

Driving the shift

Integrating electric vehicles
into your everyday operations
– A guide for fleets





What is RACE for 2030?

RACE for 2030 is a 10-year cooperative research centre (CRC) with \$350 million of resources to fund and support research towards a reliable, affordable, and clean energy future.

racefor2030.com.au

About SEVI

The Strategic EV Integration (SEVI) project aimed to identify practical pathways for integrating EVs as energy assets across three key Australian contexts: business/government fleets (NSW), residential precincts (WA), and holiday parks (SA). The project sought to understand the economic, social, and environmental impacts of EV adoption, address industry concerns, and develop actionable guidance for stakeholders.

racefor2030.com.au/project/strategic-electric-vehicle-integration/

Acknowledgment of Country

The authors of this report would like to respectfully acknowledge the Traditional Owners of the ancestral lands throughout Australia and their connection to land, sea and community. We recognise their continuing connection to the land, waters and culture and pay our respects to them, their cultures and to their Elders past, present, and emerging.

Project Partners



Foreword

From Australasian Fleet Management Association



Australia is entering a decisive moment in its transition to cleaner transport.

For many organisations the question is no longer if they will electrify their fleet but how to do it in a way that is practical, cost-effective and aligned with day-to-day operations. Yet while the momentum is strong the pathway can still feel complex.

What stands out from the research is that electrification is not just a technical project. It is a people-centred change that succeeds when planning is thoughtful, leadership is engaged and drivers are supported. Where these elements align, the transition can be smooth, scalable and beneficial from day one.

Driving the shift was created to make that path clearer. Drawing on real-world experience from businesses large and small, insights from government programs and evidence gathered through extensive research with Australian fleets, this guide turns lessons learned into guidance that is simple to understand and straightforward to apply.

It showcases what works, what to consider and how to avoid common pitfalls, all grounded in the lived experience of organisations already driving electric.

I trust this guide equips you with the insights and encouragement needed to move forward and to make a positive impact within your organisation and the communities you serve.

Australia's fleet transition is accelerating and businesses that prepare now will be the ones leading tomorrow.

Mace Hartley,
Executive Director,
Australasian Fleet Management Association (AfMA)

About this guide

While Australia is still in the early stages of electrifying its private and business vehicles, there are many businesses that have successfully transitioned large sections of their fleet to electric vehicles.

This guide provides practical lessons and real-world examples from a major research initiative on fleet electrification involving a number of these businesses.

It draws on research conducted with fleets across Australia, supported by the Australasian Fleet Management Association (AfMA), as well as insights from the NSW Government's own fleet electrification pilot across multiple departments, and the experience of Ausgrid, a NSW electricity distribution business that began its journey in 2018.



Who is this guide for?

This guide has been written for businesses working on the transition of their fleet vehicles from internal combustion engines to all-electric models.

It will be useful for organisations operating anywhere from two road vehicles to two thousand. It's also relevant for those new to fleet management, as well as experienced managers.

How to use this guide

- This is a general guide for fleet managers, noting that individual circumstances and fleets will have additional considerations.
- It can be read cover to cover or used as a quick reference guide. Pages can be printed off separately or stored as a complete version. It is also available online.
- It features a mix of tips and tricks, case studies, and links to additional information resources.
- Please consult with professional fleet transition experts for specific site related advice.

Electrifying your fleet: The journey for fleet managers

Electrifying your fleet can be a daunting prospect. Many of those who want the benefits aren't sure where to start.

We spoke with a range of organisations from large government and corporate fleets to small business fleets that are well along the fleet electrification path. These are the key steps they took:

The steps to fleet electrification – the journey

1



Getting started

- a. Build your project team and support
- b. Define your electrification objectives

2



Preparing for your journey

- a. Review your fleet assets
- b. Procuring the vehicles
- c. Organising charging infrastructure
- d. Engaging service providers
- e. Preparing your drivers

3



On the road

- a. Pilot and test
- b. Monitor, evaluate, adapt, and optimise
- c. Expand and scale

Getting started

Build your project team and support



Gaining executive buy-in.
If approval for the transition of your fleet hasn't yet been granted, you will need to know who the relevant executive or decision maker is and get their buy-in.



It may just be you, or you may have a team of people.
Identify the skills and support you'll need.



Can you manage this in-house, or do you need external professional support?
This depends on your time, fleet size, and available skills.



What skills are required, and which traditional roles usually have them?
Not all skills may exist in your organisation, although not all will be needed – this depends on the complexity and scale of your fleet transition plan.

