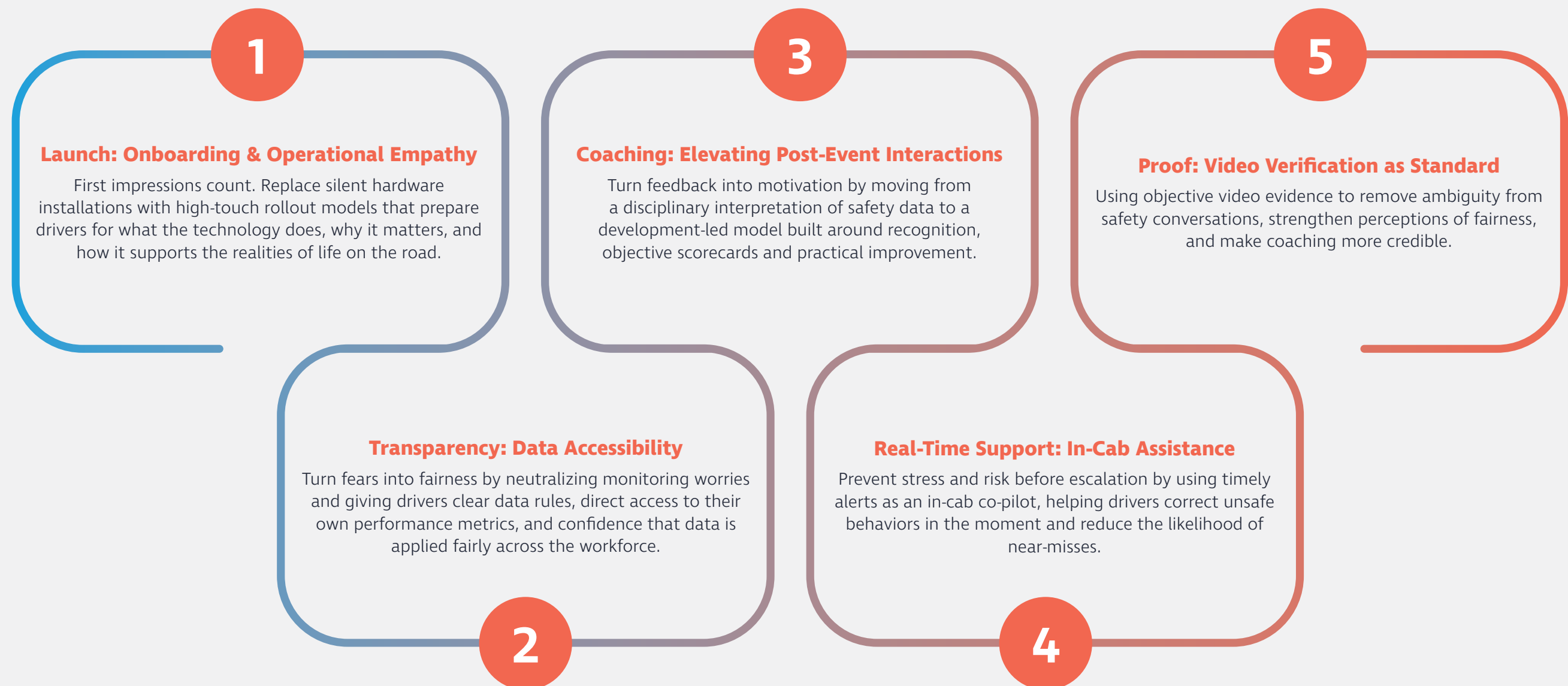




Mobilizing the Future of Fleets Report 2026 Driver Coaching Edition

A Framework For Fleet Driver Safety Program Adoption



Foreword

The Human Element in Fleet Safety Technology

An executive blueprint based on direct driver research, focused on improving acceptance and motivation around safety technology adoption.

The long-term commercial value of advanced safety technology is determined before any camera is installed in a cab. Successful rollout depends not only on the quality of the technology, but on the care taken to engage the employees most affected by it: drivers. That means recognizing the different needs of experienced employees, new recruits, and those entering the industry for the first time.

By surveying professional drivers across global fleets, our research has revealed some telling truths. Drivers are three times more likely to view technology-enabled coaching and performance feedback as highly effective when their employer clearly explains how the technology will be introduced and used. In fact, for drivers who felt their initial onboarding was lacking, future training effectiveness falls drastically to just 19%.

Just as vehicles go from A to B, people must also be taken on the journey to welcome any adoption of new technology into their scope of work – particularly one that so closely monitors performance and behavior. New technology without warning is more likely to be met with resistance. When drivers understand why the technology is being introduced, how their data will be used, and how coaching will support rather than penalize them, adoption becomes far more achievable.

This report examines the action gap in fleet management: safety technology is often implemented as a hardware project when it should be treated as a people-led operational change. True success requires trust to be established early, then reinforced through clear data rules, supportive coaching and consistent feedback.

When fleets don't undertake sufficient stakeholder planning, miss key communication and demonstration milestones, and don't build transparent, fair, and supportive data management frameworks, technology can contribute to driver turnover, exacerbating the industry's costly retention challenge.

The following framework gives each part of the driver experience a clear role: launch, transparency, coaching, real-time support and proof. By following these pillars, fleets can optimize their use of safety technology and see tangible retention improvements.



Alain Samaha

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Chief Executive Officer
Teletrac Navman

LAUNCH: ONBOARDING & OPERATIONAL EMPATHY

Drivers Are 3x More Likely
to View Coaching as Highly Effective
When They're Onboarded Properly

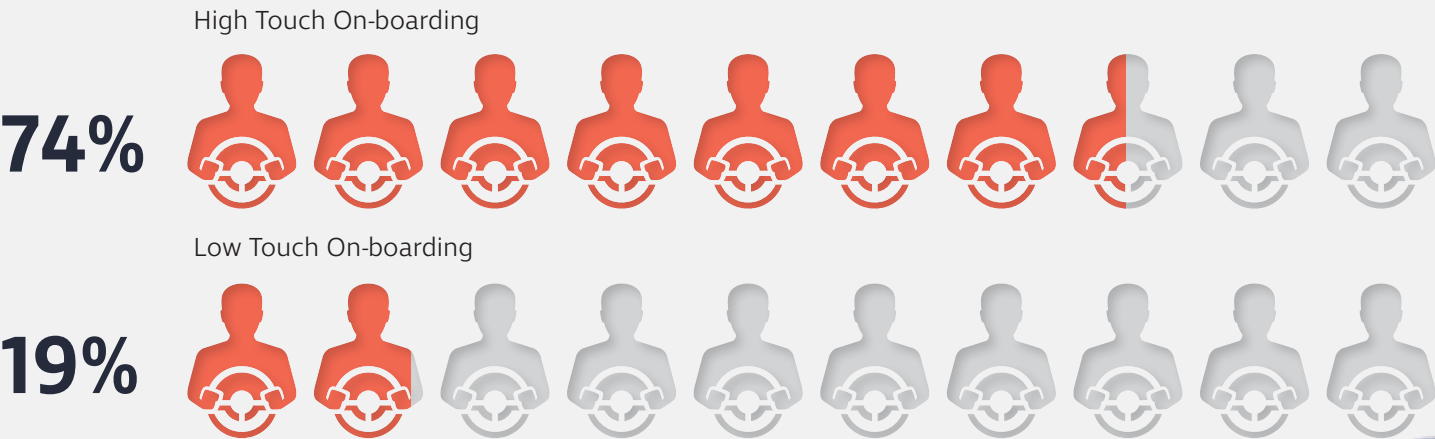
Preparing Drivers Properly

Onboarding is the critical turning point for driver trust in any safety rollout. It determines whether drivers view the new system as a tool to support their role or as unexplained oversight imposed from above.

