

EV Deployment Guidelines

30th January 2025

Overview

- ✓ **Deployment Process Overview**
- ✓ **Planning Phase**
- ✓ **Implementation Phase**
- ✓ **(Pilot) Execution Phase**
- ✓ **Scaling Phase**



Deployment Process overview

Content Covers...

➤ **Qualifying Questions:**

- How do these guidelines support Maersk's sustainability goals and Scope 3 emissions reduction strategy?
- What does the full EV deployment process look like, and where do specific teams contribute?
- How does the deployment process ensure operational excellence and scalability?
- How should teams track their progress and align with these guidelines?

Definition & Scope: Clearly define what is, and what is not, covered in the guidelines (EVs, infrastructure, business case, regulatory compliance, etc.).

Deployment Process Flowchart: Visual representation of phases, dependencies, and key milestones. (The whole process).

Ownership & Accountability: Defines who is responsible for maintaining, updating, and tracking the use of the guidelines, tools and datasets.

Application & Integration: How the guidelines align with broader business objectives (scaling EV's within our 3rd party fleet, sustainability goals, and operational strategies (Operational excellence).

Definition and Scope

Purpose of the guidelines

- These guidelines are designed to help truck operators and logistics partners successfully plan, deploy, and scale heavy-duty electric trucks (e-trucks).
- They provide practical processes, tools, and checklists to ensure that EV deployments are both operationally reliable and financially viable.
- While the focus is on Maersk's 3rd party logistics network, the principles can be applied to any operator navigating the shift from diesel to electric trucks.

Scope of Coverage

Vehicle Focus:

- Battery-electric heavy-duty trucks (Class 8 / N3), particularly for first-mile (drayage) and regional operations where charging solutions are already viable.

Infrastructure Planning:

- Guidance on depot charging, energy assessments, and grid capacity planning in partnership with utilities and Charge Point Operators (CPOs).

Business Case & TCO:

- Frameworks for evaluating the total cost of ownership (TCO), including CAPEX/OPEX analysis, route optimization, and fuel/energy comparisons with diesel.

Operational Requirements:

- Practical insights on fleet utilization, route mapping, payload constraints, and charging strategies to ensure service reliability.

Regulation & Incentives:

- Overview of policies, subsidies, and compliance requirements that affect deployment decisions.

Pilot-to-Scale Pathway:

- A step-by-step approach to move from small pilot projects to large-scale, efficient operations.

Definition and Scope

The problem these guidelines address

Deploying electric trucks is not just about swapping a diesel engine for a battery—it requires new ways of thinking about routes, energy management, and cost structures. The industry is currently in an early adoption phase, where forward-thinking operators are proving that electric trucks can deliver the same service as diesel trucks.

The next step, moving into mainstream use (the “early majority”), will require:

- **Operational Parity:** Ensuring EVs can reliably match diesel trucks on service quality, uptime, and delivery performance.
- **Cost Parity:** Achieving competitive total cost of ownership through optimized charging, better utilization, and incentives.
- **Standardized Processes:** Clear, repeatable practices for planning and deployment—so that every operator doesn’t have to “reinvent the wheel.”

By following the structure outlined here, operators can avoid costly missteps and accelerate their learning curve, starting with pilot projects that build confidence and capability.

Sidebar: The Value of Standardization

Standardization is the bridge between pilot success and scaled adoption. Without consistent processes for route planning, charging setup, and cost modelling, each deployment becomes a standalone experiment—driving up risk and cost. By following a shared playbook, operators can reduce complexity, improve performance predictability, and accelerate the path to operational and cost parity.

Definition and Scope

Understanding the Four Adoption Phases

For electric heavy-duty trucks to move from niche pilots to mainstream adoption, they must prove they can deliver the same *or* better service as diesel without costing more. We describe this journey in four adoption phases:

- **Pilot Phase (proof of concept):** Early projects designed to validate operational feasibility (range, uptime, charging) and gather real-world data. Costs are often higher, but the goal is to prove service parity and build confidence.
- **Parity Phase:** The point where EVs achieve operational and cost parity with diesel—matching performance, reliability, and total cost of ownership (TCO).
- **Optimization Phase:** Operators begin to realize additional value—lower operating costs through energy optimization, reduced maintenance, and improved service (e.g., quieter operations, optimized route planning).
- **Advantage Phase (mainstream adoption):** EV trucks deliver both better service *and* lower cost compared to diesel, making them the preferred choice and driving mass adoption.