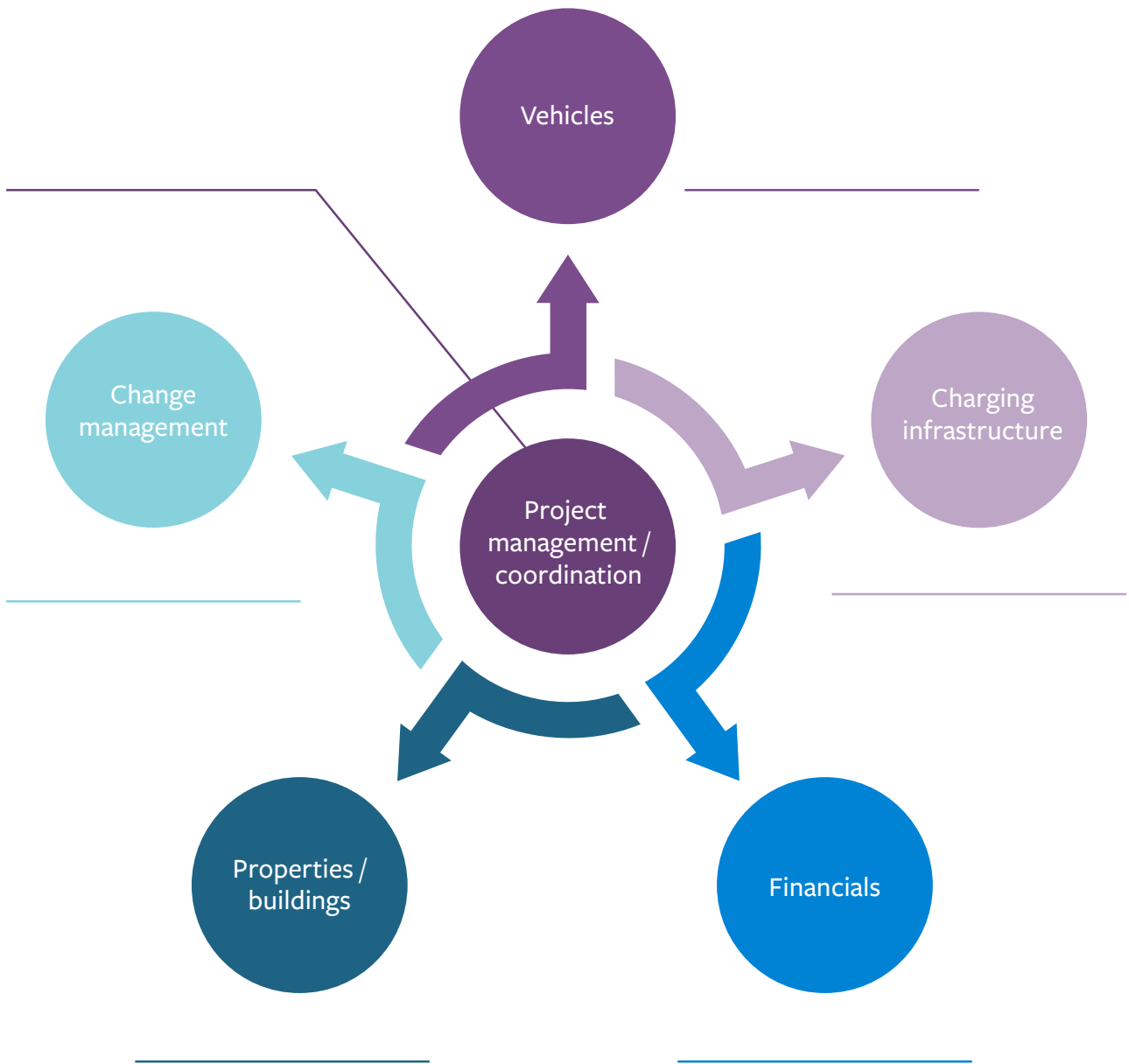
Who is going to be your expert?

			
Name	'The Organiser'	'The Fleet Master'	'The Power Specialist'
Speciality / Skill	Project Management	The Vehicles	The Charging Infrastructure
Role	'Keeps the journey on track and makes things happen'	'Chooses the right vehicles based on fit for purpose suitability'	'Knows electrical infrastructure and charging'

			
Name	'The Number Cruncher'	'The Site Builder'	'The People Person'
Speciality / Skill	The Financials	Property and Buildings	People/Change Management
Role	'Does the calculations and finds the business case'	'Knows facilities, grid connections, and the physical set up'	'Understands people to help guide them on their vehicle electrification journey'

Group skills map

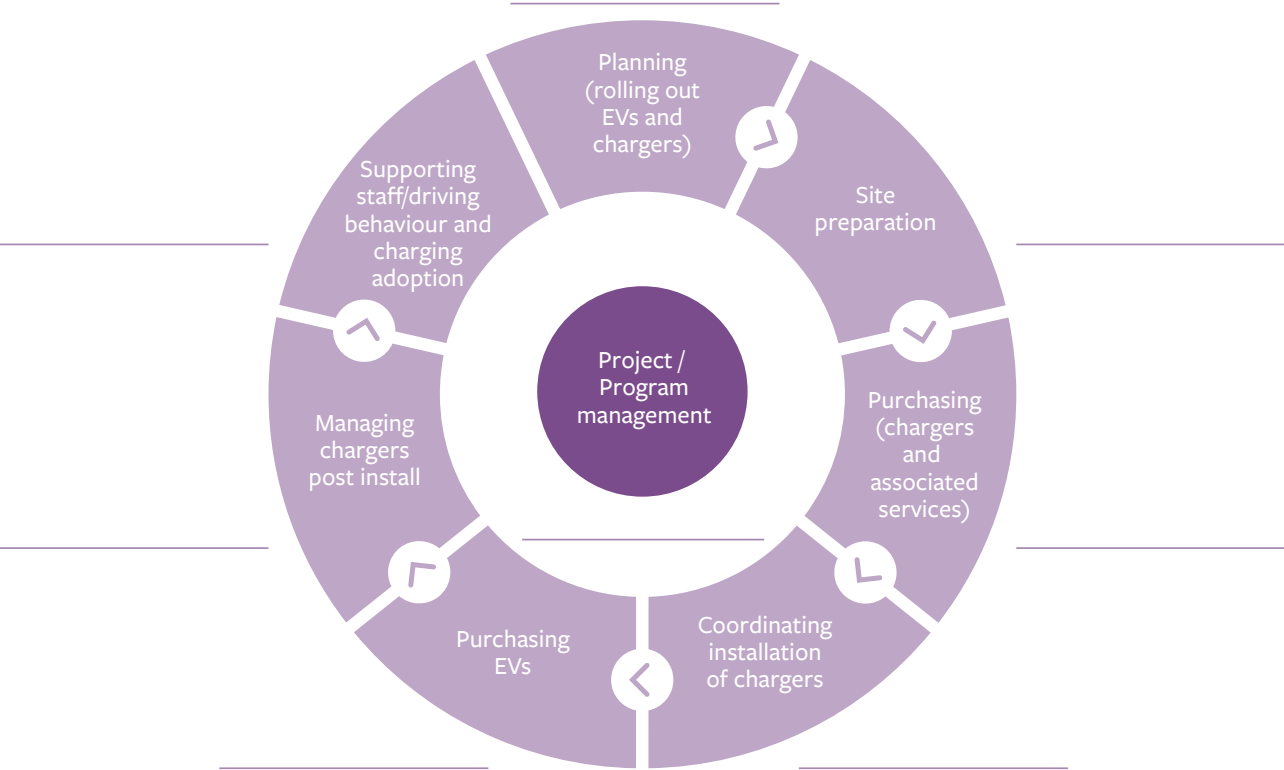
You can use the blank group skills map below to assign roles and responsibilities by adding names. It is possible that one person might have more than one skill and might shoulder those responsibilities. Use it to identify opportunities for upskilling or recruitment, and determine where external professional support may be needed.