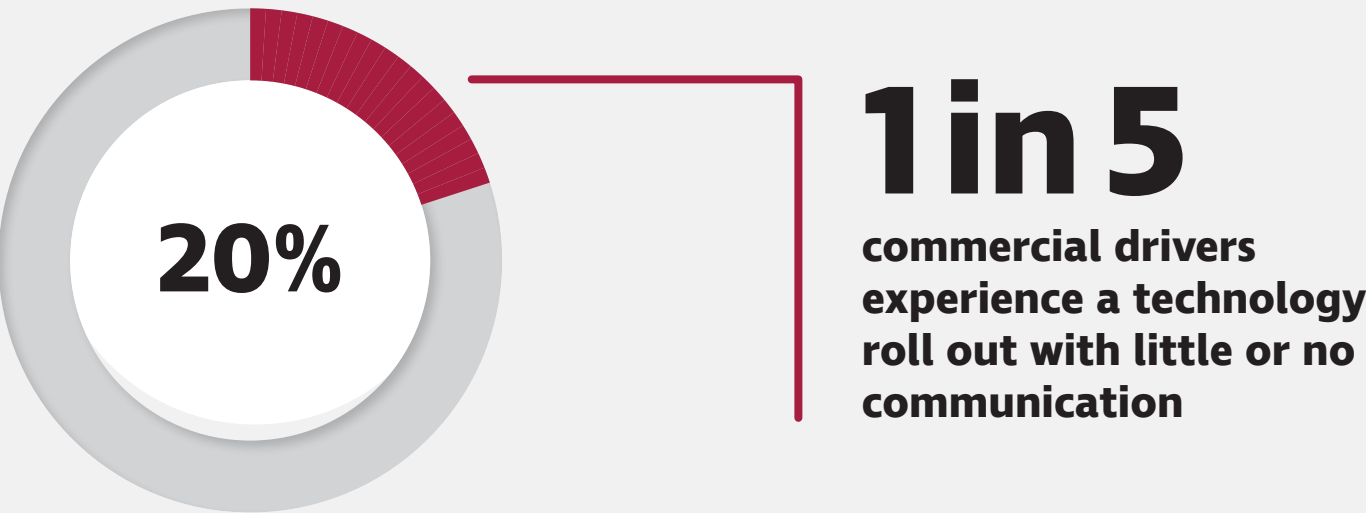
Drivers are 3 times more likely to view coaching and feedback as highly effective when they are onboarded properly (74%), compared to those who felt their initial preparation was lacking (19%). Further, 1 in 5 (20%) of all drivers surveyed said technology was installed in their vehicles with little or no communication from management.

Multiple communication milestones are therefore vital. Fleets need to explain what is changing, why it is changing, where the technology will be used, when drivers will experience it, and how it will affect their day-to-day work. Silent installations create immediate barriers that can take months to remove, if they can be removed at all.

% of drivers that view coaching to be highly effective



Communication for Technology Rollout



Blending Human Interaction and Technology for Effective Onboarding

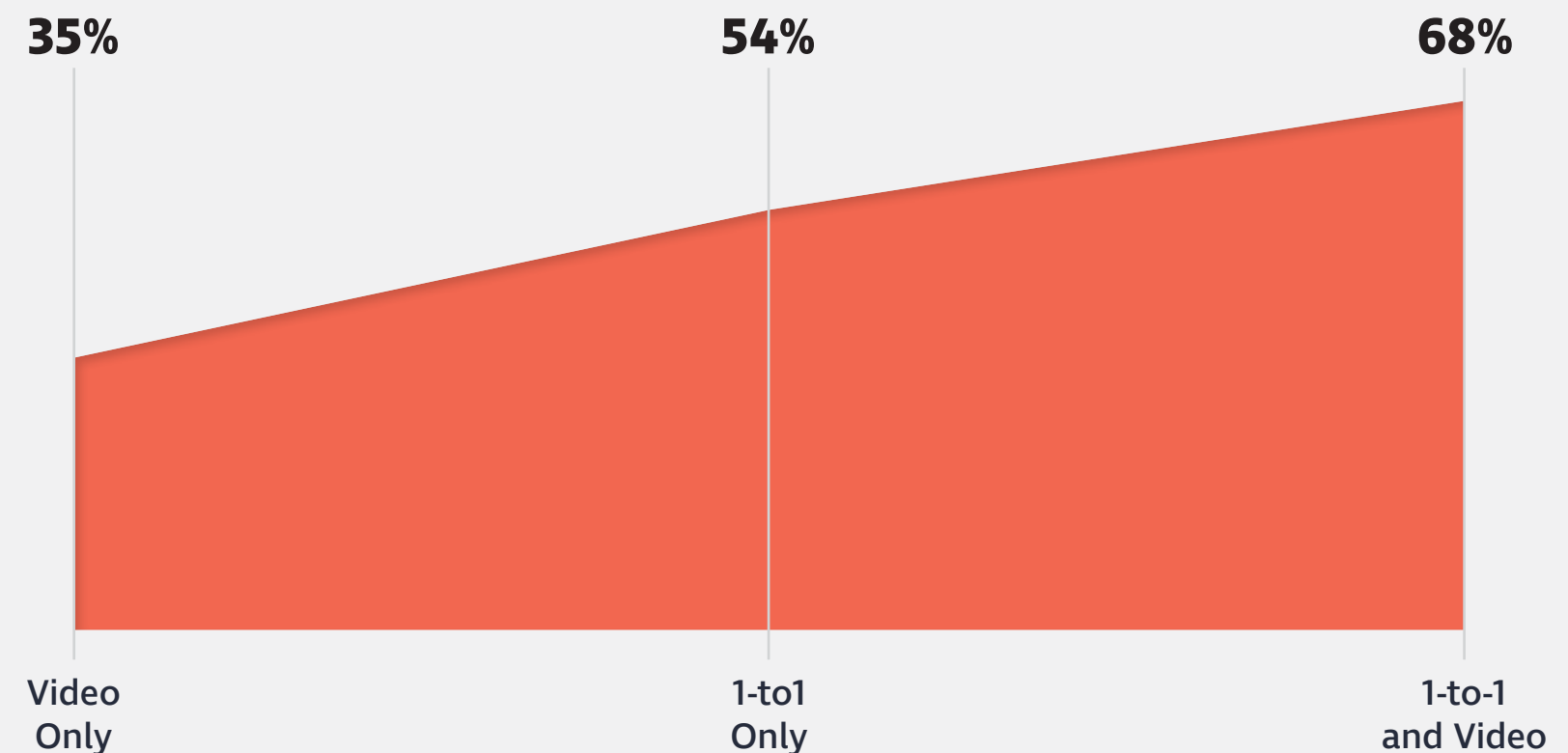
The research uncovered a clear hierarchy of effectiveness when it came to the blend of training delivery methods for drivers who felt they were “very well” prepared.

1-to-1 + Video Guidance: 68% of drivers who received a high-touch combination of human 1-to-1 explanations and video or written guidance felt exceptionally well-prepared.

1-to-1 Only: 54% of drivers felt well-prepared when given a personal 1-to-1 explanation but lacked supporting media assets.

Video/Written Only: Just 35% of drivers felt well-prepared when handed video or written guidance in isolation, with little or no human follow-up.

% of drivers who felt very well prepared by onboarding approach



This demonstrates that operators must move away from ‘tick-a-box’ compliance, as driver preparedness is directly impacted. Human interaction remains paramount during any rollout. Personalized, one-to-one coaching supported by video or written guidance is the gold standard. It allows managers to adapt explanations to individual concerns, provide timely reassurance, and answer questions before uncertainty turns into resistance. Consequently, managers themselves require proper preparation, meaning fleets must treat onboarding as a holistic operational process.

