



BUILDING A BETTER FUTURE TOGETHER

United Rentals 2025
Corporate Responsibility Report



ABOUT THIS REPORT

United Rentals’ 2025 Corporate Responsibility Report provides our stakeholders with an overview of our corporate responsibility initiatives, activities, and performance.

We issue our Corporate Responsibility Report annually. This report, which is our fourteenth, covers the period from January 1, 2025, to December 31, 2025, unless otherwise stated. In addition, the report provides select prior-year data to facilitate year-over-year comparison and includes certain information based on preliminary data from the current year, 2026.

All data includes United Rentals’ wholly owned subsidiaries in North America, Europe, Australia, and New Zealand, unless otherwise stated. In preparing this report, we referenced the Global Reporting Initiative (GRI) Sustainability Reporting Standards and the Sustainability Accounting Standards Board (SASB) Standards. For more information, refer to the **Disclosure Index** section at the end of the report.

Our approach to the disclosures in this report, as well as the data methodologies, assumptions, and estimates underlying our sustainability-related analysis, goals, disclosures, and strategy

(including those underlying our scenario analysis and Scope 3 and other greenhouse gas emission metrics), continue to evolve. This is due to factors such as, but not limited to, legal, regulatory, scientific, technological, methodological, and other developments. In addition, certain information in this report incorporates or otherwise relies on data provided to us by third parties, which may be incomplete, or have been prepared in ways that are not consistent with our methodologies or practices. We have not, and do not undertake any obligation to, independently verify such third-party information.

As a result of these and other factors, information disclosed in this report might differ from information contained in or implied by our past disclosures, and we may include information in future disclosures that differs from the information contained in this report. We undertake no obligation to update this report or any information (including forward-looking information) contained herein or implied hereby.

This report also contains statements that United Rentals believes to be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact, including, without limitation, statements regarding United Rentals’ future business strategy, targets, aspirational goals (including but not limited to our 2030 greenhouse gas goal and our other goals), and plans and objectives for future operations, are forward-looking statements. When used in this report, words

such as “may,” “will,” “expect,” “should,” “likely,” “intend,” “estimate,” “anticipate,” “believe,” “explore,” “goal,” “target,” “project,” or “plan,” or the negative thereof, or variations thereon, or similar terminology are generally intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions, and other factors, some of which are beyond United Rentals’ control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements. In addition to factors described in this section, factors that could cause our results to differ from the forward-looking statements include global sociodemographic and economic trends, the impact of tariffs, energy prices, climate-related conditions and weather events, legislative and regulatory changes, technological innovations, and other unforeseen events or conditions. Additional information concerning these factors is contained in United Rentals’ filings with the Securities and Exchange Commission (SEC), including, without limitation, United Rentals’ Annual Report on Form 10-K for the fiscal year ended December 31, 2025. All forward-looking statements speak only as of the date of this report.

Our approach to the disclosures included in this report differs from our approach to the disclosures we include in our regulatory reports, including our filings with the SEC. It is intended to provide information from a different

perspective and, in some cases, in more detail than that required to be included in our regulatory reports. Unless otherwise stated, words used in this report, including “sustainable,” “scenario analysis,” “goals,” “impact,” “zero emissions,” or similar words, should not be understood to have the meanings ascribed to them under any regulation or legal or industry frameworks. For example, matters described in this report, including matters described as “important,” “relevant,” “significant,” or “material,” or using similar words, are matters that may be important to us or our stakeholders, but should not be read as necessarily rising to the level of materiality used for the purposes of complying with securities laws or other laws, regulations, or frameworks, even if we use words such as “material,” “relevant,” “important,” or “significant” in this report or even where a particular framework referenced herein (e.g., GRI, SASB, or SDG) calls for a discussion of “material” matters.

None of the content in this report shall be deemed to be incorporated by reference in any documents we have filed or will file with the SEC. In addition, we reference our and third-party websites throughout this report, but the content of such websites or any other information they refer to are not incorporated by reference into this report.

This report is not intended to provide any representation as to the safety, sustainability performance, or any other attribute of any product or any third party or as to the accuracy or completeness of any third-party information.

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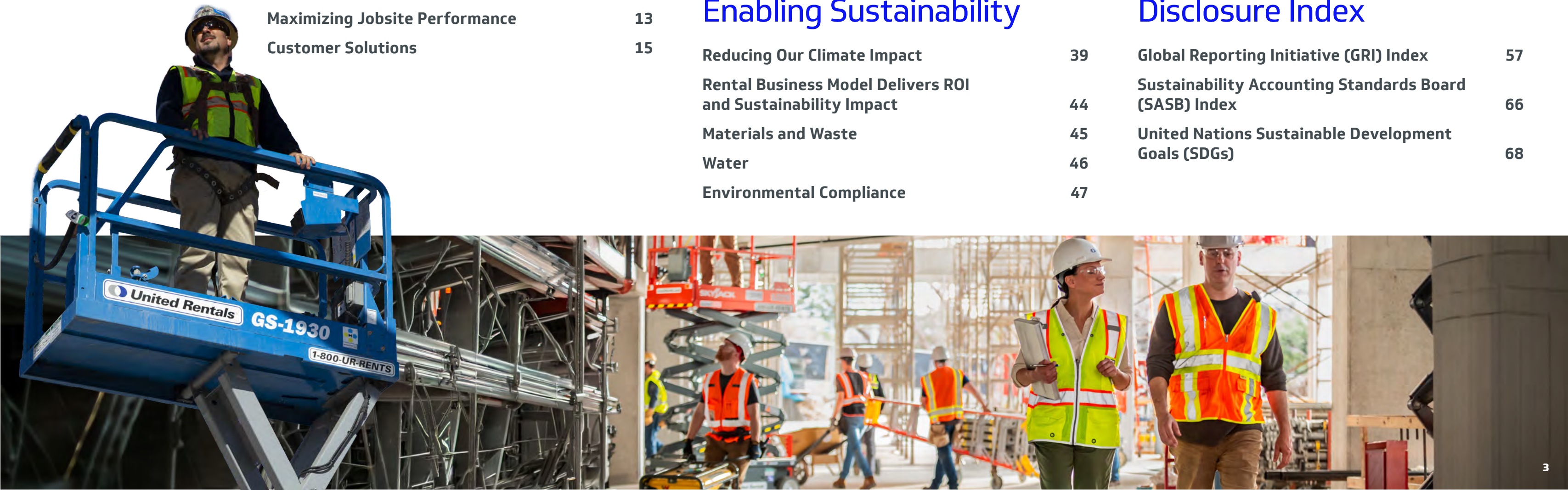
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A MESSAGE FROM OUR CHAIR AND CEO

Welcome to our 2025 Corporate Responsibility Report.

In our 14th year of reporting, we’ve continued to embed corporate responsibility into how we support our people, create value for our customers, and drive long-term business success. We are pleased to share our progress and performance across key areas.

THE RIGHT TEAM

We have an incredible team at United Rentals, with a culture that is unique in our industry. By providing fulfilling jobs and offering pathways for professional growth, we have nurtured a committed team that goes above and beyond for our customers.

Our focus on safety, benefits, and career development reflects our belief that taking care of our people is taking care of our business. And our employees validated this belief: their feedback earned us a spot among Glassdoor’s Best Places to Work in early 2026 and their responses to our all-company survey placed us in the top 5% of our benchmark group for employee engagement. Just as importantly, employee referrals accounted for more than 35% of our new hires in 2025, a strong indicator that our people trust us to

be a good employer for their friends, family, and professional networks.

The strength of our culture is also evident in how our people show up for each other and their communities. More than half of our employees donated to the United Compassion Fund in 2025, contributing over \$1.73 million to support their peers in times of need. Additionally, our employees continued to volunteer for causes in their communities such as children’s education, support of veterans, disaster recovery, and other important needs.

THE RIGHT SOLUTIONS

Our technology solutions, broad equipment portfolio, and expertise make us a one-stop shop for helping customers build safer and more efficient jobsites.

We continually collaborate with our customers to deliver solutions that meet their evolving needs. Connected tech offerings like Total Control® help customers improve safety and efficiency and reduce costs by monitoring equipment use in real time. Our investments to expand our portfolio of low- and zero-emission equipment create opportunities for our customers to make their jobsites more sustainable. At the same time, our new Consolidated Rental Program enables customers to optimize jobsite equipment usage across vendors with a simplified billing

structure. Our teams expertly combine these solutions to simplify the complex and create real value for customers. In 2025, one megaproject job site relied on us for over 1,000 pieces of equipment — all single-sourced. Total Control turned that scale into savings: we cut redundancies and delivered 20% cost savings for the customer.

THE RIGHT WAY

How we operate is just as important as what we deliver. We expect strong governance and ethics to underpin everything we do every day, contributing to the good reputation and resilience of our business.

Resilience also defines the role we play in the communities we serve. We strive to act quickly to make sure our people and branch locations are safe and prepared when unexpected events occur. We then help customers and communities recover by providing equipment, services, and expertise to aid in disaster recovery.

Our approach continues to earn the trust of stakeholders, demonstrated by our inclusion in Newsweek’s Most Trustworthy Companies in America in 2025.

LOOKING AHEAD

We’re more than just a rental provider — we’re an end-to-end collaborator, committed to delivering support throughout the full life cycle of a project. We bring together the people, solutions, and strategy to drive the best outcomes for customers. Investing in corporate responsibility embeds our company values into every aspect of our business and contributes to our long-term success. We are immensely proud and grateful for the contribution of every member of our United Rentals team.

We welcome your feedback on this report at sustainability@ur.com.



Matthew J. Flannery
Chief Executive Officer



Michael J. Kneeland
Chair of the Board

COMPANY OVERVIEW

Our purpose — building a better future together — drives everything we do. By combining equipment, services, and technology in one place, we meet customers where they are and deliver solutions that can help boost their safety, productivity, and sustainability.

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HIGHLIGHTS¹



35%+
of new hires came through
employee referrals

\$1.73M
contributed to the
United Compassion Fund

\$145,000
donated to veterans
causes in our 10th year
of Turns for Troops

Top 5%
of our benchmark group for
employee engagement based
on our all-company survey

1,000+ kW
additional renewable energy
capacity expected from new
solar arrays at six locations

97%
of the lighting across our
North American operations was
retrofitted, surpassing our
2025 aspirational goal of 95%²

0.75
total recordable incident rate
(TRIR), 7.4% lower than in 2024

1 Data for 2025 unless otherwise noted.

2 Progress as of December 31, 2025 for locations that were part of United Rentals' footprint as of June 30, 2022 (date of initial goal adoption); does not include locations acquired or opened after June 30, 2022.



ABOUT UNITED RENTALS

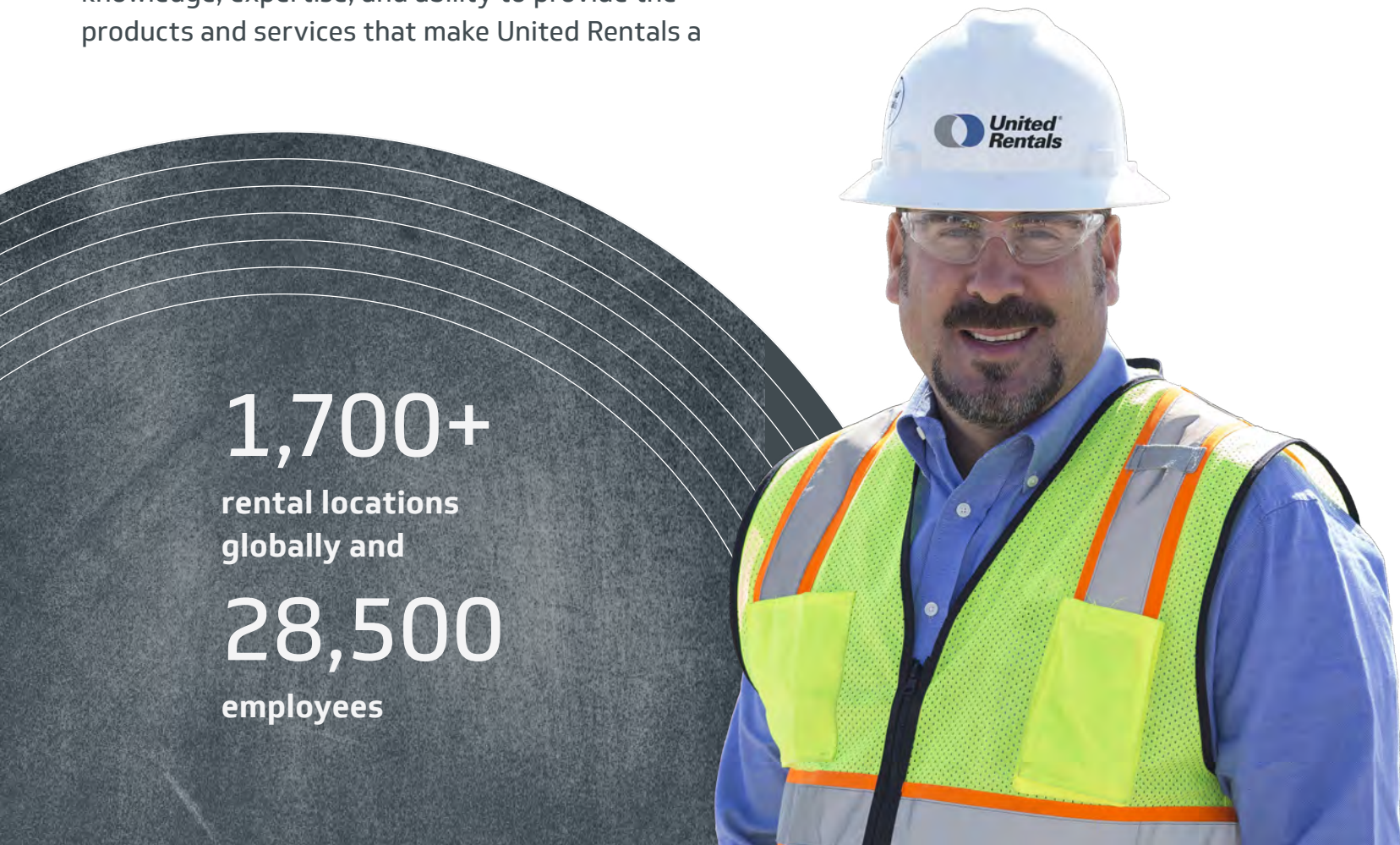
We are the largest equipment rental company in the world.

Backed by the industry’s most comprehensive fleet, we leverage our size and scale to deliver innovative, one-stop solutions. Across more than 1,700 rental locations globally, our 28,500 employees¹ are united by a culture of teamwork and safety — making it possible for us to deliver the service and support our customers depend on.

Our unique position between original equipment manufacturers (OEMs) and customers furthers our knowledge, expertise, and ability to provide the products and services that make United Rentals a

partner of choice. Beyond equipment, we provide digital tools that help customers get more from their jobsites. Through our **Worksite Performance Solutions™**, customers can better utilize equipment and tailor their operations, enabling teams to work smarter, safer, and more efficiently.

Recent recognition we’ve received, some of which is highlighted below, reflects our ability to bring unmatched value to customers.



SCALE OF THE ORGANIZATION 			
	2023	2024	2025
Rental locations ¹	1,584	1,686	1,768
United States (including territories)	1,357	1,433	1,494
Canada	147	158	169
Europe	38	39	41
Australia	23	37	45
New Zealand	19	19	19
Total revenue (billions) ²	\$14.33	\$15.35	\$16.09
Original equipment cost (billions)	\$20.66	\$21.43	\$22.48
Employees ¹	26,300	27,900	28,500

1 As of our fiscal year end on December 31.
2 For more information on our 2025 financial performance, see our [2025 Annual Report](#).

SELECT EXTERNAL RECOGNITION



United in Our Mission

Our purpose, vision, and values guide how we work every day as we deliver on our mission to deploy the best people, equipment, and solutions to help customers build a stronger future safely.

Our Purpose

Building a better future together

Our Vision

To be the best partner for worksite safety, productivity, and sustainability

Our Values



Safety first



Visible leadership



Customer-driven



Absolute integrity



Community-minded



Continuous innovation



Sustainability



Passion for people

United in our commitment to customers, communities, and each other



PRODUCTS AND SERVICES

We meet customers where they are — supporting projects of all types and sizes with the equipment and expertise they need to succeed. As a single-source provider, we offer a vast selection of equipment along with a full suite of customizable services, including equipment repair and maintenance, specialty solutions, advanced technologies, and training.

Comprehensive Equipment Fleet

Our more than a million rental units fall into two main categories: General Rentals and Specialty Equipment.

The General Rentals category includes Construction, Aerial, and Industrial Equipment, as well as Tools, Light Equipment, and Onsite Services (including portable toilets and temporary fencing). The Specialty category covers Trench Safety; Power and Heating, Ventilation, and Air Conditioning; Fluid Solutions; Mobile Storage; Modular Office Spaces (including temporary structures); and Surface Protection Mats. We sell used equipment as part of our life-cycle approach to refreshing our fleet. Additionally, we sell new equipment and the related contractor supplies, parts, and service.

We continue to seek opportunities to expand our product portfolio, organically and through acquisitions, to meet a broader range of needs and strengthen our position as a one-stop shop for customers.