Why These Guidelines Matter:

These guidelines are designed to help operators avoid this disillusionment by using structured planning, standardized tools, and realistic business case analysis. By achieving operational parity early, operators build the foundation needed to reach cost parity and move confidently into the Optimization and Advantage phases.

Sidebar: The Valley of Death

Between the Pilot Phase and Parity Phase, the industry often faces a “valley of death”—a period of disillusionment where early enthusiasm can give way to scepticism. This can happen when:

- Pilot projects are poorly planned and fail to meet operational expectations.
- High upfront costs and infrastructure delays discourage further investment.
- Carriers perceive EV trucks as complex or unreliable, slowing momentum.

Operators might see headlines or hear anecdotes about failed EV pilots and conclude that the technology isn't ready. OEMs or charging providers can face financial strain if adoption slows, further reinforcing hesitation.



EV Deployment Process

Introduction to the EV Deployment Process

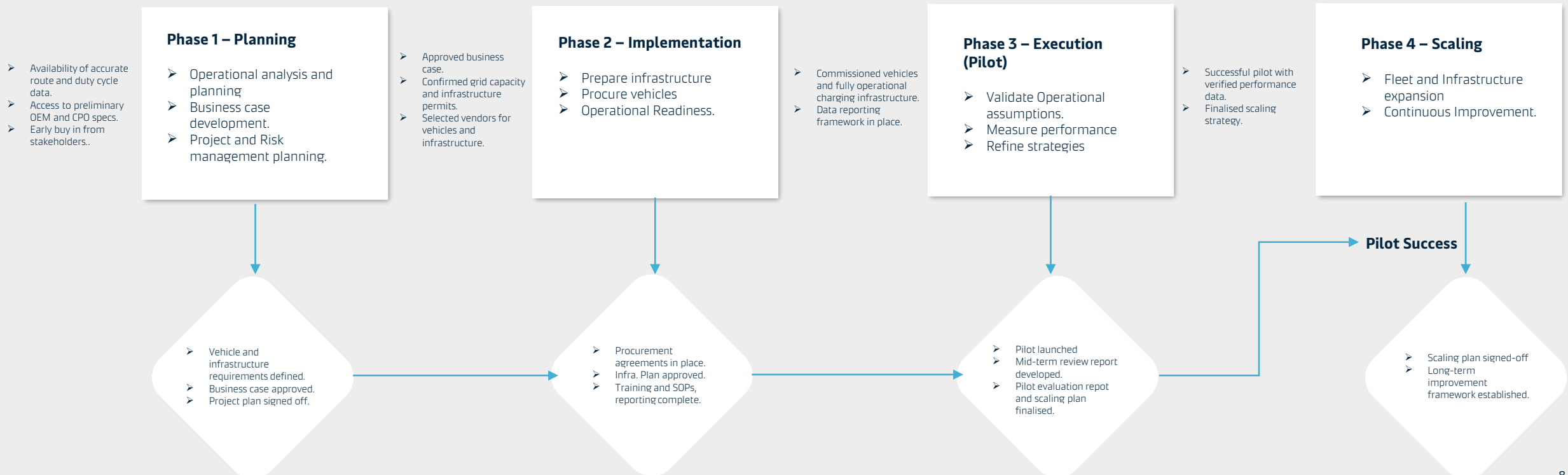
Deploying heavy-duty electric trucks is a complex transition that requires careful planning, cross-functional alignment, and structured execution. Unlike diesel trucks, EVs rely on an interconnected ecosystem of vehicles, charging infrastructure, grid capacity, and digital systems—all of which must be designed to work seamlessly together.

To help operators navigate this transition, the EV Deployment Process is structured into four clear phases: Planning, Implementation, Execution (Pilot), and Scaling. Each phase is designed to build on the previous one, with defined deliverables and decision gates that ensure readiness before moving forward.

The process emphasizes:

- Early alignment and risk mitigation through robust planning and stakeholder engagement.
- Validation of operational and financial assumptions during pilot execution, enabling operators to refine strategies based on real-world performance.
- Scalable and repeatable models that reduce cost and complexity as the fleet expands.
- Continuous feedback loops to drive operational improvements and avoid costly missteps during the transition from pilot projects to mainstream adoption.

This approach ensures that every EV deployment project is not just a one-off pilot, but part of a sustainable and scalable strategy toward long-term electrification and emissions reduction.