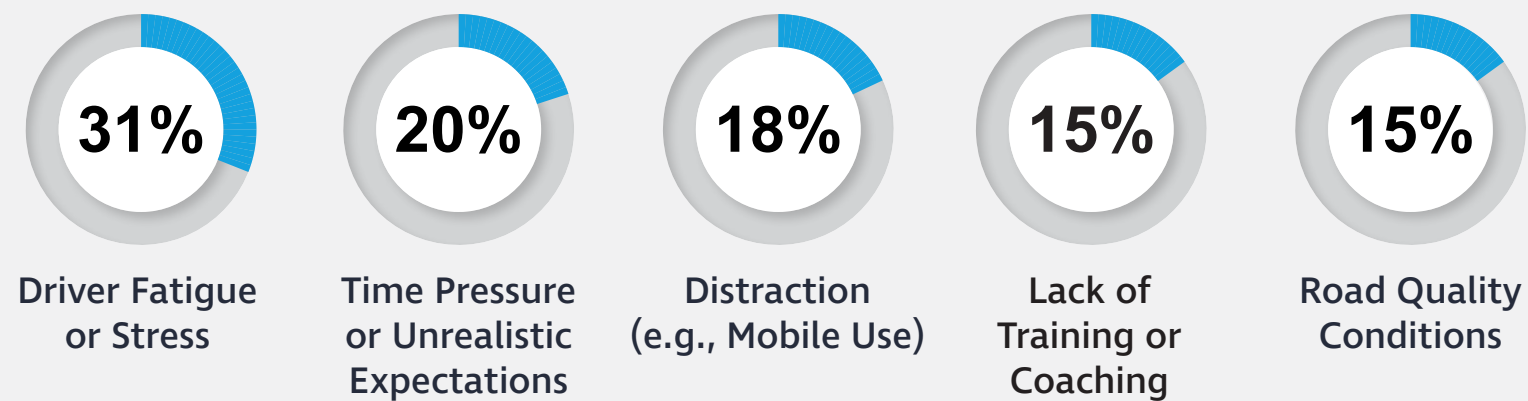


The Drivers' Perspectives on the Root Causes of Risk

Road networks are becoming increasingly complex, and the number of potential hazards is increasing, with clear impact on drivers. 31% of respondents state fatigue or stress as the number one root cause of risk on the road, with a further 20% of drivers revealing time pressures or unrealistic delivery expectations as a major contributor.

This is where managers need to show empathy for the reality facing their drivers. The data should help identify the pressures behind risk, not simply record the signals. When fleets use insight to adjust expectations, schedules or work patterns, drivers are more likely to see technology as part of a supportive culture.

Driver perspective on the root cause of risk (% of driver responses)



The Retention ROI

The Launch Experience

30% of drivers state that clear evidence showing technology is used to protect them, not just watch them, would actively encourage them to stay with their current employer.

Technology installation with effective onboarding that combines a blended approach of human interaction and technology demonstration, reduces the risk of driver resistance and, ultimately turnover.

TRANSPARENCY: DATA ACCESSIBILITY

Providing Easy Access
to Safety Data Would
**Improve Trust for
47% of Drivers**

The Perception of Monitoring Over Protection

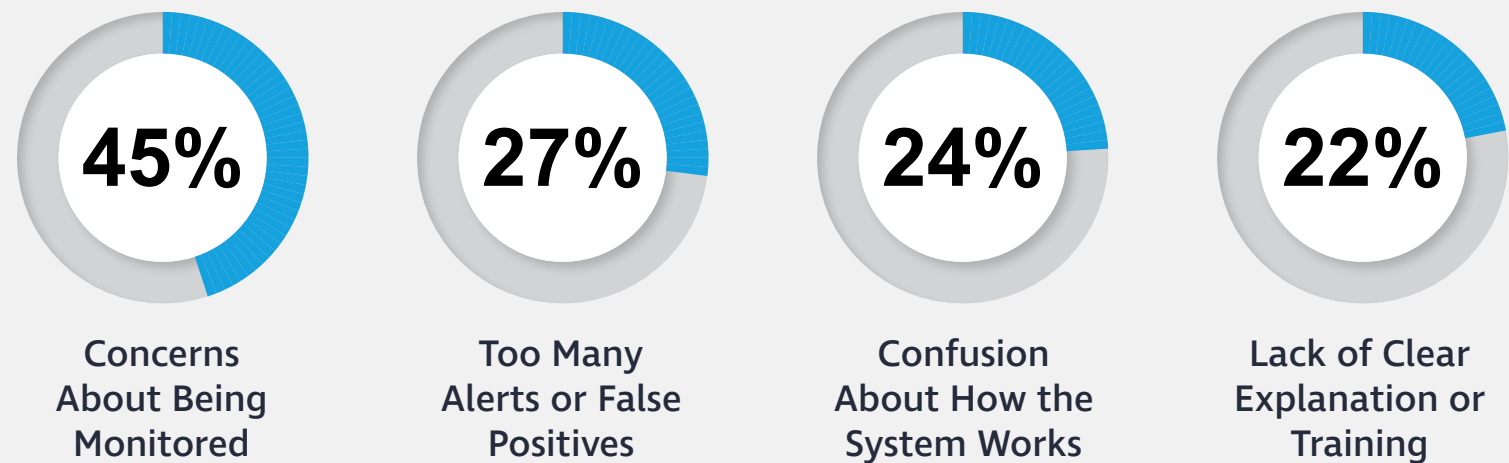
Driver mistrust often continues after implementation because the rules of data use remain unclear. The issue is not a rejection of safety improvement; it is uncertainty over whether the technology will be applied fairly.

With monitoring the top concern for drivers (45%), it is evident that safety technology, particularly cameras, can be interpreted as unnecessary observation if fleets do not clearly define its purpose. Transparency is what turns monitoring into protection.

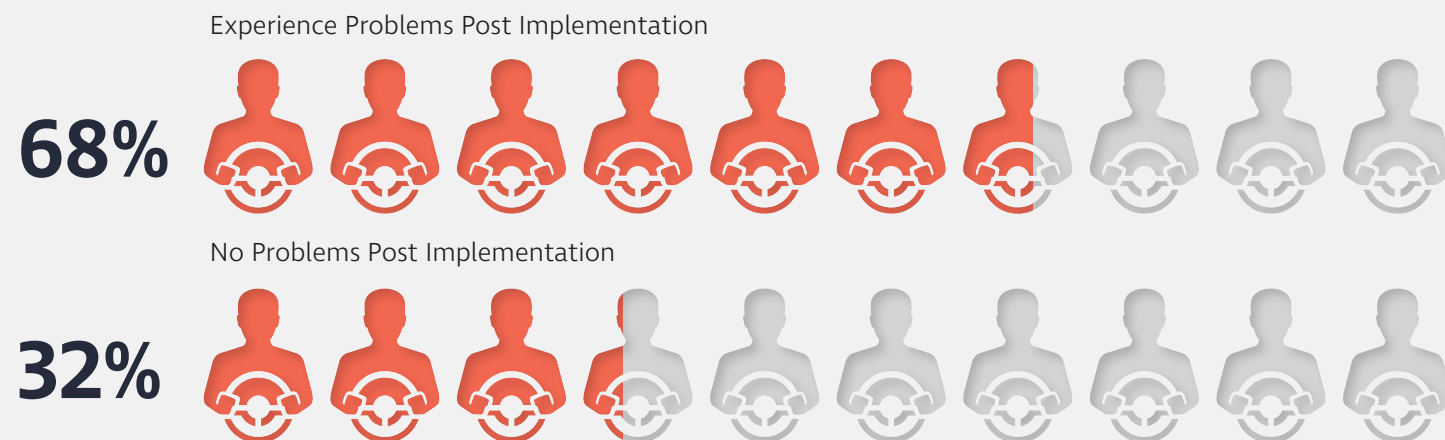
This is further compounded by operational friction, with 24% of drivers highlighting that they are confused about how the system is meant to work. When drivers are already stressed or fatigued, unexplained alerts can feel like an additional distraction rather than a useful safeguard.

