DiversityPlus Magazine* – **30 Champions of Diversity 2011** – Jamie Crump, Director, Indirect Strategic Sourcing & Supplier Diversity.
- Greater New England Minority Supplier Development Council (GNEMSDC) – **Nomination for Buyer of the Year 2011** – Panos Lapatas, Senior Strategic Sourcing Manager.
- *Hispanic Network Magazine* – **Best of the Best Supplier Diversity Program Award** – 2010 and 2011.
- *Professional WOMAN'S Magazine* – **Best of the Best Supplier Diversity Program Award** – 2010 and 2011.



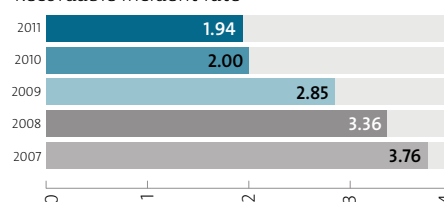
## HEALTH AND SAFETY ON THE JOB

Safety is one of our foremost concerns given the nature of our business, which involves the maintenance, movement and operation of large and complex equipment. We have made great strides in training both our employees and customers in safe practices when using our machines. This is ongoing work, and we are proud to report that, since 2007, our Occupational Safety and Health Administration (OSHA) Recordable Incident Rate has declined 48 percent, and our Vehicle Accident Rate has dropped 58 percent.

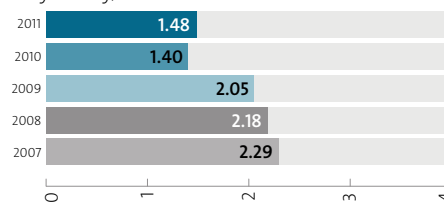
In order to achieve an exceptional level of safety, United Rentals understands that we need every single employee to fully participate and demonstrate ownership and leadership. Demonstrating safety leadership is not limited to the work environment. Safety plays a role at home and within the communities where we live and play. To assist employees in sharpening their safety leadership skills, we created “United for Safety,” an eLearning course. This course introduced several key concepts, including how to incorporate safety into daily life, how to recognize hazards, and how to prevent incidents. Every employee at United Rentals, as well as several members of our Board of Directors, completed this course.

<sup>9</sup> The Bureau of Labor Statistics “Survey of Occupational Injuries and Illnesses Form” is used to report accident statistics.

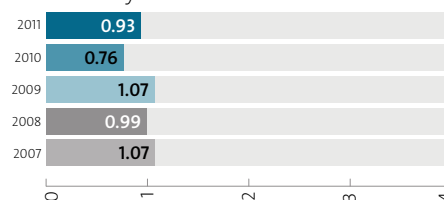
Recordable injuries and fatalities<sup>9</sup>  
Recordable incident rate



Days away, restricted or transfer rate



Lost workday case rate



Employees begin their workday with a safety huddle to help reinforce their safety leadership skills. They have also been empowered to stop all work activity when an unsafe act or condition has been observed. All of these incidents are captured within our robust “Near Miss Reporting” program, which helps us identify gaps in training and get a better understanding of safe work practices. Each incident is analyzed to develop and/or improve current procedures, standards and training programs for our employees.

## SAFETY COMMITTEES

Our Safety Committees, which are comprised of both workers and managers at each United Rentals branch, help us promote optimal safety practices. The committees work to correct potential hazards and unsound practices. They follow the guidelines recommended by regulatory agencies and promote awareness of safety issues. The committees are assisted by our branch managers, who are ultimately responsible for overseeing the health and safety of each individual branch.

Over 90 percent of our workforce is represented in formal joint management-worker health and safety committees, and employees covered by a formal agreement with a trade union are required to follow United Rentals’ policies on health and safety.

## SAFE DRIVING

At United Rentals, we exercise the utmost care when operating our fleet of vehicles. The safety of our drivers is essential to our business.

All employees who drive for United Rentals are required to maintain a safe driving history, with very minimal violations and accidents. Employees who do not meet the requirements set forth by United Rentals are subject to having their driving privileges revoked.