Group responsibilities map

You can use the blank group responsibilities map below to identify when each team member needs to be involved in the different stages:

- Planning (rolling out the EVs and chargers)
- Site preparation
- Purchasing chargers and related services
- Coordinating charger installation
- Purchasing EVs
- Managing chargers after installation
- Support staff with driving behaviour and charging adoption



Tips and Tricks

- **Executive buy-in** from the outset is essential
- **Ensure clarity** on roles and responsibilities
- **Create a process and place** where the sharing of information and learning can happen
- **Ensure you assemble the right expertise** and allocate them sufficient time and resources
- **Set up a governance structure** (e.g. working groups, project steering committee)
- **Look for diversity** in skills and capacity for your team

Define your electrification objectives

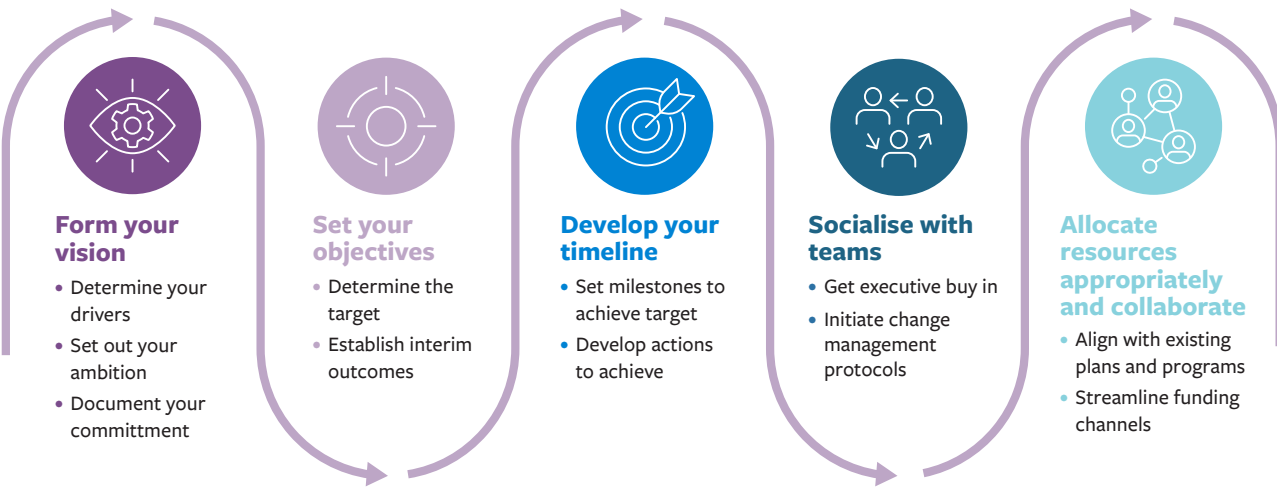
- **Set clear fleet electrification goals** so everyone understands what you're aiming to achieve.
- **Every organisation has their own reasons for electrifying its fleet**, but most motivations fall into four categories: compliance, cost, carbon, and credentials.
- **Ask what you want to achieve, why, and by when?** Breaking big goals into smaller elements will make them easier to manage.

What's driving you to electrify your fleet?

It may be a mix of all four factors, but which are most important or urgent to you and your organisation?

1. Compliance: Meeting environmental, social, and/or governance targets
2. Cost: Reducing operational costs
3. Carbon: Cutting emissions
4. Credentials: Strengthening your brand with sustainability, health or technology leadership

Process:



Tips and Tricks

- **Capture your objectives** in key documents (e.g. strategy, annual plan, procurement, change management).
- **Align EV transition planning** with existing sustainability and budget goals.
- **Invest time upfront** in planning and consultation to deliver long-term benefits.
- **Start with a small-scale pilot** to reduce risks, uncover barriers, and gather feedback to improve success.



Case study: First Focus – Driving EV adoption while demonstrating technology leadership

First Focus offers staff the option to procure EVs via a salary sacrifice scheme. This initiative serves as an employee benefit, boosting retention while aligning with the company’s technology-forward ethos. Its wrapped EVs also double as mobile advertising.

“For us, the transition from petrol cars to EVs is about more than transport - it’s about innovation. As an IT company, we see technology as the key driver of positive change. Moving to EVs aligns with our commitment to sustainability while also showcasing how digital solutions and smarter infrastructure can transform the way we live and work.”

- Ross Sardi, CEO, First Focus

Why this is a good example:

First Focus clearly defined its electrification objective around its key driver: innovation and technology leadership. EV adoption reinforces its brand identity, supports sustainability goals, and enhances employee engagement.

Implementation highlights:

- EVs are owned by First Focus, offered on 5-year terms.
- Home chargers and installation of offered (relocation at staff’s cost if required) and linked to a 3rd party app for direct reimbursement.
- A Tesla business account is used for Supercharger access.
- Staff retention has improved since EVs were introduced (if staff do leave, they have an option to pay out for the vehicles and chargers or they are re-assigned internally).
- An internal communication channel within the company’s online collaboration platform is used for sharing information and tips.
- Minimal resistance was encountered, though the main challenge was negotiating charging access at the offices, which are leased sites.

