

**Results+**  
Fleet Performance Summit

# 2025 Results+ Fleet Performance Summit Success Stories

**W**  
WHEELS™



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## Rebuilding fleet strategy with precision and purpose

When 3M Company rejoined Wheels in mid-2024, the fleet leader partnered closely with the FMC to reimagine how the fleet could better support the business, empower drivers, and drive measurable value.

The 3M and Wheels partnership quickly evolved into a model of strategic outsourcing. Together, the teams zeroed in on three key areas of opportunity: underutilized sales vehicles, outdated pool assets, and an overstretched driver safety program. What followed was a series of data-driven, forward-looking processes that not only streamlined costs but also strengthened policy governance and boosted operational efficiency across the fleet.

## Blueprint for a fleet reset

One of the most impactful initiatives was the Sales Driver Underutilization Project. Under 3M's existing policy, drivers were required to log at least 10,000 business miles annually. Using rolling 12-month data, Wheels identified drivers falling significantly short of that benchmark. Those drivers were given 90 days to return or purchase their vehicle. This biannual process ensured vehicles were assigned only where truly needed, resulting in significant cost avoidance.

The next focus was the Approved Driver Census. Across 3M's 75 North American sites, more than 3,000 employees were authorized to drive pool vehicles and enrolled in safety services like MVR monitoring. However, many hadn't driven a fleet vehicle in months

or ever. By cascading quarterly driver lists to site managers for review, 3M was able to refine its roster, removing inactive drivers and discontinuing unnecessary services. This effort delivered a leaner, more accurate driver pool.

The third initiative targeted the Pool Vehicle Census. With over 200 pool vehicles in circulation, many aging, underused, or costly to maintain, 3M and Wheels introduced a proactive annual survey. Site managers were asked to assess vehicle condition, usage patterns, replacement preferences, and retention timelines. This structured approach led to smarter ordering decisions, reduced maintenance costs, and a 30% reduction in fleet age, while also encouraging local ownership of fleet strategy.

## The ROI of reinvention

Through these three targeted initiatives, right-sizing the sales fleet, refining driver eligibility, and modernizing pool vehicle oversight, 3M unlocked substantial financial value. The Sales Driver Underutilization Project alone delivered over \$100,000 in cost avoidance in just the first two cycles, while the Approved Driver Census trimmed unnecessary safety services for an additional \$10,000 in savings. The Pool Vehicle Census helped reduce fleet age by 30%, contributing to smarter asset management and lower maintenance costs. Together, these efforts culminated in \$200,000 in resale proceeds from decommissioned vehicles. In total, 3M's renewed fleet strategy generated more than \$310,000 in combined savings and proceeds, proving that precision-driven fleet management can be both operationally sound and financially rewarding.



## A strategic alliance for growth

AbbVie merged its existing fleet operations with Allergan's, previously managed by another FMC. This integration didn't just consolidate, it catapulted the fleet from 3,200 to an impressive 7,500 vehicles, all under one unified team. The integration of two distinct fleet programs into a centralized organization brought both complexity and opportunity, demanding precision, agility, and vision.

AbbVie and Wheels rose to the challenge with a dynamic collaboration, driving forward with strategic planning, consistent policies, and comprehensive driver training. Their joint efforts turned a logistical feat into a model of operational excellence and partnership.

## The integration playbook

Wheels and AbbVie powered the transition with precision and purpose, aligning on key implementation goals, timelines, policies, and training programs. Together, they crafted customized onboarding communications and developed tailored training materials to support both AbbVie and Allergan drivers, ensuring a smooth, confident shift to the new fleet policy.

To build momentum and maintain alignment, Wheels hosted regular 'War Room' sessions at its Des Plaines and Bannockburn offices, bringing together AbbVie's fleet team, Account Manager, Onboarding Specialist, and Operational Leads. These high-impact meetings drove collaboration, accelerated policy development, and deepened program understanding, creating a unified support system that kept the integration on track.

## Fleet success realized: results with impact

The results speak volumes. AbbVie's spring driver survey drew 922 responses, with driver satisfaction remaining high. Mobile app adoption surged from 63% in 2024 to 84% in 2025, with engagement up 12% and satisfaction up 4%.

Driver choice and sustainability advancements: AbbVie extended its vehicle upgrade monthly fee program to Allergan employees. So far, more than 1,000 Allergan drivers have opted for the upgrade, resulting in savings of over \$3 million in driving-choice fees since the program transition. Additionally, 74% of Allergan employees moved from larger to smaller vehicles, which helped reduce overall costs. Hybrid adoption soared, 67% of MY25 orders and 98% of MY26 were hybrids, bringing the in-field fleet to over 60% hybrids overall. Operational improvements were dramatic: violation spend dropped 82%, from \$11.61 per vehicle in 2024 to \$2.30 in 2025.

AbbVie and Wheels didn't just integrate fleets, they built a foundation for continuous improvement and future-forward growth. Through transparency, engagement, and shared commitment, this partnership stands as a testament to what's possible when vision and teamwork converge. As AbbVie looks ahead, the journey continues into 2026 with an ambitious vision: a fully hybrid vehicle selector, driving sustainability and innovation across the entire fleet.