Distracted driving is a regular topic during safety meetings. In 2010, a Safe Driving course was developed and is now required annually for all employees.

## DISEASE PREVENTION

Since we are a service-oriented company, an outbreak of a contagious illness, such as the flu, poses a potentially serious business risk. Therefore, we educate our employees on the kinds of outbreaks possible, the differences in types of diseases and what to do in the event of personal or widespread illness. Our aim is to create a culture of disease prevention that reduces transmission of illness and time lost to sickness. To that end, we provide education, counseling and prevention programs to our workers and their families, and extend education and prevention programs to local communities.

## Safe Driving Rodeo Crowns First Champs

United Rentals’ first-ever Safe Driving Rodeo took place on April 7, 2011. Twenty-seven employees – from as far away as Ontario and Florida – gathered to compete in Irving, Texas.

The participants were divided into two categories – commercial and non-commercial – and were tested and scored on three major events:

- Pre Trip Inspection – A specific number of deficiencies were “created,” and the participant had to identify all defects within a specified time frame.
- Simulator – A simulated driving test required the participant to maneuver in tight spots, back up, and make appropriate turns and stops.
- Driving – Driving obstacles were set up and the participants were scored on how close they came to the mark, making it through the turns without knocking anything over.

When the dust cleared and the scores were in, two Grand Champions were announced and presented with a \$5,000 travel voucher each:

Commercial – Brandyn Pritchard, CDL A Driver, Gonzales, Louisiana, #60

Non-Commercial – Matthew McKee, Service Manager, Fort Worth, Texas, #537

“The rodeo and prizes were sponsored by L-3 MPRI, the vendor responsible for our simulator training,” says Heidi Rawe, Senior Director of Sustainability. “This was such a positive experience for everyone involved; we look forward to hosting similar events in the future.”



## EMPLOYEE TRAINING AND CAREER DEVELOPMENT

United Rentals actively encourages the training and development of our workforce. In 2011, the company provided over 265,000 hours of training, or an average of 36 hours per employee. United Rentals trains new employees and offers continued training through refresher and ongoing learning experiences. In addition, all employees have access to more than 100 courses online through our eLearning program.

On an annual basis, all active employees receive a performance appraisal. In addition, development plans are created and managed by human resource managers for employees in all business functions who exhibit a high potential for supervisory and management positions. These plans help to develop skills and competencies that are essential in successful managers and directors, such as communication, creativity, independent thinking, problem solving, decision-making and collaboration.

United Rentals' LIFT program is specifically dedicated to identifying and developing the future leaders of the company. The program consists of twice-a-year, in-person leadership training sessions and monthly leadership calls led by senior managers. In addition to the formal learning events, each participant in the program is assigned a leadership mentor and tasked with following an individualized development plan. The LIFT program currently has 95 participants representing a variety of business functions.



### Hours of training

2011	265,000
2010	261,336

### Of which: Administrative

2011	1,280
2010	1,160

### Branch management

2011	36,447
2010	37,542

### Drivers

2011	15,373
2010	11,740

### Maintenance

2011	158,135
2010	164,027

### Management

2011	6,174
2010	7,317

### Non-management

2011	1,675
2010	1,875

### Sales

2011	45,916
2010	37,675





## EMPLOYEE BENEFITS

**When employees have confidence in their future and security for their families, they can dedicate themselves to a job well done. We provide these benefits to full-time employees:**

- Medical
- Dental
- Vision
- Employee Assistance Program (a confidential, free program that helps employees handle work, home, personal, and/or family issues)
- Flexible Spending Accounts
- Disability Benefits
- Life and Accident Insurance
- Legal Assistance
- MetLife Auto & Home® Insurance Choice Program
- Pet Insurance
- 401(k) Retirement Plan
- Vacation Buy Up (allows full-time, non-union employees with less than four weeks of paid vacation time the chance to purchase up to one additional week of vacation per year)
- Vacation Accrual Exchange Program (allows employees to exchange vacation hours to offset the payroll deductions for certain benefits)

At United Rentals, we understand that family comes first, and we encourage our employees to support each other. Our Vacation Donation Program allows full-time, non-union employees to donate currently accrued vacation hours to full-time, non-union employees who have used all their own paid time off due to a serious health condition, a death in the immediate family, or to care for immediate family members who have a serious health condition. In 2011, 12 employees were able to take advantage of the generosity of their co-workers.