Definition and Scope

Ownership & Accountability

The integrity and usefulness of these guidelines depend on clear ownership and a commitment to keeping the content current, relevant, and aligned with industry best practices. Ownership ensures that the guidelines remain a trusted reference point for our partners, supporting Maersk and SFC's sustainability strategy and collective efforts to decarbonize logistics.

Roles and Responsibilities

- SFC and Maersk will share joint accountability for maintaining, reviewing, and updating the guidelines, as well as associated tools and datasets.
- Each organization will ensure that updates reflect lessons learned from deployments, changes in technology, and evolving regulatory requirements.

Tracking and monitoring

- We will not actively monitor day-to-day usage of the guidelines or tools, but we will track the number of unique downloads to gauge overall adoption and interest.
- Feedback from operators and partners will be gathered periodically to identify areas for improvement.

Review Cycle

- A comprehensive review and update of these guidelines will be conducted annually.
- The update will ensure that all tools, templates, and best practices remain current and continue to support operational excellence.

1.0 Planning Phase

Objective: To establish a robust foundation for EV deployment by defining objectives, securing resources, identifying risks, and aligning stakeholders..

Key Deliverables:

- ✓ Comprehensive project plan with timelines and milestones.
- ✓ Stakeholder RACI and project charter.
- ✓ Risk assessment with mitigation strategies.
- ✓ Approved business case, including TCO and ROI analysis.
- ✓ Defined pilot deployment plan, including objectives, success criteria, and timeline.
- ✓ Operational requirements defined and infrastructure strategy developed.

Content Covers...

Qualifying questions:

- Has an appropriate team been assembled with clearly defined roles and responsibilities?
- Has the need for EVs been justified in a positive business case (e.g., financial, operational, and environmental benefits)?
- Has the IP been approved?
- Are external funding opportunities (e.g., grants, incentives) fully explored?
- Have the operational requirements, vehicle specifications, and charging needs been identified?
- Have key risks been identified, and are mitigation plans in place?
- Is there a clear process to escalate risks to the appropriate governance body?
- Is there a system for monitoring and escalating risks during deployment?
- Have all relevant stakeholders (internal and external) been identified and engaged?
- Have stakeholders aligned on objectives and timelines?

Tools, templates, SOPs, frameworks

➤ Existing:

- ✓ RACI Framework
- ✓ Infrastructure Guidelines & Requirements assessment.
- ✓ OEM Catalogue (truck)
- ✓ Asset ownership framework
- ✓ IP template, SOP and ET checklist.
- ✓ Project Charter

➤ Requires Development:

- Reverse deployment model (Asset requirements and utilisation analysis)
- Policy, incentives and compliance dashboard.
- Subsidy strategy toolkit/ approved consultant database.
- Project plan template.
- Stakeholder Ecosystem Plan.
- OEM Catalogue (Infrastructure)
- TCO (Standardised)

Workflow Overview: Step-by-step breakdown of planning activities.

1.1. Initiation: Assemble project team.

- Define roles, responsibilities, and governance using the RACI framework. (RACI)
- Host pre-alignment meetings to establish objectives and communication channels. (Governance)

1.2 Logistics/Operational Planning:

- Determine vehicle specification: Conduct route mapping, duty cycle analysis, and fleet utilization studies.
- Consult Charging Infrastructure guidelines to determine energy and infrastructure requirements:
- Select preliminary vehicle/Infrastructure specifications from OEM catalogues.

1.3 Business Case Development:

- Asset ownership assessment (Process and templates).
- Investment Proposal developed (IP process and templates).
 - Energy Transition Checklist:
 - Total Cost of Ownership modelling (Standardised Model).
 - Emission Reduction Estimation (Basics: Emission factors)
- Regulatory & Compliance Alignment: Check database of relevant policies, incentives, and compliance requirements (regional and national). (Dataset)
- Secure budgets and explore funding opportunities (e.g., incentives, grants).