CUSTOMER-CENTRIC CULTURE

1UR is our culture built on delivering world-class service through the commitment of our people to each other and to our customers.

Through monthly 1UR huddles, we reinforce each team member's role in delivering excellent customer service and advancing a consistent, high-quality experience. In 2025, huddles focused on driving customer excellence with specific topics chosen based on customer feedback. Additionally, we held more than 280 1UR workshops to introduce new hires to our values and reinforce them across our teams. Together, these sessions help maintain consistent standards across the organization, strengthening our culture of excellence in everything we do.

We encourage customer feedback and offer convenient ways for customers to connect with us, including:

- Communicating with their assigned single point of contact for our key accounts.
- Using equipment with telematics data that can alert our Service Technicians, who may respond with virtual or onsite support.
- Meeting in person through 1UR Customer Days.

Throughout the rental process, we survey customers to gauge their experience and measure our performance. We use the survey results to calculate our Net Promoter Score (NPS), a metric reflecting customer experience and satisfaction. In 2025, we improved on our already strong NPS from 2024.

1UR Action Statement

We will become the clear choice for customers by earning their trust with a consistent quality experience. We will support our team with the best training and tools to act with urgency to exceed customer expectations. Only through each employee's commitment to safety and service excellence will we deliver company-wide success.

OPERATIONAL EFFICIENCY

Working efficiently and safely is key to delivering world-class customer service. We employ Lean management processes to minimize inefficiencies within our operations with the following objectives:

- Shorten time associated with preparing equipment for rent
- Optimize resources for equipment delivery and pickup
- Improve the effectiveness and efficiency of our repair and maintenance operations
- Implement customer service best practices

In 2025, we reduced equipment repair times through consistent adoption of operational best practices, smarter decision-making, and improved parts inventory planning. These efforts helped us return equipment to service faster, increasing availability and enabling us to say “yes” to our customers more often. We also improved the timeliness and efficiency of our delivery and pickup operations. By tracking metrics such as driver productivity and delivery costs, we are making better use of the miles we drive and supporting our ability to be on time for our customers.

We continue to invest in **technology** that supports better decision-making for employees. These tools centralize critical operational information, helping employees quickly assess equipment availability, triage requests, and source the right fleet to fulfill customer orders. By simplifying workflows and putting better information at employees' fingertips, they can work more efficiently and respond more quickly to customer needs.

“

To me, the 1UR culture is about having a genuine passion for people — our customers, teammates, and communities. And showing up with empathy creates an environment that drives productivity and customer satisfaction. I'm honored to be recognized as a 1UR President's Club recipient, but that success is shared with a team that supports and inspires me every day. Whether it's going above and beyond for customers or helping a colleague succeed, it all comes down to working together to create the best possible experience.”

2025 1UR PRESIDENT'S CLUB
RECIPIENT

RESILIENT OPERATIONS

Focusing on resilience helps us anticipate and respond to potential business disruptions including natural disasters and extreme weather. Our Emergency Operations Center (EOC) actively monitors risk, provides pre- and post-event guidance, and relocates employees and equipment when needed.

Our Rapid Deployment Team (RDT) is a subset of our 370-plus member Emergency Response Team (ERT) comprising employees from critical roles equipped to help a branch return to normal operations. The RDT is activated ahead of an event when possible or deployed as soon as conditions are safe. Additional members of our ERT are deployed as needed following a crisis to provide critical support to impacted personnel.

If a branch location is affected, our Emergency Response Unit (ERU) serves as a mobile office to help keep operations running. This is supported by our Mobile Rollback and Pantry, a trailer equipped with fuel, water, non-perishable food, and other essential supplies.

Our Operations Preparedness Program helps branch locations resume operations quickly after an event, minimizing disruptions for our customers. When closures are necessary, we follow a standardized process to maintain continuity of service while prioritizing clear communication and support for our employees. As part of this approach, we use an alert messaging system to rapidly reach employees in affected areas and assess whether support is needed to recover operations. We leveraged the tool more than 500 times in 2025.

To strengthen our tornado preparedness and response capabilities, in 2025 we partnered with regional leaders across Tornado Alley, located in the central United States. In all, our teams provided support following nearly 70 tornado events in 2025, helping branches and communities respond, recover, and rebuild with confidence.

We’ve also strengthened our ability to make informed decisions during disruptions. In 2025, we launched a Branch Closure dashboard that helps streamline recovery planning by providing real-time visibility into whether impacted branches are able to serve customers and which locations can step in to provide support. To further support customers, in 2026, we began automatically routing calls from affected branches to our Customer Care Center, further reducing disruption and providing continued support during closures.

In 2025, we managed more than 200 individual events — including hurricanes, winter storms, wildfires, tornadoes, and floods — the most since the EOC’s inception.

Showing Up in the Moments that Matter

In critical moments, helping our customers access the right resources — quickly and reliably — can make all the difference. We deliver the equipment, expertise, and support needed to minimize disruption and keep essential operations moving:



Rapid Response and Recovery

We help customers mobilize quickly after an event by providing the equipment needed to assess damage and begin recovery, including aerial work platforms, material handling equipment, and traffic control solutions.



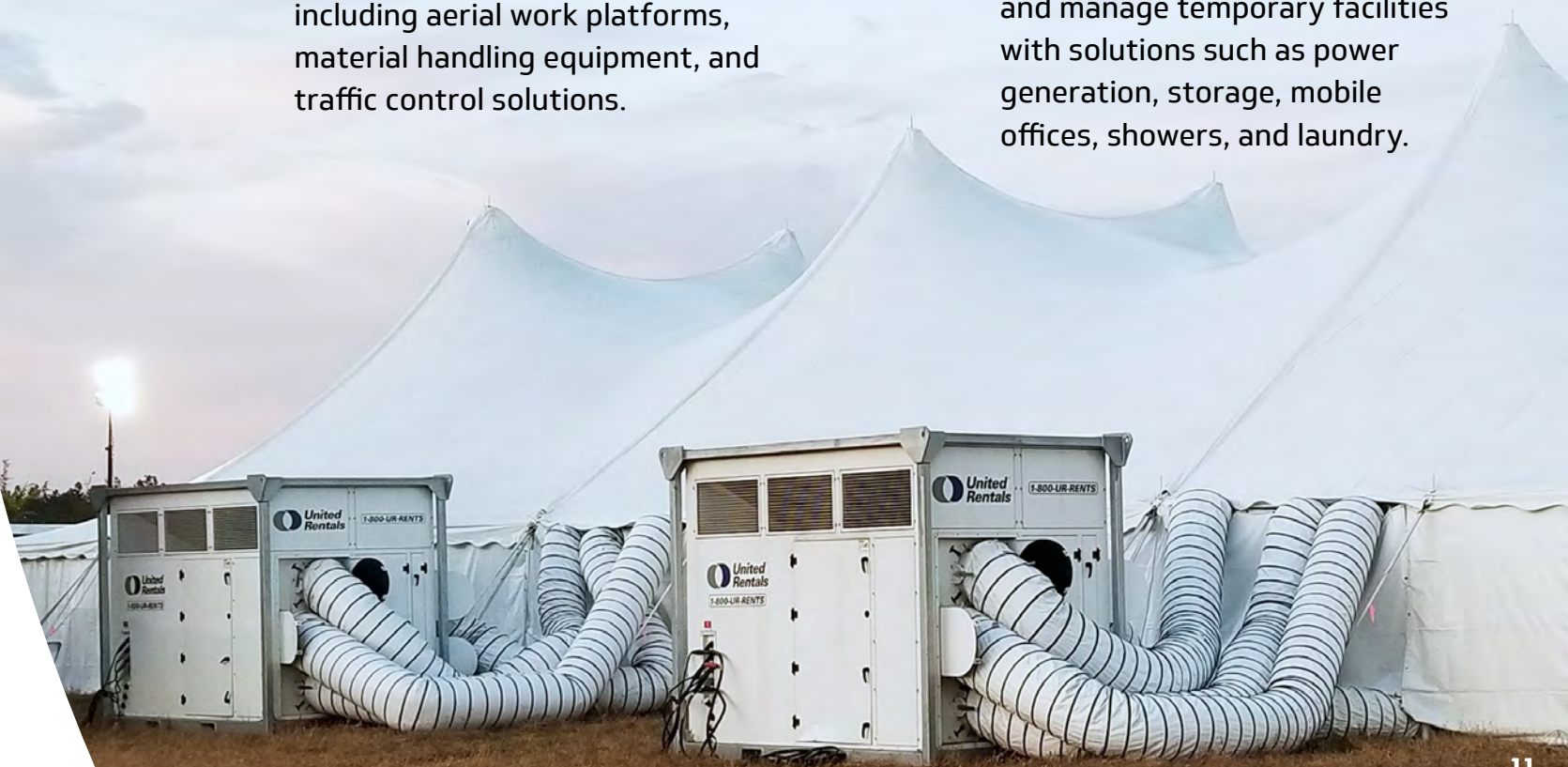
Maintaining Critical Operations

We support continuity by delivering essential services that keep sites operational, including portable sanitation, climate control solutions, and air quality equipment.



Supporting Temporary Infrastructure

We enable customers to establish and manage temporary facilities with solutions such as power generation, storage, mobile offices, showers, and laundry.



BUILDING BETTER JOBSITES

As the largest equipment rental company in the world, we deliver solutions tailored to customers’ specific project needs. Recognizing that no two worksites are the same, we meet customers where they are — supporting project execution with a comprehensive suite of equipment, services, and technology backed by world-class customer service.

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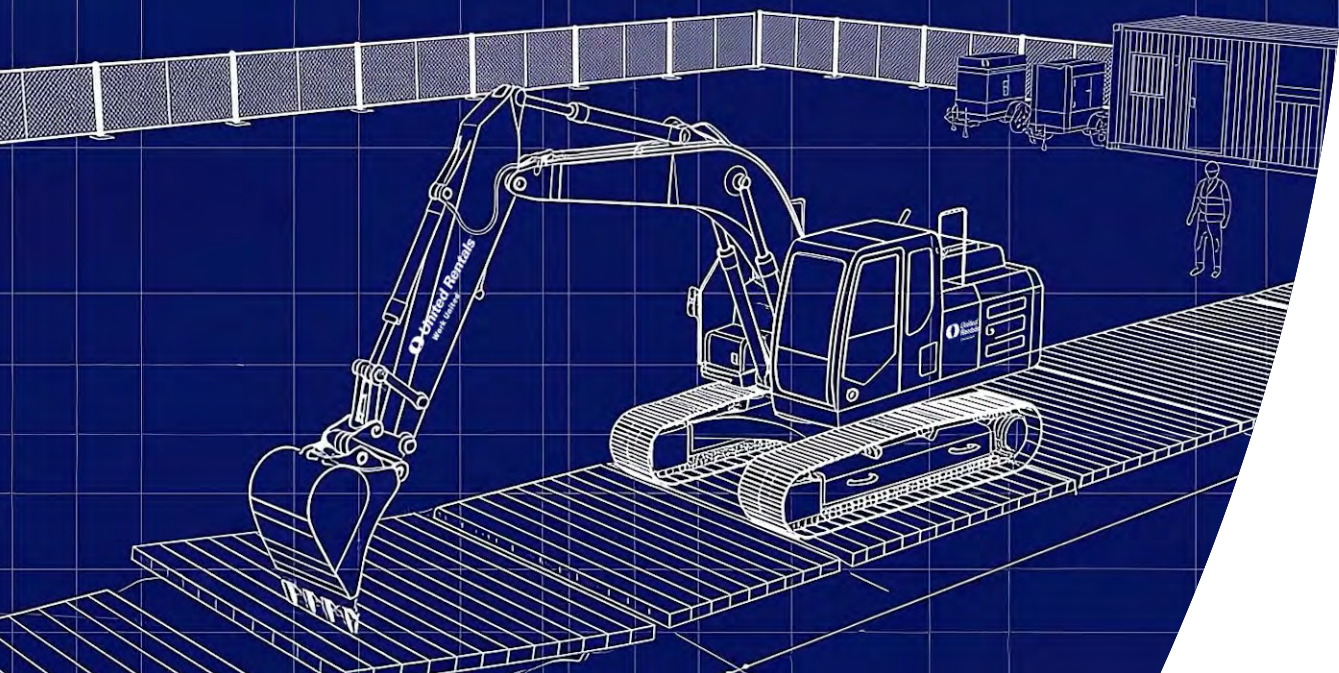
Maximizing Jobsite Performance

Today’s most productive worksites are often connected worksites.

Through our Worksite Performance Solutions, we bring together equipment and data-driven tools to advance safety, productivity, and sustainability at customer jobsites, no matter the size or location.

The data generated by these tools provides a high level of visibility and control, enabling more informed decision-making and creating opportunities to streamline and automate operations.

Our [white paper](#) further explores how Worksite Performance Solutions help connect people, equipment, and data to drive improvements across key areas of performance.



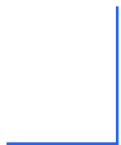
Safety

Strengthening safety is essential to improving worksite performance. Our Worksite Performance Solutions enhance worker safety and site security by helping manage key elements such as equipment access and operator training and certification.



Productivity

Jobsite visibility helps improve worksite performance and optimize equipment utilization, including through sharing equipment across contractors and minimizing equipment-related downtime. Our cloud-based fleet management software, Total Control, along with a suite of **OnDemand** technologies, gives customers actionable insights that support greater productivity.



Sustainability

Leveraging data and innovative solutions helps customers identify practical ways to reduce costs and improve efficiency. Technologies such as battery energy storage systems help lower fuel use, while environmental monitoring supports more efficient heating and cooling, among other benefits.



One-Stop Shop

Our wide range of products and solutions can improve customer jobsite performance and help reduce costs. By offering equipment, services, and technology in one place, we can address the challenges of any jobsite. Examples of our offerings are shown here.



General Rentals

Comprises most of our equipment rental offerings, including those using energy-efficient and alternative-fuel options



Matting Solutions

Provides a stable platform for large equipment on soft soils, creating safer worksites



Power HVAC

Supports temporary power and climate control (heating, cooling, dehumidification), including solutions that may use alternative fuels or energy-efficient options



Trench Safety

Offers products designed to protect workers in excavations and trench safety training



Fluid Solutions

Helps customers manage water on jobsites through pipes, fluid storage, filtration, and more



Mobile Storage

Includes temporary structures, containers, and trailer office spaces transportable to a wide variety of jobsites



Tools

Provides customers with bulk tools that are traceable to reduce waste and costs



Reliable Onsite Services®

Equips jobsites with temporary fencing and structures as well as portable sanitation solutions



Digital Offerings

Enhances worksite visibility and monitoring, helping to improve productivity, safety, and efficiency



CUSTOMER
MEGA
PROJECT
SOLUTIONS

Providing Full Service for Megaprojects

Megaprojects are large-scale construction projects that require extensive coordination, resources, and long-term planning. We are well-positioned to support these projects due to our size and comprehensive portfolio of equipment and services.

Our customer brought a 5,000-acre solar megaproject into commercial operation in just 22 months with the help of our equipment portfolio and dedicated local team members.

United Rentals supported the project with a coordinated solution that included:

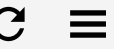
- Three full-time Service Technicians maintaining and repairing rental equipment
- A dedicated tool Service Technician supporting more than 700 trade professionals

- Composite and timber matting to maintain access roads and stabilize high-traffic work areas
- Temporary power supporting office trailers for the full duration of the project

Dedicated, onsite personnel addressed equipment issues quickly and helped ensure tools were available where and when they were needed. This reduced downtime and increased productivity across the large and complex project.

We tracked utilization and identified opportunities to reduce fleet counts so our customer could get the most return on their rental investment. Our team also offered multiple onsite training sessions to help operators use equipment safely and effectively.



CUSTOMER
MEGA
PROJECT
SOLUTIONS

Powering a Connected Megaproject at Scale

When a general contractor set out to build a large-scale battery plant across 6,000 acres, they needed more than equipment — they needed a collaborator to create a connected, efficient, and secure jobsite. We got right to work to deliver an **end-to-end offering** using technologies from our Worksite Performance Solutions portfolio.

To support a project of this scale, we provided hundreds of pieces of equipment, along with Total Control to deliver real-time visibility into equipment usage and location. This enabled the contractor to quickly identify

underutilized assets and return them early — improving efficiency and reducing unnecessary costs.

Managing access across a workforce of thousands was another critical need. We implemented smart, multi-use badges for both turnstile entry and equipment access, enabling efficient worker access and permissions tracking. This system freed up security personnel for other duties, supported automated data collection for payroll and reporting, and enhanced site safety by ensuring only authorized users could access equipment.

The jobsite also required close oversight of environmental conditions. WEDGE sensors were deployed to monitor temperature, humidity, and air quality — including construction dust and engine exhaust levels — reducing the need for in-person checks and saving the contractor labor hours each week.

Our end-to-end solution was further strengthened by our onsite presence, where a branch manager and dedicated Service Technicians provided direct access to support and kept equipment up and running.



CUSTOMER
SOLUTIONS

Maximizing Efficiency at Data Center Building Site

On a large data center construction project in Kansas City, Missouri, our customer needed to power 24 trailers while meeting aggressive project sustainability goals. Grid energy wasn't available, and the trailers needed to support heating, air conditioning, computers, lighting, security systems, and refrigerators.

