May 2026

Corporate Operations Managers' Memo

Management & Process

Welcome COO James Shively



Effective May 11, James Shively has joined PODS as our new Chief Operations Officer.

James brings deep experience guiding large, complex organizations through periods of growth and change. As COO, he will oversee our core operations with a focus on driving excellence – standardizing processes, ensuring we deploy the right technology and infrastructure, and developing the people on our teams. He also will help advance transformation efforts across Corporate Operations and Enterprise Operations to create stronger alignment, shared best practices, and greater synergy across the organization. Both Rich Schwartz, SVP, Corporate Operations, and Jeff Concannon, SVP, Enterprise Operations, will report to James.

James joins us from Chewy, where he helped scale their business during a period of rapid growth, maintaining quality and customer experience throughout the expansion. Prior to Chewy, James spent several years at Amazon in operations leadership roles and held senior positions within the energy sector. He earned his MBA in Strategy, Finance and International Business from the University of Chicago.

As PODS continues to evolve, this role positions us to strengthen our execution while continuing to support our people, customers, and long-term strategy. We're excited to welcome James to the team and look forward to the experience and perspective he brings

Changes to 6.1 - Market Managers Report

Due to updates made to the **6.1 – Market Managers Report** in PowerBI, managers are required to use a new link to access the report. This new report will exist in the same PowerBI space, and it will have the same name, but will now include the changes listed below.

What's Changed:

- Priority Points are now integrated into the Move and Customer Details section
- The new report correctly identifies Hawaii-bound orders
- New link required for access

Please bookmark the new link to ensure you can access the **6.1 – Market Managers Report**.

For any additional questions, please contact Alejandro Velarde.

Now Live: Insider Insights

As our frontline experts, the firsthand insight into daily customer interactions from our field ops associates is exactly the perspective we need. PODS' Insider Insights survey is a simple way to share real-time feedback from your daily customer interactions. Their input helps us identify pain points, close gaps, and uncover operational enhancement opportunities for PODS.

Please print out the poster on the following page and post it prominently in your storage center.

PODS® INSIDER INSIGHTS



What issues in your customer interactions deserve more attention?

Scan the QR code
to report recurring issues in 2 minutes.

Examples include:

- Recurring customer frustrations
- Tools or systems creating friction
- Processes that make service harder

PODS®

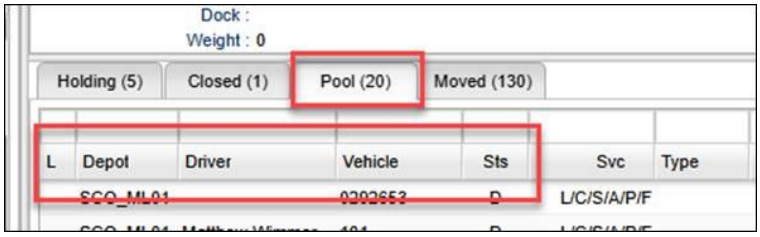
Management & Process

Cheetah Web Editor Update

To improve the user experience, we have deployed two improvements to Cheetah Web Editor. The updates outlined below were developed in collaboration with Corp Ops leaders and are active as of Monday, May 11.

Changes to Cheetah Web Editor Column Order

To make daily operations simpler for managers, the **column order within your Cheetah Web Editor has been reorganized**. This change reduces excessive scrolling and make critical information immediately visible, as shown below.



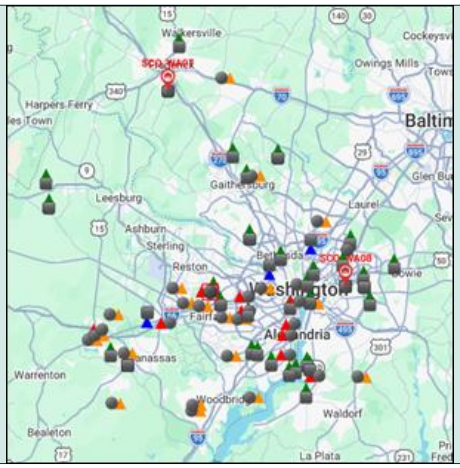
These changes are visible in the "**Pool**", "**Stop**", and "**Populated Routes**" sections of Cheetah Web Editor.

NOTE: No columns have been deleted. If you would like to customize your view, simply drag each column to your desired location and save your settings.

Changes to Cheetah Web Editor Display Map

Moves within your display map now feature a **color-coded triangle** around each job to help you quickly identify job types without having to click on each individual job. The jobs and their corresponding color codes are listed below:

- **Green: NEW**
- **Orange: WRT**
- **Blue: RDL**
- **Red: FPU**



NOTE: If you would like to **disable** the color-coded triangles on your map, simply deselect the red star highlighted below.



Management & Process

Stop All Steel Roof Replacement-Related Repairs

Effective immediately, we are implementing a **temporary STOP on all steel roof replacement-related repairs** across Corp Ops. Please communicate this update to your Market Managers, SCWs, and Container Repair Technicians (CRTs) immediately and ensure full compliance.