Company	First Focus First Focus is a mid-sized business that provides IT and technology management services to other mid-size businesses. They serve customers across Australia with offices in 6 metro cities.
Fleet Characteristics	Small 25 passenger vehicles (Tesla Model 3 or Y). This is the entire fleet (100% are now electric). Charging is with home chargers installed by company or via a business account at Tesla supercharger. Chargers are available at one office for workplace charging.
EV Integration Context	Small business fleet – service industry There are over 900,000 small business fleets with less than 20 vehicles in their fleet. Service industries are among those who are progressing quickly on their fleet electrification with their primary motivations around cost, carbon, and credentials. Often the transition is led top down, with strong executive leadership support. The increasing number of models available at various price points, is overcoming many of the cost and complexity barriers cited by fleet managers. Their small size and agility tend to be advantages in exploring innovative service and charging models.

Preparing for your journey

Review your fleet assets

- **Review your fleet and identify the easiest vehicles to electrify.** Start with the most suitable options to gain experience and integrate EVs smoothly into operations. Table below can assist with this categorisation.
- **Understand their daily/weekly distances.** This helps determine whether a vehicle’s usage pattern is compatible with the range of electric models and identifies which may require more frequent charging or access to fast chargers.

- **Understand where the vehicles are parked overnight.** This will help determine the most appropriate charging locations.

Having a hierarchy can help to rank vehicle types by how easy they are to electrify, enabling you to prioritise where to start. The scoring is indicative of the level of complexity, cost, and operational change required, beginning with the simplest options and progressing to those that need more planning and adaptation. However, this will depend on each business and its fleet characteristics.

Type of vehicle	Type of use
Employee vehicles via novated lease (EASY)	An agreement between an employer, employee and typically a finance company allowing employees to lease EVs through salary sacrifice. (Typically, passenger/SUV vehicles)
Employee vehicles via EV subscription (EASY)	Similar to novated lease but on a month-to-month basis. (Typically, passenger/SUV vehicles)
Pool vehicles (MODERATELY EASY)	Shared vehicle used by multiple employees for business purposes. (Typically, passenger/SUV vehicles)
Assigned vehicles or ‘Tools of Trade vehicles’ (MORE CHALLENGING)	Vehicles assigned to one employee for work, often fitted with tools and equipment for specific trades, deliveries, service jobs, or specialised equipment. Typically, utes, light/medium/heavy commercial vehicles.

Above: Example hierarchy for those road vehicles typically easiest to electrify

Scoring:

- Easy – Minimal operational changes, straightforward integration.
- Moderately Easy – Some planning required, but generally feasible.
- More Challenging – Requires significant adjustments or customisation.

Understanding where the vehicles are predominantly parked overnight is important to determine the most suitable charging infrastructure. The table below explains the implications for this:

Overnight parking	Implications
Depot/workplace charging	Depot or base charging environments vary depending on property ownership: - Owned property: Charging infrastructure can be installed with fewer constraints. - Leased property: Installation may require landlord approval and additional coordination.
Home garaged	Vehicles parked at employees' homes typically rely on home or public charging. Home charging feasibility depends on several factors: - Employees living in houses with off-street parking (owned or rented) - Employees living in houses without off-street parking - Employees living in apartments Each scenario presents unique challenges for installing charging infrastructure and may require tailored solutions.

Above: Charging implications based on overnight parking locations

Procuring the vehicles

- **Explore available models.** The range of electric vehicles is growing rapidly, with more options to suit different business uses, duty cycles, and driving patterns.
- **Plan ahead.** Fleet procurement can take several months, encompassing test drives, developing specifications, tenders, approvals, modifications, and delivery.
- **Install chargers before vehicle delivery.** This prevents driver frustration and ensures EVs can start their duty cycles immediately.



Tips and Tricks

- **Catalogue all data sources** that can help identify the best vehicles to electrify (e.g. telematics, driver logs)
- **Install chargers first** – determine the right number and type before procuring vehicles
- **Communicate early** with staff about your planned EV transition
- **Prioritise quick wins** (e.g. pool vehicles in metro areas)
- **Start small** with a limited number of vehicles that match existing driving styles to build driver confidence
- **Share success stories** and positive feedback on why drivers prefer EVs



Case study: Ausgrid – Strategic procurement for fleet electrification

Ausgrid began its fleet electrification journey in 2018 with a small number of early-generation EVs. By 2025, the fleet included 112 electrified vehicles:

- 103 passenger vehicles (~50% of passenger fleet)
- 5 light commercial vehicles
- 4 heavy-duty commercial vehicles.
- It has also trialled additional options, including utes and excavators.

“When I look at vehicles that are due for replacement and can possibly be electrified, I consider the configuration of the vehicle, the type of vehicle, the distance that it regularly drives. We also consider where the staff member lives”
- Tim Kynoch, Ausgrid Fleet Manager.

Why this is a good example:

Ausgrid demonstrates a strategic, data-driven approach to procurement. Rather than electrifying its fleet vehicles indiscriminately, it evaluates each vehicle based on usage patterns, configuration, and staff location. This ensures cost-effectiveness and operational reliability while scaling up gradually.

Implementation highlights:

- Ausgrid started small in 2018 and scaled to 112 EVs by 2025.
- Integrated trials for diverse vehicle types (passenger, light, heavy-duty, utes, excavators).
- Established base-level charging at all depots, with chargers offering multiple speeds to keep vehicles ready for bookings.
- Careful planning and phased procurement minimised risk and ensured smooth integration.
- Charging infrastructure was prioritised early to support its diverse operational needs.

Company	Ausgrid Ausgrid is one of three Distribution Network Service Providers (DNSPs) in the state of NSW. They serve over 4 million customers across a mix of metro, regional and remote areas on Australia’s East Coast.
Fleet Characteristics	Large 2200 (>1,000 Light Commercial Vehicles (utes, vans), 200 passenger vehicles (sedans and SUVs), a mix of Heavy Duty Vehicles and Plant. It currently has electrified all its depots for charging and around 100 of its fleet, including LCV, HDVs, and plant.
EV Integration Context	Electricity Utility Utilities in general are among some of the early adopters of EVs into fleets. They have strong sustainability targets and there is in-house technical expertise when it comes to integrating new infrastructure. Electricity utilities are well placed to lead to by example, while also building their own capacity and expertise that can help with how they support their customers to electrify their own vehicles. EVs can integrate well into business operations, with depots and other sites located across their service areas.