We delivered a cost-effective and efficient alternative to running diesel generators around the clock: a BESS. By pairing generators with the TREE 500 kW battery, we reduced generator runtime to just 3.5 hours per day. Over seven months, the solution provided continuous power while cutting diesel fuel consumption by more than 54,000 gallons. The solution also reduced site noise levels and the likelihood of engine stalls.



CUSTOMER SOLUTIONS

EU

Delivering Innovative Power Solutions



Our long-term, Netherlands-based customer, a waste and energy processing company, required temporary power and utility solutions during planned shutdowns when standard power was offline.

Rather than relying solely on diesel generators, United Rentals deployed an alternative approach. We leveraged an existing grid connection from a neighboring plant and paired it with a battery pack, using a generator only as backup. The battery system played a critical role by storing energy and providing consistent power during peak demand or potential grid fluctuations, minimizing the need for generator use.

For multiple weeks, the grid connection and battery system fully powered operations — reducing diesel consumption, lowering emissions, and simplifying site logistics.



CUSTOMER SOLUTIONS

APAC

Deploying Hybrid Power

As businesses seek more efficient ways to power their sites, including at locations where power infrastructure is limited or unavailable, they need solutions that deliver reliable, flexible energy. United Rentals’ hybrid power solutions combine BESS with solar, grid power, or diesel generators to intelligently manage and deliver energy where it’s needed most. The result is a solution that could lower fuel consumption, reduce site noise, and provide consistent, scalable power wherever and whenever it’s needed.



Powering Data Center Construction

Building a major data center in Sydney required a reliable power solution where one did not exist. United Rentals deployed a hybrid power solution combining traditional diesel generators, BESS, and container-mounted solar platforms. In its first seven months, the solution reduced generator runtime by 83%, cutting fuel costs by approximately \$210,000. Fewer generators also reduced noise, maintenance requirements, and overall operational complexity while supporting uninterrupted construction.



CUSTOMER
SOLUTIONS

CANADA

Right Sizing Project Equipment

Our customer is the designer-builder responsible for constructing Canada’s first large-scale lithium-ion battery production plant — a 4-million-square-foot facility with a footprint nearly as large as its site. This left little space for storing equipment needed during construction. United Rentals had a solution that would limit the number of pieces of equipment on site and reduce costs: equipment sharing through our **Consolidated Rental Program**.

Rather than having each trade partner rent equipment individually and potentially duplicate assets, our customer rented all equipment from United Rentals and allocated it as needed. In total, we delivered more than 1,000 pieces of equipment — reducing overall equipment needs by 20% compared to a non-consolidated approach.

Additionally, our customer used Total Control to track equipment utilization. On a weekly basis, United Rentals project teams assessed usage trends and would add or remove rentals in response to real conditions.

This solution made a big difference across multiple areas:



Safety: Fewer machines in a space-constrained site reduced risk.



Cost: Shared equipment improved utilization and minimized redundancy, reducing costs by 20%.



Productivity: A single monthly invoice from United Rentals replaced thousands from individual vendors.



CUSTOMER
SOLUTIONS

Supporting Grid Power Reliability

When a Texas-based public utility anticipated that electricity demand could outpace supply, it initially considered implementing controlled outages to help prevent larger-scale blackouts. Instead, the utility turned to United Rentals for support. Within just 18 hours of the initial request, we deployed 24 MW of temporary power, helping the utility avoid outages and keep electricity flowing to local communities.

Our solution was made possible by the collaboration of multiple teams and business units, including Power and Heating, Ventilation, and Air Conditioning; General Rentals; Trench Safety; Reliable Onsite Services; Mobile Storage; and Fluid Solutions.

This effort demonstrates how our broad capabilities and coordinated response enable us to serve as a one-stop shop for customers.

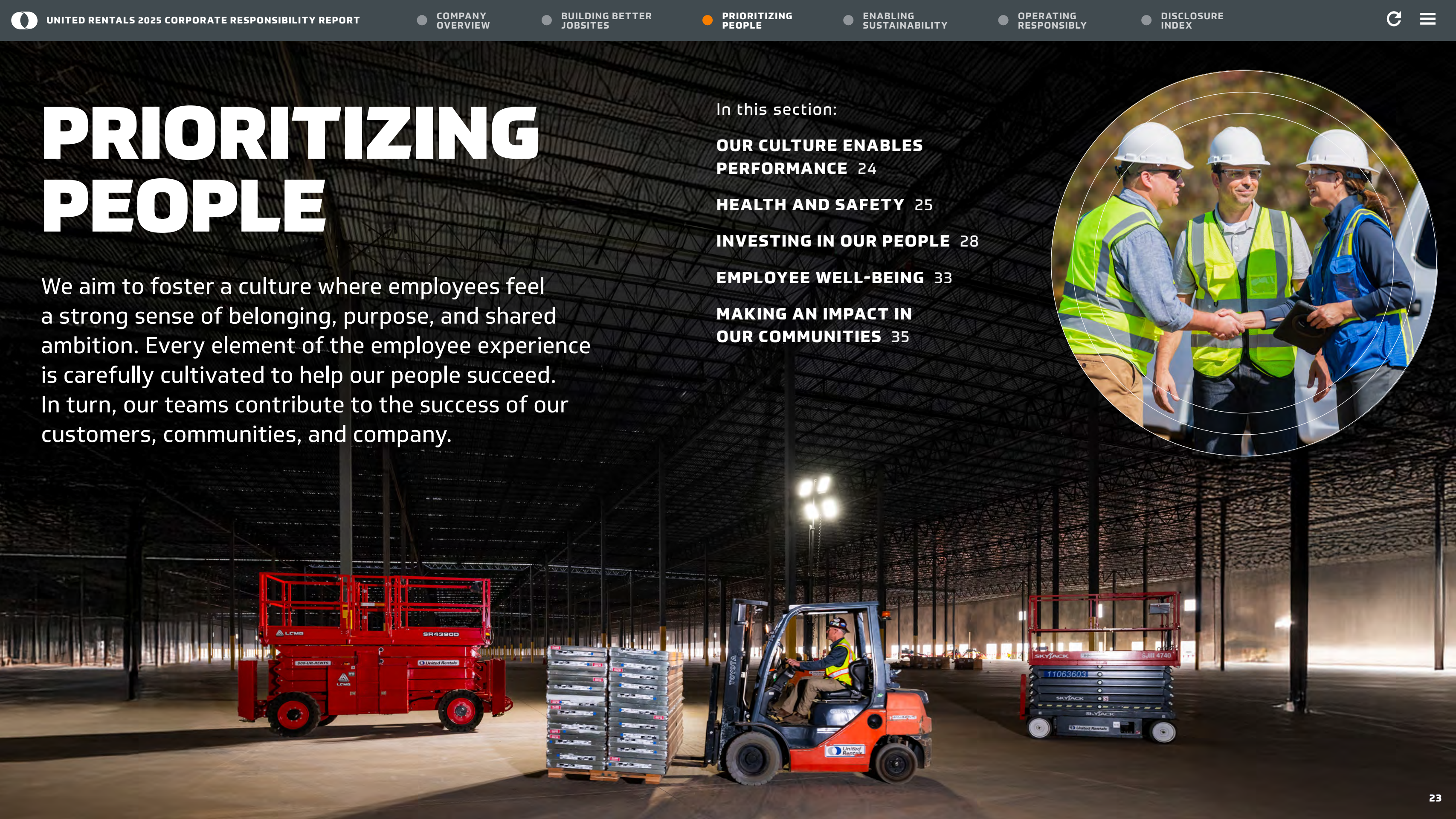


PRIORITIZING PEOPLE

We aim to foster a culture where employees feel a strong sense of belonging, purpose, and shared ambition. Every element of the employee experience is carefully cultivated to help our people succeed. In turn, our teams contribute to the success of our customers, communities, and company.

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OUR CULTURE ENABLES PERFORMANCE

A strong culture is a catalyst for world-class customer service.

Our role as an employer is to ensure every team member experiences what makes United Rentals exceptional. The pieces of our culture fit together to create the customer-oriented, connected, and productive workplace that defines 1UR.

The impact of our 1UR culture is clear: United Rentals was named one of the Wall Street Journal's **250 Best-Managed Companies of 2025** and earned the #3 spot for Customer Satisfaction among the nearly 700 companies assessed. Based on employee feedback, we were also named one of **Glassdoor's Best Places to Work in 2026** and our CEO was recognized on **Glassdoor's list of Best CEOs 2026**.

Our Culture in Action

Data points shown here relate to 2025 activities unless otherwise noted.



Employee Voice

We promote open communication, engagement, and feedback to build a collaborative and supportive workplace that drives employee satisfaction.

Employees ranked us in the **top 5%** of our benchmark group for employee engagement via our annual survey



Support Network

We create an ecosystem of support, making it easy for employees to help one another.

\$1.3 million+ in employee-supported United Compassion Fund grants assisted **415** families



Talent Acquisition

Our employees like working at United Rentals, and, in turn, they provide referrals for potential hires that may fit our needs and culture.

35%+ of new hires came through employee referrals and approximately **8%** of our new-hire population comprised returning employees who came back to United Rentals after time away



Health and Safety

Our occupational health and safety program protects our employees while enhancing job satisfaction, engagement, and retention.

9.1 score out of 10 for safety commitment, including active promotion of safety and sense of empowerment, from our annual survey



Learning and Development

We foster career growth by offering learning and development opportunities and having a strong “promote from within” philosophy.

11% promotion rate, representing more than **3,000** people who grew their career at United Rentals



Stock Ownership

By granting employees a stake in our success, we align their interests with long-term performance while helping attract, retain, and motivate top talent.

5 company-wide stock grant programs for employees between 2014 and 2025



Retention

All the pieces of our culture, combined with competitive compensation and comprehensive benefits, help us retain top talent and build consistent, experienced teams equipped to deliver strong customer service.

10.8% voluntary turnover rate and nearly **8,000** current employees with 10 or more years of service at United Rentals

HEALTH AND SAFETY

Maintaining safe work environments across our branches and customer jobsites is fundamental to how we operate. We embed safety into every aspect of our business, empowering our teams with the training, tools, and accountability they need to do their best work every day.

UNITED4SAFETY

Our United4Safety framework promotes safety and productivity through key tenets that define our “Safety First and Always” culture. Implemented through our occupational health and safety (OHS) program, United4Safety supports the safe operation of equipment and tools, establishes clear expectations for employee conduct, and reinforces our Illness and Injury Prevention Plan and Life Safety Rules.

The impact of these efforts is reflected in our total recordable incident rate (TRIR), which remains lower than the equipment rental industry average.¹

We are a proud member of the National Safety Council’s Campbell Institute, an association for companies with advanced safety programs, and the American National Standards Institute. Through these memberships, we reinforce the importance of safety within and beyond our industry.

As our company evolves, we continue to strengthen our United4Safety culture through ongoing employee education, awareness, communication, and engagement. We track key safety indicators, including TRIR, through a company-wide dashboard to understand performance across branch locations and identify where additional support may be needed. In 2025, we expanded the number of safety indicators monitored and launched a safety training tracking tool. These insights will help us enhance our policies and procedures and support informed decision-making.



FOUR TENETS OF OUR UNITED4SAFETY CULTURE



Think Safe

Creating a culture of distinctive safety thinkers and leaders



Work Safe

Reducing the frequency and severity of employee injury and preventing injury from occurring through innovation



Drive Safe

Advancing training, technology, and visibility



Live Safe

Taking a holistic approach to mental well-being and physical security

¹ According to 2024 data from the Bureau of Labor Statistics, the most recent data available as of the publication of this report.

SAFETY TRAINING

Continuous learning through training reinforces safe practices at our sites and among customers who use our equipment.

Employee Training

Our employee training programs cover key safety areas, including equipment operation, injury prevention, first aid/CPR, Safe Driving, and occupational health and safety. In 2025, we expanded our employee safety training to include job-specific Safety Moments that reinforce incident learnings; proper tool and system use; and specific policies, procedures, and work practices. We also introduced targeted training on preventing sprain and strain injuries, which accounted for 30% of reported injuries in 2025. In 2026, we rolled out an AI-powered system of record to enhance employee experience when submitting incident reports, corrective actions, and observations. The tool supports our continuous improvement mindset by generating insights into the safety hazards encountered at our workplaces.

UNITED ACADEMY ¹			
	2023	2024	2025
Students trained by United Academy	130,551	128,109	128,631
Trainings completed by customers	116,108	117,206	116,281
Trainings completed by UR employees	14,443	10,903	12,350

1 Data provided is for North America only.

United Academy®

Since 2014, United Academy has expanded access to specialized safety education for employees and customers through flexible, hybrid training that combines virtual and in-person instruction. United Academy cultivates a culture where safety accountability and continuous improvement are responsibilities shared across our workforce and customer community.

In 2025, we expanded our virtual offerings by launching a virtual training team and increasing course availability. These enhancements improved accessibility across North America and enabled expanded Spanish- and French-language offerings so more employees and customers can participate.

We also grew our training portfolio by introducing new operator training programs and Train-the-Trainer certifications for utility vehicles, backhoes, and wheel loaders. Additionally, our new Authorized Certified Evaluator Program teaches participants to conduct and document operator practical evaluations according to company and industry standards.

We measure training effectiveness through end-of-course exams and a structured quality assurance process. In 2025, students awarded United Academy high Net Promoter Scores across multiple categories, including overall satisfaction and likelihood to return.

In 2026, we will launch a new tool that will enable customers to access digital training records and track real-time training completion rates.

To date, United Academy has trained more than 900,000 individuals through instructor-led training across North America, and we expect to surpass our one-millionth instructor-led training participant in 2026.



INVESTING IN OUR PEOPLE

As part of our 1UR culture, we seek to create an environment where employees can thrive. Competitive benefits and development opportunities attract and retain top talent while building a productive, innovative, and engaged workforce dedicated to serving our customers.



RECRUITMENT

Our culture aims to create an environment where people feel valued, supported, and empowered to grow, which in turn strengthens our ability to attract top talent.

In 2025, we hired nearly 5,500 employees and added roughly 350 more through acquisitions. Approximately 35% of new hires came through employee referrals. Further, more than 400 people, or 7.6% of our total hiring in 2025, were returning employees who came back to United Rentals after time away. These hiring trends reflect the strength of our employee experience and a high level of trust, engagement, and confidence in the opportunities we provide. These pathways also support stronger hiring outcomes, helping us build a more stable, experienced workforce. Over time, this continuity strengthens team performance, preserves institutional knowledge, and enhances our ability to consistently deliver for our customers.

A cornerstone of our talent acquisition approach is the proactive recruitment of external talent

with capabilities well-suited to a career at United Rentals. For example, we access technical talent through recruitment at technical schools and partnerships with skills-focused colleges and universities. Additionally, we conduct outreach through industry networks such as the American Rental Association and the Associated Equipment Distributors. We also prioritize recruiting candidates with military experience, recognizing that military service develops valuable transferable skills such as leadership, teamwork, and discipline. Some of our recruitment team members have military backgrounds, enabling them to engage veteran candidates in a targeted and meaningful way.

Our Service to Employment Program (STEP) supports veterans transitioning from military service to careers in the private sector. We encourage veteran employee engagement and provide key resources through our employee groups. To learn more about this programming, visit [Culture of Service](#).



VETERAN REPRESENTATION ¹			
	2023	2024	2025
Veterans in our workforce	2,203	2,492	2,543
Veterans as a percentage of new hires	9.8%	11.8%	11.1%

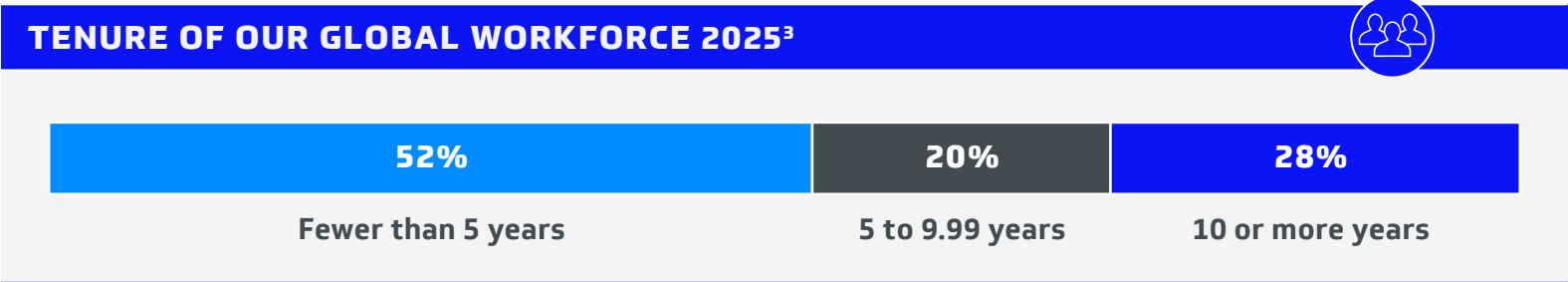
¹ Data is based on U.S. employees only.

RETENTION

We retain talent by fostering a culture where employees feel valued, recognizing contributions through a competitive total rewards program, and offering opportunities for growth and development.