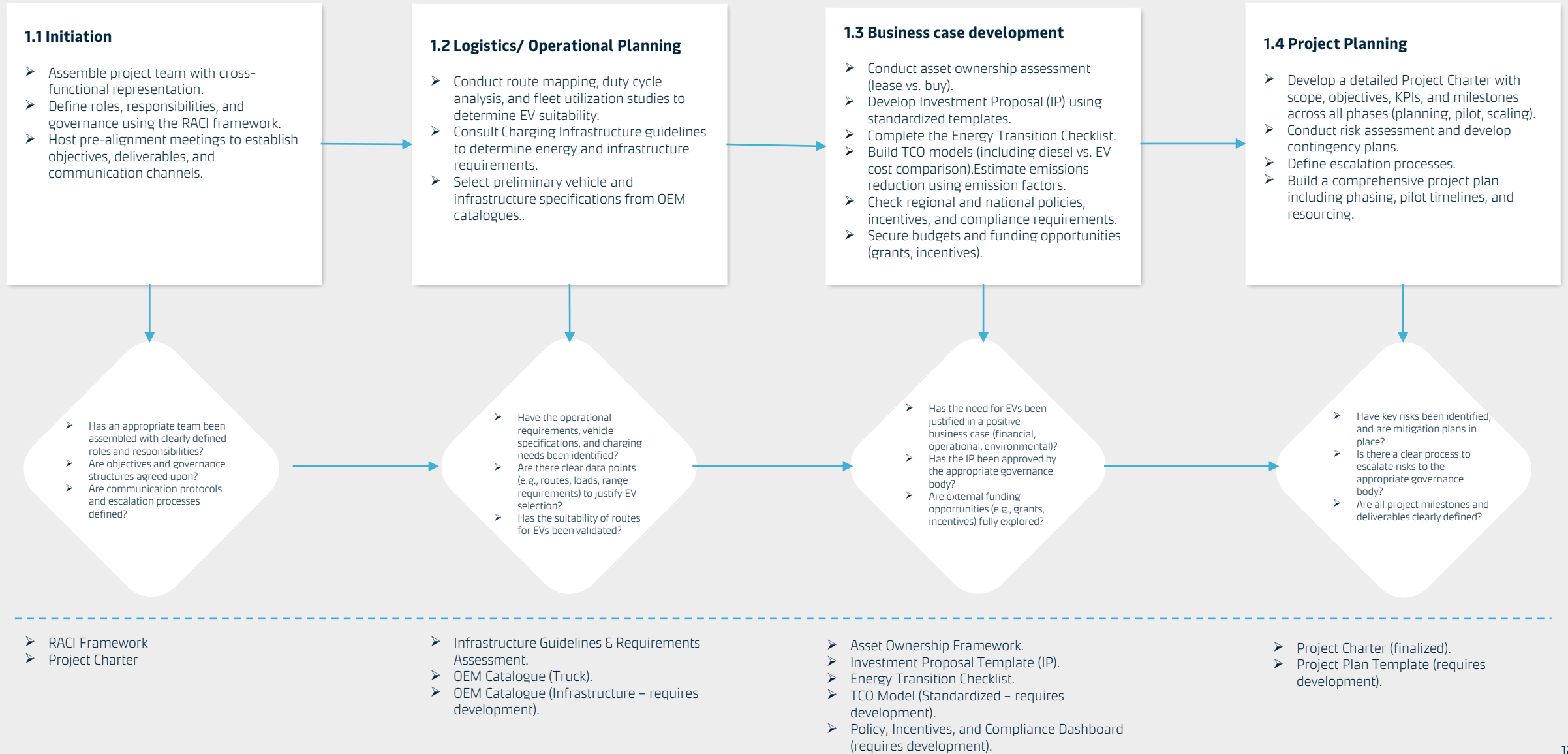
1.4 Project Plan:

- Project Charter developed:
 - Defined scope, objectives, KPI's and milestones for all phases (planning, pilot, scaling).
 - Risk assessment, contingency planning and mitigation strategies
 - Escalation process defined.
- Project plan developed. (inc. phasing/pilot period, resourcing etc..)

1.5 Stakeholder Engagement:

- Identify all relevant internal and external stakeholders (OEMs, Utilities, etc..).
- Develop a stakeholder engagement plan with roles and responsibilities.

EV Planning Phase Workflow



1.1 Initiation

Why it matters....

Initiation sets the foundation for the entire deployment by ensuring the right stakeholders are engaged early, roles are clearly defined, and objectives are aligned. Without this alignment, later phases risk delays, cost overruns, and stakeholder misalignment.

Critical Success Factors:

- Cross-functional engagement from day 1 (procurement, ops, finance, HSSE, sustainability).
- Clear governance structure (RACI defined early).
- Alignment on objectives and KPIs before moving to Step 1.2.