Organising charging infrastructure

- **Start with workplace or depot charging.** Begin by installing chargers at your business location(s) for the easiest to electrify vehicles, ideally at a 1:1 charger-to-vehicle ratio. This ratio can be reduced as EV uptake and driver confidence increases depending on cumulative fleet duty cycles.
- **Understand your options.** EV chargers differ in their charging level (Level 1, 2, or 3), the type of current (AC or DC), the charging speed (based on charger power rating measured in kilowatts – kW), and the connectors used. Choose what suits your fleet's needs.
- **Plan ahead.** Installation can take time, involving specifications, tenders, approvals, procurement, electrical upgrades, network applications, and delivery.
- **Install your chargers before vehicles arrive.** This avoids driver frustration and ensures that vehicles can start duty cycles immediately.
- **Decide on charging options for drivers.** Consider workplace, public, and home charging; Each has its pros and cons.
- **Engage licensed professionals where appropriate.** Connecting EV chargers to the electricity network requires qualified electricians and/or Accredited Service Providers, and may involve grid upgrades for complex installations. Check the website of your local electricity network service provider for what's required.

For leased sites:

Where organisations don't own but lease a site, extra steps and considerations may be needed to work towards charging solutions for your fleet. Suggested tips include:

- **Request an EV site assessment** (and consider contributing to the cost) to evaluate the site's current electrical infrastructure, available capacity for EV charging, and estimated upgrade costs.
- **Collaborate with landlords** on plans to share the benefits of EV infrastructure, which can lead to better outcomes.
- **Leverage lease renewals** to negotiate improved terms for charging infrastructure.
- **Plan for extra time** as landlord approvals and processes can take longer to navigate than expected.
- **Ensure negotiations are led by authorised decision-makers** with the necessary resources and expertise.
- **Prioritise owned sites first (if possible)** as delays at leased sites are common, so focussing on owned locations can deliver quicker results.
- **Establish dedicated resources for landlord engagement** to maintain consistency in process and commercial outcomes if you have multiple sites.

While leased sites may not be your first choice for installing charging facilities, some situations leave no alternative. By collaborating with landlords, you can achieve mutually beneficial outcomes.



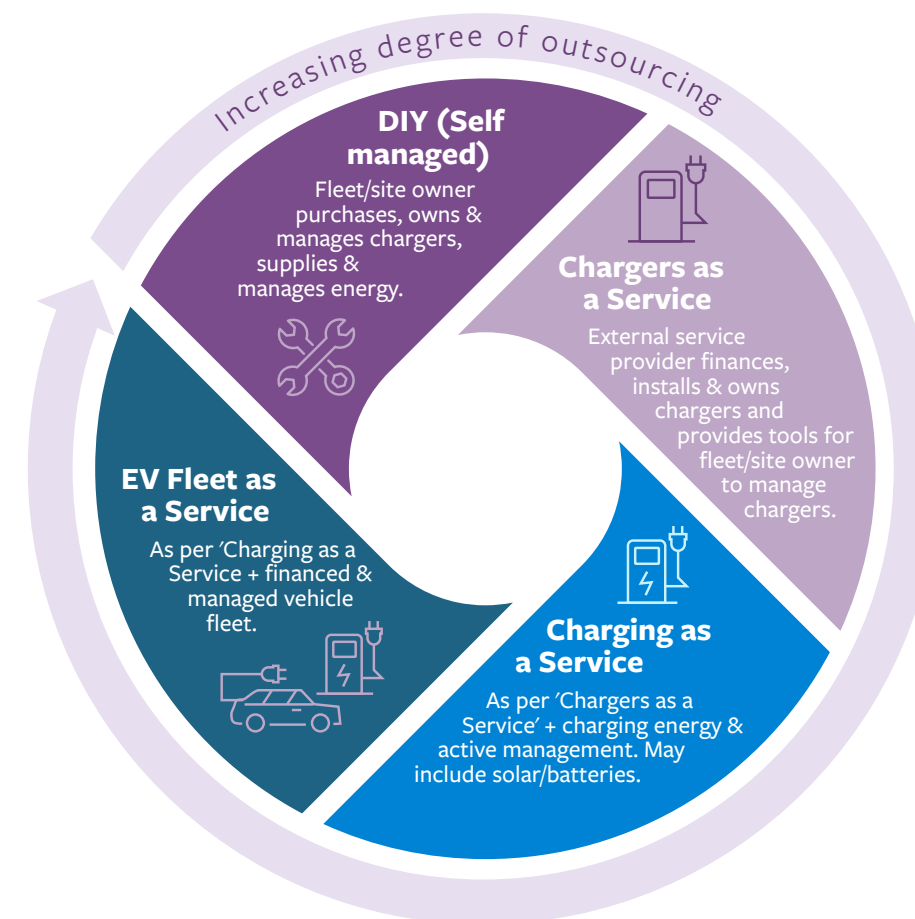
Tips and Tricks

- **Create a charging hierarchy** (workplace/depot, public, home) that fits your organisation and drivers.
- **Assess sites'** charging needs early.
- **Develop and update guidance** for infrastructure deployment, use, and maintenance.
- **Plan for a 1:1 charger-to-vehicle ratio** initially to build knowledge and capacity.
- **Ensure charging infrastructure is installed first** and operational before vehicles arrive.
- **Establish clear governance** for charger use to promote positive parking and charging etiquette.

Engaging EV charging or fleet service providers

- **Explore commercial arrangements.** There are multiple options to help fleets electrify, each offering varying levels of outsourcing across the electrification journey.
- **Decide how much to outsource.** This depends on your time, fleet size, in-house skills, and budget.
- **Understand the evolving market.** While early adopters often self-manage, providers now offer a spectrum of support services, from basic assistance to full-service solutions.
- **Comprehensive coverage.** Many providers now offer packaged charging solutions for workplace/depot, home and public charging scenarios.
- **Options now exist for varying degrees of outsourcing.** EV charging solution providers work with you to assess your infrastructure needs, manage the project, fund equipment, and maintain it post-installation for a regular fee. This can greatly simplify the process while reducing capital expenditure.