In 2025, our voluntary turnover rate was 10.8%, down from 11.9% in 2024 and among the lowest in the industry.¹ This improvement, along with the fact that nearly 8,000 current employees have 10 or more years of service at United Rentals, reflects the success of our efforts to strengthen employee satisfaction and retention.

VOLUNTARY EMPLOYEE TURNOVER ²			
	2023	2024	2025
Voluntary turnover percentage	12.4%	11.9%	10.8%



1 The construction industry turnover rate in 2025 was 30%, according to [BambooHR](#).
2 Voluntary employee turnover represents voluntary terminations divided by average headcount during the relevant period.
3 As of December 31, 2025.

United Rentals was named one of Glassdoor’s **Best Places to Work** in 2026, earning the #35 spot out of 100 for large, U.S. companies.



Employees Drive Our Culture

Our peer recognition program reinforces the importance of our empowering and purpose-driven 1UR culture and highlights the role employees play in bringing our values to life. Employees can nominate their colleagues for 1UR coins that celebrate outstanding service to customers and embodiment of 1UR, among other reasons. In 2025, employees made more than 40,000 1UR coin nominations.



BENEFITS

We provide a comprehensive benefits package to support employee well-being from day one. Benefits include paid time off; retirement savings plans; medical, dental, and vision insurance; life, accident, critical illness, and disability coverage; health savings and flexible spending accounts; parental leave; identity theft protection; and legal coverage.

In 2025, we enhanced our benefits program, including:

- **Benefits navigation:** Introduced a benefits navigation service that helps employees understand their coverage, locate quality providers, navigate healthcare needs, and simplify billing and claims issues.
- **Telehealth services:** Expanded telehealth benefits so U.S.-based employees have access to cost-free telemedicine visits after meeting their deductible, providing more convenient and cost-effective care.
- **Provider access:** Amplified benefits for U.S. employees seeking care from high-quality, cost-efficient providers.
- **Fertility support:** Strengthened fertility benefits for U.S.-based employees, including coverage for a full cycle of in-vitro fertilization (IVF) and related services.



Going the Extra Mile for Customers

Our 1UR President’s Club Award winners earn their recognition for going above and beyond for customers.

When a new customer sought out United Rentals for our two-way radio capabilities and reputation for unmatched onsite support, United Rentals’ Operations Supervisor Adam Kurschner acted quickly to provide a seamless transition. He collaborated closely with the customer to ensure our tools integrated with the existing project fleet and traveled three hours to the project site on short notice to address an issue with the system. His quick diagnosis and resolution prevented delays and allowed that day’s shift to continue as planned. As a direct result of his commitment to service, United Rentals secured long-term future radio business from this customer.

“

By recognizing their previous pain points and responding with urgency and expertise, I was able to turn a potential failure into a long-term partnership opportunity.”

ADAM KURSCHNER
OPERATIONS SUPERVISOR

When our customer needed a single point of contact for their airport runway expansion and repair project, United Rentals’ Manager in Training Kimberly Legrand rose to the challenge. Construction had to occur overnight, making coordination and communication between corporate and onsite teams more difficult. Kimberly set the customer up with Total Control and trained key team members to use the tool. The increased visibility and access to the same information enabled the project to run smoothly with decreased email burden and fewer errors. As a result, other vendors on the jobsite chose United Rentals as their rental partner.

“

We worked smarter, not harder, together.”

KIMBERLY LEGRAND
MANAGER IN TRAINING

LEARNING AND DEVELOPMENT

Learning and development programs equip employees at all levels with the skills needed to take on new roles and opportunities. These offerings support our commitment to internal promotion, which strengthens employee retention by providing clear pathways for career growth. In 2025, more than 3,000 employees received a promotion, equivalent to approximately 11% of our workforce.

We offer development opportunities tailored to each stage of the talent life cycle, including:

- **New hires:** Every employee begins their United Rentals journey with one or more of our START programs during their first 90 days. These courses help new hires build the skills needed to succeed in their roles and acclimate to United Rentals’ culture.
- **Equipment Associates:** Our Equipment Associate Development programs include specialized training for Service Technicians (EA2Tech), drivers (EA2Driver), and inside sales representatives (EA2ISR). These programs provide entry-level employees with training to advance into business-critical roles.
- **Sales:** Our Sales Development Program provides employees with training and in-person field work that boosts their customer interaction skills and creates a pathway to become an Outside Sales Representative.
- **Leadership:** We support leadership development through the LIFT Leadership Development Program, LeadSTART, and the Higher Ambition Leadership Alliance Certificate

(HAL-C) program, among others. These initiatives strengthen leadership capabilities and align participants’ professional growth with United Rentals’ mission.

To further support leadership development, we launched a focused development program for Service Managers in 2025. The program includes a library of more than 30 courses designed to strengthen skills and drive productivity within our Service and Maintenance teams.

Nurturing a high-performing team requires consistent communication and support. Alongside standardized annual performance reviews, we encourage regular career conversations between managers and team members throughout the year. These discussions serve as touchpoints for goal setting and development planning, fostering ongoing dialogue that helps employees track progress and receive support.

UR Connections is our company-wide mentorship program designed to support leadership development and strengthen professional skills across the organization. In 2025, over 11% of our employees participated in the program.

A closer look at our LIFT Leadership Development Program

Our LIFT Leadership Development Program equips managers to become stronger leaders and gives them the opportunity to present a capstone project to C-suite executives.

In 2025, capstone projects delivered both individual growth and broader organizational impact. For example, one team explored how AI could improve sales efficiency by streamlining data and tracking real-time business trends. Another identified a gap in leadership development and created structured training for future branch managers.

I was honored to be invited and wanted to make the most of the program. It helped me become a more confident presenter and has certainly helped me with my career at United Rentals.”
DISTRICT SALES MANAGER

Aside from the tremendous networking and exposure to senior leaders in the company, I feel like the curriculum has helped me become a better manager. The practice and prep work required to present in front of the C-Suite for our capstone helped build confidence in myself.”
AREA GENERAL MANAGER

I saw it as a strong opportunity to grow my leadership capabilities and expand my impact within United Rentals. The LIFT program played a key role in my development by helping me gain a deeper understanding of my leadership style and how to apply it effectively. Additionally, I built valuable relationships with peers across the company, strengthening my network.”
BRANCH MANAGER

EMPLOYEE EXPERIENCE AND ENGAGEMENT

Employee engagement is a key driver of a strong company culture. To help quantify how deeply our team cares, connects, and is motivated, we regularly review employee engagement and other key metrics through periodic company-wide surveys.

More than 80% of our workforce — over 23,200 employees — responded to our 2025 all-company survey. We received an engagement score of 8.5 out of 10, ranking in the top 5% of our benchmark group.¹ This score indicates the strong connection employees have to their work and to United Rentals. Employees rated their intent to stay with United Rentals at 8.3, placing us in the top 10% of our benchmark group.

Beyond our survey, we maintain regular communication and connection with our teams through multiple channels, including:

- Our intranet and internal social media platforms for daily updates.
- Regular town halls.
- Quarterly all-employee conference calls.
- Our annual management meeting, where leadership shares strategic updates.

1 Our survey partner benchmarks the results against global and group-specific data.

KEY RESULTS OF EMPLOYEE EXPERIENCE SURVEY ²			
CATEGORY	KEY COMPONENTS	UNITED RENTALS SCORE 2025	BENCHMARK SCORE 2025 ³
Engagement	Loyalty, belief in products and services, and overall satisfaction	8.5	Top 5%
Health and well-being	Value placed on health, physical and mental well-being, and work-life balance	8.5	Top 10%
Safety commitment	Active promotion of safety and sense of empowerment to exercise Stop-Work Authority	9.1	N/A ⁴

2 Ranked 1-10, 10 being the highest score possible.
3 Represents average score for companies in the Commercial and Professional Services Benchmark group, which was created by Workday Peakon, our Employee Experience Survey provider. The benchmark group includes companies whose workers are in similar environments.
4 Custom question with no relevant external benchmark.

Strengthening Engagement to Drive Performance

At our Power Branch in Kansas City, leadership took a proactive approach to strengthening employee engagement. Each employee received an individualized development plan, while the team increased its focus on collaboration, culture-building, and recognizing strong performance. These efforts delivered meaningful results. Employee engagement scores rose to one of the highest in the region while turnover declined and referral and promotion rates increased. Customer interactions also improved, reflecting a stronger, more connected team. Additionally, the branch’s revenue more than tripled between 2021 and 2025.



EMPLOYEE WELL-BEING

We invest in employees’ holistic well-being, recognizing that physical, mental, and emotional wellness create a stronger workplace culture and more resilient business.

LIVE WELL, SAFE & HEALTHY PROGRAM

Our Live Well, Safe & Healthy program supports employees’ mental health, work-life balance, and overall well-being. We offer tailored resources that enable our team members to thrive personally and professionally. In turn, they are better equipped to deliver high-quality service to our customers.

Our program offerings include:

- **Employee and Family Assistance Program (EFAP):** Employees and members of their households have access to free counseling sessions, financial and legal consultations, and additional support services globally.
- **Biometric screenings:** Employees can undergo health assessments, including body mass index (BMI), blood pressure, and cholesterol screenings to understand current and potential health risks.

- **Wellness Day:** Every year, employees receive a paid Wellness Day to prioritize their well-being — whether by attending medical appointments, giving back to their communities, or engaging in other activities that support their physical, emotional, or financial health.
- **Paid sick time:** We offer our full-time U.S.-based employees a minimum of 48 hours of paid sick leave each year to recover from an illness or care for a loved one. We’re committed to supporting well-being by offering the flexibility to manage personal health without the added stress of missing a paycheck.

We further support our employees with physical therapy, mindfulness programs, and more. These offerings pair with our benefits suite to meet the varied needs of our people.

Mental Wellness

We work to reduce stigma around mental health and provide employees with resources to navigate life’s challenges. Launched in 2024, the URWellness App gives employees easy access to EFAP services, wellness tools, and event information. In 2025, we expanded the reach and visibility of the New York Life Mental Health Training program by leading targeted awareness campaigns across internal digital platforms and regional communities. Also, our Mental Wellness United Employee Resource

Group hosted virtual events such as meditations and compassionate leadership sessions designed to support our employees’ mental health.



United Rentals Inclusion Statement

We strive to build a better United Rentals that is inclusive, empowered, and safe — where members of our team go home each day even better than they arrived. It is our responsibility to take care of, support, and encourage one another in all that we do. We all play an important and active role in fostering a culture of integrity, trust, and understanding, and we are committed to continuous growth that can only broaden our perspectives by listening, learning, and encouraging others to do the same. Together, we build an even better future.

2025 EMPLOYEE WELLNESS PARTICIPATION	
	2025
Eligible employees who used their paid Wellness Day	89%
Employees who obtained a free biometric wellness screening	52%
Eligible employees who earned their wellness incentive, a \$1,000 credit toward their annual health insurance premium	59%

UNITED COMPASSION FUND DONATIONS	
	2025
Number of employees who donated	14,268
Amount collected through the Fund	\$1,738,802
Amount granted to United Rentals families in need	\$1,375,744

CARE DURING CRISIS

Supporting one another in times of need is a core part of our culture, helping build trust, strengthen resilience, and enable our teams to show up at their best for each other and our customers.

United Compassion Fund

Through the United Compassion Fund (the Fund), a 501(c)(3) nonprofit, employees can donate to help colleagues facing personal hardship. The Fund provides assistance during crises such as medical emergencies, accidents, and natural disaster recovery, ensuring employees have meaningful support when they need it most. Eligible employees may apply for grants, and a volunteer board of field-based employees¹ reviews submissions and distributes grants based on need.

In 2025, the Fund supported 415 families, providing grants averaging \$3,300 and totaling nearly \$1.38 million. The Fund collected over \$1.73 million in donations in 2025 with more than 50% of employees — over 14,000 people — contributing. These results reflect the strong culture of care and solidarity across our workforce.

To learn more about the Fund’s impact, watch our [2025 video](#) and visit our United Compassion Fund [website](#).

Leave Donation Program

We also offer a Leave Donation program that enables eligible U.S.-based employees to anonymously donate their accrued vacation or sick time to help colleagues in need.

1 Employees below the director level.

Well-being benefits that make a difference

Responses from our 2025 Employee Engagement Survey demonstrate how prioritizing employee well-being has a real impact on our people.

“

[...] tangible benefits like health screenings, paid wellness days, and readily available mental health resources [ensure] a supportive and healthy work environment.”

“

Our Branch Management wants to make sure that we are all healthy and well. We are treated as family here, not just as a number or employee.”

“

We are well taken care of [...] we are always able to put family first.”

“

The company being open and honest and willing to help with mental health issues is groundbreaking.”

“

Based on my experience, United Rentals should be the example for all companies with the way they prioritize the well-being of employees.”

MAKING AN IMPACT IN OUR COMMUNITIES

Our supportive, values-centered culture extends beyond our workplaces.

We Work United, strengthening the communities where we live and operate by contributing our resources and expertise. Further, employee involvement in these efforts develops shared engagement, driving a strong workplace culture that benefits our customers.

Together with our employees, United Rentals assists communities by partnering with organizations and participating in local initiatives. In 2025, in addition to volunteer work, in-kind donations, and other efforts, we donated a total of over \$1.6 million to charitable causes.

PARTNERSHIPS

Supporting veterans and military families is a core part of our community impact strategy. Through longstanding programs and new collaborations, we leverage our partnerships, resources, and national platforms to expand opportunity, strengthen disaster response, and deliver meaningful support to those who have served. From direct financial contributions and awareness-building campaigns to hands-on support in times of crisis, we honor veterans through sustained, action-driven engagement.

In 2025, we donated more than \$80,000 to the Fisher House Foundation, which provides service members, veterans, and their families homes to stay in at no cost while a loved one is receiving treatment.

Turns for Troops

Through our Turns for Troops program, we donate \$50 for each lap that our sponsored drivers complete in specific races throughout the season to support veterans and their families. 2025 marked the program’s 10th anniversary as it continued to benefit two nonprofit partners: SoldierStrong and Operation Homefront.

SoldierStrong supports physically injured and post-traumatic stress disorder (PTSD)-affected U.S. veterans through advanced virtual reality therapy, physical rehabilitation technology, and nationwide scholarships.

In 2025, we continued our partnership with IndyCar driver Graham Rahal, donating \$50 to SoldierStrong for each lap he completed during the NTT IndyCar Series. Operation Homefront provides transitional and permanent housing, along with other essential services, to veterans and their families.

In 2025, we donated a combined \$145,000 to SoldierStrong and Operation Homefront. To date, Turns for Troops has raised and contributed over \$2 million to veterans’ organizations.



NASCAR IMPACT

United Rentals’ partnership with Team Rubicon, a veteran-led disaster-response nonprofit, began more than six years ago through our Veterans employee group.

In 2025, we expanded and formalized this relationship by joining NASCAR IMPACT. Through this collaboration, we strengthen our shared commitment to disaster relief and community resilience.

Together, we have aligned around three core areas of support: jointly funding Team Rubicon’s general response efforts, supporting recruitment of additional volunteers, and amplifying awareness through NASCAR’s national platform and United Rentals’ social channels.



Driven to Serve 250

In collaboration with NASCAR, United Rentals hosted the Driven to Serve 250 in June 2026. More than a race, the event provided a powerful platform to honor active-duty military members, veterans, and their families as the United States approached its 250th anniversary.

Supporting those who serve is a deeply held value at United Rentals, where more than 2,500 of our team members are veterans. It also reflects our commitment to the communities we serve, where employees across our 1,700-plus rental locations volunteer their time to support a wide range of causes.

As the first NASCAR race ever held on an active military base, the event required transforming the naval base in Coronado, California, into a world-class race venue. This effort demanded extraordinary coordination and execution. By bringing together expertise from across our business, we delivered a seamless solution that included:

The Driven to Serve 250 event showcased what differentiates United Rentals: a commitment to service for our customers, our communities, and our team. By uniting people, equipment, and expertise, we delivered a landmark event that honored military communities.

300+
pieces of general
rental equipment

110
generators

700
portable toilets

30
office units

2,000
tons of cooling
equipment



CULTURE OF SERVICE

Service is an important part of our culture, and we believe no act of service is too small.

Our employee groups play an important role in our community impact efforts by engaging employees and facilitating opportunities to give back. In 2025, efforts included a [Soles4Souls](#) drive, ongoing support for veteran-focused initiatives, and participation in Wreaths Across America. We also led a major initiative focused on breast cancer awareness, including a Susan G. Komen sock drive for cancer support.

We celebrate employees who demonstrate exceptional commitment to service and community impact through our employee awards programs. The Giving Back Award is one of our most significant corporate honors, and the numerous nominations we receive reflect the depth of our cultural commitment to service and a high level of employee engagement across our organization.

Giving Back Award for Service and Community Leadership

Joe Baltz, Manager, Strategic Accounts, received the United Rentals Giving Back Award in recognition of his dedication to serving others and strengthening community. Over his more than 20 years at United Rentals, Joe has consistently volunteered his time to support charitable initiatives in Nashville, Tennessee. Joe currently serves as Treasurer for the Tennessee Fisher House Foundation and plays a leading role in organizing volunteer activities, community events, and fundraising efforts. He has also been instrumental in planning and coordinating the United Rentals Charity Classic Golf Tournament, which has raised more than \$400,000 for Fisher House since 2016. The event also gave us the opportunity to engage with more than 15 United Rentals customers who participated as players and sponsors.