Moreover, with just 32% reporting that they experienced no rollout issues, more than two-thirds (68%) experienced immediate problems linked to ineffective onboarding.

Top causes of post implementation friction (% of driver responses)



% of drivers experiencing problems post implementation



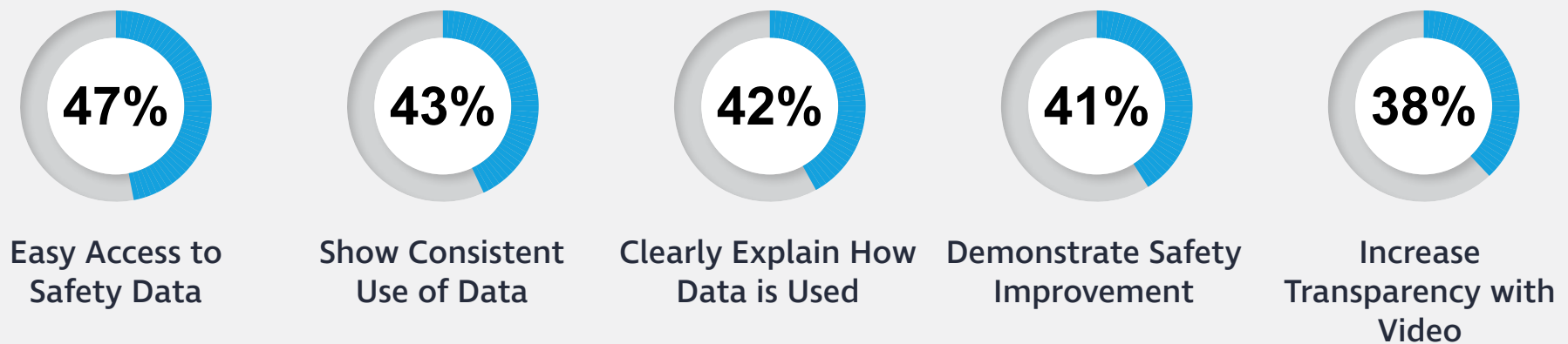
Rebuilding Trust Through Direct Data Access

If an operator finds itself in a difficult position with its drivers, providing visibility of personal data is essential to rebuilding trust. Drivers are not anti-technology, but they will be skeptical if there is not transparency around data processing and management, and how it will affect them.

The data shows that driver confidence improves significantly when they have clear visibility: 47% state that the ability to view their own data easily would build their trust, while 43% emphasize the importance of fair and consistent use of data across all drivers. Driver apps are a highly practical access route for this, with 60% of drivers highlighting apps as their preferred option. Always-on visibility reassures drivers about what is being captured, while clear rules of engagement explain why data points matter and how they will inform constructive conversations with managers.

Used well, driver apps make a tangible difference in technology adoption. They give drivers the transparency they want to allay monitoring fears and a way to check their own performance, and in turn increase active usage of the system. They also help drivers understand the evidence behind feedback and hold the organization to the same standards of fairness it expects from them.

Top ways to build driver confidence in safety technology (% of driver responses)



The Retention ROI

Giving Drivers Control

33% of drivers list “fair and supportive management” as a top factor encouraging them to stay with their fleet.

With monitoring the top concern for 45% drivers, fleets that make data visible and accessible and explain its use creates a stronger basis for adoption by providing a fair and modern workspace.

COACHING: ELEVATING POST-EVENT INTERACTIONS

51% of Drivers Receive Recognition
for Positive Driving Actions

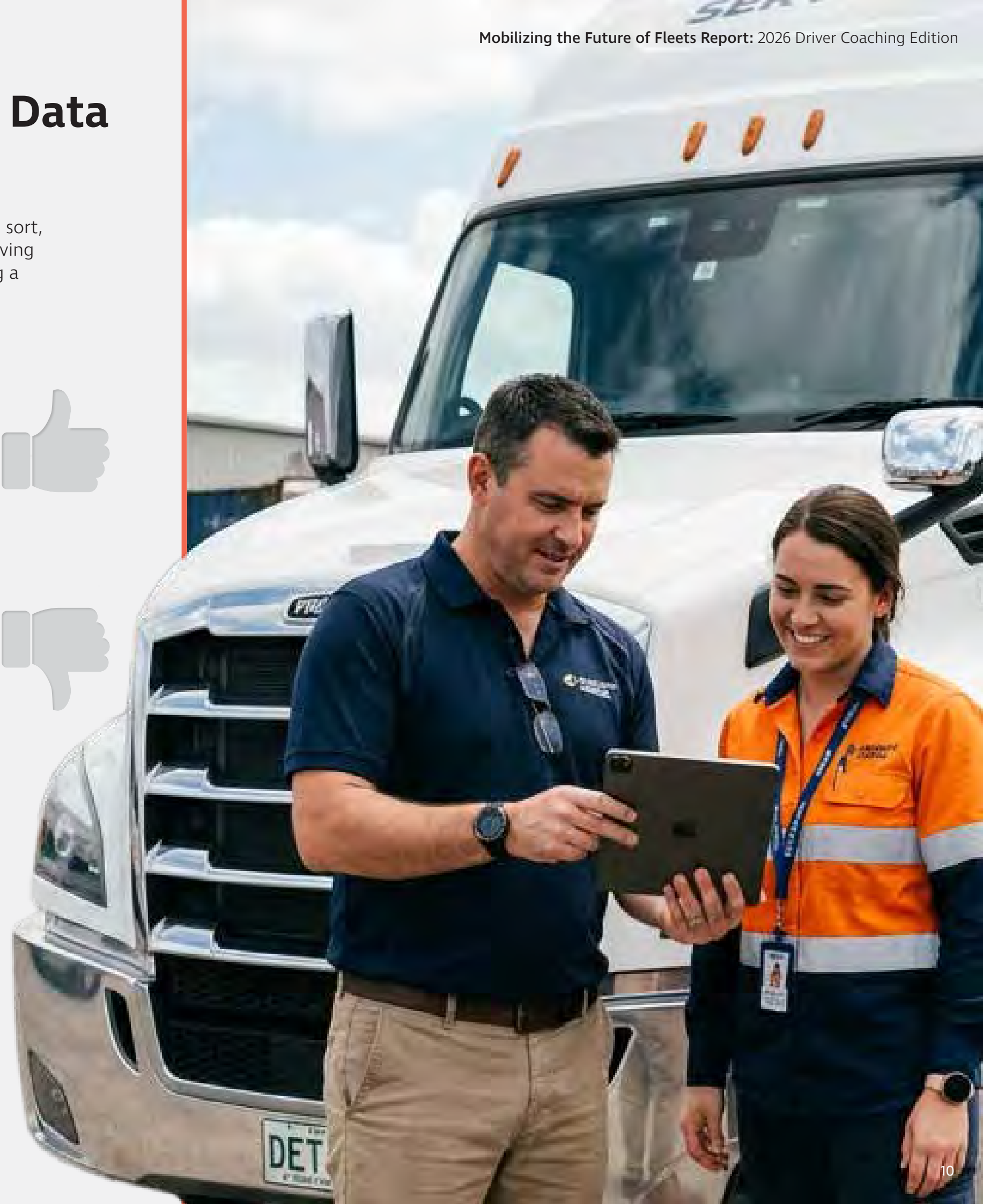
Setting the Parameters for How Data Informs Coaching

When it comes to coaching, 99% of drivers confirm they receive feedback of some sort, proving a baseline training infrastructure already exists. However, 51% report receiving positive recognition compared to 32% who receive disciplinary action, highlighting a significant split in how the infrastructure is utilized.