Below: Outsourcing options as defined by the business models



This framework outlines the main service models for fleet electrification, ranked by the level of outsourcing involved, from fully self-managed to complete end-to-end solutions. It helps organisations choose the approach that best fits their resources, expertise, and risk appetite.

Scoring:

- **Low Outsourcing:** Organisation manages most tasks internally.
- **Medium Outsourcing:** Shared responsibility; provider handles infrastructure, but fleet retains control.
- **High Outsourcing:** Provider manages infrastructure and energy.
- **Very High Outsourcing:** Provider manages both infrastructure and fleet operation.



 Case study: TAFE & Woolworths – Different outsourcing approaches for fleet electrification

TAFE NSW and Woolworths demonstrate how organisations can take different approaches to outsourcing based on their business models and constraints.

TAFE

TAFE (Technical and Further Education) is a major provider of government-run vocational education and training. TAFE adopted a DIY charging infrastructure model, leveraging its core strength in technical education and electrical expertise. This hands-on approach aligns with its mission and provides practical learning opportunities for staff and students.

Woolworths

Woolworths is a major supermarket chain that in partnership with project developer Zenobe, selected a Fleet-as-a-Service leasing model for their electric delivery trucks. This included access to an off-site shared charging hub, financing off the Woolworths balance sheet, and reduced capital risk and faster deployment. This was in response to challenges Woolworths faced including limited space and electrical capacity at its existing depots and high upfront capital costs for vehicles and charging infrastructure.

Why this is a good example:

It shows that there is no one-size-fits-all approach. Organisations can tailor their electrification strategy to their strengths and constraints, whether through internal delivery or innovative outsourcing models.

Implementation highlights:

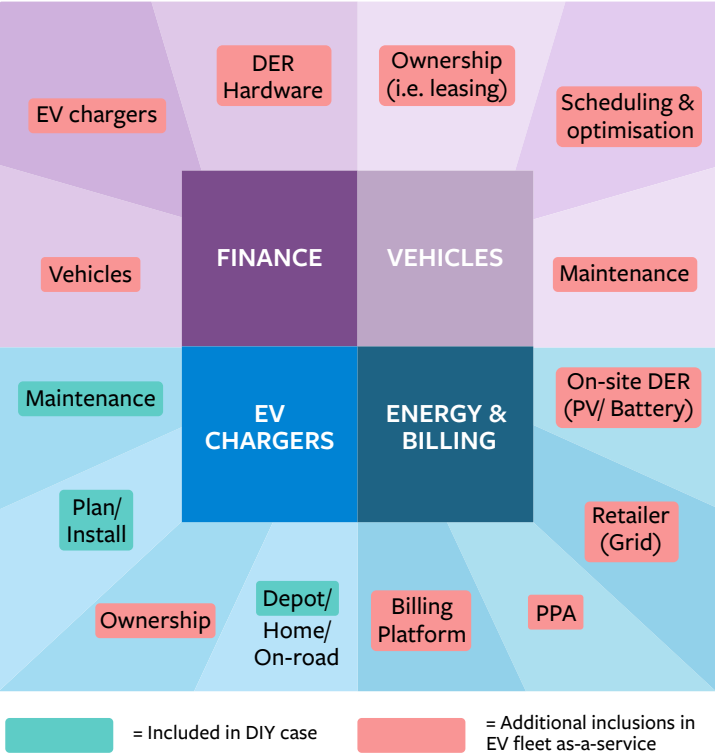
- TAFE: DIY model leveraging its technical expertise.
- Woolworths: Partnered for an outsourced Fleet-as-a-Service model for a shared charging hub.
- Both approaches enabled progress despite different challenges.
- TAFE benefited from internal capability but required time and resources.
- Woolworths overcame space and capital limitations through outsourcing but still faced some challenges with local planning constraints.

Company	TAFE NSW	Woolworths
Company type	Education – technical and trades (pool vehicle fleet).	Food retail (fleet associated with last mile home delivery logistics).
Fleet size (total/ electric) & type	In 2025, 35 EVs (with plans for 75 more) and 15 EV charging stations at campuses (with plans for 47 more).	In 2025, 1200 vehicles with 60 EVs Battery electric trucks, serviced by 22 dual-port EV chargers at a depot owned by Ausgrid and managed by Zenobe.
Service choice	Do-It-Yourself approach (energy analysis, evaluation, monitoring) for tailored charging solution.	Fleet-as-a-Service (with Zenobe).
Goal	Help the NSW Government achieve net zero by 2050 and meet EV electrification targets.	100% of home delivery fleet to EV by 2030 meeting their net.

Service choice	Description	Who it suits
Do-it-Yourself Outsourcing: Low	Organisation purchases and manages its own EVs and charging infrastructure, except where licensed professionals are required.	• Organisations that want to learn by doing and have technical expertise. • Early adopters. • Common among utilities, infrastructure companies, transport agencies, and engineering organisations.
Chargers-as-a-Service Outsourcing: Medium	Provider plans, finances, and owns EV chargers, managed through a single point of contact. Software for self-managing charging energy is typically included.	• Organisations wanting control but less complexity. • Those who want to avoid capital costs and charger depreciation. • Common for corporate and government fleets, campuses, landlords, and developers.
Charging-as-a-Service Outsourcing: High	Includes all ‘Chargers-as-a-Service’ features plus charging energy & active monitoring to manage costs and connection challenges. Could include on-site solar/batteries.	• Organisations willing to simplify by switching electricity contracts. • More common for private businesses with non-technical core operations, high-utilisation, and cost-sensitivity (e.g. logistics, ride-share, buses).
Fleet-as-a-Service Outsourcing: Very High	Includes ‘Charging-as-a-Service’ plus financed & managed EV fleet. Service level agreements (SLAs) ensures vehicles are charged and available when needed.	• Organisations seeking minimal hassle and willing to pay for outsourcing operational risk and responsibilities. • Adoption may be more likely by those already familiar with Charging-as-a-Service. • May be preferred by large corporates, government departments, and courier and last-mile delivery companies.

