

INCLUSION GUIDE FOR CYCLE LOGISTICS IN EUROPE

COMPREHENSIVE & INCLUSIVE
CYCLE LOGISTICS EDUCATION
PROGRAM (CICLE)



Image : Carton Plein, Paris



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INCLUSION GUIDE FOR CYCLE LOGISTICS IN EUROPE (2025)

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| • Pour La Solidarité | https://www.pourlasolidarite.eu/ | Brussels, Belgium |
| • Urbike SC | https://urbike.be/ | Brussels, Belgium |
| • Bike Logic | https://www.bikelogic.org/ | Barcelona, Spain |
| • L'Ecole des Métiers du Vélo | | Paris, France |

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Contributors :

- | | | |
|----------------------|---|------------------|
| • Les Roues Libres | https://www.lesroueslibres.org/ | Paris, France |
| • Formació i Treball | https://www.formacioitreball.org/ | Catalonia, Spain |

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INCLUSION GUIDE FOR CYCLE LOGISTICS IN EUROPE

In recent years, **cycle logistics** (not to be confused with platform bike couriers, see page 6) **has grown in a very organic way** and operators emerged from different backgrounds – from logistics giants, to cooperative companies and public institutions. This growth has brought new challenges such as handling the increasing demand, structuring the activity, or recruiting and training new bike couriers.

The potential is huge : **33% of urban deliveries can be done by bike** in most European cities which represents a potential for local and quality employment for several tens of thousands of Europeans. However, access to this profession is often spontaneous, motivated by personal interest or knowledge in cycle logistics, and legitimised by the social category the candidate belongs to. As a result, **diversity and inclusion are limited**, particularly for individuals who may not feel qualified.

Alongside developing formal training and challenging the *privileged male* job model, **cycle-logistics companies must also transform internally**. Inclusion is not automatic. It requires commitment, transparency about one's own organisation and culture, and concrete actions.

This guide is designed to help (cycle-)logistics organisations **build knowledge** on diversity and inclusion, **carry out a self-assessment**, and **implement concrete actions**.

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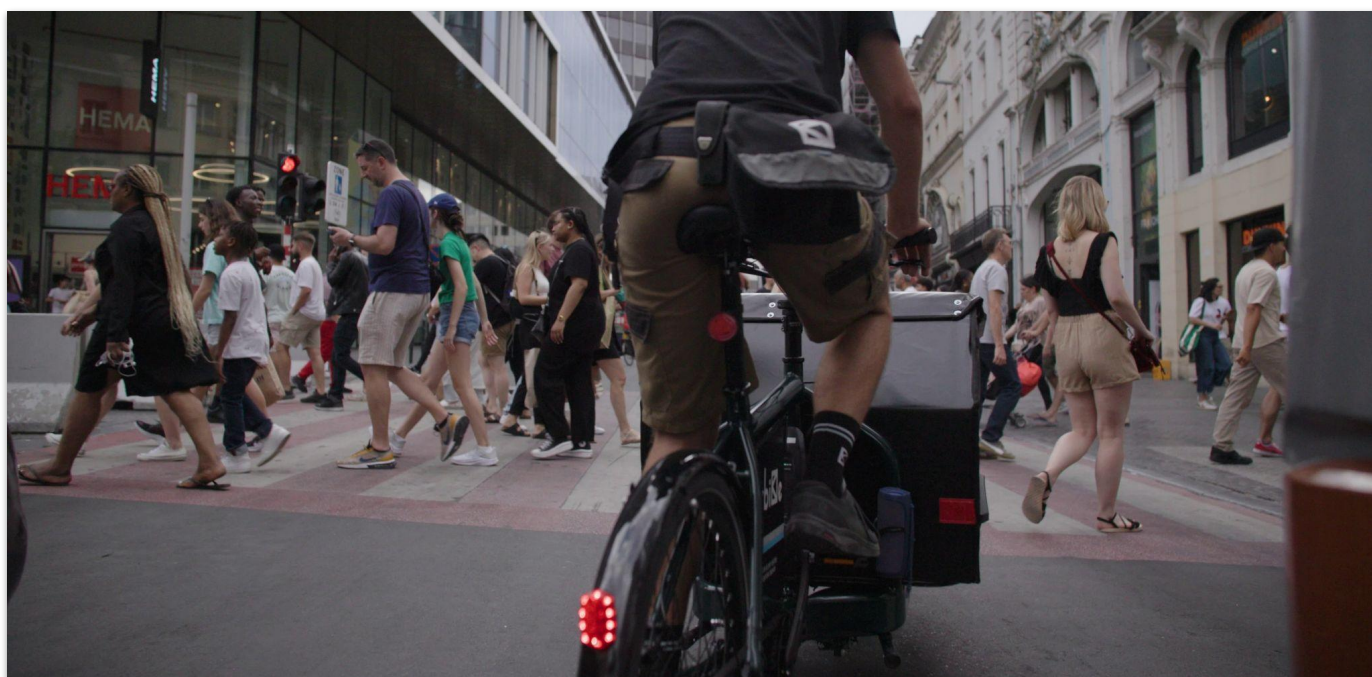