# 7,468

total employees in 2011

# 36

average hours of training per employee in 2011



# EQUIPPED for our customers

## OUR CUSTOMERS

At United Rentals, our company is more than an industry-leading equipment resource; we are a clearinghouse for the newest and best practices in “clean construction.”

We work hard to earn the satisfaction of our customers in all areas – from the equipment we offer to customer service during the order and delivery process. And, of course, since their safety is priority number one, we also make sure we train our customers about how to safely use the equipment they rent from us.

### Our achievements

# 13%

reduction in number of equipment breakdowns

# 4%

improvement in on-time deliveries

### Our next steps

- Invest \$1 billion in new equipment.
- Increase the reach of our customer training programs.
- Begin phase-out of older engines in our equipment fleet.

## CUSTOMER SAFETY

The health and safety of the people we interact with is our top concern. This includes the health and safety of our employees (as discussed in Equipped for our Employees), as well as the health and safety of our customers. We assess the environmental and health impacts of our rental equipment during its use. This knowledge, as well as our expertise in the safe handling of our equipment, ensures that our customers are well informed and have the know-how to use the equipment safely and effectively.

## PROMOTING GREEN CONSTRUCTION PRACTICES

The construction industry as a whole accounts for almost two percent of the total greenhouse gas emissions in the United States – equivalent to that of 25 million cars annually. Construction activities can be disruptive and noisy, affecting air and water quality and, consequently, the environment and public health. Our customers are setting their own goals to reduce these unwanted impacts, and United Rentals wants to help.



The popularity of “green building” and “clean construction” continues to grow, as customers seek to minimize the environmental impacts of construction projects. We actively monitor developments in clean construction across North America. In 2010, United Rentals issued a white paper to contribute to the conversation, inform contractors of changing diesel emission standards, and serve as a resource to local authorities in crafting diesel emission requirements that are safe, practical and attainable.

We are now in the process of obtaining and documenting engine tier level information for our entire rental fleet, which will give us an overall picture of the engine tier level composition. (Tiers 2, 3 and 4 refer to U.S. EPA emission standards for non-road diesel engines; Tier 4 standards are to be phased in between 2008 and 2015 and are the most stringent.) With this information, we can work to set goals to reduce air emissions and phase out older engines by certain dates.

## Working to Improve Air Quality at Construction Sites

The exhaust from diesel-powered construction equipment contains particulate matter (PM) and nitrous oxides (NOx) that can cause adverse health effects in those exposed. Moreover, NOx contributes to ground-level ozone (O3), which can have harmful respiratory effects.

The construction sector in the U.S. uses more than two million engines; 31 percent of these engines were manufactured before current emissions regulations were in place. Given their long lifespan, they will continue to emit PM and NOx unless owners retrofit or replace them.

United Rentals has identified air emissions related to the use of our equipment as our most significant indirect environmental impact. To address this impact, United Rentals is working with the U.S. Green Building Council through LEED® (Leadership in Energy and Environmental Design), a rating system and certification program that encourages green practices during construction projects. We are developing a credit that would encourage contractors seeking LEED certification to develop and implement a plan to reduce emissions from non-road diesel-fueled equipment and on-road fueled vehicles used during construction. If the Green Building Council decides to adopt this credit into the LEED rating system, it will provide an incentive for contractors to use equipment and vehicles with lower emissions, which protects the health of their employees, as well as the health of surrounding communities.



## TRAINING FOR SAFETY

Safety is job one on any work-site. We are proud of our role as a safety and training advocate, and it is something we take very seriously. Our industry-leading trainers work with our customers to instill best practices in construction safety.