The split between positive recognition and disciplinary action



The opportunity here is for fleets to reassess how they structure and deliver feedback. While over half of the industry has successfully transitioned to a modern, supportive coaching model, nearly a third of fleets are still deploying legacy, compliance-driven methods. Disciplinary action should be reserved for misconduct, not everyday mistakes. Coaching should help drivers understand what happened, what can change and how progress will be recognized.





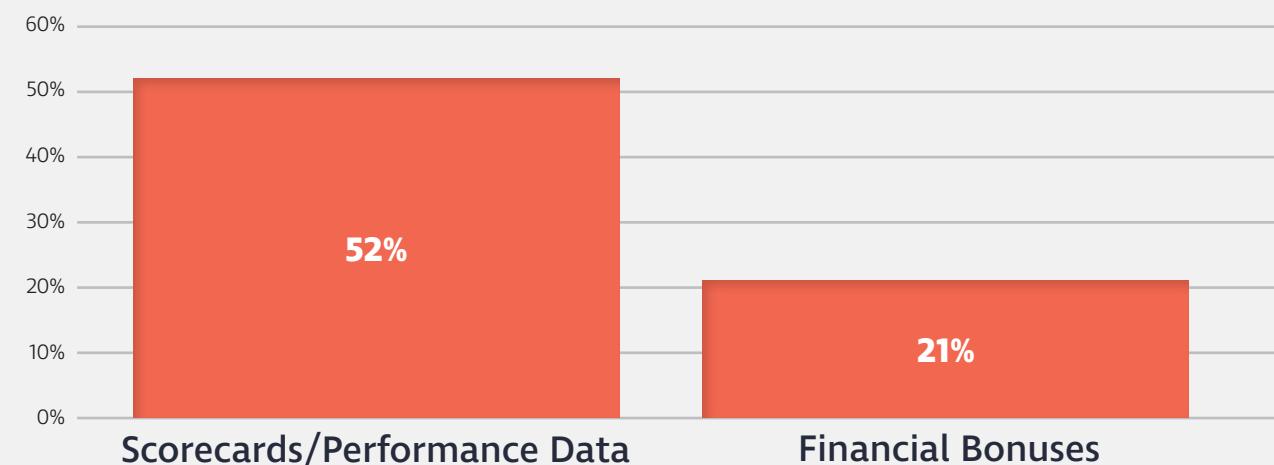
Motivating Drivers in the Right Way

Safety technology should operate as a development tool, which makes the tone and structure of coaching critical. Driver performance can be positively influenced through scorecards: 52% of drivers say detailed performance breakdowns and visible scorecard improvement have the greatest impact on their driving style. This is significantly ahead of purely financial motivators (21%) showing that drivers are professionals that take personal pride in their performance and progress data, rather than transactional bonuses.

Operators that frame coaching around improvement and recognition, rather than threat-based discipline, are more likely to build motivation and sustained behavior change.

Video evidence can strengthen this process when it is used to support the coaching conversation. 55% of drivers say reviewing raw event data alongside video clips is an effective coaching method, compared with 39% without video. This highlights that drivers need to see objective visual evidence to self-correct and improve, rather than simply being told what they did wrong.

The greatest impact on driving style (% of driver responses)



The Retention ROI

The Power of Praise

37% of drivers state that “more recognition for good driving” is a significant factor keeping them at their company.

Drivers are not leaving because scorecards or dashcam clips exist; they are leaving when those tools are used poorly. Operators that turn feedback into recognition and practical development can make coaching a retention asset rather than a source of frustration.

REAL-TIME SUPPORT: IN-CAB ASSISTANCE

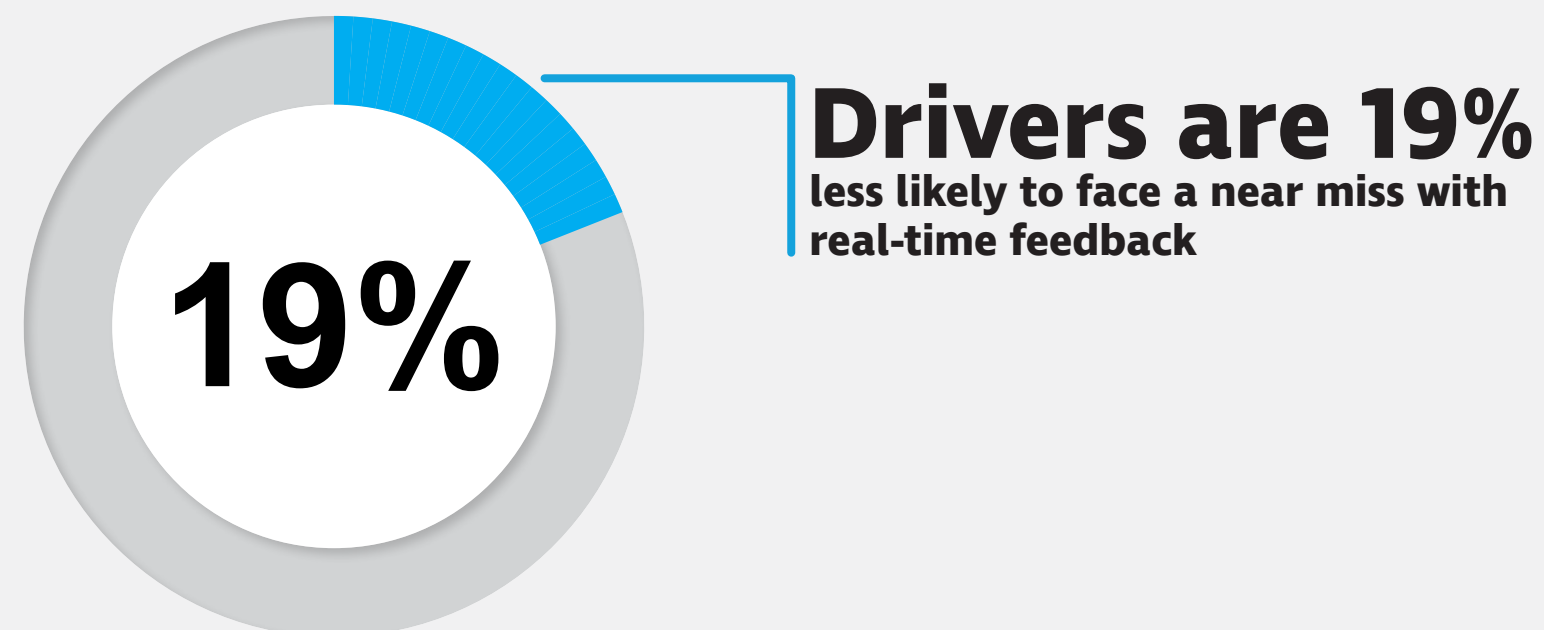
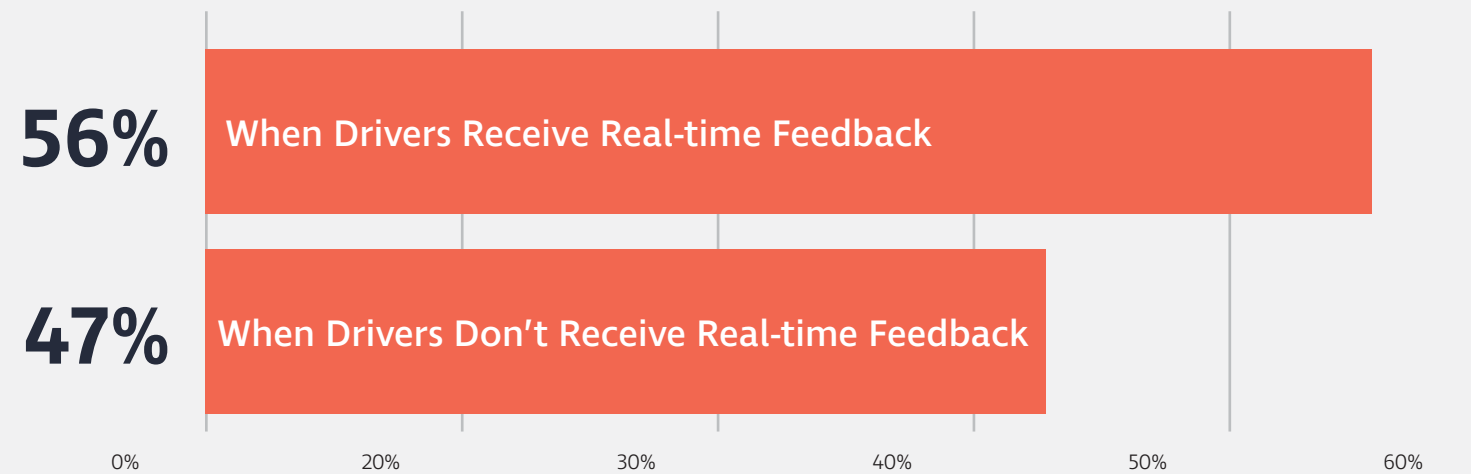
1 in 5 Drivers are Less Likely to Experience
a Near Miss with Real-time Feedback