Why This Matters

Roof-related repairs are among the most complex and safety-sensitive repair types. This temporary stop allows us to **pause execution while we update and standardize training** to ensure the highest level of safety and quality across all markets.

What This Includes

All teams must **cease performing the following repair types**:

- Replacement of plastic roofs with steel roofs
- Any panel repair that requires removal of a steel roof
- Any repair that requires removal of a steel roof, regardless of scope

These activities are to be stopped until further notice.

Inventory Guidance

- Do not return any unused roof-related materials or inventory to Parts and Services at this time
- Please hold all materials locally until additional direction is provided

What's Next

We are actively developing a certification program that will establish the updated training, safety standards, and qualification requirements for performing these repairs.

Once finalized, this program will:

- Enable select markets to resume roof-related repairs
- Ensure repairs are completed safely and to standard
- Provide clear certification and accountability requirements

If you have any questions, please contact Sam Fresquez, Mgr I – Continuous Improvement.

Operation Safe Driver Week

Operation Safe Driver Week is a safe-driving awareness and outreach initiative aimed at improving the driving behaviors of passenger vehicle drivers and commercial motor vehicle drivers through educational and traffic enforcement strategies and interactions with law enforcement. **The next Operation Safe Driver Week is scheduled for July 12-18, 2026.**

Throughout Operation Safe Driver Week, law enforcement personnel will be on the lookout for commercial motor vehicle drivers and passenger vehicle drivers engaging in risky driving. Identified unsafe drivers will be pulled over and issued a citation or warning.

Management & Process

Preventing Burnout During Busy Season

As busy season approaches, retaining our existing field associates is one of the most important things we can do as an organization. When we lose experienced team members, the impact adds up: we have increased demand to hire and are forced to train new associates during our busiest period, pulling time and attention away from busy season

1. Adhere to the PTO/Absentee Policy

One of the most effective tools we have is a clear, consistently applied PTO policy. The policy exists to protect both the associate and the business — ensuring we are not inadvertently overworking the team members who are on the job due to too many overlapping absences. Policies are scaled based on market size.

PTO Policy by Market Size

Please refer to the table below and fill in your market's applicable policy details:

Market Tier	January – April	May – November	December
Tier I – XL/L	24 hours of PTO per day	16 hours of PTO per day	24 hours of PTO per day
Tier II – L/M	8 hours of PTO per day	8 hours of PTO per day	8 hours of PTO per day
Tier III – S/XS	8 hours of PTO per day	8 hours of PTO per day	8 hours of PTO per day

View the 2026 Market Size Chart if you are unsure of your specific market's size

Absentee Policy

Chart of 6-month Infraction Situation and Points

Rolling 6-month time period	
Situation	Infraction
Excused absence: pre-approved time off and manager discretion	0 points
Unexcused absence: missing scheduled work time of more than ½ of your scheduled shift or overtime (voluntary or mandatory)	2 points
Late arrivals: unexcused late arrivals of less than ½ of your scheduled shift	1 point
Early departures: unexcused early departures which result in missing less than ½ of your scheduled shift	1 point
Failure to call in or notify: late arrivals or early departures	1 point
No call or No show: failure to call in and show up for your shift	4 points
Inappropriate time recording activities	Determined by code of conduct policy

Chart of 6-month Infraction Points and Corrective Action

Point accrual	Corrective action steps
Minimum of **6 points**	Documented Verbal Warning
Minimum of **8 points**	Written Warning
Minimum of **10 points**	Final Warning
Minimum of **12 points**	Subject to Termination

Please view the Corp Ops Appendix for the complete Time and Attendance Policy.

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2. Maximize Scheduling Efficiency

Smart scheduling is one of the easiest ways to reduce strain on your team while keeping operations running at full capacity.

- **Holiday Weeks:** When a holiday falls during the week (e.g., Memorial Day), schedule all drivers to truck capacity for the remaining five days of that week. With the holiday counted, **hours of service** is minimized and your coverage stays strong for the shorter week.
- **Closed-Day Markets:** If your market is typically closed on Wednesday or Saturday, consider opening that day during a holiday week. This allows you to preserve a full five-day work week for your associates without overextending anyone.
- **Non-Peak Schedule vs Peak Schedule**: If your team is still operating on a Non-Peak 4X10 schedule, please consider updating to a Peak Schedule 5x8 schedule as soon as possible. This schedule allows for more flexibility to run a 10-hour day when needed. If you have any concerns with this change, please contact your TM, RVP, or HRBP.

3. Communicate

When associates don't know what's coming, anxiety builds and disengaged associates are far more likely to look for other opportunities. Stay ahead of it.

- Remind your drivers and storage center workers that busy season is approaching. Set expectations clearly so no one is caught off guard by the increase in volume or pace.
- Be transparent about hiring. If you are actively interviewing new employees or have one in the process of being hired, let your current team know that help is on the way.
- Hold brief check-ins regularly. A five-minute huddle at the start of a shift goes a long way. Be present and be visible.
- Advise them when you see a slower week approaching. During these slower weeks, rotate short routes throughout your team when you're able, allowing some team members to leave a little earlier one or two days per week.