### UNITED RENTALS AND KIEWIT POWER PARTNER ON “TRAIN THE TRAINER” SAFETY PROGRAM

**The Challenge:** Safety is paramount on any construction project, but excavation job sites pose particular dangers to untrained workers. In the United States, Occupational Safety and Health Administration (OSHA) mandates that every excavation project have a trained “Competent Person” onsite to oversee safe work practices. When United Rentals’ customer, Kiewit Power, was preparing to start work on a large excavation project for a utility customer, Kiewit Power’s district safety manager turned to United Rentals to develop a comprehensive training program for Kiewit’s safety professionals, field and civil engineers.

**The Approach:** Given the complexities of trench safety and the number of employees to be trained, United Rentals and Kiewit Power collaborated to develop a “Train the Trainer” program tailored to Kiewit’s needs. United Rentals experts developed training materials to address the key issues facing Kiewit Power employees: protective systems, engineered systems, soil mechanics and site-specific engineering. The information was made available through Flash-based software for training sessions and through paper manuals for reference at job sites.

United Rentals’ safety experts trained a core group of Kiewit Power safety professionals, who, in turn, trained a larger group of colleagues within their company.

**The Outcome:** The first “Train the Trainer” course took place in Kansas in 2010, when a United Rentals team of four instructors trained 20 Kiewit Power trainers, with further sessions scheduled across the country. As the program continues to scale, the number of employees trained is expected to exceed 5,000 within three years.

The program has proven to be an effective way to disseminate United Rentals’ safety expertise in a way that is scalable and cost-efficient for a large company with a recurring need for training.

United Rentals’ “Excavation Competent Person” training is part of a broader training curriculum for customers, which includes safety and fall protection, site-specific regulatory compliance, confined space training, and operator certifications for equipment such as aerial lifts, loaders, backhoes, forklifts and cranes.





## CUSTOMER SATISFACTION

**Customer satisfaction is vital to our business. From the products we offer to the friendliness of our staff, we work hard to make sure we are meeting our customers' every need.**

We conducted approximately 38,000 surveys with our customers in 2011 to gather feedback about specific rental transactions. If a customer gives us a relatively low rating, a concern alert is generated enabling us to follow up with the customer to resolve any potential issue. A closed-loop system has been put in place to ensure all customer follow-ups are conducted.

Over the course of 2011, our score on these surveys trended upward. Overall service was the primary positive driver. We improved on-time deliveries by four percent and reduced the number of equipment breakdowns by 13 percent. The number one concern last year was frustration with equipment availability, followed by equipment condition. In 2012, we are making a significant investment of approximately \$1.0 billion in new equipment that will increase capacity as well as upgrade the overall fleet, particularly the most frequently requested items.

## CUSTOMER PRIVACY

**United Rentals takes the privacy of our customers very seriously. We have numerous policies and procedures in place to ensure the safety and security of our networks, firewalls and systems containing customer data. We also follow the Payment Card Industry (PCI) Standards of Compliance to ensure best practices around safeguarding customer credit card information. During credit card transactions, for example, employees are required to verify a credit card holder's identity. There are steps for an employee to follow if he/she suspects fraud or the unauthorized use of a card.**

We test our privacy practices in a number of important ways. Through internal controls, as well as monitoring and testing by a qualified external party, we ensure our networks are properly protected. There have been no known breaches of our network of customer data to-date. We understand the importance of protecting customer data and we will continue our vigilance.



## United Rentals Scores High in Customer Service

**NPL Construction Company, a leader in the natural gas industry and one of the most prominent underground contractors in the country, is one of our largest national customers.**

Each year, they do an audit of their key vendors using their own internal survey process. The NPL audit rates United Rentals in the areas of overall customer service, availability, condition and pricing of equipment, and billing and invoicing. The 2011 survey shows that we have improved significantly since the previous year and are one of the highest rated suppliers with which they do business. NPL has increased its business with us more than 20 percent in each of the last two years.



# EQUIPPED for our communities

## OUR COMMUNITIES

United Rentals is more than just an equipment supplier. Through countless construction, improvement and beautification projects across the United States and Canada, we have literally helped to build thousands of communities.