Below: Possible inclusions for EV charging services for fleets

Service provider inclusions



Tips and Tricks

- **Clarify your outsourcing and control preferences.** Ensure you're comfortable with the level of control you retain versus what is outsourced to third parties.
- **Understand all inclusions, costs, and benefits.** Review the full scope of offerings and obtain multiple quotes to compare value and pricing.
- **Consult your finance or accounting team.** Determine whether a capital outlay or a subscription is more advantageous for your organisation's financial strategy.
- **Analyse fleet usage patterns in detail.** Go beyond simple averages and make sure you consider peak usage and worst-case scenarios that may require higher vehicle and charger utilisation.

Preparing your drivers

- **Driver readiness is critical for EV transition success.** Preparing drivers to switch to electric vehicles is one of the most important steps and will be essential for the success of any transition plan.
- **Start early with driver preparation.** Most drivers are likely unfamiliar with EVs. Develop a clear plan for driver transition using our four steps to driver readiness.
- **Expect varying levels of openness to EV adoption.** Drivers will have different reactions and willingness to use an electric fleet vehicle. Most concerns can be addressed through adequate support, training, and clear information.
- **Assess and monitor driver needs.** Understanding your drivers is key. Depending on your organisation’s size and number of vehicle users, approaches can range from one-on-one discussions to small group workshops to all staff surveys.

Four steps to driver readiness

1. Build driver skills and confidence

Confidence with EVs strongly predicts whether drivers are willing to use them for work. Many concerns stem from not knowing how to operate or charge the vehicles. Providing the right skills early helps build comfort and reduces hesitation.

Where to start:

- Provide hands-on training and demonstrations: Begin with the basics of operating the vehicle, then focus on practical charging skills.
- Route planning: Show how to find chargers along standard routes.
- Explain charger types, speeds, and how to choose between them.
- Demonstrate how to use different chargers in practice.
- Choose familiar vehicles. Select models that feel similar to what drivers already use to ease the transition.
- Organise drive days: Let staff try out the vehicles.
- Address range concerns: Drivers often overestimate how far they travel and how much range they need. Provide clear, accurate information about charging frequency and debunk common myths early.

2. Provide strong workplace support

Workplace support is one of the strongest factors influencing driver willingness to adopt EVs. The steepest learning curve occurs during the first few drives, so active support during this period is crucial.

Where to start:

- Show commitment: Offer extra support for the first few times drivers use and charge an EV.
- Cultivate champions:
 - Upskill managers and give them EV experience first so they can confidently answer questions.
 - Clearly communicate leadership’s commitment. Simple actions like managers demonstrating EVs with their teams can have a big impact.
 - Identify enthusiastic staff and support them to become peer champions.

3. Simplify charging and operating EVs

Removing practical barriers helps drivers focus on the benefits. Making charging simple and accessible reduces stress and increases uptake.

Where to start:

- If possible, use your policies to encourage staff to adopt personal EVs, for example, by offering workplace charging for personal vehicles. This approach promotes familiarity with EVs and helps build internal champions within the workforce.
- For drivers who travel long distances, ensure they have access to a wide range of public charging networks, so they can charge wherever it is most convenient.
- Place quick-reference cheat sheets in vehicles, including charging instructions and locations to prevent drivers from getting stranded.

4. Communicate the benefits of EVs and the purpose of the transition

Drivers are more motivated when they understand how EVs align with organisational goals and when they see personal benefits.

Where to start:

- Connect to organisational identity: For example, highlight how EVs support your sustainability goals or improve public perception.
- Promote benefits: Emphasise better performance, quieter rides, and environmental gains. Drivers who recognise these benefits are significantly more likely to support the transition.

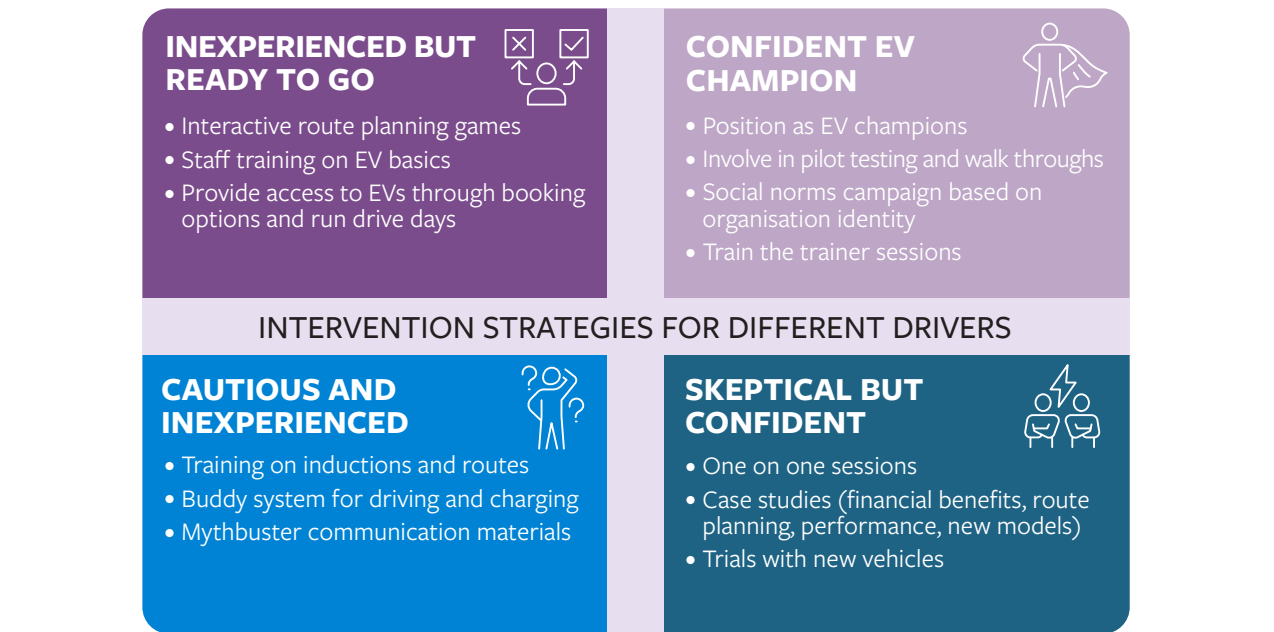
Segmenting your drivers

In research on fleets undergoing electrification, we identified four main driver segments. Each segment requires different types of training, support, and encouragement.