Known for his humility, generosity, and commitment to service, Joe leads by example — encouraging others to get involved and give back.



Bridging Community

In 2025, we collaborated with [Legacies Alive](#), an organization supporting Gold Star families, including through equipment provision and volunteering. We executed two major fundraisers for Legacies Alive and supported logistics for three events throughout the year, including the Army-Navy Game Weekend. We are also working with [RLL Racing](#) to honor a Gold Star family story at the 2026 Indy 500.

ENABLING SUSTAINABILITY

Our suite of equipment and service offerings is tailored to meet jobsite requirements and customer sustainability needs. Paired with the utilization optimization enabled by our rental model, this makes United Rentals an ideal provider.

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REDUCING OUR CLIMATE IMPACT

We manage our climate impact by tracking metrics, identifying efficiencies, and leveraging technologies to make our business and customer jobsites more productive.

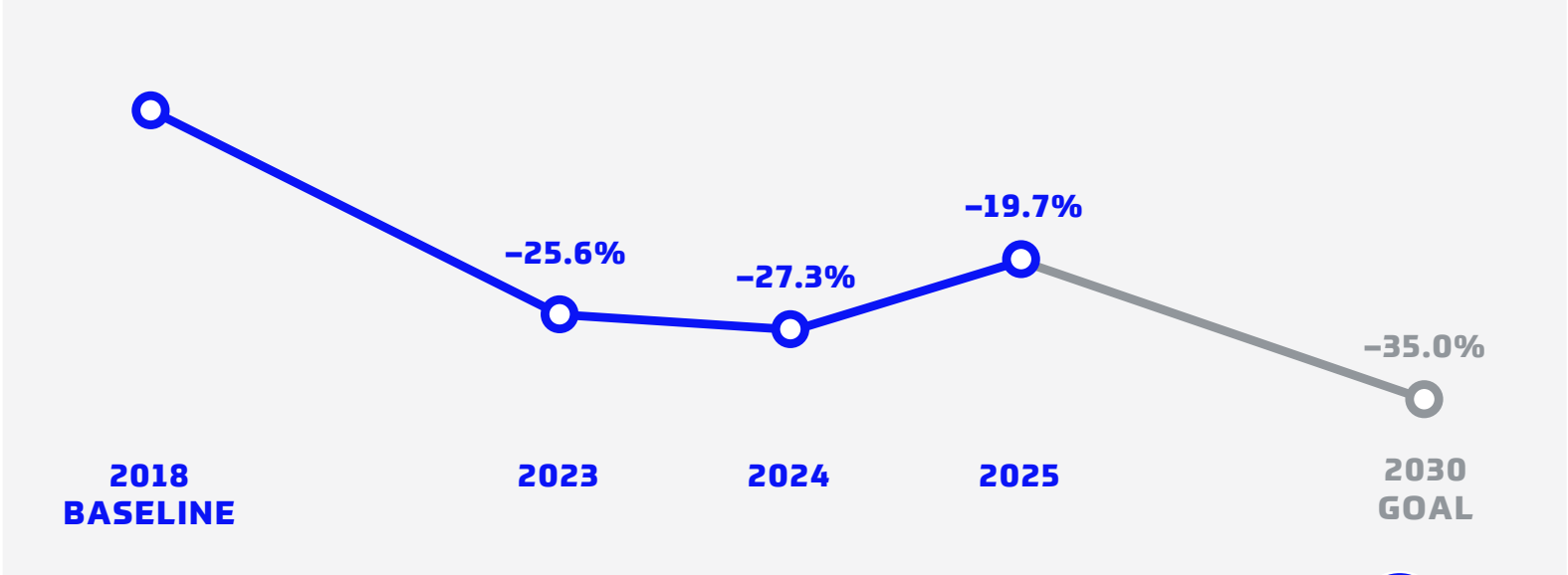
Our rental model has the expected effect of lowering greenhouse gas (GHG) emission production in our industry by driving high equipment utilization and reducing demand for new equipment. We also rent low- and zero-emission equipment options, increasing access to new and emerging technologies.

We have a 2030 aspirational goal to reduce our GHG emission intensity from Scopes 1 and 2 and third-party hauling within Scope 3 by 35% relative to our 2018 baseline year. In 2025, the emission intensity covered by this goal increased 10.4% compared to 2024, marking the first year-over-year increase since 2020. The increase from 2024 to 2025 was primarily driven by a rise in our Scope 3 emissions associated with third-party hauling. Despite this increase, emissions intensity remained 19.7% below our 2018 baseline. Between 2024 and 2025, our emission intensity for just Scopes 1 and 2 decreased by 2.2%.



PERFORMANCE AGAINST OUR ASPIRATIONAL GHG GOAL

	2018 (BASELINE)	2023	2024	2025
Scope 1 and 2 plus Scope 3 third-party hauling GHG intensity ¹	60.8	45.2	44.2	48.8
Reduction from 2018 baseline	N/A	25.6%	27.3%	19.7%
Total Scope 1 and 2 plus Scope 3 third-party hauling emissions ²	489,248	648,366	677,734	786,282



SCOPE 1 AND 2 EMISSIONS REDUCTION

	2018 (BASELINE)	2023	2024	2025
Scope 1 and 2 GHG intensity ¹	47.4	32.7	31.9	31.2
Reduction from 2018 baseline (Scope 1 and 2 only)	N/A	31.0%	32.7%	34.2%

¹ GHG intensity is measured as metric tons of carbon dioxide equivalent (MTCO₂e) per million dollars of revenue.
² GHG emissions are measured as metric tons of carbon dioxide equivalent (MTCO₂e).
Note: United Rentals uses the operational control consolidation method and reports emissions data in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. For more information on emission sources for Scopes 1, 2, and 3, see [United Rentals' Carbon Footprint](#).

CLIMATE ACTION PLAN

Our Climate Action Plan (CAP) outlines our approach to monitoring, managing, and disclosing our GHG footprint. Our cross-functional Sustainability Steering Committee (SteerCo) and Corporate Responsibility Core Team collaborate to execute CAP initiatives and drive our strategy forward.

In 2025, we made progress on our CAP by beginning the process to externally assure our Scope 1 and 2 emissions and installing additional onsite solar arrays.

Our efforts have earned external recognition including a spot among [America’s Greenest Companies 2025](#) from Newsweek and [America’s Climate Leaders 2026](#) from USA Today and Statista.

CLIMATE ACTION PLAN STATUS (as of the end of 2025)		
STRATEGY COMPONENT	ACTION ITEMS	PROGRESS
GHG Footprint 	Expand footprint measurement to include full value chain (Scope 3) emissions	✓
	Continue improving Scope 3 data sources and accuracy	➔
	Prepare for external verification of Scope 1 and 2 emissions	➔
GHG Abatement 	Set GHG emission reduction goal ¹	✓
	Integrate SteerCo initiatives throughout company	➔
	Investigate and implement onsite renewable energy generation	➔
	Monitor progress against aspirational goal and implement abatement plan	➔
GHG Disclosures 	Continue sourcing low- and zero-emission equipment and piloting emerging technologies	➔
	Conduct climate scenario analysis	✓
	Annually report to CDP	✓
	Prepare for compliance with new climate disclosure requirements	➔

✓ Complete ➔ Ongoing

1 See our [GRI Index](#) for background information on how we set our emission reduction goal.

“Projects matter. Every project represents an opportunity to earn trust. That’s why we go the extra mile — not because it’s expected, but because project success depends on understanding the people, the plan, and the purpose behind every jobsite. We invest ourselves in our customers’ success by planning early, executing safely, learning continuously, and leaving every project better than we found it. We are more than a provider; we are an extension of our customers’ teams, committed to helping them build a better future.”

CURT MELLETT
DIRECTOR, BUSINESS DEVELOPMENT



OUR GHG FOOTPRINT

Measuring our footprint provides insight into the activities that drive emissions, enabling us to take targeted action to reduce our impact.

In 2025, our total carbon footprint was 8,398,501 metric tons of carbon dioxide equivalent (MTCO₂e), an increase of 5.2% compared to 2024, primarily reflecting business growth.

GHG ABATEMENT

Scope 1

We seek to reduce our Scope 1 emissions by making our sites and processes more energy efficient and identifying alternative fuels for our fleet where feasible.

Our short-, medium-, and long-term strategies for managing Scope 1 emissions are intended to balance cost and viability of solutions:

- **Short-term:** Implement operational improvements that reduce fuel usage and pilot low- and zero-emission vehicles.
- **Medium- and long-term:** Pursue opportunities to leverage vehicles that operate on lower-emission power sources and investigate transitional fuels. Over time and where it makes sense for our business, we will explore low- and zero-emission medium- and heavy-duty vehicles in our non-rental sales, service, and delivery fleet.

UNITED RENTALS' CARBON FOOTPRINT 		
SCOPE	RELEVANT CATEGORIES	SOURCES OF EMISSIONS MEASURED FROM UNITED RENTALS
Scope 1 	Direct emissions from fuel use	● Gasoline and diesel used by non-rental delivery, sales, and service vehicles ● Natural gas, propane, and fuel oil used in boilers and furnaces in owned and leased buildings
Scope 2 	Indirect emissions from energy purchased and consumed	● Electricity used in owned and leased buildings ● Electricity used in owned and leased electric vehicles
Scope 3 	Indirect emissions from up- and downstream activities outside of the company's direct control	● Use of products previously owned by UR and sold to third parties ● Downstream leased assets (customer use of rental equipment) ● Capital goods ● Purchased goods and services ● Upstream transportation and delivery ● Third-party haulers ● Waste in operations ● Product end-of-life management ● Non-Scope 1 and 2 fuel and energy use ● Employee commuting ● Business travel

GREENHOUSE GAS EMISSIONS (MTCO ₂ e) 			
	2023	2024	2025
Total Scope 1 and 2 emissions (market-based) ¹	468,056	489,698	503,719
Scope 1 emissions	439,887	462,087	478,909
Scope 2 emissions (market-based)	28,169	27,611	24,810
Total Scope 3 emissions ²	6,981,984	7,495,799	7,894,782
Total carbon footprint (Scopes 1, 2, and 3)	7,450,040	7,985,497	8,398,501

1 The market-based method shows emissions the company is responsible for through its purchasing decisions. We purchased 61,036 MWh of 2025-vintage, Green-e® certified Renewable Energy Certificates (RECs) comprising 10,350 MWh of U.S. Green-e® RECs and 50,686 MWh of U.S./Canada Green-e® RECs, equivalent to 25,144 MTCO₂e avoided. We have removed these emissions from the Scope 2 market-based numbers shown in the table.

2 To see the full breakdown of our relevant Scope 3 categories, see our [GRI Index](#).

Note: United Rentals uses the operational control consolidation method and reports emissions data in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

Scope 2

We mitigate our Scope 2 impact by reducing electricity demand through efficiency initiatives and sourcing renewable energy.

At new facilities, we prioritize efficient design by installing motion sensors and optimized heating, ventilation, and air conditioning units. We retrofit existing facilities with LED lighting. In 2025, we retrofitted 97% of the lighting across our North American operations, surpassing our 2025 aspirational goal of 95%.¹

Procuring renewable energy attributes is another mechanism for reducing our Scope 2 emissions. Green-e® certified Renewable Energy Certificates (RECs) are our primary source for renewable energy. In 2025, we purchased 25% more RECs than in 2024, contributing to the 10% year-over-year reduction in our Scope 2 (market-based) footprint. RECs covered 38.8% of our total electricity usage for the year.

We install onsite renewable energy generation at select sites to reduce our operational electricity costs over time. At our Ridgefield Park, New Jersey location, solar panels have generated nearly 700 MWh collectively since their installation in 2024. As of 2025 year-end, six additional United Rentals locations have installed or are in the process of installing solar arrays. Together, these arrays will have a capacity of over 1,000 kW. We sell RECs we produce to states with solar incentive programs for grid decarbonization.

Given the dynamic nature of the renewable energy market, we continually evaluate our approach to optimize return on investment and impact for United Rentals.

¹ Progress as of December 31, 2025 for locations that were part of United Rentals’ footprint as of June 30, 2022 (date of initial goal adoption); does not include locations acquired or opened after June 30, 2022.

SCOPE 1 ENERGY BY TYPE (MWh) ² 			
	2023	2024	2025
Diesel and fuel oil	1,088,832	1,139,142	1,156,336
Gasoline	559,898	593,756	634,112
Natural gas	217,633	225,274	236,357
Total fuel use	1,866,363	1,958,172	2,026,805

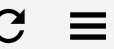
LIGHTING RETROFIT SCALE AND IMPACT 			
	2023	2024	2025
Percent of facilities with lighting retrofits ³	84%	91%	97%
Number of facilities with lighting retrofits	1,141	1,241	1,322
Additional annual savings achieved (MWh)	1,553	1,596	1,363
Lighting retrofit spend (\$M) ⁴	\$2.4	\$2.6	\$2.5

SCOPE 2 ENERGY USE AND INTENSITY 			
	2023	2024	2025
Electricity consumption (MWh)	141,449	151,160	157,495
Percentage grid electricity of total energy use	7.0%	7.2%	7.2%
Total energy (fuel and electricity) consumption (MWh)	2,007,811	2,109,332	2,184,300
Energy intensity (MWh/\$M revenue)	140.1	137.5	135.8

² Totals may not add up due to rounding.

³ This metric only applies to locations that were part of United Rentals’ footprint as of June 30, 2022 (date of initial goal adoption). Percentage is based on progress as of December 31 of each year.

⁴ These values represent one-time spend for lighting retrofits. Costs do not continue year over year for facilities that have already been retrofitted.



New Brisbane Branch Delivers Sustainable, Integrated Solutions

In 2026, United Rentals opened a new Brisbane, Australia branch to meet rising customer demand driven by population growth and major infrastructural and construction activity. The purpose-built facility brings Container Engineering, Mobile Storage, and Worksite Solutions together under one roof, creating a single hub where customers can access a broad, integrated range of products.

Sustainability was built into the branch from the ground up. Constructed to a 5-Star Green Star standard, the building features solar panels, rainwater harvesting, arid gardens, and low-carbon building materials, including powder-coated containers in place of traditional VOC paint systems. The branch runs automated lighting, gates, alarms, and air conditioning, and its Brisbane Airport location provides efficient access to major routes across the region. The site also offers products such as the solar-powered Site Hub and Solar and Battery Energy Storage Systems that help customers work toward their own sustainability goals and achieve cost savings. The result is a highly efficient facility that expands our regional footprint and reinforces our focus on sustainable, customer-driven solutions.



Scope 3

Maintaining a young rental fleet and maximizing utilization can help us reduce our Scope 3 emissions while supporting our customers' climate goals. We also support customers through:

- **Equipment options:** We regularly upgrade our fleet with the latest technologies. Where feasible, we offer equipment options such as electric equipment and vehicles that may reduce emissions or fuel use. Additionally, we work closely with customers to develop their strategies for leveraging lower-emission equipment and identify and provide cost-effective solutions to meet their needs.
- **Technologies:** Tools such as Total Control can help our customers maximize equipment utilization and estimate their emissions. The Total Control emissions dashboard is designed to help customers identify the equipment types that generate the most emissions based on their usage, facilitating data-driven strategy adjustments. Additionally, our environmental monitoring tool, WEDGE, enables customers to remotely track and

adjust factors like heating and air conditioning, helping optimize temperature control and maximize energy efficiency.

- **Education:** We publish white papers to share our knowledge. To learn about new offerings and communicate our experiences with existing and emerging solutions, we also participate in conferences and trade shows.

GHG DISCLOSURES

Transparency is an important part of our CAP. This report has been prepared with reference to globally recognized sustainability reporting frameworks including the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) Standards.

A breakdown of our Scope 3 emissions is available in our GRI Index. These emissions can be challenging to calculate due to the wide range of data sources and varying levels of data reliability (see [About This Report](#) for additional factors). The estimates and assumptions underlying these calculations also continue to evolve, as discussed in our [GRI Index](#) and [About This Report](#).

RENTAL BUSINESS MODEL DELIVERS ROI AND SUSTAINABILITY IMPACT

Renting, by promoting shared use and more efficient equipment utilization, can deliver environmental benefits for our customers. We analyzed this impact with a third party and found that our business model supports sustainability in two key ways:

- Reducing total equipment needs
- Reducing environmental impact of equipment

1 The concepts on this page were first presented at our [May 31, 2023 Investor Day](#). We have since updated the assessment based on 2025 data. The conclusions presented on this page are based on assumptions and inputs and may not present actual results. See [About This Report](#) for more information.

2 Due to utilization rates of United Rentals’ portfolio today versus ownership and use by private end users.

3 Based on the company’s percentage of fleet that is electric or hybrid compared to a third-party survey of private fleet owners regarding percent of fleet that is electric or hybrid.

4 Illustrative savings calculated based on our equipment being, on average, 4-5 years younger than privately owned rental fleet and our fleet including, on average, 5-10% more electric and hybrid options.

5 Based on United States Environmental Protection Agency’s estimation that the average annual carbon dioxide emissions of a typical passenger vehicle are five metric tons.