Image : Urbike



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INTRODUCTION



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INTRODUCTION

Context and Methodology

The present study is part of the CICLE project, a transnational project, funded by Erasmus+ program of the European Union (2023 to 2025), involving a consortium of 5 organisations from 3 member states :

- **Urbike SC** (Belgium), a Brussels-based cycle logistics cooperative ;
- **L'École des métiers du vélo** (France), Parisian cooperative association who is acting to develop a more inclusive, professional and ecologic cycling sector. Organisations such as Carton Plein, Cargonautes, Les Roues Libres, CoopCyle are members of L'École des Métiers du Vélo ;
- **Bike Logic** (Spain), a cycle logistics cooperative based in Sant Cugat del Vallès ;
- **Les Boîtes à Vélo - France** (France), the French trade association for bicycle businesses.
- **Pour La Solidarité** (Belgium), an independent European think & do tank committed to solidarity and sustainability.

The CICLE program aims at supporting the development of cycle logistics in Europe by professionalising the training of bike couriers. The project focuses on the long-term development of a qualified training scheme and consequently the recognition of cycle logistics as a professional activity on the one side, and the inclusiveness of training programs on the other side.

Alongside efforts to formalise training programmes — notably through the publication of a competency framework co-developed with sector stakeholders — the project also seeks to support logistics companies in their internal transformation.

The objective is to help these organisations become more inclusive and better equipped to welcome a diverse range of profiles under fair and supportive conditions.

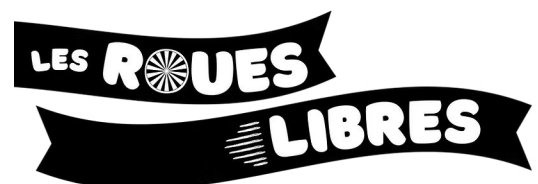
By strengthening both professional training and workplace inclusivity, the project aims to create an environment where all couriers, regardless of background, can thrive and contribute to the sustainable development of the cycle logistics sector.

This guide was created in collaboration with two organisations working in the field of inclusion and diversity :

- **Formació i Treball** (Spain), a social enterprise in Catalonia, promotes the labour and social integration of people at risk of exclusion through tailored training, employment programs, and supportive work environments ;



- **Les Roues Libres** (France), a feminist organisation, works to make the cycling sector more inclusive by supporting and advising organisations, training professionals, and promoting gender diversity.



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INTRODUCTION

Why inclusion matters for the development of the sector?

Making equality and inclusion a key part of the strategy for cycle logistics organisations, and fostering an internal culture of equality, brings **numerous benefits** — not only financial, but also in terms of internal culture and social justice. Let's shine a light on the many advantages of a mixed and inclusive cycle logistics industry!

Working conditions and employer branding

Ensuring equal working conditions regardless of gender, social or ethnic background, body type, health condition or physical ability is a requirement. A mixed and diverse work environment where employers actively ensure the protection of all employees is, by definition, **a healthy and positive workplace** — an additional argument in favor of recruitment.

Addressing barriers that prevent women and other under-represented groups from joining cycle logistics often means improving material and working conditions. The same measures that foster diversity also make these jobs more attractive. A bpost study, for instance, highlighted safety concerns, exposure to weather, lack of privacy, and visibility in public spaces as key obstacles.