### **Sustainable journeys and empowered drivers**

Allstate Insurance Company has long been recognized for its forward-thinking approach to fleet management. Managing over 2,250 vehicles across the U.S. and Canada, Allstate has made environmental responsibility a strategic priority. After successfully converting its entire fleet to hybrid vehicles, the company is now preparing for the next phase: an industry leading transition to electric vehicles. This initiative reflects Allstate's dedication to aligning fleet strategy with broader corporate values.

### **Building the roadmap**

The journey began in 2018, when Allstate partnered with Wheels Fleet Consulting and Client Analytics to develop a comprehensive roadmap to becoming carbon neutral. Leveraging historical data and predictive modeling along with mandated telematics for all vehicles, the team crafted a long-term strategy to guide vehicle selection, driver targeting, and policy alignment. Today, those projections are being validated by real-world metrics, giving Allstate the confidence and clarity needed to move forward with its EV rollout.

To ensure a smooth and strategic transition to electric vehicles, Allstate partnered closely with Wheels to deploy a comprehensive suite of support tools. The process begins with targeted driver surveys, to identify employees who are best suited for EV adoption. These insights are paired with fuel, telematics and mileage analytics, enabling data-informed decisions about vehicle selection and deployment. Recognizing the importance of a seamless onboarding experience, Allstate has also introduced updated policy guidance

and welcome materials. The fleet leader is actively involved in every step, ensuring alignment across departments, from FP&A to ESG compliance.

### **Driving change with smart tools**

The initiative is already delivering results. Environmentally, fuel use and maintenance costs are down, reducing total cost of ownership and improving the fleet's carbon footprint. Operationally, the use of advanced data tools has streamlined planning and decision-making. Culturally, employee engagement is strong, with widespread support for sustainable vehicle options.

With infrastructure and planning already in place, Allstate is well-positioned to complete its EV transition. Importantly, the organization remains fully prepared for implementation, with policy frameworks already aligned across Legal, Risk, and key stakeholders, and continues to see strong enthusiasm from employees eager to adopt EVs. The company's commitment to becoming carbon neutral by 2030 remains unchanged, positioning Allstate 20 years ahead of the Paris Climate Accords.

By combining innovation, data-driven planning, and a culture of sustainability, Allstate is setting a powerful example for the industry and reaffirming its role as a leader in responsible fleet management.



## AstraZeneca Canada

### Leading the charge toward a fully electric fleet

AstraZeneca Canada has emerged as a national leader in fleet sustainability, charging ahead with a bold global mission: to be 100% electric by the end of 2025 and carbon negative across its entire value chain by 2030. With a fleet of 400 vehicles – mostly SUVs powering the sales force – the company has embraced this challenge with strategic precision and unwavering commitment.

### A bold vision for sustainability

The journey began in 2022 with a phased transition from internal combustion engine (ICE) vehicles to hybrids. Rather than stopping at hybrids, AstraZeneca Canada made the bold decision to leap directly into battery electric vehicles (BEVs). By the end of November 2025, >91% of the fleet was electric with <5 EVs still to be delivered in late December or in January of 2026. This positions AstraZeneca Canada to meet its full electrification goal by year-end.

This transformation wasn't without its challenges. Charging access quickly emerged as a top concern, especially for drivers living in condominiums or areas with limited infrastructure. To address this, AstraZeneca Canada deployed a Driver Assessment Survey to pinpoint employees best suited for EVs. Partnering with Wheels, Qmerit, and ChargePoint, the fleet team tackled installation hurdles head-on, even enabling some charger setups in multi-unit dwellings. This proactive approach underscored the company's unwavering commitment to its sustainability goals and its readiness to innovate.

Reimbursement was another challenge AstraZeneca met head-on. A national survey of electricity costs led to a smart, tiered model ranging from \$50 to \$80 per month based on location. While some drivers voiced concerns, the program continues to evolve, benchmarking against peers to stay fair and competitive.

### Leading by example

The impact is undeniable. AstraZeneca Canada has cut CO<sub>2</sub> emissions by 43.3%, dropping from 1,135 to just 644 metric tons. Fuel economy has surged 32.7%, improving from 4.9 to 3.3 litres per 100 km. With 5% of the fleet still hybrid/gas the company is accelerating toward full electrification at an impressive pace. These results aren't just numbers, they're proof of what happens when success is powered by strong leadership, cross-functional teamwork, and a fearless approach to innovation. The company has shown what's possible when sustainability is treated as a non-negotiable priority.

With its aggressive goals, open communication, and sharp strategy, AstraZeneca Canada is not only meeting its mandate, it's redefining what's possible for pharma fleets nationwide.