Reducing Total Equipment Needs



ACQUIRED EQUIPMENT UTILIZATION BOOST

Equipment acquired via mergers and acquisitions often sees a usage boost, adding to “high equipment utilization” benefit.

+5%
Utilization vs. acquired companies



HIGH EQUIPMENT UTILIZATION

Rental assets can fill the role of multiple customer-owned assets, lowering total equipment needs.

+20%
Utilization vs. privately owned fleet

690k

Fewer pieces of equipment are needed today due to United Rentals’ existence and operation.²

Reducing Environmental Impact of Equipment



FUEL EFFICIENCY

Short equipment replacement cycles drive down fleet age and drive up fuel efficiency.

4-5 years
Younger equipment vs. privately owned fleet



ELECTRIC/HYBRID ASSETS

Electric and transition fuel assets boost our customers’ access to more energy-efficient alternatives.

+5-10%
Share of fleet electric/hybrid vs. privately owned fleet³

638k

Estimate of annual MTCO_{2e} avoided by having a younger, more fuel-efficient fleet.⁴

REDUCING TOTAL NEED FOR EQUIPMENT MANUFACTURING AND PROVIDING ACCESS TO MORE SUSTAINABLE EQUIPMENT

Including:



146k
Non-vehicle equipment



167k
Aerial work platforms



129k
Tools & accessories



94k
Jobsite & storage



103k
Heavy-duty vehicles



51k
Light-duty vehicles

Equivalent to the emissions of

127k

passenger vehicles driven for a year.⁵



MATERIALS AND WASTE

Our material use and waste management strategy is twofold: drive efficiency through waste prevention and productivity through optimized rental fleet utilization.



We adhere to Lean, 5S, and kaizen philosophies for operational efficiency and apply their principles to our waste management and reduction initiatives.

Through our extensive rental fleet, we provide convenience for customers while offsetting the production of additional equipment. We also sell old equipment when we refresh our fleet, extending the useful life of resources and minimizing waste.

Although we fell short of our aspirational goal to divert 70% of waste from landfills by 2025, achieving 54.2%, we have made progress since setting the goal in 2021. We continue to focus on recycling, material optimization, and waste handling training and embed responsible waste management practices into day-to-day activities. These long-term efforts have contributed to our goal progress to date.

Though only 0.13% of our waste was categorized as hazardous in 2025, we recognize the importance of managing this waste properly — both to comply with regulations and to safeguard the environment. We retain a third-party waste management company that takes responsibility for collecting and properly disposing of this waste, including e-waste. In 2025, 100% of our hazardous waste was recycled or recovered for energy, including more than 15,500 pounds of IT assets.

WASTE (tons) ¹			
	2023	2024	2025
Hazardous waste	258.8	230.5	99.0 ²
Landfilled	0.04	0.3	0.0
Energy recovery	239.4	211.8	82.0
Recycled	19.4	18.4	17.0
Nonhazardous waste	72,780	78,885	78,898
Landfilled	31,101	33,709	36,168
Energy recovery	600	401	159
Recycled	41,079	44,775	42,571
Percent diverted	57.4%	57.4%	54.2%

1 Totals may not add up due to rounding.
2 The reduction between 2024 and 2025 represents normal fluctuations in the already small quantities of hazardous waste we generate through our operations.

WATER

Though our operations are not water intensive, we track our consumption to be a responsible steward of this shared resource and rent out equipment that helps our customers do the same.

Most of our water use is related to equipment washing. We believe that our water withdrawals do not significantly impact any bodies of water and that we do not withdraw from sensitive water sources. At most United Rentals locations, we send water to municipal wastewater treatment facilities after use. Some sites have wash bays installed on site, as required by regulations. We implement closed-loop recycling for regulatory compliance at locations on septic.

Our Fluid Solutions equipment offerings are designed to help our customers manage water usage safely and effectively. Pumps, tanks, filtration systems, and support equipment aid tasks such as removing contaminants from wastewater and repurposing water for dust control. By making these offerings available to rent, we help drive customer productivity and support their regulatory compliance.



WATER WITHDRAWAL BY SOURCE (megaliters)			
	2023	2024	2025
Total water withdrawal	1,493	1,454	1,913
Groundwater	314	345	279
Third-party (municipal) water	1,179	1,109	1,634

WATER REUSED			
	2023	2024	2025
Water reused (megaliters)	161	181	147
Percentage reused	10.2%	12.4%	7.7%

ENVIRONMENTAL COMPLIANCE

Compliance with applicable laws and regulations enables us to operate as a one-stop shop for our customers. It also reduces risk to our business and strengthens stakeholder trust.

Our Environmental Management program sets the strategic direction of our environmental compliance procedures. Its core element, our Environmental Management System (EMS), outlines comprehensive operating procedures, policies, and metric tracking to support ongoing strong performance.

Members of our Environmental Management program serve on our cross-functional **Corporate Responsibility Core Team** and our **Sustainability Steering Committee**. These bodies collaborate to drive innovation that helps us achieve our aspirational sustainability goals.

UPHOLDING COMPLIANCE

Our EMS is designed to track regulatory compliance and trigger action to quickly rectify any violations. Within the EMS, we monitor compliance risks, enable timely response to incidents, and train employees on best practices for topics such as air quality monitoring, spill cleanup, and water and waste management.

Our operations generally do not pose significant environmental risks. When spills do occur at our sites, we act quickly to remediate. The following risks may also be relevant to United Rentals:

- **Fueling activities:** Storage and distribution of petroleum products at select United Rentals locations generate hazardous waste. We work with a third-party specialist to dispose of this waste properly.

VIOLATIONS AND SPILL INFORMATION 			
	2023	2024	2025
Number of spills ¹	32	42	39
Spills (gallons)	2,845	4,612	3,378
Environmental fines ²	\$12,900	\$29,169	\$24,050
Notices of violation	20	25	28

1 Spills, which occur primarily within our rental fleet, are rare considering our large fleet size. For purposes of the metrics above, United Rentals has included any spill of petroleum products, antifreeze, or sewage greater than 25 gallons or any spill required by law to be reported.

2 The variability in fines is largely driven by differences in the monetary penalties imposed by governing authorities, which vary by jurisdiction.

- **Equipment- and vehicle-washing activities:** Water used for washing equipment can become contaminated with petroleum and other compounds, posing a pollution risk to the local water supply. Typically, the wastewater from our wash bays is discharged and treated by local, publicly owned sewage treatment facilities.
 - **Customer operations:** Spills and other hazards can occur during customer use of equipment. We have procedures in place to manage these risks, and our Customer Care Center is available for customers to report any issues.
 - **Waste disposal:** United Rentals has been, and may in the future be, exposed to liability for hazardous and special waste that is handled and disposed of improperly.
 - **Air quality impacts:** We are subject to regulations governing air quality impacts from activities such as dispensing gasoline and painting. Additionally, certain jurisdictions regulate tailpipe air emissions from our equipment.
- We use internal and external programs to verify our compliance with best practices, regulations, and internal policies. In some regions, we certify to ISO standards or country-specific health, safety, and environmental management systems. In 2025, we achieved EcoVadis Silver in France and Belgium and Bronze in the Netherlands.

OPERATING RESPONSIBLY

Operating responsibly is a business imperative. Strong rules, practices, and processes designed to govern our actions and those of our suppliers enable us to continue serving our customers and work toward our purpose to build a better future together.

In this section:

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- CORPORATE GOVERNANCE 50
- SUPPLY CHAIN RESPONSIBILITY 53
- ETHICS AND INTEGRITY 54
- DATA PRIVACY AND SECURITY 55



CORPORATE GOVERNANCE

We cultivate a culture that holds everyone to the highest standards of ethics and business conduct.

Our governance practices reinforce this imperative, enabling us to consistently deliver great service and expansive equipment options for our customers.

Our Board of Directors and senior management are guided by a comprehensive set of ethical guidelines, policies, and principles. These empower the Board to oversee business strategy, set objectives, monitor performance, and ultimately, maintain accountability. In recognition of our commitment to high standards of corporate governance, Newsweek named us one of the

Most Trustworthy Companies in America 2025 and the Wall Street Journal selected us as one of the 250 Best-Managed Companies of 2025.

BOARD OF DIRECTORS

The Board convenes at least once per quarter. In 2025, the Board met seven times. Our Board leadership structure consists of a nonexecutive Chair, Lead Independent Director, and President and Chief Executive Officer. As of May 8, 2026, nine of our Board’s 11 members were independent.

We strive to maintain a Board composed of directors who:

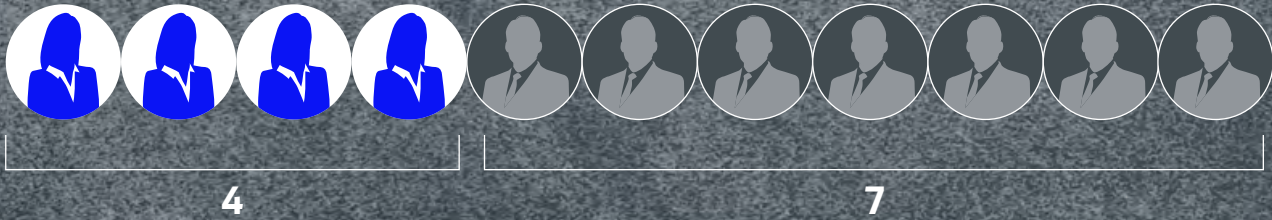
- Bring a broad range of viewpoints, perspectives, and areas of expertise.
- Exhibit a variety of key skills and relevant professional experiences.
- Effectively represent the long-term interests of our stockholders.

Our Board of Directors has four committees: Audit, Compensation, Nominating and Corporate Governance (N&CG), and Strategy.

BOARD MEMBER PROFILES (AS OF MAY 8, 2026)

Gender

- Female
- Male



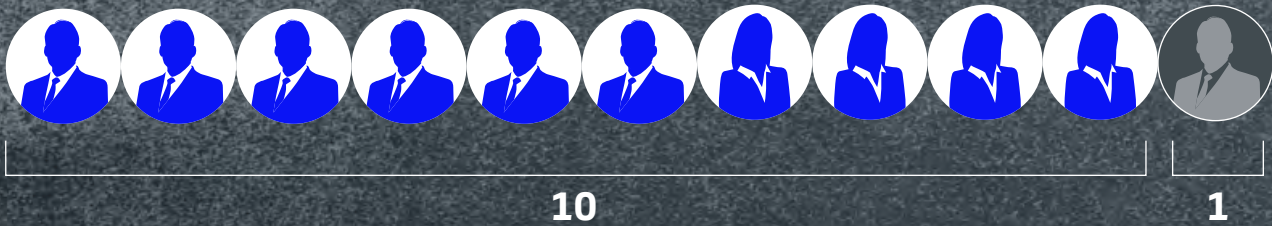
Average age

Years

60

Board tenure

- 0-10 years
- >10 years



Independence

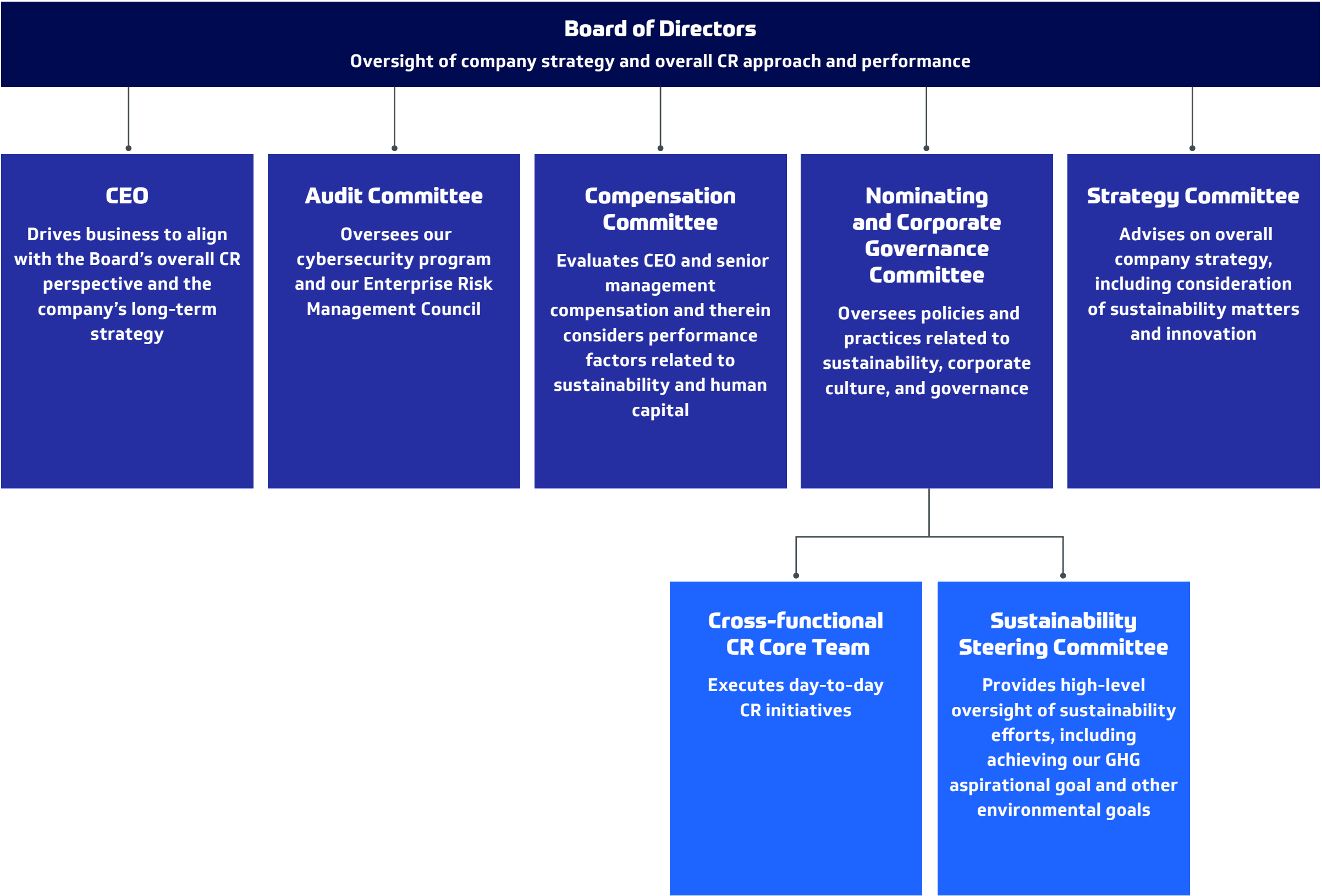
- Independent
- Non-independent



All committee members are independent except on the Strategy Committee, of which the current CEO is a member. The Chair is not a member of any of the Board committees. However, the Chair consistently attends meetings of the Board committees, as all directors are invited.

To continually enhance Board, committee, and individual director performance, our Board and committees conduct an annual self-evaluation overseen by the N&CG Committee in conjunction with the Lead Independent Director and Board Chair. The process varies year to year and generally involves facilitation by an independent third party. In 2025, self-evaluation discussions based on questionnaires produced by the third-party facilitator were held during executive sessions at Board and committee meetings.

For more information about our Board, committee self-evaluations, and our Corporate Governance Guidelines, see our [2026 Proxy Statement](#).



CORPORATE RESPONSIBILITY OVERSIGHT

Board of Directors

At the Board level, the N&CG Committee holds primary responsibility for overseeing United Rentals’ policies and practices related to sustainability, corporate culture, and governance, as well as our policy on political spending. As part of this responsibility, the N&CG Committee reviews our:

- Annual Corporate Responsibility (CR) Report.
- Health and safety practices and performance.
- Lobbying Report.
- Health, Safety, and Environmental policy.
- Investor feedback on corporate responsibility matters.
- Customer sustainability strategy.
- Progress on our sustainability aspirational goals, including our GHG emission intensity reduction goal.

In addition, the full Board periodically reviews matters such as talent management and results from the Employee Experience survey, while Board committees oversee specific CR topics. See the graphic on the previous page and our 2026 Proxy Statement for more information.

Senior Management

Management helps identify issues that may impede our ability to advance broader CR objectives. Our cross-functional CR Core Team — consisting of leaders from departments such as human resources, supply chain, legal, environmental, safety, strategy, and operations — leads day-to-day execution of CR initiatives. The Chief Legal & Sustainability Officer and the Chief Administrative Officer lead the CR Core Team and provide periodic updates to the Board’s N&CG Committee.

Our Sustainability Steering Committee (SteerCo), composed of senior leaders and subject matter experts from across the company, provides high-level oversight of our sustainability efforts. The group’s guidance informs the work of the CR Core Team and promotes effective company-wide communication and coordination for the implementation of our climate strategy. Since its founding in 2021, the SteerCo has continued strengthening our sustainability approach and integrating it further into our business strategy. Topics covered during SteerCo meetings in 2025 included customer sustainability needs, clean and hybrid power solutions, and alternative fuels, to name a few.