With a network of 529 branches in 48 states and 10 Canadian provinces, most of our customers know us as a local resource, and we strive to be good neighbors, contributing to the health and well-being of the communities in which we operate.

### Our achievements

**\$479,290**

charitable contributions  
in 2010–11

**150**

branches provided equipment  
for Extreme Makeover builds  
in 41 states

### Our next steps

- Increase support for The Tower of Hope.
- Enhance employee volunteering opportunities.
- Expand the reach of our disaster preparedness and relief efforts.



## COMPANY AND EMPLOYEE DONATIONS

The United Rentals team supports various causes through corporate and employee donations. Most of our donations support The Tower of Hope. Since focusing our support on a small number of organizations has greater impact, we encourage our employees to donate to the same organizations that United Rentals as a company supports and we match those donations.

### THE TOWER OF HOPE: OUR SUPPORT OF MILITARY VETERANS

United Rentals has a special relationship with military veterans. Not only do we actively recruit veterans as employees, but we also support them through the nonprofit organization, The Tower of Hope. Started by a woman left widowed after the September 11, 2001, terrorist attacks, The Tower of Hope trains and pairs service dogs with people – especially veterans – who have suffered debilitating injuries or are afflicted with chronic conditions. United Rentals is proud to be a national sponsor of the organization and to match employee donations to the cause.

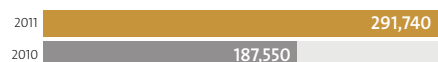
## BUILDING COMMUNITIES WITH EXTREME MAKEOVER: HOME EDITION

Since 2006, United Rentals has partnered with the Emmy award-winning television show *Extreme Makeover: Home Edition* as its preferred construction equipment supplier, providing more than \$3.5 million worth of machinery free-of-charge.

The show featured over a dozen projects each season, relying on support from local volunteers and contractors to build a new home for a deserving family in one short week – a job that normally takes several months or more. Equipment rental was critical to the process. The success of each project relied on intense planning and coordination, absolute efficiency, and no margin for error. From start to finish, the right construction equipment must be in place and ready to go on a moment's notice. During the course of this five-year partnership, United Rentals donated more than 5,000 pieces of equipment to support the construction of more than 110 homes. More than 150 United Rental branches provided equipment for builds in 41 different states.

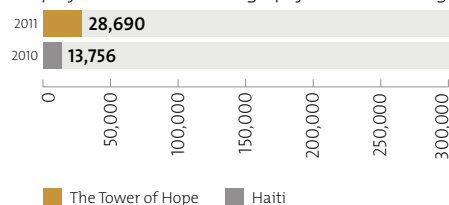
Producers for the show valued United Rentals' integrated branch network and our ability to mobilize quickly to keep construction plans on track – despite the challenges of weather, timing and logistics. As the show's design team increasingly incorporated solar panels, geothermal systems and other "green" elements into its builds, United Rentals was proud to provide the technical expertise and advanced equipment needed to make this possible. But equipment was only half of the story. *Extreme Makeover* also relied on dedicated United Rentals employees, who chose to volunteer onsite in support of their neighbors.

Company and employee donations (\$)  
Charitable contributions\*



\*The company match for The Tower of Hope support is included in the charitable contributions total.

Employee donations through payroll withholding



### United Rentals Helps Rebuild Joplin

When tornadoes devastated the town of Joplin, Missouri, in October 2011, the television show *Extreme Makeover: Home Edition* decided to attempt an unheard-of home building blitz: seven homes in seven days.

They called us to help and we quickly marshaled the resources needed. Our nearby Springfield branch oversaw the delivery of more than 140 pieces of construction equipment to help get the job done. Employees delayed vacations and scheduled time off in order to help their neighbors rebuild.





## DISASTER PREPAREDNESS AND RELIEF

Construction equipment, including bulldozers, dump trucks, loaders, rough terrain forklifts, generators, pumps and light towers, are critical to facilitate recovery and rescue operations. In times of disaster, construction equipment rental companies like United Rentals are among the first to get a call and the first to arrive on the scene.