## AstraZeneca U.S.

### The measurable success of inclusive charging solutions

AstraZeneca set the bold target to transition its company leased and owned fleet to 100% battery electric vehicles (BEV) by end of 2025, where technically feasible, and is moving from vision to reality. Managing this transition for nearly 6,000 vehicles in the U.S. demanded thoughtful planning, execution, and attention to drivers' diverse needs. By mid-2025, the company's inclusive, innovative, and disciplined approach had turned ambition into measurable progress.

### Solving for access

One of the most powerful indicators of success was AstraZeneca's strategy for home charging. Recognizing that approximately 5% of company drivers are renters or live in multi-family dwellings (MFDs) with restrictions on property modifications, AstraZeneca partnered with Wheels, Qmerit, and ChargePoint to develop a solution that would allow these drivers to participate in the BEV transition. The solution was dual chargers at select MFDs, one dedicated to the AstraZeneca driver, and one available to other residents. This not only solved the infrastructure challenge but also reinforced AstraZeneca's commitment to sustainability and community engagement.

### Real progress, real impact

The impact of this initiative has been significant. Thanks to an inclusive solution, 35 drivers who faced barriers to EV adoption are now on the road in electric vehicles. As of July 2025, 59% of pre-identified renters are actively progressing toward installation, reinforcing AstraZeneca's commitment to its BEV goal.

AstraZeneca's electric fleet transformation is a model of operational excellence. With more than 5,700 electric vehicles ordered, the company has already deployed more than 5,300 across its U.S. fleet, with another 100+ on the way. Supporting this transition is a robust network of more than 5,600 chargers, strategically installed to ensure seamless access and performance.

But the real story lies in the impact. By replacing traditional fuel with electric power, AstraZeneca is generating \$9.7 million in annual fuel cost savings, a figure that speaks to both financial stewardship and environmental responsibility. The fleet has already avoided 3.8 million gallons of fuel, translating into a dramatic result of 36,376 US tons CO<sub>2</sub> avoided, a tangible win for the planet.

AstraZeneca's success stems from bold planning, inclusive solutions, and cross-functional collaboration. By removing barriers for renters, tracking progress with precision, and engaging stakeholders at every level, the company has proven that sustainability isn't just a goal, it's a strategic advantage that makes drivers part of the journey.



## **Building a safer fleet through data-driven risk management**

Bath Fitter, the Canadian-born leader in bathtub installation with a fleet of over 600 vehicles across North America, is proving that safety and innovation go hand in hand. In 2024, the company took a bold step forward in fleet safety by launching a data-powered risk management initiative that combined telematics, MVR monitoring, and peer benchmarking to reshape driver behavior and reduce incident rates.

### **Data and collaboration**

The initiative was led by Bath Fitter's fleet leader in close partnership with HR and Safety. Their first strategic move was to implement continuous MVR monitoring, replacing the traditional yearly pulls. This real-time approach sharpened visibility into driver behavior, with reports triggered by actual events instead of routine intervals.

At the same time, Bath Fitter plugged telematics data into Wheels' Driver Performance Profile (DPP), unlocking real-time insights into risky driving behaviors like harsh braking, speeding and rapid acceleration. The initial data surge revealed more high-risk drivers than expected, but the fleet team quickly recalibrated thresholds to reveal the true high-risk drivers. As the program matured, accountability tightened and results followed.

To boost engagement, Bath Fitter enabled peer comparison through the Wheels Mobile Assistant, letting drivers see how their risk scores stacked up against the fleet average. This sparked healthy competition and personal accountability, powerful motivators in a performance-driven safety culture.

### **The payoff of accountability**

The impact of Bath Fitter's safety initiative has been nothing short of transformative. Between 2023 and 2025, the percentage of high-risk drivers plummeted from 10.4% to just 1.9%, while 75% of the fleet now ranks in the "Excellent" risk category. Collision repair costs dropped by 48%, saving roughly \$1,800 per incident, additionally the annualized crash rate dropped.

This success stems from a deeply collaborative approach. While the fleet team led the charge, HR and Safety played pivotal roles in post-incident assessments and corrective actions. The program's structure balances centralized oversight with branch-level empowerment, driving accountability and continuous improvement.

Bath Fitter's journey demonstrates how smart strategy, cross-functional collaboration, and a commitment to safety can drive exceptional results, proving that transformative change is within reach for any organization ready to act.



## Sustained excellence through strategic fleet engagement

Becton Dickinson (BD), a global leader in healthcare technology, exemplifies what it means to operate a high-performing fleet. With more than 2,500 vehicles across North America, BD's fleet program is a benchmark for consistency, innovation, and driver-centric thinking.

### Listening, learning, leading

At the heart of BD's success is a commitment to continuous improvement and proactive engagement. The fleet team, in partnership with Wheels, has implemented a suite of initiatives that have elevated both operational efficiency and driver satisfaction. Among the most impactful of these is BD's custom annual driver survey, which consistently yields a 94% satisfaction rate, a testament to the company's responsiveness and culture of listening.

BD also maintains strong communication with its drivers through regular newsletters and a dedicated Wheels booth at its annual National Sales Meeting, reinforcing transparency and support. The company's fleet policy is regularly benchmarked and updated, with the latest version posted on DriverView for easy access.