Insights and learnings from APM deployments:

- Early inclusion of external stakeholders (utilities, OEMs) reduces grid and permitting issues.
- APM learnings: Stakeholders brought in late caused misalignment and missed input in 80% of projects

Timeline and stakeholders:

- 2–3 weeks (team assembly: 1 week; RACI/governance: 1 week; alignment meetings: 1 week)
- Key Stakeholders:
 - Internal: Procurement, Operations/Delivery, Finance, HSSE, Sustainability, Sales, Legal, Marketing.
 - External: OEMs (vehicles & infrastructure), Utilities (grid capacity & upgrades), CPOs (site permitting), Warehouse landlords (infrastructure investments).
 - Decision-Makers: SteerCo or Advisory group defined during this step.

Risks and mitigations:

- Risk: Misaligned roles or late engagement.
 - Mitigation: Use RACI and pre-alignment workshops.
- Risk: Lack of senior sponsorship.
 - Mitigation: Confirm SteerCo or advisory team early.

Tools



Project Charter template



RACI template

(Insert) Timeline

Timeline graphic with current step highlighted so that user knows where they are in the process.

1.2 Logistics/Operational Planning

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Project Charter template



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Project Charter template



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2.0 Implementation phase

Objective: To prepare the infrastructure setup, procure vehicles, and ensure the organization is operationally ready for deployment.

Key Deliverables:

- ✓ Contracts with EV and charging equipment providers.
- ✓ Completed permits and prepared charging sites.
- ✓ Data collection and reporting established.
- ✓ Training logs and manuals.

Content Covers...

Qualifying Questions:

- Have procurement processes for vehicles and charging equipment been completed?
- Have all permits, inspections, and grid impact analyses been completed?
- Are charging sites prepared and grid capacity confirmed?
- Have data collection and reporting processes been established to enable performance monitoring?
- Have training programs been delivered to all relevant teams?

Tools, templates, SOPs, frameworks

➤ Existing:

- ✓ Procurement SOP.
- ✓ Charging Infrastructure guidelines.
- ✓ Data collection process and template.
- ✓ Cost tracking template.

➤ Requires Development:

- Site assessment report template.
- Standardised permitting and site preparation SOP.
- Training SOP.

Workflow Overview: Step-by-step breakdown of Implementation activities.

2.1 EV Truck Procurement:

- RFQ (3 OEMs); alternatively, engage with ASSP global RFQ team.
- Finalize vehicle specifications
- Award service agreement (Contracts).
- Execute order process and confirm lead times.
- Vendor performance monitoring.

2.2 Infrastructure Procurement:

- Engage with Charging Infrastructure Strategy program (EU only), otherwise:
- Consult Charging Infrastructure guidelines:
 - RFQ (3 CPOs).
 - Select charging infrastructure and finalize lead times (Contracts).
 - Conduct site assessments for charging installation (report).

2.3 Permitting and site preparation:

- Depending on CPO scope:
 - Secure permits for charging infrastructure.
 - Coordinate with utilities to confirm grid capacity and upgrades.
 - Conduct groundwork, cabling, and installations with third-party providers.

2.4 Data Collection & Reporting:

- Establish process (ET FBP) for collecting and reporting operational performance data (Inc. weather conditions?).

2.5 Training & Development:

- Deliver training for drivers and maintenance staff on EV operation and safety protocols.
- Conduct emergency response training.

2.6 Financial Planning & Budgeting:

- Enable cost-tracking (Post-IP reporting).

3.0 (Pilot) Execution phase

Objective: To validate operational and economic assumptions, test real-world performance, and gather insights to refine strategies for scaling.

Key Deliverables:

- ✓ Pilot deployment report with performance data and lessons learned.
- ✓ Updated operational and scaling strategies.
- ✓ Validation of KPIs and pilot success criteria.

Content Covers...

Qualifying Questions:

- Are vehicles deployed and charging infrastructure operational?
- Are KPIs and performance data being tracked effectively?
- Are drivers and technicians providing actionable feedback?
- What operational improvements can be made based on the pilot results?
- Have lessons learned been incorporated into scaling strategies?
- Are the reporting processes for emissions reduction and operational performance aligned internally?