At United Rentals, we strive to play a significant role in helping communities plan for – and clean up in the aftermath of – weather-related and man-made emergencies. We're working to refine our processes to prepare for emergencies, drive awareness with our customers for the need to prepare in advance, and develop partnerships with first responders – focusing on disaster training, logistics and deployment – so that we have the ability to react when the unforeseen becomes reality. Emergency response guides have been provided to employees and their families to help them prepare for and properly manage emergencies.

Out in the field, branches coordinate among each other and regionally, using a permanent teleconference line. In disaster scenarios, United Rentals' branches first ensure their own ability to operate, and then quickly move to assess local requirements and bring in needed resources for the community around them.



### Ready Around the Clock

In an emergency, the logistics of getting the right products to those with urgent needs is a major priority.

To help communities get the supplies they need, when they need them, United Rentals has established procedures and allocated resources to help us respond to crises on a national and local basis. Our National Accounts Service Center in Tampa, Florida, is open 24 hours a day, seven days a week, serving both the U.S. and Canada to coordinate the movement of equipment, supplies and information.

The service center's multilingual staff speak English, French and Spanish, and coordinate dispatch and contents tracking for everything that moves between United Rentals' branches, regional contractor supply warehouses, suppliers and customers nationwide. United Rentals' Intranet system makes mass communication available in real time.

## Reporting level key:

- Reported
- Partially reported

Disclosure on Management Approach	Reporting level	Location and notes
EC	●	Financial Performance Annual Report/10-K filing Investor Relations section of our Web site
EN	●	Equipped for the Environment The Senior Director for Sustainability is the most senior position with direct responsibility for environmental policies and programs. We set a goal related to idle reduction to help reduce GHG emissions. Additional goals will be considered going forward. Our policies and performance are discussed in Equipped for the Environment. Training, monitoring and corrective actions are discussed in the Compliance and Spills section.
LA	●	Equipped for our Employees The Senior Director for Sustainability is the most senior position with direct responsibility for health and safety policies and programs. While we do not have targets specific to labor practices, our policies on equal opportunity, diversity, and health and safety show we are committed to our employees. Our training programs and monitoring procedures are discussed in Equipped for our Employees and in the Ethics section of Our Approach.
HR	●	Our Approach/Governance/Ethics While we do not have targets specific to human rights, our policies define our overall commitment to non-discrimination and anti-harassment. Our training and monitoring programs are discussed in the Ethics section.
SO	●	Our Approach/Governance/Ethics While we do not have targets specific to anti-corruption, our policies define our overall commitment to ethics. Our training and monitoring programs are discussed in the Ethics section.
PR	●	Equipped for our Customers/Customer Satisfaction Equipped for our Customers/Customer Privacy Our policies, performance and monitoring programs related to product responsibility are discussed in Equipped for our Customers.

Indicator	Reporting level	Location and notes
1.1	●	Message from our CEO
1.2	●	Message from our CEO Financial Performance Equipped for the Environment/Energy and GHGs Equipped for the Environment/Compliance and Spills Equipped for our Employees/Health and Safety on the Job Equipped for our Customers/Customer Safety Equipped for our Communities/Disaster Preparedness and Relief
2.1	●	United Rentals, Inc.
2.2	●	About United Rentals
2.3	●	Annual Report/10-K filing
2.4	●	Greenwich, CT
2.5	●	2 - United States and Canada
2.6	●	United Rentals, Inc. is a holding entity incorporated in Delaware, publicly held, and listed on the New York Stock Exchange.
2.7	●	About United Rentals
2.8	●	About United Rentals Financial Performance
2.9	●	About United Rentals/United Rentals to Merge with RSC Holdings
2.10	●	Equipped for our Employees/A Diverse Workforce
3.1	●	Welcome to the Report
3.2	●	None – this is our first report
3.3	●	Welcome to the Report
3.4	●	In This Report