In addition, BD evaluates its OEM contracts and vehicle selectors annually to ensure alignment with business requirements, mitigate the risk of price creep, and enable the fleet program to adapt to evolving technologies and market conditions. This disciplined review process helps BD stay ahead of industry shifts while maintaining cost control and operational flexibility.

Compliance and adoption metrics further underscore BD's operational discipline. The company boasts 97% completion of annual Driver Tax Compliance (DTC) and 80% mobile app adoption, ensuring drivers are informed, engaged, and compliant.

### Results that resonate

BD's fleet strategy has delivered more than just operational wins; it's created a ripple effect of value across the organization.

In the past year, BD achieved \$930K in direct savings through optimized vehicle selection, streamlined processes, and data-driven decisions. Proactive policy management and strategic planning helped avoid an additional \$2.2M in costs, underscoring the strength of a well-aligned fleet program.

The team also reclaimed over 8,100 hours of productivity, by simplifying workflows and empowering drivers with intuitive tools – giving back valuable time back to the business, allowing employees to focus on higher value work.

These results are more than numbers; they're proof of a strategy that works. BD's fleet program is a model of how operational excellence, driver satisfaction, and business alignment can come together to drive sustained performance. It's not just about managing vehicles; it's about enabling people, empowering decisions, and delivering measurable impact at scale.



## Electrifying the future of fleet

In early 2024, Ecolab, a global leader in hygiene and energy technologies, made a decisive move that distinguished it from the rest of the industry: instead of cautiously testing the waters of electric vehicle adoption, the company plunged into a full-scale transformation. With a fleet of 12,000 vehicles in North America, Ecolab set its sights on electrifying by 2030, showcasing bold leadership and a clear commitment to sustainability.

### Toward an all-electric future

Ecolab launched its electrification journey in California, home to 10% of its fleet, with a bold mandate: transition every driver in the state to an EV by the end of 2025, regardless of home charging access. This aggressive rollout demanded not just logistical precision but a cultural shift across the organization.

The fleet, largely made up of service vehicles like heavily upfitted Ford F-150s, posed unique challenges. These trucks carry industrial equipment and require specialized features like liftgates. Partnering closely with Wheels, Ford, and expert upfitters, Ecolab engineered a solution, successfully integrating liftgates into Ford Lightnings, a solution once deemed unfeasible.

To support the transition, nearly 500 home chargers were installed for California-based drivers. For those without home charging capabilities, Ecolab developed flexible solutions like public charging and vehicle reassignment maximizing asset utilization while clearing the path for EV deployment.

Recognizing the complexity of the initiative, Ecolab appointed a dedicated EV project manager to oversee the rollout, supported by a centralized platform that streamlined data, logistics, and reporting, reducing delays and boosting visibility.

In 2025, Ecolab expanded its transition outside of California, ordering 500 more EVs destined to 40 additional states, focused on sales vehicles.

### Scalable sustainability

By late 2025, Ecolab had ordered and delivered 1,500 EV and installed 750 home chargers, with 150 more installations in progress.

This initiative not only reduced costs but positioned Ecolab as a sustainability leader, setting an EV adoption benchmark for service fleets. The strategic pause on service vehicle orders and pivot to electrifying sales vehicles in other states reflects a thoughtful, data-driven approach to scaling while maintaining operational momentum.



## Engineering fleet excellence in infrastructure expansion

As a national leader in infrastructure design and construction, HNTB Holdings operates in a high-stakes environment where timing, compliance, and readiness are critical. From billion-dollar stadiums to major highway and bridge projects, flawless execution is essential, including fleet operations.

After the Infrastructure Investment and Jobs Act in 2021, HNTB faced a surge in contracts, tighter timelines, and heightened demands. The fleet team had just 30 days to source and deploy compliant, road-ready vehicles—a challenge that required more than speed. It demanded strategic reinvention.

## Scaling smart: a strategy for acceleration

Partnering with Wheels, HNTB streamlined operations to enable scalable growth by consolidating vendors, standardizing sourcing, and aligning upfit and registration plans with project timelines. The strategy emphasized rapid, compliant acquisitions for project-based orders, whether vehicles were bound for airports, highways, or construction sites. Success relied on strong relationships with dealers, upfitters, and manufacturers, and close coordination with Wheels and vendors to guide each project from start to finish.

Safety was equally critical. HNTB embedded a safety culture into its fleet policy through continuous MVR monitoring, a driver point scale, and comprehensive training. Full telematics coverage across all vehicles further strengthened safety and supported cost control.

## From expansion to optimization

The transformation delivered faster deployments, fewer delays, and a fleet built for growth without sacrificing compliance or driver safety. Despite a 25% increase in inventory, HNTB controlled costs, achieving a drop in maintenance spend and limiting fuel cost growth.

Fuel efficiency improved significantly: miles driven rose 22.5% to 12.7 million, yet fuel spend increased only 2.5%. Average fuel economy and per-vehicle fuel costs fell 16%, driven by a broader vehicle selector and guidance toward efficient options.