Proactive Safety & Live Feedback

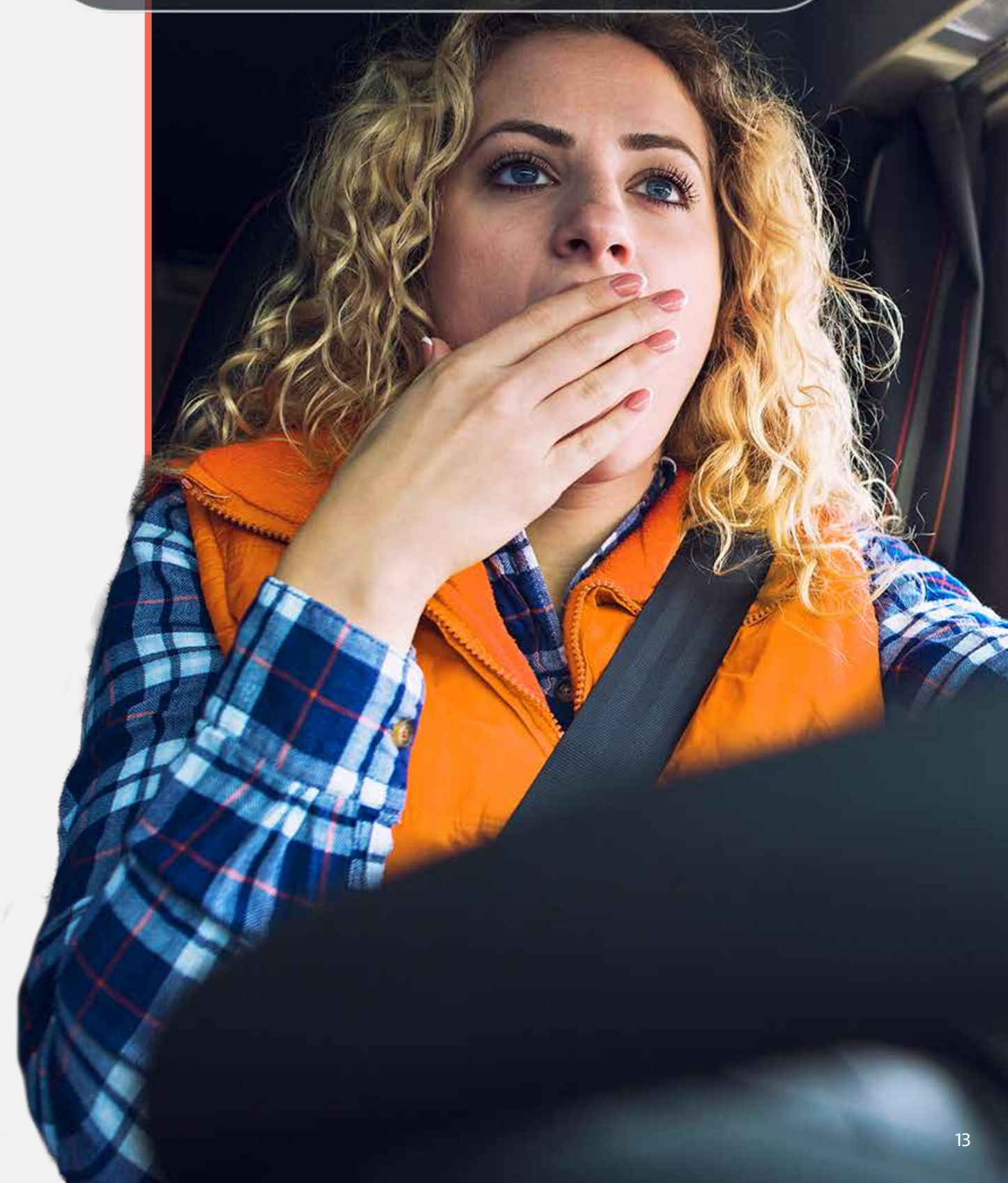
The data shows the value of feedback delivered in the moment. 56% of drivers who receive real-time in-cab coaching rarely experience a near miss, compared with 47% of those without real-time alerts in place. That difference – almost 1 in 5 are less likely to experience a near-miss – highlights the benefit of not just reviewing video clips days after an event but helping drivers correct risky behaviors in the moment before they escalate, supporting a reduction in claims.

While additional training may still be needed, relying solely on post-shift coaching means risky behavior may only be addressed after a near miss or collision has already occurred. For operators, that delay can increase costs through insurance premiums, vehicle repairs, downtime and driver absence.