Indicator	Reporting level	Location and notes
4.6	●	Our Approach/Governance/Ethics
4.7	●	Our Approach/Governance/Board of Directors
4.8	●	Our Approach/Governance/Ethics
4.9	●	Our Approach/Governance
4.10	●	Our Approach/Governance/Board of Directors
4.11	●	Our Approach/Governance/Board of Directors
4.12	●	None
4.13	●	American Rental Association California Rental Association Association of General Contractors National Association for Women in Construction National Hispanic Construction Association U.S. Green Building Council
4.14	●	Our Approach/Stakeholder Engagement
4.15	●	Our Approach/Stakeholder Engagement
4.16	●	Our Approach/Stakeholder Engagement
4.17	●	Our Approach/Stakeholder Engagement
EC1	●	Annual Report/10-K Filing Financial Performance
EC3	●	We do not offer a defined benefits plan. Employees/Employee Benefits
EC7	●	Our Employees/A Diverse Workforce
EC8	●	Our Communities/Disaster Preparedness and Relief
EC9	●	Our Employees/A Diverse Workforce/Diversity in our Supply Base
EN1	●	The Environment/Materials and Waste Management
EN2	●	The Environment/Materials and Waste Management/Paper A percentage of the paper we purchase contains 30 percent or more recycled content.
EN3	●	Energy from burning natural gas and fuel used by our delivery fleet are reported in Equipped for the Environment/Energy and GHGs. Heating oil is used by a handful of branches, but since the quantity is not material, we do not include this.
EN4	●	The Environment/Energy and GHGs
EN5	●	The Environment/Energy and GHGs/Initiatives to Reduce GHG Emissions The Environment/Energy and GHGs/Idle Reduction
EN7	●	The Environment/Energy and GHGs/Initiatives to Reduce GHG Emissions The Environment/Energy and GHGs/Idle Reduction
EN8	●	The Environment/Water Use
EN9	●	No water bodies have been significantly affected by our water withdrawal, and withdrawals are not made from sensitive water sources.
EN16	●	The Environment/Energy and GHGs
EN17	●	The Environment/Energy and GHGs
EN18	●	The Environment/Energy and GHGs/Initiatives to Reduce GHG Emissions The Environment/Energy and GHGs/Idle Reduction
EN21	●	The Environment/Water Use
EN22	●	The Environment/Materials and Waste Management

Indicator	Reporting level	Location and notes
EN23	●	The Environment/Compliance and Spills
EN24	●	United Rentals did not transport, import, export or treat hazardous waste in 2010 or 2011.
EN25	●	No water bodies are significantly affected by our water discharges.
EN26	●	Our Customers/Customer Safety/Promoting Green Construction Practices Our Customers/Customer Safety/Working to Improve Air Quality at Construction Sites
EN28	●	No cases were brought through dispute resolution mechanisms in 2010 or 2011. The Environment/Compliance and Spills
EN29	●	The Environment/Energy and GHGs
LA1	●	Our Employees/A Diverse Workforce
LA3	●	Our Employees/Employee Benefits
LA4	●	Our Employees/A Diverse Workforce
LA6	●	Our Employees/Health and Safety on the Job/Safety Committees
LA7	●	Our Employees/Health and Safety on the Job
LA8	●	Our Employees/Health and Safety on the Job/Disease Prevention
LA9	●	Employees covered by a formal agreement with a trade union are required to follow United Rentals' policies on health and safety. Our Employees/Health and Safety on the Job/Safety Committees
LA10	●	Our Employees/Employee Training and Career Development
LA11	●	Our Employees/Employee Training and Career Development
LA12	●	Our Employees/Employee Training and Career Development
LA13	●	Our Approach/Governance/Board of Directors Our Employees/A Diverse Workforce
HR3	●	Harassment and discrimination are the most significant potential human rights issues for United Rentals. Our Approach/Governance/Ethics
SO1	●	Equipped for our Communities
SO3	●	Our Approach/Governance/Ethics
SO4	●	Our Approach/Governance/Ethics
SO8	●	Since January, 2010, there have been no significant fines, nor non-monetary sanctions for non-compliance with laws and regulations.
PR1	●	Our Customers/Customer Safety
PR5	●	Our Customers/Customer Satisfaction
PR8	●	Our Customers/Customer Privacy