With a 39% increase for in-network utilization, nearly 90% of repairs were completed at National Account and MAP Advantage shops, generating \$225,000 in savings, cutting repair spend by 15.5%. Out-of-network repairs were held to 6% through proactive maintenance compliance for their decentralized fleet.

Remarketing also excelled, with over 100 units selling at 125% of fair market value, underscoring disciplined asset management, strict replacement policies and forward-thinking fleet strategy.

HNTB's results prove what's possible when fleet operations are treated as a core business function—delivering efficiency, cost control, and industry-leading performance.

# Medtronic

## Accelerating EV Adoption with Strategic Precision

In June 2023, Medtronic, a global leader in medical technology, partnered with Wheels to align its 1,400-vehicle fleet across the U.S. and Puerto Rico with its ambitious sustainability goals.

Within a single model year, Medtronic replaced nearly 15% of its gas-engine fleet with electric vehicles. This rapid shift was powered by strategic planning, cross-functional collaboration, and a company-wide commitment to environmental stewardship.

## A blueprint for scalable adoption

Medtronic's EV journey began with a focused pilot, an intentionally selected group of drivers chosen based on mileage, job function, location, and interest. Building on this foundation, the company conducted a thorough total cost of ownership (TCO) analysis and developed a fleet policy aligned with its culture and operational needs. To support adoption, Medtronic launched a comprehensive communications strategy, including webinars and educational materials, to guide drivers through the program, charging infrastructure, and reimbursement process.

Rather than adopting Wheels' standard EV charging program, Medtronic treated home charger installation as a personal home improvement project, placing responsibility with the drivers. This cost-effective approach required proactive planning and communication. To ease the transition, Medtronic reimbursed charger costs and introduced a flat-rate electricity reimbursement model in partnership with Wheels.

## Transformation with lasting impact

The results of Medtronic's EV initiative speak volumes. Within a single model year, the company transitioned 190 vehicles to electric, an achievement that offsets more than 1.4 million pounds of CO<sub>2</sub> annually, the environmental equivalent of preserving over 30,000 mature trees. Beyond the environmental gains, the program has earned strong internal support, with a large majority of drivers reporting satisfaction with their company vehicles.

Medtronic also broke new ground by leveraging EV tax rebates through an innovative approach: assuming tax ownership of the vehicles. This move required custom reporting and close coordination with the accounting team, expanding the scope of fleet collaboration well beyond traditional boundaries.

Looking ahead, Medtronic remains committed to evaluating innovative alternatives to achieve its sustainability goals. Through continued TCO analysis and forward-thinking planning, the company is primed to build on its momentum and drive even greater environmental impact.



## **Accelerating sustainability through choice and innovation**

Fueled by its bold commitment to sustainability and a net-zero future, Novartis set out to reinvent its fleet operations. In 2024, several years after launching their Global Green Fleet strategy, US EV adoption achieved approximately 25%. Aligned to an updated Global Fleet Strategy, committed to eliminating Fleet emissions, Novartis's US Fleet partnered with Wheels to advance progress. What followed was a strategic pivot that reimaged the fleet experience and laid the groundwork for meaningful, measurable change.

### **From policy to impact**

The strategy came to life in early 2025 with a dynamic, multi-pronged initiative designed to put drivers in the driver's seat, literally and figuratively. At its core was the launch of Novartis' Choice program, giving drivers the freedom to select either a company-leased vehicle focused on EV choices or reimbursement through a newly introduced Fixed and Variable Reimbursement (FAVR) model. For consistent emphasis on sustainability, Novartis included an incentive for any driver enrolling an EV in the FAVR program.

The fleet policy was updated to reflect the new flexibility, and Wheels supported the rollout with multiple educational sessions in early 2025, ensuring drivers were equipped with the knowledge to make confident, informed decisions.

## **Enabling sustainable choices**

The impact was confirmed before the Choice program was in place for a full year. Novartis had risen past its previous plateau, with the EV adoption reaching 34%. The FAVR program also saw strong momentum, with over 120 drivers enrolled in the first six months. Even more exciting, about 20% of them have chosen EVs, proof that the incentive is driving sustainable choices.

This initiative didn't just move the needle, it redefined what's possible when innovation, collaboration, and purpose come together. With a clear path to net-zero, Novartis sets a powerful example.



## Operational excellence through strategic fleet planning

Novo Nordisk, a global leader in healthcare, doesn't just aim for operational efficiency, it sets the bar. Managing a U.S. fleet of over 3,200 vehicles presents a unique opportunity to enhance performance and advance sustainability goals. By refining processes such as new hire vehicle assignments, optimizing inventory utilization, and proactively addressing supply chain dynamics, the fleet program needed a strategic overhaul. Integrating sustainability presented an opportunity to better align fleet operations with corporate values, creating room for innovation and measurable impact.