To open up these jobs – currently dominated by overqualified, physically fit white men – it is essential to make them more appealing and accessible by :

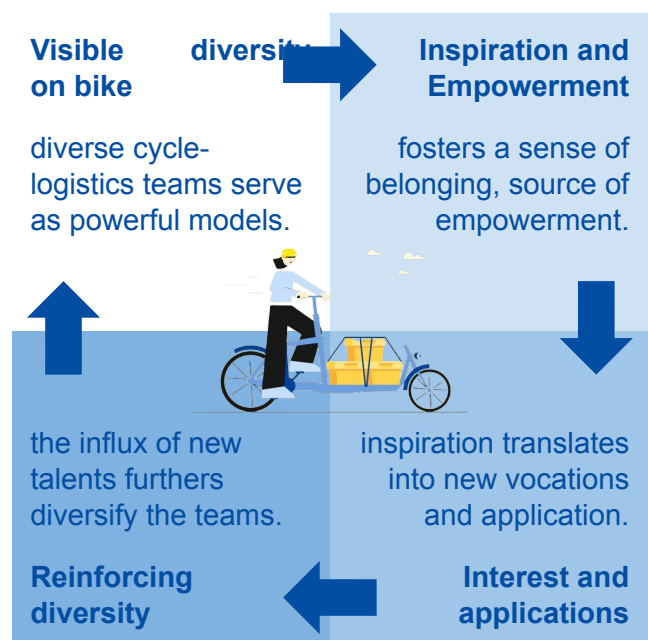
- Strengthening protection against weather and falls ;
- Ensuring reasonable delivery schedules and rest breaks ;
- Providing equipment suited to all body types ;
- Using handling tools that prevent musculoskeletal strain.

Universal access to training also supports inclusion and the professionalisation of the sector.

Cycling practices

The presence of women in cycle logistics boosts women's cycling overall. Female professionals **serve as role models** for other women cyclists, illustrating what researcher Margot Abord de Chatillon calls a "*mechanism of appropriation*". A survey by Les Roues Libres found that 90% of women employed in the cycling sector also cycle themselves.

This dynamic extends to all under-represented groups : diversifying cycle logistics teams – highly visible in public spaces – helps people of all genders, body types, and backgrounds identify with them and feel empowered to cycle.



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INTRODUCTION

Why inclusion matters for the development of the sector?

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Economic benefits and job opportunities

Opening cycle logistics to diverse profiles — including women, migrants, people in precarious situations, and those distant from the job market — addresses **labor shortages** while fostering creativity, innovation, and business growth. In 2023, 21.6% of the EU population was at risk of poverty or social exclusion (Eurostat), making their labor market integration both a social and economic priority.

Cycle logistics is especially suitable for vulnerable groups due to its :

- **Low entry barriers** : minimal qualifications and practical training suffice ;
- **Growing demand** : driven by e-commerce and sustainable urban mobility ;
- **Meaningful work** : contributing to cleaner cities and reducing social isolation.

Employing these groups enhances economic stability, social cohesion, and workplace diversity, benefiting both companies and communities.

Benefits for industry products

This is especially true regarding gender and body diversity in cycle logistics. The arrival of women in the sector — starting now — is essential, as it pushes manufacturers to design and produce bikes that are suitable for all genders, sizes, body types, physical abilities, and uses, and that can handle different weights and contexts.

A matter of social justice

Just like our society itself, cycle logistics must reflect gender balance and diversity. Equality is recognised by the United Nations as an indicator of justice, solidarity, and responsibility. Moreover, both the UN and civil society organisations have long affirmed that none of the UN Sustainable Development Goals can be achieved without embedding equality across all other objectives. Indeed, inequality remains one of the main barriers to realising fundamental rights. This transversal priority is essential to effectively address the global challenges we face. That's why all stakeholders in the cycle logistics sector must integrate equality concerns into their thinking and action — starting today.