% of drivers that rarely experience a near miss incident



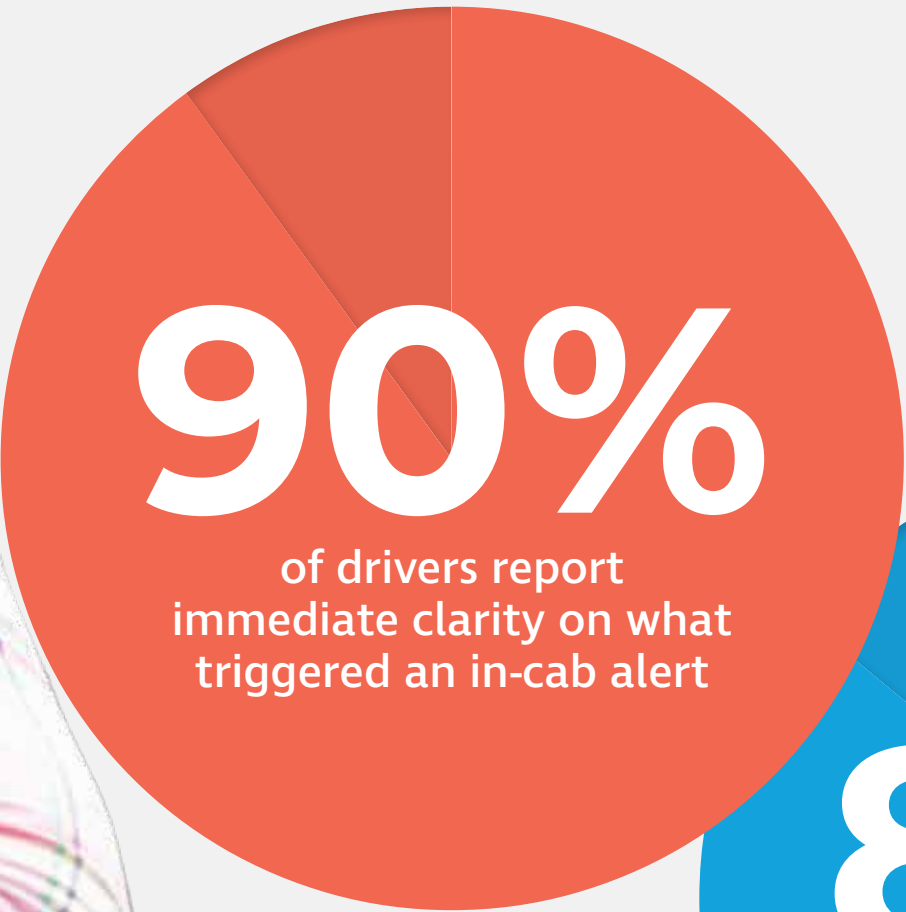
Fatigue Detected



Building Operational Confidence

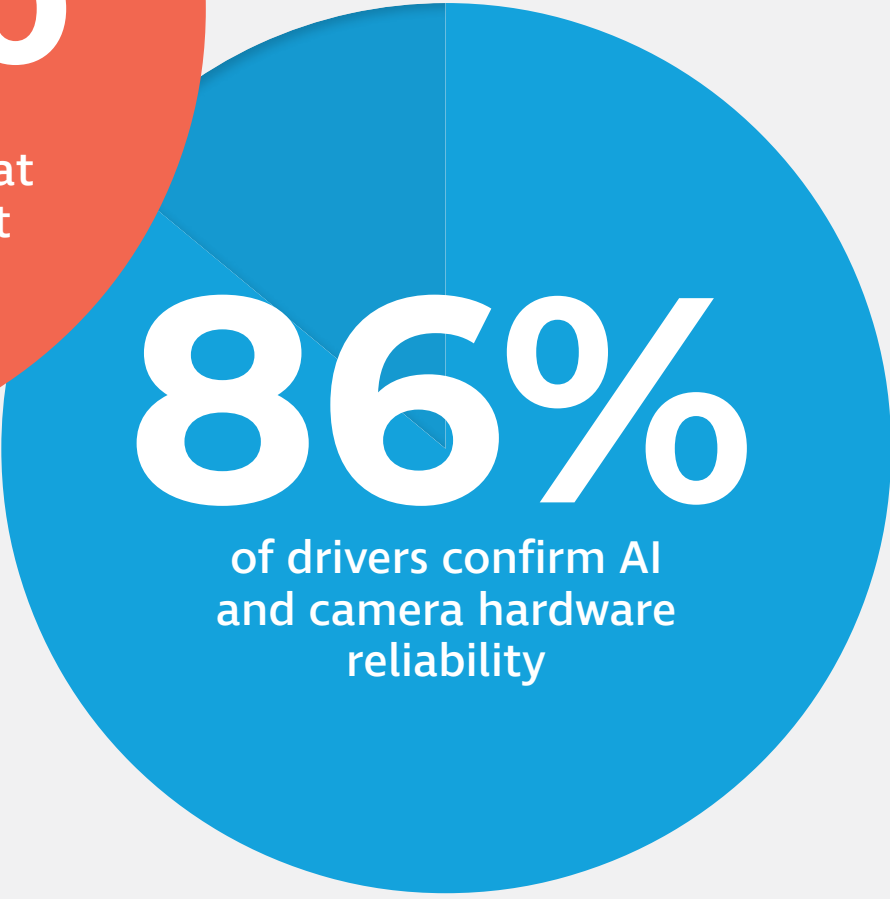
There is also a strong connection between what in-cab alerts identify and whether drivers recognize the behavior being flagged. 90% of respondents say they know exactly what has triggered an alert in the moment. That recognition matters: when drivers know why an alert was triggered, they trust it which builds operational confidence, and are better placed to act on it which helps to reduce on-the-road anxiety.

Further to this, 86% of drivers believe AI-enabled and camera-based systems are reliable. That reliability supports confidence in the system and helps new safety protocols feel more collaborative, particularly when alerts are accurate, timely and easy to understand.



90%

of drivers report
immediate clarity on what
triggered an in-cab alert



86%

of drivers confirm AI
and camera hardware
reliability

The Psychological & Professional Toll of Road Events

Accidents and collisions can affect a driver's confidence as well as a business's bottom line. More than a third (38%) of drivers suffer increased stress or anxiety after a negative event, and 17% report a reduction in confidence.

This is particularly important given that 25% of respondents were concerned a negative event could lead to the loss of their license, while 20% feared formal disciplinary action, and 17% were concerned about financial penalties.

This is why delayed incident identification and coaching can have such a detrimental effect. Drivers returning to the cab with eroded confidence, or second-guessing decisions due to feeling more anxious, may face a higher risk of future incidents. Choosing the right safety system with real-time capabilities, and building trust in it, is therefore imperative for driver wellbeing as well as operational performance.

The psychological and professional toll of road events (% of driver responses)



The Retention ROI

Reducing Stress on the Road

38% of drivers experience immediate stress following an on-road incident.

Any road incident is stressful for both the driver and the operator. Delays in assessment can amplify that stress. Real-time alerts can act as a practical buffer, helping drivers self-correct before small risks become larger events and reducing one of the pressures that contributes to churn.

PROOF: VIDEO VERIFICATION AS STANDARD

Drivers are 40% More Likely to
Perceive Coaching as Very Effective
When Video and Data are Included

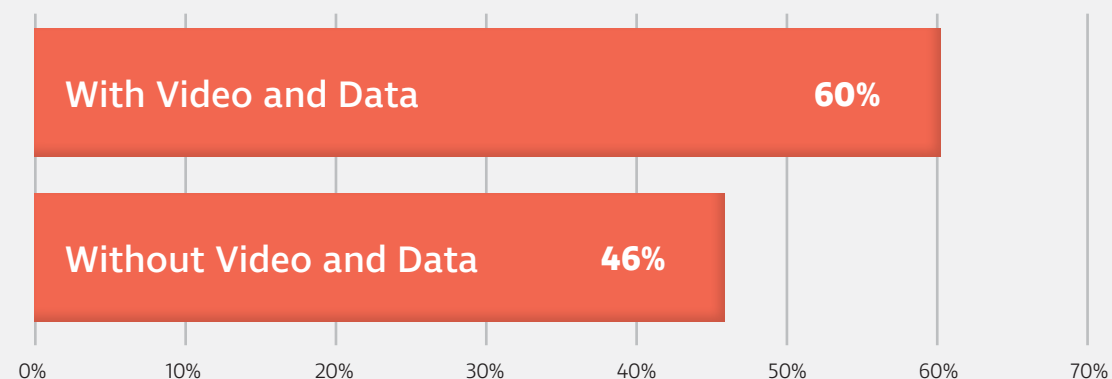
Increasing the Data Points to Aid Conversations

86% of drivers believe their organization uses driving data to provide helpful support, which suggests operators have a positive foundation to build conversations around.