### Planning for performance

The transformation began with a critical look at the new-hire vehicle assignment process. The Novo Nordisk fleet team revamped this process by eliminating the outdated HR request form and employing the Fleet Request and Vehicle Inventory Management tool in Fleetview to track and manage their vehicle inventory and open requests. Surplus vehicles were reassigned to new employees, cutting rental costs and saving \$1.2 million in the first year.

Next, the team tackled underutilized inventory. A segment of front-wheel drive sedans, misaligned with regional and seasonal needs, was sold off, unlocking \$1.6 million in savings within six months.

Sustainability took center stage through the "Circular for Zero" campaign. With 86% of the fleet now being hybrid, plug-in hybrid, or

electric, fuel efficiency jumped to 31.1 MPG, well above the industry benchmark.

To ensure consistent vehicle availability and avoid supply chain disruptions, Novo Nordisk used Wheels Replacement, TCOs, and VOA to allow for a proactive bulk ordering strategy with the OEMs. By coordinating with OEMs and scheduling deliveries twice a year, they secured allocations and maintained operational agility.

### From inefficiency to impact

Novo Nordisk's strategic fleet transformation didn't just solve problems, it delivered results that speak volumes. Smarter vehicle assignments and strategic inventory disposition led to \$2.8 million in savings. The fleet's electrification surged to 86%, boosting fuel efficiency to 31.1 MPG, well above industry standards.

Operational agility improved through proactive bulk ordering, ensuring reliable vehicle availability and supporting business growth. Meanwhile, streamlined processes enhanced driver satisfaction, creating a smoother experience for employees on the road.

Novo Nordisk's journey shows how strategic planning and strong partnerships can turn operational challenges into lasting wins. Their fleet now stands as a model of efficiency, sustainability, and scalability, ready for the road ahead.



## **A Blueprint for strategy, structure and success**

Nutrien, a global leader in agricultural solutions, once managed its decentralized fleet through fragmented systems and field-level autonomy. Until 2021, drivers used corporate cards for fuel and maintenance with insufficient controls, no centralized data, and zero visibility into total cost of ownership (TCO). Repairs were uncoordinated, decisions siloed, and analytics absent. To address these inefficiencies, Nutrien partnered with Wheels to launch a full-service fleet program—centralizing operations, boosting compliance, and empowering field teams with smarter tools and stronger support.

## **Laying the groundwork for scalable fleet success**

Nutrien's fleet transformation began in 2021 with a bold, top-down plan to replace fragmented operations with structure and strategy. The first step: launch centralized maintenance and fuel programs. To implement, over 700 rural vendors were onboarded through direct outreach, ensuring continuity, even for non-network shops. Fuel cards replaced open-ended corporate accounts, curbing fraud and enabling MPG tracking.

To drive adoption, Nutrien and Wheels trained leaders first, then cascaded communications to the field through town halls, site visits, and quarterly business reviews. A SharePoint hub with FAQs, videos, and checklists gave drivers the tools to succeed.

As momentum grew, Nutrien adopted a strategic account model, embedding Wheels specialists to support regions directly—lightening internal workloads and accelerating issue resolution. The shift to centralized fleet management was well underway.

## **The power of structure and strategy**

The impact of Nutrien's fleet transformation was immediate and measurable. Compliance surged past 99%, driven by standardized processes and consistent execution. Telematics evolved from a safety tool into a diagnostic powerhouse, with integrated FleetView data enabling proactive service scheduling and reducing downtime.

The approach to chassis upfitting continues to evolve as Nutrien engages new providers and implements solutions that enhance safety, improve cost efficiency, and support operational needs.

Over three years, Nutrien realized \$23 million in savings and sustained an 18% year-over-year increase in service utilization. These gains were amplified by API and EDI integrations that enhanced data flow and operational efficiency.

At every step, the mission was clear: make Wheels the “easy button.” By simplifying processes, delivering value in every interaction, and supporting the field, Nutrien didn't just modernize its fleet, it built a scalable, future-ready model.



### **The Challenge: modernizing a fragmented fleet**

Patterson-UTI, a leader in the oil and gas industry, partnered with Wheels in mid-2024 with a clear goal: modernize its fleet strategy and bring greater discipline to vehicle lifecycle decisions. Comprised of eight operating companies formed through years of mergers and acquisitions, Patterson had a diverse mix of aging light-duty vehicles across its business units.

The scale was significant, roughly 2,000 vehicles in total, with NexTier Completions Solutions representing nearly 90%. As the largest and most demanding segment, NexTier faced the greatest impact from inconsistent, opinion-based replacement decisions. Leadership recognized the existing approach couldn't meet growing operational needs or deliver the efficiency and cost control required to scale.

### **NexTier's leadership sparks a new strategy**

This is where the Risk Adjusted Replacement Analysis Tool was born.

NexTier's Director of Assets recognized the need for a structured, data-driven framework for fleet decisions. He developed an internal model to bring clarity and consistency to replacement planning and then partnered with Wheels to refine it using advanced analytics and fleet tools. He described the shift as "mission critical", emphasizing that Wheels' expertise transformed the early framework into a full life-cycle evaluation model capable of turning raw fleet data into actionable insights that support disciplined, evidence-based decisions.