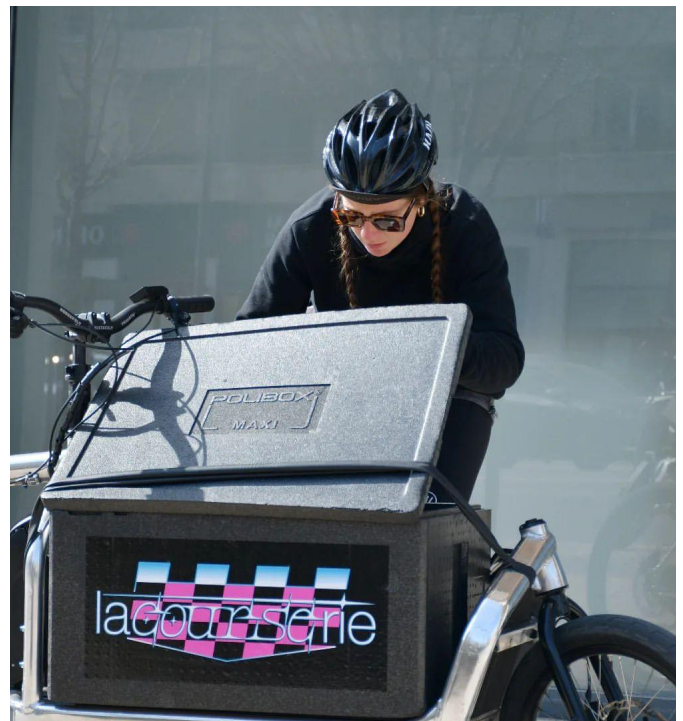


Image : la Courserie



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INTRODUCTION

Profiles of people at risk

Before using this guide and its tools, it is essential to **identify the profiles of people at risk** of exclusion and discrimination. It is also crucial to understand the specific challenges faced by each of these target audiences in order to address them effectively.

This work is particularly important, as our report on the state of training in Europe highlighted a **significant overrepresentation of young, relatively privileged men** in the majority of the organisations we surveyed.

Groups at risk	Primary obstacles	Consequences on employment
Unskilled youth	Lack of academic and professional training.	Precarious jobs, low wages, temporary contracts, no career progression.
People with disabilities	Social stigma, lack of workplace adaptations.	Low hiring rates, unsuitable job offers.
Vulnerable women	Double discrimination (gender and social), single motherhood, gender-based violence.	Gender pay gap, precarious contracts, difficulty accessing senior positions, informal employment.
Seniors (over 50)	Prejudices (high cost, lack of adaptability to new technologies).	Long-term unemployment, loss of career and self-esteem.
Homeless people	Lack of a fixed address, health issues, disconnection from the labour market, stigmatisation.	Administrative barriers, professional isolation, employer rejection.
Former inmates	Criminal record, disconnection from the labour market, unsuitable qualifications.	Immediate dismissal upon background checks, difficulty explaining gaps in CVs.
Immigrants Refugees	Non-recognition of qualifications, cultural and social barriers, irregular administrative status.	Very limited access to formal employment, work in the informal economy, under-skilling.

Note that **a person may belong to several groups** at the same time, thereby increasing the risk of exclusion.



INTRODUCTION

Objectives of the guide

The objective of this guide is to make cycle logistics more inclusive and professional by helping operators to **attract, train, and retain underrepresented groups**, while improving safety, job quality, and service.

It is structured as a practical journey :

- **One day as a bike courier** : aims at providing an objective look at the daily reality of the courier profession and to highlight the full range of skills it requires. This section helps anyone curious about the profession gain a clearer understanding of what the job entails, and enables employment advisors to better guide people toward this career path.
- **Assessing your level of inclusion** : self-diagnostic allows each organisation to evaluate its current practices in terms of inclusion—across recruitment, training, equity, governance, infrastructure, and operations.
- **Taking corrective actions** : provides concrete tools and recommendations to help each cycle logistics organisation improve its inclusivity and open up to a more diverse range of people.
- **Gaining knowledge on inclusion** : deepens shared knowledge of inclusion by exploring the barriers and enablers of inclusion: health, safety and well-being, inclusive governance, education and training pathways, and community engagement.

Enjoy the reading!



Image : Urbike



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ONE DAY AS A BIKE COURIER

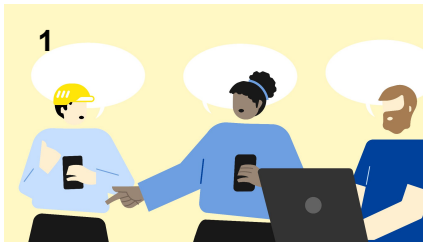


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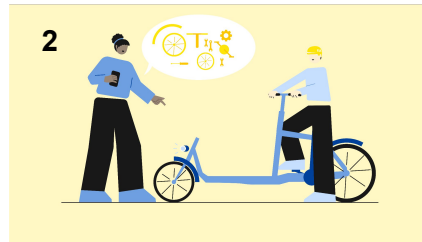
ONE DAY AS A BIKE COURIER

Overview

The aim of this section is to present the work of a cycle courier as it truly is, while **challenging common stereotypes** – such as the perception that it is an exclusively male profession or that most of the working day is spent only on the bike. In practice, the role of a cycle courier is far more diverse. It involves a **wide range of activities**, from preparing delivery rounds to tidying up equipment at the end of the shift, with the delivery process itself forming only one part of the working day.