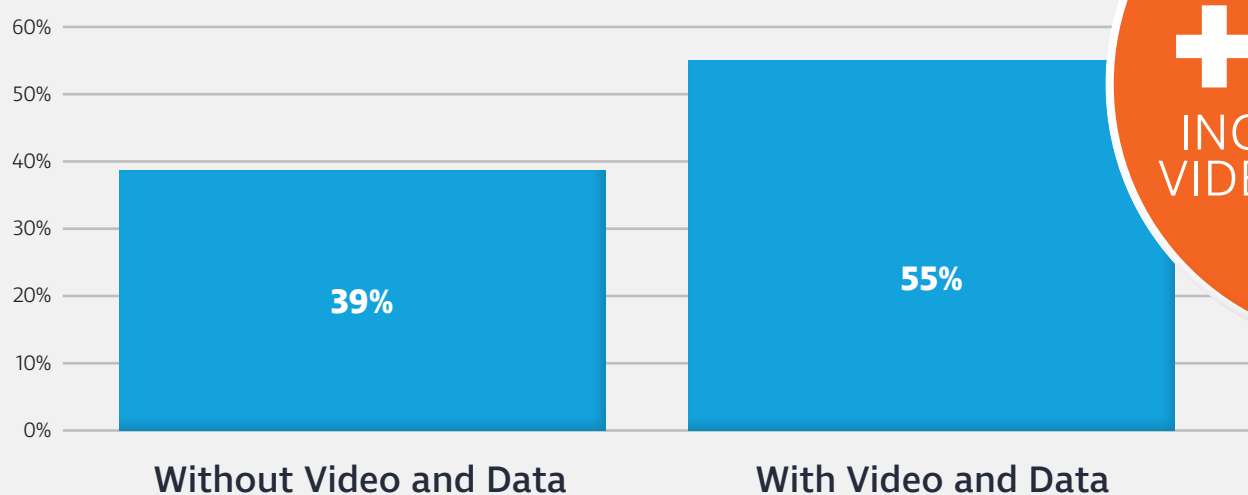
However, the perception of how fair those conversations are varies considerably, and that is especially true when video is incorporated into driver reviews. 60% of drivers report that feedback is fair and consistent when video and data are incorporated into coaching, compared with 46% when video is omitted and conversations are based on conjecture.

The inclusion of video and data also increases the driver's perception of coaching being "very effective" by 40% (from 39% to 55%), which shows that drivers are not just tolerating video verification; they are finding it useful and acting on what they see, with. Even if a driver is at fault, the behavior that led to any incident can be easily identified and eradicated through a positively framed coaching program. Used well, video removes ambiguity, strengthens fairness and supports a more positive safety culture.

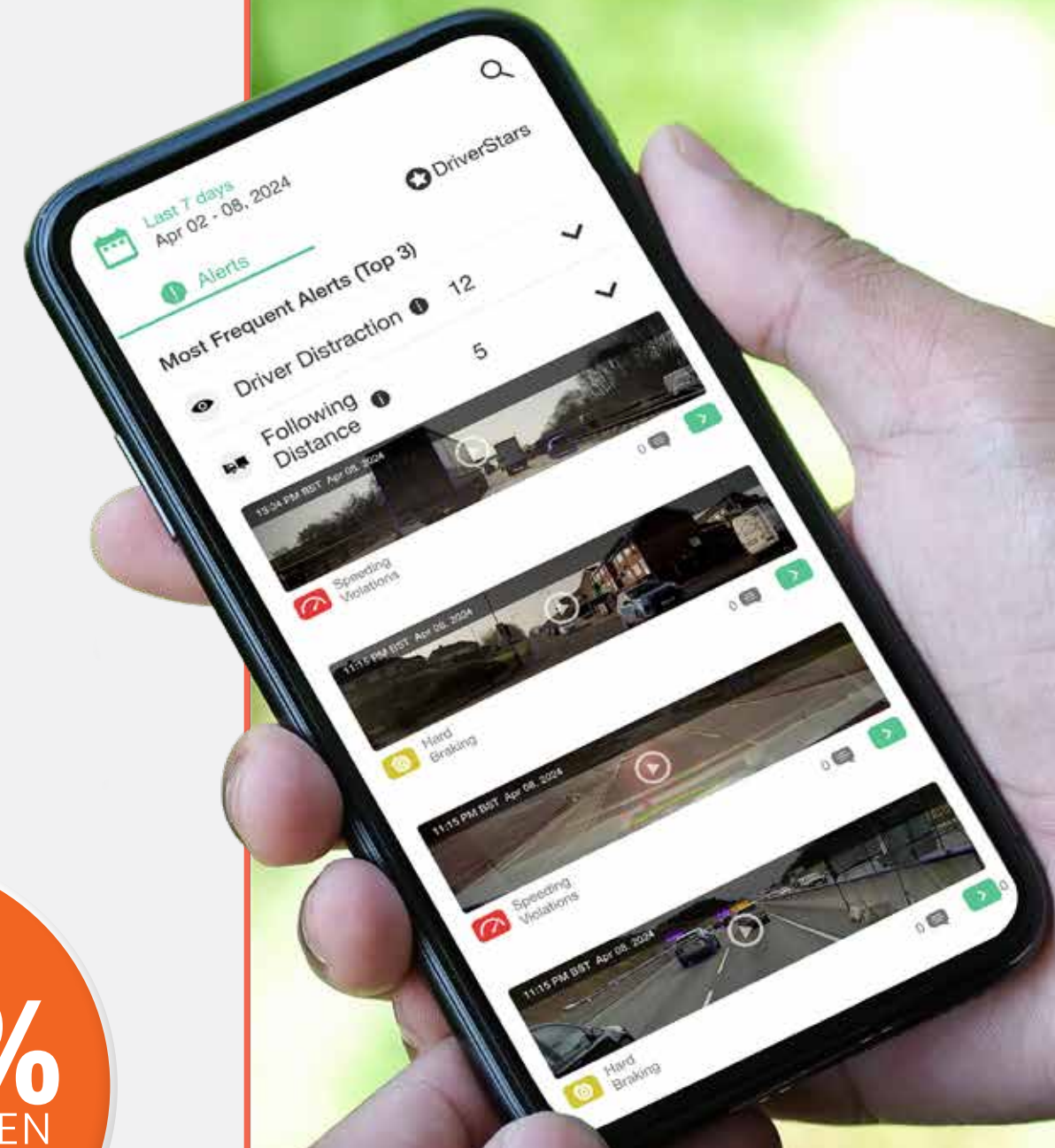
Perception of coaching fairness (% of driver responses)



Perception of coaching effectiveness (% of driver responses)



+40%
INCREASE WHEN
VIDEO IS INCLUDED



Trust is an Operational Priority

This report provides clear guidance to operators: technology adoption succeeds when fleets implement the five pillars of the Fleet Driver Safety Program Adoption Framework, treating driver trust, transparency, and coaching as operational priorities rather than implementation afterthoughts. However, the financial implications of inaction represent a risk that few operators can afford to take. Failing to evolve coaching models beyond legacy, compliance-driven tracking doesn't just stall safety progress—it actively exposes a business to spiralling incident risks, costly litigation, and technology investment that fails to deliver on its promised ROI.

True operational return is realized when driver retention is prioritized right from day one. By embedding clear communication into both new starter administrative onboarding and initial technology rollouts for existing drivers, operators lay a transparent foundation that positively shapes all future training. When a driver understands exactly how the technology will support them, whether they are welcoming a new system into their current cab or joining a fleet where it is already established—tracking skepticism disappears.

Ultimately, the aim of safety technology adoption is to protect a fleet's most valuable assets: its people and its vehicles. By utilising the proactive clarity of real-time coaching, operators can protect their bottom line, mitigate vehicle downtime, and secure long-term retention gains that safeguard the entire business.





Mobilizing

THE FUTURE OF FLEETS

Methodology

This report is based on a quantitative online survey of 600 respondents from companies operating commercial vehicle fleets in the United States, the United Kingdom, Australia and New Zealand. The survey was managed and executed by Arlington Research, a specialist market-research agency, with responses collected via an online questionnaire in April 2026.

All percentage estimates are reported at the 95% confidence level. For the full sample, the maximum sampling margin of error is ± 4.0 percentage point