Below: Driver segmentation matrix



Below: Intervention strategies





Case study: NSW Government department fleet

A NSW Government department committed to electrifying its fleet and recognised early that success depended on bringing everyone along. They consulted widely across internal teams, executives, and unions to create a plan with broad support from the outset.

A key step was aligning its EV transition with existing internal policies, such as the department's Net Zero climate strategy. This demonstrated that fleet electrification was central to achieving organisational goals and ensured policies supported drivers rather than creating confusion.

It also tapped into staff motivations. Many employees wanted their department to lead in the decarbonisation of the transport sector and were enthusiastic in learning about the technology. The department built on this by designing a comprehensive change management program. Staff were given multiple opportunities to become familiar with EVs through drive days, demonstration cars, videos, and clear communications. This repeated exposure helped build confidence quickly.

Why this is a good example:

This NSW Government department prioritised driver readiness by making change management central to their transition. It built confidence through repeated exposure, ensuring drivers were comfortable before full rollout.

Implementation highlights:

- Consultation and engagement: Internal teams, executives, and unions were involved early to secure buy-in.
- Policy alignment: Integrated EV transition with the Net Zero strategy to reinforce organisational commitment.
- Comprehensive driver support: Drive days, demo vehicles, videos, and clear communications built familiarity and confidence.
- Infrastructure planning: Installed a mix of fast and slow chargers to match usage patterns and minimise downtime.

Company	State Government Department This state government department works across urban and regional areas and employs more than 25,000 people in a wide range of roles.
Fleet Characteristics	Large The fleet has 2,600 vehicles, with 100 of these being shared pool vehicles.
EV Integration Context	Government Local and state governments have been leading fleet electrification in Australia. They have strong policy drivers through decarbonisation targets and as ambassadors for sustainable change. They have diverse physical and commercial set ups and are often spread across geographically. Government can act as a market catalyst and drive innovation in service delivery.



Tips and Tricks

- **Plan ahead.** Make a plan before your EVs arrive, so staff have a positive experience from day one.
- **Monitor and communicate:** Track your rollout to identify and address issues early. Keep communication channels open with staff.
- **Support driver learning:** Provide clear guidance on how to use and charge EVs, especially for less confident drivers.
- **Upskill managers first:** Ensure they are confident so that they can effectively support their teams.

On the road

1



Pilot and test

Reduce risk and identify challenges and opportunities specific to your fleet and business.

2



Monitor, evaluate, adapt and optimise

Track your electrification progress and seek continual improvement.

3



Expand and scale

Full electrification can be challenging, but gradual expansion helps maximise benefits sooner.



Tips and Tricks

- **Create spaces for sharing:** Set up a process and space for sharing information, experiences, and for encouraging continuous improvements.
- **Stay flexible:** Be open to developing or amending processes along the way.
- **Invest in leadership:** Recognise the key role of executives and leaders and provide education to build their capacity.
- **Align with existing systems:** Look for opportunities to integrate new processes with existing ones to minimise the burden of change.



Scaling electrification in your fleet

You've successfully piloted EVs, demonstrated a positive business case, and achieved strong driver satisfaction.

The next step is scaling from your initial pilot to a larger share of EVs in your fleet to meet your electrification targets.

To scale successfully, consider:

- Continue experiential learning: Maintain processes for sharing experiences and lessons from the pilot phase.
- Apply pilot insights: Use lessons learned to improve efficiency and embed processes into business-as-usual operations.
- Share resources: Provide templates and tools, such as change management plans, driver training materials, trip planning guides, quick reference sheets, and organise drive days.

Further information

Current information for fleets on government programs, grants, and incentives is available at:

NSW: Grants offered for purchase of EVs and chargers for business fleets.

- <https://www.energy.nsw.gov.au/business-and-industry/programs-grants-and-schemes/electric-vehicles/electric-vehicle-fleets>

VIC: Grants offered for purchase and installation of chargers for business and council fleets (closed).

- <https://www.energy.vic.gov.au/grants/ev-charging-for-business-fleets>
- <https://www.energy.vic.gov.au/grants/ev-charging-for-council-fleets>

ACT: Discounted registration for zero and low-emission vehicles, meaning lower registration fees for EVs.

- <https://www.accesscanberra.act.gov.au/driving-transport-and-parking/registration/incentives-for-low-and-zero-emissions-vehicles>

NT: Grants offered for purchase and installation of chargers at place of business or residence.

- <https://nt.gov.au/industry/business-grants-funding/electric-vehicle-charger-residential-and-business-grants-scheme>

SA: No current support for businesses to support electrifying fleets.

Queensland: No current support for businesses to support electrifying fleets.

WA: No current support for businesses to support electrifying fleets.

Tasmania: No current support for businesses to support electrifying fleets.

Guides for safe and efficient EV charger installation released by the NSW Government are available for free through Standards Australia.

- Electric vehicle (EV) charger specifications: residential use and commercial application (SA TS 5396:2024 and SA TS 5397:2024) can be downloaded from: <https://www.standards.org.au/news/new-guides-available-for-safe-and-efficient-ev-charger-installation>

Various resources for Fleet and Automotive professionals from the Australasian Fleet Management Association

- <https://afma.org.au/>



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Disclaimer

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