August 2026

Corporate Operations Managers' Memo

Continuous Improvement Corner

As part of our ongoing commitment to Continuous Improvement, we'll regularly share short, practical concepts designed to help us strengthen how we identify problems, make decisions, and improve the way we work.

Continuous Improvement Starts with Seeing the Defect

Continuous Improvement doesn't begin with a big project or a complicated tool. It begins with **noticing when something isn't working the way it should.** That is a **defect**.

A defect is any condition where the actual result is different from the expected result. It might be a missed customer ETA, incorrect order information, equipment breakdowns, rework, an avoidable extra trip, or a process step that did not happen as intended. Defects happen in every operation. The opportunity is in how quickly we **see them, understand them, and learn from them.**

Defect vs. Problem

- A **defect** is the specific thing that went wrong.
- A **problem** is the gap between where we are and where we want to be—and is often created by multiple or recurring defects.

For example:

- Missing the ETA window for a job. **That is a defect.**
- The market consistently struggles with meeting customer ETAs. **That is a problem.**

We cannot solve problems well until we become good at identifying the defects that create them.

Quantify What You See

One defect may be an isolated occurrence. Repeated defects may point to something systemic. That is why it is important to quantify what we see.

- **How often is it happening?**
- **Where is it happening?**
- **How long has it been happening?**
- **What is the impact?**

Data helps us move from **"I think we have a problem"** to **"we can see a pattern."** Quantifying defects helps us separate one-time events from recurring issues and focus our attention on the problems that matter most.

So, start with something simple:

- **Notice the defect - What is the issue?**
- **Quantify it - How many times did the issue occur in the last week or month?**
- **Talk about it with your manager.**

If you notice a defect but have not quantified it, take a moment to reflect: **How do I know that this is a significant, meaningful issue that deserves our collective attention?**

Management & Process

WEX Fuel Cards for Diesel Forklifts Arriving Soon

To provide a consistent and controlled process for forklift diesel purchases across the field, we are introducing dedicated **WEX Fuel Cards for diesel-powered forklifts**. These new fuel cards have been ordered and should be arriving at your location soon, if they have not arrived already.

What You Need to Know

Once your new WEX Fuel Card arrives:

- **Begin using the new card for diesel-powered forklift fuel purchases only**
- At the pump, when prompted to enter mileage, **enter the current engine hours of the forklift in place of vehicle mileage**
- Users should **continue to use their current WEX credentials** when prompted at the pump
- **Do not use these cards to purchase fuel for trucks or any other vehicles**
- The cards should be **secured and maintained by the Market Manager** when not in use and provided to team members as needed for approved forklift fueling
- A *Standard Work on Diesel Handling* will follow this communication to outline how to transport and handle fuel safely moving forward

Action Required

Upon receipt of your new card, please ensure the appropriate team members understand the new process and begin using the card for all applicable diesel forklift fuel purchases.

Important: These cards are dedicated specifically to diesel-powered forklifts and **must not be used for truck fuel purchases.** Thank you for your partnership in implementing this new process and helping us maintain accurate fuel usage and asset records.

Driver Vehicle Examination Reports

Once any roadside inspection is completed by a certified DOT Officer/Inspector, the driver is given a copy of the Driver Vehicle Examination Report (DVER). This report identifies the violation(s) noted, if any, during the inspection.

Proper handling procedure for MMs if violations are noted:

1. The Market Manager copies and prints the DVER and sends the DVER to the mechanic with the truck.
2. A qualified mechanic completes the repairs and signs/dates the DVER.
3. The signed DVER is returned to the Market Manager.
4. The Market Manager verifies all repairs were completed.
5. The Market Manager signs and dates the Motor Carrier Certification section.
6. The completed DVER is emailed to the issue state.
7. A final copy of the signed DVER is sent to RoadsideInspectionReports@pods.com for filing/documentation.

NOTE: Keep in mind that some states like California may have different requirements when it comes to DVERs. In that case, follow the instructions at the bottom of the report.

Management & Process

Review PODS' DVIR Compliance Policy

Please ensure that you are accurately following PODS' **DVIR Compliance Policy**, designed to standardize inspection procedures and reinforce compliance across all field operations. This policy outlines clear expectations for daily equipment inspections using Whip Around.

Policy Highlights

- **Pre- and post-trip DVIRs are required** for all route trucks, EMT vehicles, trailers, and city service trucks before being driven off the premises
- **PODZILLA-specific DVIRs** must be completed before use
- Every forklift designated as in service must receive and pass a pre-shift DVIR each operating day, regardless of whether it is expected to be operated during that shift. Spare or out-of-service forklifts must receive one inspection per calendar month and must receive a pre-shift DVIR before being operated.
- **Spare or out-of-service trucks, forklifts, and PODZILLAs** must receive **one inspection per calendar month**
- All inspections must be submitted through Whip Around using the appropriate asset forms

How to Access the Policy

- You can access the full DVIR Compliance Policy on the Corp Ops Intranet or by viewing the attached document here.
- Please review it carefully and share with your local teams as needed

Manager Action

- Ensure your team members are aligned with the updated requirements
- Reinforce completion of DVIRs during huddles and shift kickoffs
- Follow up on missed inspections or defects flagged in real time

This policy is a critical component of our commitment to safety, compliance, and proactive fleet health management. Thank you for supporting a successful rollout.

whip around

Management & Process

New Idle Reduction and Fueling Policy SOPs

Included below are the approved Standard Operating Procedure (SOP) documents for PODS' Vehicle Idle Reduction and Fuel Program policies, along with a PowerPoint presentation that can be used to walk you and your associates through the requirements and expectations of each policy.

- Vehicle Idle Reduction SOP
- Vehicle Idle Reduction PPT
- PODS Fuel Program SOP
- PODS Fuel Program PPT

For future reference, these documents are also available on the Corporate Operations Intranet under the **SOPs and Checklists** tab in the **Market Managers** section.

Please take time to review these materials and ensure you are familiar with the operating guidelines for both programs moving forward. Additionally, please ensure that the information is communicated to, and understood by, the appropriate team members in your market.

Safety Bulletin: Review the PODS Door Tension Adjustment SOP

Over time, the door springs in our containers lose their tension and need an extra turn to add more tension back. If you inspect a container and the door doesn't retract all the way up, this is likely the reason.

The PODS Door Tension Adjustment SOP provides a step-by-step process for adding door spring tension to both traditional and Gen 6 containers. This document can be found by following the link below or under the CRT section of the Corp Ops Intranet

Manager Action:

- Print off the PODS Door Tension Adjustment SOP and make it available to all associates.
- Review this process with all affected associates during a morning huddle.
- Make time for all CRTs and affected associates to complete the online training once it is made available
- Send any feedback to our Environmental, Health, and Safety teams or L&D teams

PODS RBMS Disaster Recovery Exercise

IT will be conducting a planned RBMS Disaster Recovery (DR) exercise on **Sunday, August 23, from 12:30 a.m. to 6:30 a.m..** This exercise is designed to validate our recovery capabilities and ensure PODS is prepared to respond effectively to potential technology disruptions and threats.

IT will send a communication confirming completion of the exercise. If you encounter any issues after the Disaster Recovery Exercise has been completed, **please contact the IT Service Desk.**