Tools, templates, SOPs, frameworks

➤ Existing:

- ✓ Infrastructure deployment SOP
- ✓ KPI tracker

➤ Requires Development:

- Infrastructure deployment/commissioning SOP
- Charging schedule template.
- Load management protocols.
- EV commissioning/ testing protocol.
- Fleet management integration protocol.
- Interoperability testing protocol.
- Pilot Monitoring SOP.
- Lessons learned/Feedback SOP.

Workflow Overview: Step-by-step breakdown of Execution activities.

3.1 Infrastructure Deployment:

- Deploy and commission charging infrastructure (Hardware and Software).
- Establish charging schedules and load management protocols.

3.2 E-Truck Deployment:

- Commission vehicles and perform testing.
- Assign vehicles to predefined routes and monitor performance.

3.3 Technology Integration and operational readiness testing:

- Integrate fleet management systems with real-time monitoring tools.
- Conduct comprehensive pre-deployment testing for vehicles and infrastructure (Load tests, charging system performance, etc..)

3.4 Monitoring & Evaluation:

- Track KPIs (i.e. energy consumption, uptime, range, efficiency, weight, driver performance, Idle energy, regen. braking energy).
- Gather feedback from drivers and technicians.
- Identify lessons learned and adjust scaling strategies.

4.0 Scaling phase

Objective: To replicate the success of the pilot phase, scaling deployment across the fleet while ensuring long-term operational efficiency and sustainability.

Key Deliverables:

- ✓ Expand EV fleet size and charging infrastructure based on validated plans.
- ✓ A formalized, signed-off document outlining the scaling strategy, resource allocation, timelines, and compliance requirements.
- ✓ Optimize procurement, logistics, and infrastructure to reduce costs.
- ✓ Monitor ongoing operations and incorporate continuous improvements.
- ✓ Establish processes for long-term monitoring, reporting, and compliance

Content Covers...

Qualifying Questions:

- Are the lessons learned from the pilot phase effectively implemented in scaling strategies?
- Has the scaling plan been reviewed and formally signed off by leadership and key stakeholders, ensuring alignment with organizational objectives and resources?
- Are the fleet and charging infrastructure optimized to support expanded operations?
- Is real-time monitoring in place to track performance and identify inefficiencies?
- Are stakeholders aligned and actively engaged in supporting scaling activities?

Tools, templates, SOPs, frameworks

➤ Existing:

➤ Requires Development:

- Scalability assessment template
- Scaling SOP.
- Optimisation SOP.
- Continuous Improvement SOP
- Reverse deployment model.

Workflow Overview: Step-by-step breakdown of scaling activities.

4.1 Refine Scaling plan:

- Incorporate lessons learned from the pilot phase.
- Update operational, procurement, and infrastructure strategies to optimize performance and cost.

4.2 Develop and approve the Scaling Plan:

- Consolidate refined scaling plans into a formal document.
- Present to leadership and key stakeholders for review.
- Secure formal sign-off.

4.3 Expand fleet and infrastructure deployment:

- Expand charging infrastructure to new sites.
- Deploy additional EV trucks.

4.4 Optimise Logistics and charging strategies:

- Improve vehicle utilization, routing, and charging schedules.

4.5 Continuous Improvement:

- Use data insights to refine operations and infrastructure deployment.
- Develop long-term monitoring and reporting processes.

Working Documents

Notes – Tool, database, framework summary

Name	Type	Status	Location/Link	Owner/Lead	Development Status	Criticality	Description
RACI Framework	Framework	Existing	To Be Defined	N/A	Complete	High	Defines roles and responsibilities for stakeholders across the deployment phases.
Charging Infrastructure guidelines	Guidelines	Existing	To Be Defined	ASSP	Complete	High	Outlines requirements for EV infrastructure deployment, right sizing, including energy assessments etc... Provides technical and operational guidance for deploying EV charging infrastructure.
TCO Model	Tool	Existing	To be Defined	ASSP	Complete	High	
OEM catalogue (Truck)	Tool	Existing	To Be Defined	ASSP	Complete	High	Provides specifications and vendor information for approved EV truck manufacturers.
OEM catalogue (Infrastructure)	Tool	Requires Development	To Be Defined	ASSP	Pending	High	Provides specifications and vendor information for approved Infrastructure manufacturers and CPOs.
Asset ownership framework	Framework	Existing	To Be Defined	Asset Right	Complete	Medium	Defines ownership models for L&S assets.
IP Template, SOP, and ET Checklist	SOP/Checklist	Existing	To Be Defined	landside Finance	Complete	Medium	Standard operating procedures and checklist for Investment proposals related to L&S. Dedicated Energy Transition addendum.
Project charter	Template	Existing	To Be Defined	N/A	Complete	Medium	Standard template for defining project scope, objectives, risks, and milestones.
Procurement SOP	SOP	Existing	To Be Defined	ASSP	Complete	High	Standard operating procedures for procuring EV trucks and charging infrastructure.
Data collection process	Tool	Existing	To Be Defined	ET Finance	Complete	High	Outlines how to collect, store, and report operational data during deployment.
Cost tracker	Template	Existing	To Be Defined	landside Finance	Complete	Medium	Tracks costs and budgets for EV deployment.
KPI tracker	Tool	Existing	To Be Defined	N/A	Complete	High	Tracks key performance indicators (KPIs) such as energy efficiency, uptime, and operational costs.
Reverse deployment model	Tool	Requires Development	To Be Defined	Energy Transition Execution	Pending	Medium	Tool for analysing asset requirements, utilization rates, and deployment efficiency.
Policy, Incentives and compliance dashboard	Dashboard	Requires Development	To Be Defined	ASSP	Pending	High	Consolidates information on regulations, incentives, and compliance across regions.