STRATEGIC FACTORS IN THE 2025 EXECUTIVE COMPENSATION PLAN ¹	
CATEGORY	METRICS
Environment	● GHG emissions intensity reduction: 2025 progress toward our 2030 GHG emissions intensity reduction goal
Customer experience	● Customer experience: Net Promoter Score ● Customer digital adoption: Percentage of total company revenue where a customer used a digital tool within the last 90 days
Human capital	● Employee safety: Total recordable incident rate (TRIR) ● Employee engagement: Employee engagement Net Promoter survey results ● Employee retention: Improvement in overall employee retention

1 Based on the NEOs’ collective achievements against the metrics in the framework, the Compensation Committee may, in its own discretion, decide to adjust each NEO’s funding level upward or downward in the range of 90% to 110% of the initial funding amount. The Compensation Committee may also, in its own discretion and using its business judgment, decide to make further adjustments within the 90% to 110% range for individual NEOs based on performance.

EXECUTIVE COMPENSATION

At the beginning of each fiscal year, the Compensation Committee (the Committee) sets metrics for assessing the performance of the CEO and other named executive officers (NEOs) for the upcoming year. At the end of the year, the Committee reviews executive performance against those metrics to determine compensation. The majority of executive pay — in 2025, 91% of pay for the CEO and 81%, on average, for non-CEO

NEOs — varies based on performance, with a portion covering outcomes on nonfinancial strategic factors, such as GHG emission intensity reduction and employee safety, summarized in the table above. For additional details about our executive compensation program, see our 2026 Proxy Statement.

SUPPLY CHAIN RESPONSIBILITY

As the world’s largest equipment rental company, we Work United with approximately 180,000 suppliers that enable us to be a one-stop shop for equipping safe, productive, and efficient jobsites.

In 2025, our spend with suppliers totaled \$7 billion.

To assess supplier compliance with our standards, we employ a seven-step screening process that assesses financial position, market fit, manufacturing capacity, technical support capacity, quality, safety performance, and small business certification.

Approved suppliers must sign and abide by our Master Sourcing Agreement (MSA), which:

- Mandates compliance with all applicable local, state, and federal laws and regulations.
- Requires adherence to our Supplier Code and Code of Ethical Conduct, covering anti-corruption, voluntary labor, working conditions, and other topics.

- Includes standards for topics such as workplace violence protection; Trade Agreement Acts compliance; and our Health, Safety, and Environmental and Conflict Minerals policies; among others.
- Outlines standards and expectations for individual behavior and corporate responsibility.

Each supplier recommits to the MSA annually, acknowledging their understanding of any amendments. We also assess the compliance of our largest strategic suppliers with select MSA topics via an annual survey.

We outline our zero-tolerance policy for any form of modern slavery or human trafficking in our global **Statement on Modern Slavery and Human Trafficking** and expect our suppliers to maintain similar statements and practices. United Rentals suppliers and business partners have access to our internal trainings on supply chain human trafficking and may take this training on a voluntary basis. We also perform additional diligence regarding:

- Risk of forced and child labor for our largest suppliers in Canada.
- Modern slavery risks in our supply chain in Australia.

Ongoing performance evaluations, considering factors such as cost, product support, and training, are an important part of our supplier management strategy. We conduct quarterly reviews of our

suppliers’ public reporting to assess their compliance with contractual obligations, and we reserve the right to conduct unannounced audits and inspections of supplier facilities at any time. Our Supplier Checklist helps our teams evaluate key aspects of performance during site visits with strategic suppliers and potential new suppliers.

By primarily sourcing our products from regions known for their strong regulatory frameworks and quality standards, we seek to mitigate supplier and supply chain risks. In 2025, the majority of our supply chain spend was with companies in North America, Europe, and Japan.

SMALL BUSINESS INCLUSION

We proactively seek to partner with small businesses through our Small Business Supplier Program. Our approach helps us build a varied and more resilient supplier network while sourcing products and services at competitive prices. We also participate in various organizations that connect us with small and certified business owners, such as the National Veteran-Owned Business Association.

“

We work closely with our suppliers, collaborating to develop innovative solutions that anticipate market needs and deliver real value to our customers. Through open communication, shared expertise, and a commitment to continuous improvement, we bring forward products and services that reflect both customer expectations and the latest advancements in our industry.”

TJ MAHONEY
VICE PRESIDENT, CORPORATE FLEET & SUPPLY CHAIN



ETHICS AND INTEGRITY

Abiding by the highest standards of ethics and integrity has earned United Rentals the trust of our stakeholders and enables our delivery of long-term value.

Our rigorous Code of Ethical Conduct (the Code) outlines the behaviors we expect from our employees and provides examples of best practices in challenging scenarios. The Code is available in six languages and covers 13 topics including legal compliance, non-retaliation, and workplace safety.

We require that all employees complete training on the Code every other year, and all new employees must complete it within six months of their hire date. Given the importance of this training, we track and audit compliance and notify regional vice presidents of their teams’ completion rates.

Employees have several avenues to report potential Code violations, including speaking with a manager or supervisor; contacting human resources or the legal department; contacting the Board’s Audit Committee; or calling our confidential, third-party Employee Alertline. The relevant corporate department investigates

reported violations of the Code. Disciplinary action is determined based on the nature of the offense, regardless of the offender’s position within the company and without discrimination. United Rentals has a zero-tolerance policy for retaliation against anyone who reports a violation in good faith.

We collect survey responses from employees quarterly on potential instances of fraud and annually on potential conflicts of interest. An internal disclosure committee reviews and addresses survey results quarterly. Our anti-bribery program provides anti-corruption training to all relevant employees, including all vice presidents and above, as well as to members of our human resources, legal, risk, and sales teams. We also provide training to members of our legal and sourcing teams on human trafficking risks and make the training available to our vendors and suppliers.

POLICIES ON POLITICAL ACTIVITY AND LOBBYING

United Rentals’ policies prohibit the company from making political contributions of any kind, even when permitted by law. We do allow expenditures to advocate our viewpoints on relevant public policy issues or support intermediaries, such as lobbyists, who advocate on the company’s behalf. In 2025, our lobbying expenditures totaled approximately \$336,000, all at the state level.

For 2025, we were again included as a top-scoring company on the CPA-Zicklin Index for corporate disclosure and oversight of election-related spending. Details on our spending are available in our [annual lobbying report](#).

OTHER RELEVANT POLICIES

Several operating policies outline our expectations and relationships with both internal and external stakeholders. For additional relevant policies covering areas such as health, safety, and human rights, please refer to our [governance documents](#).

SALIENT HUMAN RIGHTS ISSUES

Given the countries in which we operate, we believe our business carries limited human rights risks. However, we remain committed to addressing the following salient human rights risks for our business:

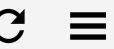
- **Safety:** We aim to prevent all injuries, occupational illnesses, and safety incidents, continually striving to enhance safety across all locations.
- **Wages and working hours:** We adhere to applicable laws and regulations, and our minimum pay policy surpasses the current U.S. federal minimum wage by over 100%.
- **Discrimination and harassment:** We are dedicated to maintaining a workplace free

from harassment and unlawful discrimination, upholding laws that prohibit discrimination in all areas where we operate.

- **Human trafficking:** Our major suppliers are located within North America, and the manufacturing of parts and components is generally accomplished in North America, Europe, and Japan. However, through diligence efforts in 2025, we understand that some of our suppliers have operations in Eastern Europe and parts of Asia that are considered higher risk for human trafficking. To manage this risk, our strategic sourcing department has developed processes that include screening suppliers for alignment with our business conduct expectations. For details, see [Supply Chain Responsibility](#).

Salient issues may evolve as our business expands and develops. We annually review our priority areas, assess risks, and engage in dialogue with stakeholders about these issues.

In 2025, United Rentals earned a spot among Newsweek and Statista’s Most Trustworthy Companies in America and World’s Most Trustworthy Companies 2025.



DATA PRIVACY AND SECURITY

Protecting our information and that of our customers and partners is a primary focus at United Rentals. Through strong privacy and security protocols and adherence to relevant regulations, we work to minimize the risk of security breaches.

Our cybersecurity program complies with regulations in all jurisdictions where we operate and strives to meet the highest globally recognized standards, including various state privacy acts and the EU General Data Protection Regulation (GDPR). We regularly update our program to maintain ongoing compliance with all relevant regulations. The program leverages the **National Institute of Standards and Technology (NIST) Cybersecurity Framework** and provides a comprehensive set of standards, guidelines, and repeatable practices that help us remain vigilant against threats.

Our three-year cybersecurity roadmap is designed to enhance and fortify our cyber defense capabilities. In 2025, year two of our roadmap, we engaged independent third parties to conduct a red team exercise and penetration testing to ensure we have adequate internal and external cybersecurity protections in place. Recommendations from these assessments have been integrated into our cybersecurity program.

Additionally, we have enhanced real-time detection, continuous monitoring, regular systems testing, and cutting-edge security software. These measures include endpoint protection that secures individual devices with antivirus and other safeguards as well as solutions designed to detect and track unusual or malicious activity.

We believe these efforts have contributed to consistent improvement in our program since we began assessing its maturity in 2018. Since 2024, we have incorporated artificial intelligence (AI) in cyber defense to improve our detection and protection capabilities, including real-time monitoring to identify and respond to threats in a timely manner. Additionally, we utilize cloud-based services to support continuous, uninterrupted security coverage and timely recovery. In 2025, we enhanced our AI governance and risk management framework to promote responsible AI development and usage.

United Rentals is not aware of any material cybersecurity breaches in the past year. We remain committed to continuous monitoring as part of our proactive cybersecurity approach. Learn more in our **2025 Annual Report - Form 10-K**.



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GLOBAL REPORTING INITIATIVE (GRI) INDEX

Disclosure Number	Disclosure	Location
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GRI 1: FOUNDATION

GRI 1	Statement of use	United Rentals has reported with reference to GRI Standards 2021 for the period January 1, 2025-December 31, 2025.
	GRI 1 used	GRI 1: Foundation 2021
	Applicable GRI Sector Standards	GRI Standards 2021

GRI 2: GENERAL DISCLOSURE

2-1	Organizational details	a. United Rentals, Inc. b. Ownership and legal form are available in our 2025 Annual Report - Form 10-K. c. 100 First Stamford Place, Suite 700, Stamford, CT 06902, USA. d. See Company Overview and our 2025 Annual Report - Form 10-K.
2-2	Entities included in the organization’s sustainability reporting	Entities covered by United Rentals are included in exhibit 21 in the 2025 Annual Report - Form 10-K .
2-3	Reporting period, frequency, and contact point	Our Corporate Responsibility Reports are published annually. This report covers fiscal year 2025, from January 1, 2025-December 31, 2025. It was published on September 23, 2026. All questions, concerns, and feedback can be directed to: sustainability@ur.com.
2-4	Restatements of information	If there are any restatements of information, they will be noted in the relevant sections of this report.
2-5	External assurance	The data in this report has not been externally assured. United Rentals worked with a third-party firm to develop our greenhouse gas emission inventory and calculate our Scope 1, 2, and 3 emissions.
2-6	Activities, value chain, and other business relationships	See About United Rentals and Supply Chain Responsibility , as well as our 2025 Annual Report - Form 10-K . There were no significant changes to our activities, value chain, or other business relationships in 2025.
2-9	Governance structure and composition	See Corporate Governance and 2025 Annual Report - Form 10-K .
2-10	Nomination and selection of the highest governance body	See Corporate Governance and Nominating and Corporate Governance Committee Charter .

Disclosure Number	Disclosure	Location
2-11	Chair of the highest governance body	See Board of Directors .
2-12	Role of the highest governance body in overseeing the management of impacts	See Corporate Governance .
2-13	Delegation of responsibility for managing impacts	See Corporate Governance .
2-14	Role of the highest governance body in sustainability reporting	See Corporate Governance .
2-15	Conflicts of interest	See Code of Ethical Conduct , page 12.
2-16	Communication of critical concerns	See Code of Ethical Conduct , pages 31-32, and Communicating with the Board .
2-17	Collective knowledge of the highest governance body	See 2026 Proxy Statement , page 14.
2-18	Evaluation of the performance of the highest governance body	See 2026 Proxy Statement , pages 30-31.
2-19	Remuneration policies	We adhere to applicable laws and regulations. We conduct annual pay equality analyses, and our minimum pay policy surpasses the current federal minimum wage by over 100%. Our median paid employee in North America earned \$88,098 in 2025. ¹ See 2026 Proxy Statement , pages 39-58.
2-20	Process to determine remuneration	See Compensation Committee Charter and 2026 Proxy Statement , pages 45-47.
2-21	Annual total compensation ratio	See 2026 Proxy Statement , page 70.
2-22	Statement on sustainable development strategy	See A Message from Our Chair and CEO and Rental Business Model Delivers ROI and Sustainability Impact .
2-23	Policy commitments	See Environmental Compliance , Investing in Our People , Corporate Governance , Supply Chain Responsibility , and Ethics and Integrity .
2-24	Embedding policy commitments	See Environmental Compliance , Investing in Our People , Corporate Governance , Supply Chain Responsibility , and Ethics and Integrity .
2-25	Processes to remediate negative impacts	See Corporate Responsibility , Ethics and Integrity , and the full Enabling Sustainability section.
2-26	Mechanisms for seeking advice and raising concerns	See our Code of Ethical Conduct .
2-27	Compliance with laws and regulations	See Enabling Sustainability and Ethics and Integrity .

1 Median is calculated excluding the CEO.

Disclosure Number	Disclosure	Location								
2-28	Membership associations	We have memberships and corporate associations with a range of organizations. These may be managed at the corporate and business unit level and vary by geographic location and local interests.								
2-29	Approach to stakeholder engagement	Understanding the perspectives, needs, and concerns of the people with whom we interact informs our decisions and plays a key role in our success. We define our stakeholders as individuals, groups, or entities that are or can be affected by United Rentals’ operations and business activities or that can impact our performance. We regularly engage with our key stakeholders through a variety of methods to discuss and learn about what matters to them, including topics related to sustainability and corporate responsibility (see table below).								
		 Employees  Customers and Suppliers  Investors  Community Members								
		<table><tr><td>Ways we engage</td><td> ● Day-to-day interactions ● Employee surveys ● Quarterly all-employee calls with executives ● Town hall meetings ● Internal social media platform </td><td> ● Informal conversations ● Formal surveys ● 1UR Customer Days ● Supplier selection and evaluation process ● Meetings on sustainable product offerings and other customer needs </td><td> ● One-on-one meetings and calls ● Quarterly earnings calls ● Annual stockholders’ meeting ● Investor conferences ● Hosted investor events </td><td> ● Volunteering ● Philanthropy ● Direct interaction during disaster relief </td></tr><tr><td>Key topics of interest</td><td> ● Safety ● Career development ● Employee experience ● Training ● Benefits and compensation ● Workplace community and inclusion </td><td> ● Customer service ● Equipment selection, including low-carbon options ● Pricing ● Safety training ● Customer and market needs </td><td> ● Capital investments, including clean tech ● Asset efficiency ● Financial results ● Corporate governance ● Sustainability performance ● Climate-related risks and climate adaptation ● Human capital management and safety </td><td> ● Volunteering ● Disaster preparedness and response </td></tr></table>	Ways we engage	● Day-to-day interactions ● Employee surveys ● Quarterly all-employee calls with executives ● Town hall meetings ● Internal social media platform	● Informal conversations ● Formal surveys ● 1UR Customer Days ● Supplier selection and evaluation process ● Meetings on sustainable product offerings and other customer needs	● One-on-one meetings and calls ● Quarterly earnings calls ● Annual stockholders’ meeting ● Investor conferences ● Hosted investor events	● Volunteering ● Philanthropy ● Direct interaction during disaster relief	Key topics of interest	● Safety ● Career development ● Employee experience ● Training ● Benefits and compensation ● Workplace community and inclusion	● Customer service ● Equipment selection, including low-carbon options ● Pricing ● Safety training ● Customer and market needs
Ways we engage	● Day-to-day interactions ● Employee surveys ● Quarterly all-employee calls with executives ● Town hall meetings ● Internal social media platform	● Informal conversations ● Formal surveys ● 1UR Customer Days ● Supplier selection and evaluation process ● Meetings on sustainable product offerings and other customer needs	● One-on-one meetings and calls ● Quarterly earnings calls ● Annual stockholders’ meeting ● Investor conferences ● Hosted investor events	● Volunteering ● Philanthropy ● Direct interaction during disaster relief						
Key topics of interest	● Safety ● Career development ● Employee experience ● Training ● Benefits and compensation ● Workplace community and inclusion	● Customer service ● Equipment selection, including low-carbon options ● Pricing ● Safety training ● Customer and market needs	● Capital investments, including clean tech ● Asset efficiency ● Financial results ● Corporate governance ● Sustainability performance ● Climate-related risks and climate adaptation ● Human capital management and safety	● Volunteering ● Disaster preparedness and response						
2-30	Collective bargaining agreements	Approximately 8,200 of our employees are salaried and approximately 20,300 are hourly. Collective bargaining agreements relating to approximately 175 separate locations cover approximately 1,800 of our employees. We monitor employee satisfaction through ongoing surveys and consider our relationship with our employees to be good.								