4. Treat your team!

Small things can be the difference between an associate who pushes through busy season and one who doesn't.

- Provide a team breakfast every two or three weeks.
- Recognize individual effort publicly. Call out a driver who had a great week or acknowledge a storage center worker who went above and beyond.
- Check in on your people: Ask how they're doing. Listen. Make sure that their issues are both heard and addressed as best possible.
- If you see burnout, talk with your leadership to see what can be done.

Managers' Memo

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MANAGEMENT & PROCESS

PODS IT Equipment Return Policy

All PODS-issued IT equipment remains company property and **must be returned to PODS IT** when employment or a contract ends, when a device is replaced, or when IT requests its return. IT will provide return instructions and a shipping label, and devices must be returned directly to IT so they can be secured, wiped, and properly accounted for.

Devices may not be kept, retained, donated, purchased, or disposed of by any employee, contractor, or vendor. Equipment that is not returned will be tracked and escalated, may be remotely disabled to protect company data, and may be classified as missing or stolen.

This process is a continued and critical step in PODS' ongoing efforts to strengthen security controls and maintain compliance with SOC 2 requirements by ensuring IT retains custody and audit visibility over all devices.

For more details, please view the complete PODS IT Equipment Return Policy.

Out of Service Policy Update

As we continue to standardize container statusing and improve data clarity across markets, we are implementing two updates regarding **note formatting** to our **Out of Service (OOS) policy**. Please **review the updates below with your associates** to ensure immediate alignment and adoption in the field.

What Has Changed

1. Addition to Approved Repair Types

- **"Frame"** has been added to the list of approved repair types within the standardized note format
- This allows for more accurate identification and tracking of structural repair needs

2. Defined Exceptions for Specific Use Cases

To improve visibility and consistency, the following designated notes must be used in specific scenarios:

- **Subleased Containers:**
  Containers used for separation of subleased areas must be noted as: **"Subleased"**
- **Auction Containers:**
  Containers designated for auction must be noted as: **"Auction"**

Why This Matters

- Improves data accuracy and reporting consistency
- Enhances repair visibility and prioritization
- Ensures clear identification of non-repair-related OOS containers
- Supports better inventory management and decision-making

If you have questions, please contact Sam Fresquez, Mgr I – Continuous Improvement.

MANAGEMENT & PROCESS

Spirit Halloween Job Aid

Black = Fixtures



Orange = Carryover Merch



REMOVE LOCKS BEFORE REDELIVERY

CONTAINERS:

- **150825BX** – **POS CONTAINER, DELIVER FIRST**
- **151527BX**
- **151782BX**
- **151829BX**

Make sure you are in contact with your local Spirit store BEFORE delivery date to confirm all details.

Container Delivery Timing

PODS Spirit Team will add premium services to all Spirit containers based on Store timing requests. Timing requests will also be in the dispatch notes.

- 6 a.m. to 8 a.m. = First AM delivery
- 8 a.m. to 10 a.m. = AM delivery
- 10 a.m. to noon = AM delivery
- Noon to 6 p.m. = PM delivery

All containers in the group do not have to be there in the timeframe but **AT LEAST ONE CONTAINER** needs to be there during the timeframe so that Spirit personnel can begin unloading. **Additional containers** should follow in a normal cadence **as close to the designated timeframe as possible.**

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Communication Guidelines

Email on the Spirit communication thread email chains so we know the store and container numbers for needed updates.

Example subject lines:

- Spirit 61379 FixturesNW ExprwyOKC - 6/29/26
- Spirit 61379 CarryoverNW ExprwyOKC - 7/2/26

Email: SpiritHalloween@PODS.com

FOR IMMEDIATE SERVICE

Call Spirit War Room: 855-526-7637

Dry Van Service

Containers will need to be staged for offloading into the dry van on the designated day of pickup at local PODS. Store # will be part of the customer name in RBMS / OE.

****WATCH OUT for multiple dry van stores at the same warehouse on the same day****

FPU not ready

Verify details with DSM the day prior to FPU date. If routed container is not ready (still full) work with DSM to identify another container on site that is empty and ready. Coordinate reschedule with PODS Spirit Team to reschedule in POET – email on the comm chain or call the War Room. We will need to change the FPU to the proper container.

If no containers are empty: Speak with DSM to determine offloading timeframe. The Market will evaluate if proposed timeframe can be accommodated based on routing / staffing / hours of service.

FPU needs to change to WRT or reposition, etc.

If DSM requests a service other than FPU (VRP, WRT, MTNL, CANCEL) and this can be accommodated, let the Spirit Team know that a service other than FPU was performed. If the new service cannot be accommodated, let the Spirit Team know so they can reschedule and set job status to UTC.

REMIND DRIVERS - ALL CHANGES ON SPIRIT CONTAINERS MUST BE DONE BY PODS' SPIRIT TEAM, NOT OPS SUPPORT.

MANAGEMENT & PROCESS

WhipAround Video Submissions for Defects

Drivers now can take a photo or video of the defect they are reporting when they perform their DVIR inspections. Videos can be up to 10 seconds, and users can submit up to 20 videos per card.