Notes – Tool, database, framework summary

Name	Type	Status	Location/Link	Owner/Lead	Development Status	Criticality	Description
Subsidy strategy	Toolkit	Requires Development	To Be Defined	ET Finance	Pending	Medium	Guides teams on identifying and partnering to apply for subsidies and grants.
Project plan	Template	Requires Development	To Be Defined	PMO	Pending	High	Detailed project plan, including indicative timelines, dependencies, and deliverables.
Stakeholder ecosystem plan	Framework	Requires Development	To Be Defined	Vendor Management	Pending	High	Maps and defines stakeholder roles, responsibilities, and engagement strategies.
Site assessment report	Template	Requires Development	To Be Defined	CPO/ Operations	Pending	High	Standardized template for assessing potential EV infrastructure sites.
Standardised permitting & site prep SOP	SOP	Requires Development	To Be Defined	CPO/ Operations	Pending	High	Procedures for obtaining permits and preparing sites for infrastructure deployment.
Training SOP	SOP	Requires Development	To Be Defined	Delivery	Pending	High	Standard procedures for training drivers, technicians, and operations teams on EV systems.
Infrastructure deployment/commissioning SOP	SOP	Requires Development	To Be Defined	CPO/ Delivery	Pending	High	Standard procedures for deploying and commissioning charging infrastructure.
Charging schedule	Template	Requires Development	To Be Defined	Delivery/ Dispatch	Pending	Medium	Template for planning and optimizing EV charging schedules.
Load management	Protocol	Requires Development	To Be Defined	CPO	Pending	Medium	Guidelines for managing electrical loads to optimize grid usage during charging.
EV commissioning/testing	Protocol	Requires Development	To Be Defined	Delivery	Pending	High	Steps for commissioning and testing EV trucks before deployment.
Fleet management integration	Protocol	Requires Development	To Be Defined	Delivery/ Dispatch	Pending	Medium	Steps for integrating EVs into existing fleet management systems.
Interoperability testing	Protocol	Requires Development	To Be Defined	Delivery/ Dispatch	Pending	High	Guidelines for ensuring interoperability between EVs and charging infrastructure.
Pilot Monitoring	SOP	Requires Development	To Be Defined	Product	Pending	High	Procedures for monitoring and evaluating pilot deployments.
Lessons Learned/Feedback SOP	SOP	Requires Development	To Be Defined	Product	Pending	Medium	Captures and analyses feedback from deployment phases to improve processes.

Notes – Tool, database, framework summary

Name	Type	Status	Location/Link	Owner/Lead	Development Status	Criticality	Description
Scalability assessment	Template	Requires Development	To Be Defined	Product	Pending	High	Template for evaluating the scalability of EV deployment strategies.
Scaling SOP	SOP	Requires Development	To Be Defined	Product/ Procurement	Pending	High	Procedures for expanding EV deployment from pilots to full-scale operations.
Optimisation SOP	SOP	Requires Development	To Be Defined	Product/ Delivery	Pending	Medium	Guidelines for optimizing EV operations, including fleet utilization and charging.
Continuous Improvement SOP	SOP	Requires Development	To Be Defined	Product/ Delivery	Pending	Medium	Framework for ongoing monitoring and improvement of deployment processes.