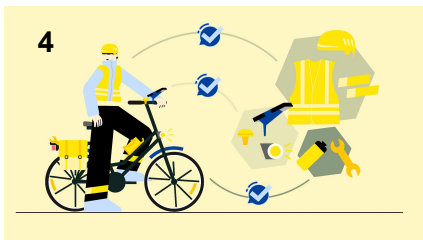
Briefing and digital preparation



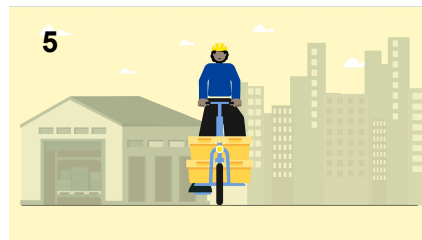
Vehicle preparation



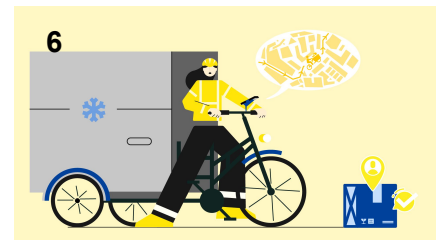
Loading the vehicle



Physical preparation



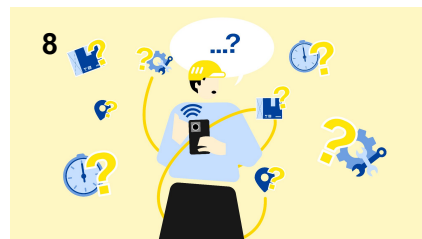
Leaving the hub



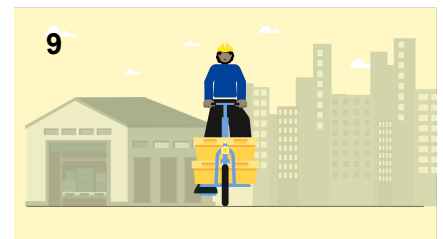
Pick-ups and deliveries



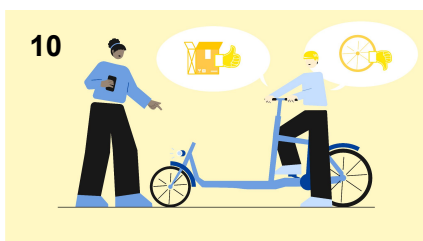
Expecting the unexpected



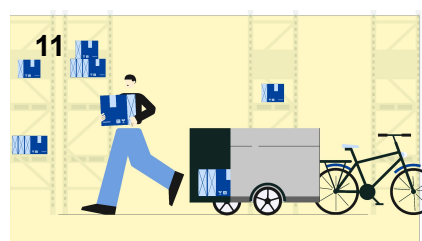
Asking for help



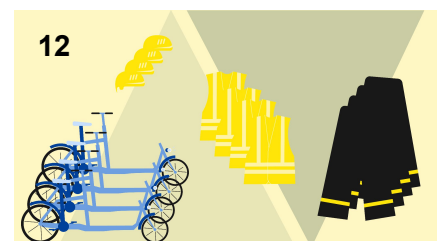
Returning to the hub



Reporting and giving feedback



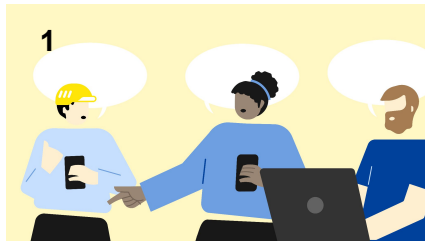
Returning goods



Storing the equipments

ONE DAY AS A BIKE COURIER

Starting the day at the hub



Briefing and digital preparation

Briefing and digital preparation

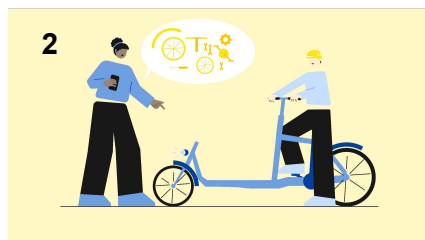
- 🕒 first thing in the morning
- 📍 HUB & Operations desk / micro-hub
- 🎯 Synchronise with the dispatcher and load the digital workday

The bike courier signs in, attends the morning briefing, and reviews dispatch instructions and orders, including any special services. They check device batteries (phone, GPS, scanner, power bank, cargo bike), review the map and route constraints (traffic, weather, market days), and coordinate with the dispatcher on time windows, fragile or temperature-sensitive items, and reverse logistics tasks.