### **Turning data into decisions**

Patterson previously relied on general qualifiers like mileage and maintenance costs to time replacements, a reactive, one-dimensional approach that lacked nuance and often led to costly repairs and downtime. The Risk Adjusted Replacement Analysis Tool now uses seven KPIs, including maintenance ratios, oil-change frequency, and component spend, to assign each vehicle a risk score. This replaces subjective judgment with consistent, data-driven criteria for defensible decisions.

### **From reactive to proactive – measurable impact at scale**

Now used for 2026 model year planning, the tool provides clear visibility into lifecycle trends, prioritizes replacements based on performance, and reduces downtime by removing high-risk units. It also aligns replacement timing with budget planning, automating a process that was once labor-intensive. This shift moves the LDV program from reactive maintenance to proactive fleet management.

This partnership enabled Patterson to move from subjective opinions to data-driven decisions, supported by an integrated system with real-time alerts and structured inputs. The result: maintenance costs dropped 35% in one year, fleet size decreased 25% through rightsizing, and projected savings total \$6 million over three years.

NexTier transformed LDV fleet management into a disciplined business strategy supported by the Wheels partnership, driven entirely by NexTier's operational leadership, and built on data-driven precision that protects the performance of critical support assets.



## Rebuilding fleet flow with lean precision

Rollins, a global leader in pest control and environmental services, operates one of North America's largest service fleets, over 19,000 vehicles across the US and Canada. Fueled by rapid growth and acquisitions, the fleet had become a management challenge spanning 18 independent brands. By 2023, fragmentation signaled the need for a fleet reset, one that would bring clarity, speed, and precision. They needed an adaptive fleet department to service Rollins continued growth and scale.

## Leaning into efficiency

The reset began with a new fleet leadership team, applying Lean Six Sigma principles. They shifted from a single upfitter to a five-upfitter model, streamlining over 3,500 factory vehicle orders and accelerating upfitter performance and vehicle delivery timelines. By applying Lean 5S methodology, vehicle order templates decreased by 64%, despite the addition of three new brands, removing redundancy and driving efficiency.

To fix fragmented data, the team introduced job codes for accountability and automated weekly branch address file transfers to improve communication and compliance. Preventive maintenance got a major lift through weekly cadence meetings, scorecards, and targeted training, driving adoption of FleetView and telematics. And when catalytic converter thefts surged, Rollins responded with an OEM approved CAT shield solution that saved over \$2MM yearly for repairs and vehicle utilization. Staging the annual vehicle

Kaizen event further streamlined vehicle upfit selection and boosted technician productivity by sharing best practices across brands.

## Precision that paid off

The results were swift and substantial. Delivery times dropped 32%, and standardized templates ensured every vehicle was fit for purpose.

Data accuracy saw a dramatic turnaround. With job codes and verified branch addresses in place, Rollins achieved 100% accuracy in responsible party assignments, meaning alerts, updates, and compliance reminders reached the right people, every time.

Preventive maintenance, once stuck in the low 70s for compliance, rose to nearly 90%. FleetView and telematics became everyday tools, not just optional extras. Meanwhile, catalytic converter thefts were eliminated, with security upgrades that protected vulnerable assets. Hybrid vehicle integration was prioritized without compromising operational needs.

Financially, the results were just as impressive. By trimming the cost per mile from \$0.514 to \$0.511 across 280 million annual miles, Rollins unlocked over \$834,000 in savings, without sacrificing service quality or driver satisfaction. Year-over-year cost avoidance through supply chain improvements resulted in \$2.5 million in savings. It was a win on every front: faster, smarter, and more cost-effective.



### **Mileage, metrics and modernization**

USIC (United States Infrastructure Corporation) operates over 14,000 vehicles and provides utility locating services across the U.S. As the nation's leading provider of damage prevention services, USIC supports utilities, municipalities and telecom providers in safeguarding buried infrastructure.

In April 2023, the new Vice President of Supply Chain & Fleet Management joined USIC reporting directly to the Chief Operating Officer. He immediately partnered with USIC's Senior Fleet & Capital Asset Manager, to tackle a decentralized fleet and build a program with improved controls. Field operators were responsible for their local fleet operations, which led to reactive repairs, decentralized vehicle recycling and limited visibility into cost control measures. The fleet was aging, and there was an opportunity to build a best in class program. In July of 2024, the USIC Fleet was ~\$6 million unfavorable to their operating plan. After centralizing the fleet team in late June, the new CEO challenged them to transform operations into a savings opportunity. Guided by the COO, they delivered a swing of more than \$20 million.

### **From fragmented to focused**

USIC addressed its fleet inefficiencies by shifting from decentralized operations to a centralized model at headquarters, expanding its internal team to lead and support segmented regions. This move allowed standardized maintenance guidelines, developed with Wheels and OEM partners, to govern repair decisions and vehicle replacements across all areas.