Disclosure Number

Disclosure

Location

GRI 3: MATERIAL TOPICS¹

3-1	Process to determine material topics	United Rentals assesses sustainability, culture, and governance topics important to us and our stakeholders annually through the development of our Corporate Responsibility Report. We conduct more in-depth assessments every few years to ensure we remain focused on the key corporate responsibility areas for our business and our stakeholders. Our most recent in-depth materiality¹ assessment, conducted in 2019, referenced the GRI Reporting Principles to help identify and prioritize topics for reporting and for informing our sustainability strategy and improvement initiatives. Through our internal due diligence and enterprise risk management processes, we continue to monitor the internal and external environments in which we operate for sustainability-related risks and opportunities and for shifts in stakeholder interests.			
3-2	List of material topics	 Our Operations ● Customer safety ● Customer satisfaction and engagement ● Operational and capital efficiency ● Business continuity and resiliency ● Low- and zero-emissions equipment ● Responsible supply chain management	 People and Community ● Workforce health, safety, and wellness ● Workplace community and inclusion ● Employee experience ● Talent management ● Community support	 Environmental Stewardship ● Environmental compliance ● Climate action: energy and emissions ● Water ● Materials and waste	 Responsible Business ● Governance ● Ethics and compliance ● Human rights ● Responsible procurement ● Data privacy and cybersecurity ● Climate adaptation and strategy
3-3	Management of material topics	The information for each topic identified in the process described in GRI 3-1 is shared throughout this report.			

TOPIC STANDARDS

GRI 201: ECONOMIC PERFORMANCE 2016

201-1	Direct economic value generated and distributed	See About United Rentals , our 2025 Annual Report - Form 10-K , and 2025 Earnings Release .
201-2	Financial implications and other risks and opportunities due to climate change	We have performed climate scenario analysis to forecast climate-related risks and opportunities to our business. Our sustainability governance processes are designed to address and mitigate potential impacts to our business and we seek to update our business strategy to capture potential benefits.

¹ Matters described in this report, including matters described as “important,” “relevant,” “significant,” or “material,” or using similar words, are matters that may be important to us or our stakeholders, but should not be read as necessarily rising to the level of materiality used for the purposes of complying with securities laws or other laws, regulations, or frameworks. Please see [About This Report](#) for more information.

Disclosure Number	Disclosure	Location
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GRI 203: INDIRECT ECONOMIC IMPACTS 2016

203-1	Infrastructure investments and services supported	We have a rigorous process for assessing needs across our operations, including proactively preparing for severe weather events and other emergency situations. See Resilient Operations , Reducing Our Climate Impact , and Employee Well-Being .
203-2	Significant indirect economic impacts	We have not assessed the significance of the indirect economic impacts in the context of external benchmarks or international standards or protocols. Supply Chain Responsibility provides more detail on our impact with suppliers, and Making an Impact in Our Communities details our impact with our communities.

GRI 204: PROCUREMENT PRACTICES 2016

204-1	Proportion of spending on local suppliers	See Supply Chain Responsibility .
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GRI 302: ENERGY 2016

302-1	Energy consumption within the organization	Energy data is available in Reducing Our Climate Impact . In the instance actual data was not available, estimates were used.
302-3	Energy intensity	The intensity ratio includes all energy consumed within the organization. This data is shared in Reducing Our Climate Impact .

GRI 303: WATER AND EFFLUENTS 2018

303-1	Interactions with water as a shared resource	See Water .
303-2	Management of water discharge-related impacts	United Rentals complies with local discharge requirements, where applicable. See Water .
303-3	Water withdrawal	United Rentals does not monitor or track water withdrawn from sources other than municipal outlets. Withdrawal estimates were applied at some of our European branches where consumption is included in the rent we pay to the landlord for the location. Groundwater and water reuse values are estimated. See more in Water .

GRI 305: EMISSIONS 2016

305-1	Direct (Scope 1) GHG emissions	See Reducing Our Climate Impact .			
			2023	2024	2025
		Direct (Scope 1) GHG emissions (MTCO ₂ e)	439,887	462,087	478,909

Disclosure Number	Disclosure	Location						
305-2	Energy indirect (Scope 2) GHG emissions	See Reducing Our Climate Impact .						
				2023	2024		2025	
		Energy indirect (Scope 2 market-based) GHG emissions (MTCO ₂ e) ¹		28,169	27,611		24,810	
305-3	Other indirect (Scope 3) GHG emissions	See Reducing Our Climate Impact .						
		Scope 3 Emissions by Category ^{2,3}						
				2023	2024		2025	
			MTCO ₂ e	% of total	MTCO ₂ e	% of total	MTCO ₂ e	% of total
		Total Scope 3 emissions	6,981,984	100%	7,495,799	100%	7,894,782	100%
		Downstream leased assets	3,159,460	45.3%	3,104,544	41.4%	3,269,900	41.4%
		Use of sold products	1,874,780	26.9%	2,392,413	31.9%	2,392,205	30.3%
		Capital goods	1,240,798	17.8%	1,253,346	16.7%	1,359,231	17.2%
		Purchased goods and services	411,587	5.9%	437,943	5.8%	482,249	6.1%
		Upstream transportation and distribution	180,311	2.6%	188,036	2.5%	282,563	3.6%
		Employee commuting	49,719	0.7%	51,533	0.7%	51,055	0.6%
		End of life	23,944	0.3%	25,146	0.3%	26,874	0.3%
		Fuel and energy activities	21,006	0.3%	20,634	0.3%	10,056	0.1%
		Waste in operations	15,758	0.2%	16,107	0.2%	17,177	0.2%
		Business travel	4,621	0.1%	6,098	0.1%	3,472	0.0%
305-4	GHG emissions intensity	See Reducing Our Climate Impact .						

1 The market-based method shows emissions the company is responsible for through its purchasing decisions. We purchased 61,036 MWh of 2025-vintage, Green-e® certified Renewable Energy Certificates (RECs) comprising 10,350 MWh of U.S. Green-e® RECs and 50,686 MWh of U.S./Canada Green-e® RECs, equivalent to 25,144 MTCO₂e avoided. We have removed these emissions from the Scope 2 market-based numbers shown in the table.

2 Includes all categories from the GHG Protocol Technical Guidance for Calculating Scope 3 Emissions (version 1.0) that are deemed relevant to the company. See [About This Report](#) for more factors affecting our Scope 3 and other emission calculations.

3 Totals may not add to 100% due to rounding.

Disclosure Number	Disclosure	Location
305-5	Reduction of GHG emissions	See Reducing Our Climate Impact. Note about our aspirational climate goals: This report details the actions we took in 2025 toward achieving the aspirational goals we previously set. In setting these goals, we conducted rigorous analyses of our operations, technology, and more for metrics where we can drive meaningful progress. Between 2019 and 2020, we worked with a specialist firm to comprehensively assess our full carbon footprint, identify abatement strategies, and consider adopting a time-bound emissions reduction goal. At that time, we decided not to submit an absolute emission reduction goal for verification by the Science Based Targets initiative (SBTi). We revisit the decision at least annually. However, we continue to feel an SBTi goal is not appropriate given our acquisitive history — since our inception, we have completed over 300 mergers and acquisitions — and our plans to continue to grow the business organically and through acquisitions. For companies whose Scope 3 emissions cover more than 40% of combined Scope 1, 2, and 3 emissions, which is the case for United Rentals, SBTi requires that goals cover Scope 3 emissions. Much of our Scope 3 emissions relate to customer use of our rented equipment. While there are not currently scalable and viable solutions for meaningfully reducing emissions from the majority of our rented equipment, we are committed to continuing to partner with equipment manufacturers to support our customers with their equipment and sustainability needs. The challenges of calculating Scope 3 emissions, which are further discussed in About This Report, make it difficult to adopt a Scope 3 goal. However, we are exploring ways to help improve the quality of the data. Read more about our GHG emission reduction efforts in Reducing Our Climate Impact.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	United Rentals does not consider this disclosure relevant to our organization.

GRI 306: WASTE 2020

306-3	Waste generated	See Materials and Waste .
306-4	Waste diverted from disposal	See Materials and Waste .

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016

308-1	New suppliers that were screened using environmental criteria	See Supply Chain Responsibility .
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GRI 401: EMPLOYMENT 2016

401-1	New employee hires and employee turnover	See Investing in Our People .
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Part-time employees receive paid time off, retirement benefits, and Employee and Family Assistance Program (EFAP) access.

Disclosure Number	Disclosure	Location
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GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

403-1	Occupational health and safety management system	See Health and Safety .
403-2	Hazard identification, risk assessment, and incident investigation	Slips, trips, falls, and line of fire are general workplace hazards. See more in Health and Safety .
403-3	Occupational health services	See Health and Safety .
403-4	Worker participation, consultation, and communication on occupational health and safety	See Health and Safety .
403-5	Worker training on occupational health and safety	See Health and Safety .
403-6	Promotion of worker health	See Health and Safety and Employee Well-Being .
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Health and Safety .
403-8	Workers covered by an occupational health and safety management system	100% of United Rentals employees are covered by an internally audited management system. See more in Health and Safety .
403-9	Work-related injuries	See Health and Safety .

GRI 404: TRAINING AND EDUCATION 2016

404-2	Programs for upgrading employee skills and transition assistance program	See Investing in Our People .
404-3	Percentage of employees receiving regular performance and career development reviews	100% of full-time employees undergo performance reviews annually.

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

405-1	Diversity of governance bodies and employees	See Corporate Governance and pages 14-15 of our 2026 Proxy Statement .
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GRI 413: LOCAL COMMUNITIES 2016

413-1	Operations with local community engagement, impact assessments, and development programs	See Making an Impact in Our Communities and Enabling Sustainability .
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Disclosure Number	Disclosure	Location
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GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016

414-1	New suppliers that were screened using social criteria	See Supply Chain Responsibility .
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GRI 415: PUBLIC POLICY 2016

415-1	Political contributions	See Ethics and Integrity .
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GRI 416: CUSTOMER HEALTH AND SAFETY 2016

416-1	Assessment of the health and safety impacts of product and service categories	See more in Products and Services , Maximizing Jobsite Performance , Health and Safety , and Ethics and Integrity .
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GRI 418: CUSTOMER PRIVACY 2016

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	The company investigates all potential breaches and takes corrective and preventive action in order to ensure customer privacy and data protection and reduce potential risks. Learn more in our 2025 Annual Report - Form 10-K .
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SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

Industrial Machinery and Goods

We report on the following social and environmental issues referenced in the SASB guidelines for the Industrial Machinery and Goods sector.

SASB Code	Metric	Response for 2025
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ENERGY MANAGEMENT

RT-IG-130a.1	(1) Total energy consumed	The majority of the renewable energy we procure is sourced directly from the local utility. We also purchase RECs for additional coverage. In 2025, we began constructing six additional solar arrays at our locations, and we continue to identify more opportunities to do so. See data in Reducing Our Climate Impact .
	(2) Percentage grid electricity	
	(3) Percentage renewable	

EMPLOYEE HEALTH AND SAFETY

RT-IG-320a.1	(1) Total recordable incident rate (TRIR)	2023	2024	2025
	(2) Fatality rate			
	(3) Near miss frequency rate (NMFR)			
	North America TRIR	0.75	0.81	0.75

FUEL ECONOMY AND EMISSIONS IN USE-PHASE

RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Although this disclosure does not directly apply to United Rentals because we are not a vehicle manufacturer, we measure the fuel efficiency of the medium- and heavy-duty vehicles we purchase from OEMs and we engage OEMs on the availability of low-emission, fuel-efficient vehicles to meet the growing demand from our customers.
RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Although this disclosure does not directly apply to United Rentals because we are not an equipment manufacturer, we aim for our fleet to have new, more fuel-efficient technology through frequent fleet turnover.
RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	This disclosure is not applicable to United Rentals because we do not manufacture or sell stationary generators and stationary generators make up a nominal portion of our product portfolio.

SASB Code	Metric	Response for 2025
RT-IG-410a.4	Sales-weighted emissions of: (1) Nitrogen oxides (NOx) (2) Particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	Although this disclosure does not directly apply to United Rentals because we are not an engine manufacturer, we aim for our fleet to have the best available technology for removing pollutants by maintaining a low average fleet age through frequent fleet turnover.

MATERIALS SOURCING

RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	This disclosure is not applicable to United Rentals because we are not an equipment manufacturer.
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REMANUFACTURING DESIGN AND SERVICES

RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	2023	2024	2025
	Revenue from the sale of refurbished equipment	\$11,251,726	\$15,914,388	\$6,880,914

ACTIVITY METRIC

RT-IG-000.A	Number of units produced by product category	United Rentals measures this metric as the size of our rental equipment fleet (based on average original equipment at cost). This data is shared in About United Rentals .
RT-IG-000.B	Number of employees	See About United Rentals .

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

We believe we contribute to the SDGs through the following:

ALIGNMENT WITH THE SDGs

SDG	Relevance to United Rentals	Our 2025 Contributions
5 GENDER EQUALITY 	By fostering an inclusive workplace, we believe we can harness a wealth of talent and perspectives, drive innovation, and enhance our competitive edge.	Promoted inclusivity and supported all employees to thrive through our <u>1UR culture</u>
8 DECENT WORK AND ECONOMIC GROWTH 	We understand that thriving economies rely on engaged and healthy workforces. We are committed to fostering a safe work environment and providing benefits and resources that enable our team to thrive. This commitment includes investing in training and development for all our people and providing them with skills and opportunities for career development. We believe these commitments drive organizational success in addition to promoting socioeconomic advancement in our communities.	Enhanced our <u>benefits program</u> by adding benefits navigation and telehealth services as well as strengthening fertility benefits for U.S.-based employees <u>Promoted</u> over 3,000 United Rentals employees, roughly 11% of our total employee population Launched a focused <u>development program for Service Managers</u> Earned <u>9.1 out of 10</u> for our Safety Commitment in our Employee Experience Survey Earned a spot among <u>Glassdoor’s Best Places to Work</u>
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Our aim is to be a one-stop shop for our customers, delivering solutions that boost their safety, productivity, and sustainability. We seek opportunities to increase resource efficiency and reduce emissions at customer jobsites and in our own operations. As one of the largest equipment rental companies, we can drive demand for lower-impact equipment and power options.	Disclosed results from our assessment of the environmental benefit of our <u>rental business model</u> , with results indicating a reduction in carbon emissions and raw material use compared to non-rental models Offered a portfolio of more <u>sustainable equipment</u> in our rental fleet, 30.6% of which is hybrid or electric Helped customers estimate emissions and identify areas to reduce impact with our <u>Total Control platform</u> Drove equipment usage efficiency through our <u>Consolidated Rental Program</u> Equipped <u>95% of our eligible new fleet with connected systems</u> that help monitor fleet health, optimize maintenance, and extend equipment life
10 REDUCED INEQUALITIES 	We acknowledge the importance of an inclusive culture both within our organization and in society at large. We aim to create a positive workplace and contribute to fair and inclusive communities by focusing on equal opportunity for all.	Achieved an <u>8.5 score out of 10</u> for employee engagement in our Employee Experience Survey, placing us in the top 5% of our benchmark group Supported leadership development through our <u>UR Connections mentorship program</u> , with over 11% of employees participating

ALIGNMENT WITH THE SDGs

SDG	Relevance to United Rentals	Our 2025 Contributions
	We are dedicated to building cities and communities that are safe, resilient, and sustainable. We recognize the vital role our business plays in supporting community resilience to disasters and extreme weather events.	Offered a portfolio of more sustainable equipment in our rental fleet, 30.6% of which is hybrid or electric Managed more than 200 extreme weather events, including hurricanes, winter storms, and wildfires, through our Emergency Operations Center Launched a Branch Closure dashboard to help ensure our teams can continue to support customers and employees during extreme weather events
	Our business model helps minimize material use and reduce our waste by keeping equipment in use longer. We resell our used equipment to extend its life or ensure its responsible disposal, diverting from landfill when possible. We also provide our customers with tools and data so they can become more efficient and reduce waste in their own operations.	Helped customers estimate emissions and identify areas to reduce impact with our Total Control platform Disclosed results from our assessment of the environmental benefit of our rental business model, with results indicating a reduction in carbon emissions and raw material use compared to non-rental models Achieved 54.2% waste diversion in 2025 compared to 42.5% in 2021, the year we set our aspirational goal to divert 70% of waste by 2025 Supported customer safety, productivity, and sustainability through our Worksite Performance Solutions portfolio Equipped 95% of our eligible new fleet with connected systems that help monitor fleet health, optimize maintenance, and extend equipment life Helped prevent tool loss and waste on customer jobsites through our ProBox OnDemand tool access management system
	We are committed to building a better future together, taking proactive steps to reduce our carbon footprint and helping our customers do the same. To drive progress in our own operations, we have an aspirational goal to reduce our GHG emission intensity. To help our customers with their climate action efforts, we look for opportunities to bring low- or zero-emission equipment to the market and provide education, data, and tools.	Retrofitted 97% of the lighting across our North American operations, surpassing our 2025 aspirational goal of 95%¹ Installed or are in the process of installing solar arrays at six locations Reduced year-over-year Scope 1 and 2 emissions intensity by 2.2% and sourced RECs equivalent to over 25,100 MTCO_{2e} avoided Offered a portfolio of more sustainable equipment in our rental fleet, 30.6% of which is hybrid or electric

1 Progress as of December 31, 2025 for locations that were part of United Rentals’ footprint as of June 30, 2022 (date of initial goal adoption); does not include locations acquired or opened after June 30, 2022