

From: Hudson, Penny
Sent: Thursday, September 11, 2025 2:37 PM
To: Hawkins, Stephanie; Webberking, Fredrick
Cc: Miller, Delonte; Poore, Marc; Asowata, Nosakhare; Garland, Torrence
Subject: Penny Hudson - Inbound Communication Support 002-PH-SH-FW-DM-MP-MP-TG

Hi Stephanie,

Thank you for walking me through the safety enhancements for the inbound area. I truly appreciate the sense of urgency you and Fred brought to implementing these improvements and sharing your insights. Your attention to detail and commitment to safety are driving meaningful change. I'm looking forward to seeing the positive impact these updates will have on our operations and overall team well-being. Thanks again for your leadership and continued support.

Penny Hudson
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From: Hawkins, Stephanie <Stephanie.Hawkins@adidas.com>
Sent: Wednesday, September 10, 2025 2:33 PM
To: Hudson, Penny <penny.hudson@adidas.com>; Webberking, Fredrick <Fredrick.Webberking@adidas.com>; Garland, Torrence <Torrence.Garland@adidas.com>
Cc: Miller, Delonte <Delonte.Miller@adidas.com>; Poore, Marc <marc.poore@adidas.com>; Asowata, Nosakhare <Nosakhare.Asowata@adidas.com>
Subject: RE: Inbound communication support

Looping in [@Garland, Torrence](#) for support to develop training from his team.

Torrence, can you also please send any existing training regarding the use of jam poles?

[@Webberking, Fredrick](#) would you like to schedule the meeting for next week?

Thanks,

Stephanie Hawkins
Health and Safety Manager
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Global HR
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Stephanie.Hawkins@adidas.com
685 Cedar Crest Road, Spartanburg, South Carolina 29301

From: Hudson, Penny <penny.hudson@adidas.com>
Sent: Wednesday, September 10, 2025 2:00 PM
To: Hawkins, Stephanie <Stephanie.Hawkins@adidas.com>; Webberking, Fredrick <Fredrick.Webberking@adidas.com>
Cc: Miller, Delonte <Delonte.Miller@adidas.com>; Poore, Marc <marc.poore@adidas.com>; Asowata, Nosakhare <Nosakhare.Asowata@adidas.com>
Subject: RE: Inbound communication support

Thank you, Stephanie, for your feedback & your continuous support.

Just to clarify—while connecting with the supervisor is certainly helpful, it may not fully substitute for direct training when new items are introduced. Without clear instruction, associates may experience confusion, which could lead to unintended challenges. I've also shared this with Tate to ensure alignment.

To help avoid disruptions and support both safety and operational flow, we're kindly requesting that associates receive proper guidance on how to use new instruments or tools at the time of rollout. With barrier being installed on 1 lane, [@Webberking, Fredrick](#) or [@Hawkins, Stephanie](#), please set up a meeting for next week allowing you to get feedback from both shifts.

Thanks again for your partnership and understanding.

Penny

From: Hawkins, Stephanie <Stephanie.Hawkins@adidas.com>
Sent: Wednesday, September 10, 2025 12:28 PM
To: Hudson, Penny <penny.hudson@adidas.com>; Asowata, Nosakhare <Nosakhare.Asowata@adidas.com>; Webberking, Fredrick <Fredrick.Webberking@adidas.com>
Cc: Miller, Delonte <Delonte.Miller@adidas.com>; Poore, Marc <marc.poore@adidas.com>
Subject: RE: Inbound communication support

Hi Penny,

Thank you for raising these points, it's important that we're aligned as new safety measures are piloted. I want to provide some clarity around the concerns you outlined:

- **New Jam Poles:** I worked directly with Isaac and Hernan to pilot the new jam pole and have met with each of them multiple times to check in on their feedback, which has been positive. They've been the main point of contact on the inbound/outbound side for this pilot.
- **Guarding activity today:** This task has been assigned to Fred Webberking. My understanding is that today was not an installation but rather a validation of the fit for the custom-made guarding before the rest are fabricated.
- **Collaboration with Operations:** These actions arose as part of an action item list regarding our recent conveyor injury and have been discussed in several meetings, including the Safety Steering Council and the Director's Safety Walk. That said, I agree we can tighten up how we share updates, so that on-shift managers are aware when fit checks or other installations that are taking place. [@Webberking, Fredrick](#), let's make it a point to please align with Operations when these activities are scheduled moving forward.

I appreciate your concerns and the opportunity to continue strengthening cross-team communication. Please let me know if you'd like to set up a short touchpoint with Fred and me to make sure Ops is fully looped in going forward.

Thanks,

Stephanie Hawkins

Health and Safety Manager

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From: Hudson, Penny <penny.hudson@adidas.com>

Sent: Wednesday, September 10, 2025 12:05 PM

To: Hawkins, Stephanie <Stephanie.Hawkins@adidas.com>; Asowata, Nosakhare <Nosakhare.Asowata@adidas.com>

Cc: Webberking, Fredrick <Fredrick.Webberking@adidas.com>; Miller, Delonte <Delonte.Miller@adidas.com>; Poore, Marc <marc.poore@adidas.com>

Subject: Inbound communication support

Hi team,

This morning, I was called to the inbound area where I was informed by the team that barriers were being installed on the inbound processing lanes.

I want to acknowledge that safety is a top priority for all of us here at adidas, and this message is not a critique of the safety measures themselves. Rather, it's an opportunity to strengthen communication and partnership across teams.

Key concerns from this morning:

- A device was provided to the inbound team without any training or instruction on its use.(second attachment)
- Installation occurred during active operational hours on the lanes, with no prior communication to the on-shift manager.
- There was no collaboration with Operations to explore options that support associate safety while minimizing disruption.

I appreciate everyone's commitment to safety and welcome the chance to align more closely moving forward. Please let me know if a follow-up discussion would be helpful.

Thank you, Penny Hudson