To maximize purchasing power, USIC restructured its OEM relationships and introduced competitive sourcing that unlocked volume based incentives and helped offset rising material costs, mitigating post COVID material cost inflation. Introducing new model types into the fleet also delivered significant fuel savings and reduced capital costs.

Simultaneously, the company streamlined its vehicle lifecycle by adopting a consistent 60 month replacement term and remarketing older vehicles to better align fleet size with staffing needs and capture equity from aging assets.

Advanced telematics and AI-powered driver cameras were deployed to monitor usage and enhance safety, supporting new safety policies that improved accident metrics and driver behavior.

Crucially, USIC embedded stakeholder engagement into every initiative through steering committees of field technicians, supervisors, finance leaders, and OEM partners. This collaborative approach guided implementation, gathered feedback, ensured buy-in, and fostered employee engagement that now drives organization-wide change alongside the central fleet team.

### **From deficit to success**

By partnering closely with Wheels, OEMs and field experts, USIC redesigned its fleet through coordinated centralization, data driven controls and transparent stakeholder involvement. The result was strategic modernization, substantial operational savings, a safer fleet and platform capabilities ready for sustained growth.



## **FIRE · SECURITY**

### **Building a culture of safety through fleet transformation**

VSC Fire & Security, a rapidly growing provider of fire mitigation equipment and services, began its partnership with Wheels in 2021. At the time, the company operated a fully self-managed fleet, navigating the complexities of acquisitions and decentralized operations. With over 1,100 vehicles and a growing footprint, VSC recognized the need for a more structured, safety-focused fleet strategy.

### **Technology and accountability build a safety culture**

Led by a visionary Fleet Director, VSC launched a bold, full-scale transformation to overhaul its fleet operations. The mission was clear: build a program from the ground up and unite a fragmented network of divisions under one cohesive, safety-first strategy. Partnering with the Risk team, the Fleet Director took a grassroots approach, visiting VSC locations in person and talking with drivers to champion the new vision and emphasize the critical role of safety.

Central to this initiative was the deployment of in-vehicle dashcams and telematics devices which provided real-time visibility into driver behavior. VSC also partnered with Wheels to implement MVR Monitoring, Driver Training, and Accident Management services. These tools helped reinforce accountability and created a framework for continuous improvement.

### **From strategy to success**

The impact of VSC's transformation speaks for itself. Today, 95% of its drivers are classified as safe, while the remaining 5% receive event-based remedial training. Since partnering with Wheels for Accident Management, VSC has saved \$294,000 and recovered an additional \$208,000 in subrogation since November 2023. Most impressively, the company has achieved a 19% reduction in its annualized accident rate, a clear indicator that its safety-first strategy is working.

VSC's success is more than numbers, it's a testament to the power of purposeful leadership and bold transformation. By championing safety, empowering drivers, and embracing innovation, the company has turned its fleet into a model of efficiency and accountability. Their success offers a compelling blueprint for organizations aiming to turn operational change into lasting cultural impact.

# Waters™

## Driving cost optimization through strategic reimbursement

For over half a century, Waters Technologies, known for its cutting-edge analytical instruments and software in the healthcare space, has been a trusted Wheels partner. But in 2023, faced with rising costs and pressure to deliver value, Waters wanted to reimagine the fleet strategy. With bold vision and data-driven precision, the company launched a transformative initiative to rethink vehicle usage and reimbursement, paving the way for a smarter, leaner fleet.

## Matching miles to models

A deep dive into fleet data revealed a surprising insight with a meaningful number of vehicles reporting business mileage that warranted consideration of alternative solutions. These underused vehicles were draining resources without delivering proportional value. In response, Waters partnered with Wheels to craft a tiered reimbursement strategy that aligned vehicle benefits with actual usage.

Launched in April 2024, the program introduced two key tiers. Lower mileage drivers shifted to a straightforward expense-based reimbursement model, while those in the mid range transitioned to a Fixed and Variable Reimbursement (FAVR) program. To ease the transition, Waters offered drivers the option to purchase their existing fleet vehicles and provided a one-time transition allowance to support the acquisition of a personal vehicle. Even those still eligible for a company car were given the choice to opt into the FAVR model if it better suited their lifestyle.

The rollout wasn't without challenges. Many drivers were unfamiliar with reimbursement models, prompting Waters' fleet team to lead a robust change management effort. Through webinars, personalized support, and close collaboration with Wheels experts, the team guided drivers through tax impacts and benefits. Initial skepticism gradually gave way to appreciation, as employees embraced the flexibility and autonomy the new model offered.

## The ROI of reimbursement

The results were immediate and impressive. In just 12 months, Waters Technologies reduced projected fleet costs by over 20%, proving that aligning fleet strategy with actual usage isn't just smart, it's transformative. But the impact went beyond the bottom line. The new model introduced greater agility, fairness, and operational efficiency, reshaping how Waters approaches mobility.

Waters' experience demonstrates that fleet strategies don't have to be one-size-fits-all. By creating a model that adapts to diverse driver needs while maintaining cost efficiency, the organization proved that adding options can make mobility smarter, more personalized, and sustainable.