Skills : digital literacy with routing/dispatch software, time-window reasoning, micro-hub coordination, team coordination.

Safety and quality checks : app login, notifications enabled, addresses and geocodes validated.

Outcome : clear plan of record and first-wave route locked.



Vehicle preparation

Vehicle preparation

- 🕒 second thing on the morning
- 📍 HUB / micro-hub
- 🎯 Make the vehicle safe and mission-ready

Pre-ride inspection—tires (pressure/cuts), brakes (pad wear/lever travel), drivetrain (lubrication), lights and reflectors, bell, mirrors, kickstand stability. If it's an e-cargo bike: battery charge status, spare battery fitment, key location. The courier adjusts saddle and bars for the load profile and checks cargo boxes for damage and cleanliness.

Skills : preventive maintenance, defect spotting, battery management.

Safety and quality checks : lights on, QR/axles tight, brake test in place.

Outcome : safe bikes released for service, defects reported if any.



ONE DAY AS A BIKE COURIER

Starting the day at the hub



Loading the vehicle

Loading the vehicle

- 🕒 third thing in the morning
- 📍 HUB / micro-hub
- 🎯 Build a balanced, sequenced load for the first route wave

The courier scans parcels and places them in the cargobike box or trailer, groups by zone and time window, and chooses packaging (dry, insulated, fragile). Things to be considered : heavy/low/centered, fragile high and isolated, frequent-stop items near the opening. If there are return parcels (reverse logistics), storage should be separately and also it should be considered pre-print any proof-of-delivery (PoD) slips is requested.

Skills : load plan and weight distribution, scan discipline, stop sequencing.

Safety and quality checks : strap or door closure test, nothing obstructs rider line-of-sight.

Outcome : clear plan of record and first-wave route locked.



Physical preparation

Physical preparation

- 🕒 before the round
- 📍 HUB / micro-hub
- 🎯 Prepare oneself to work safely for multiple hours

Short mobility warmup for neck, shoulders and hips, quick hydration, gear check (helmet fit, gloves, weather layer, water, etc.). Weather plan : rain cover accessible, winter inserts if cold, spare socks if heavy rain forecast, sunglasses, cream, etc.).

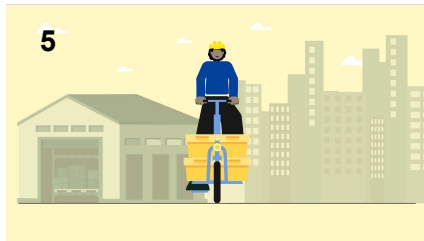
Skills : self-management, preventive strategies.

Safety and quality checks : visibility, comfort, range of motion.

Outcome : Rider is physically and mentally ready.

ONE DAY AS A BIKE COURIER

On the road



Leaving the hub

Leaving the hub

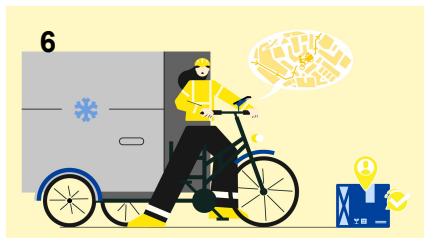
- 🕒 start of the round
- 📍 in the city
- 🎯 Enter traffic smoothly

The courier initiates the route, starts to track their progress, and announces departure on the team channel. They prioritise a safe route to access the delivery zone, test the loaded bike's handling, and clear the first traffic nodes efficiently.

Skills : slow-speed control, situational awareness, assertive positioning.

Safety and quality checks : lights visible, first-brake check under load.

Outcome : route started.



Pick-ups and deliveries

Pick-ups and deliveries

- 🕒 during the round
- 📍 in the city
- 🎯 Deliver on time, with care and proof of delivery

At each stop the courier parks legally and safely, secures the bike, verifies recipient identity or access (concierge, loading bay, intercom), and collects a Proof of Delivery (PoD) (scan, sign or photo). They adapt to building types, keep parcels upright and temperature-safe, and manage customer expectations.

Skills : customer service, building navigation, PoD accuracy, secure parking.

Safety and quality checks : never block pedestrian ways; lock the bike when out of sight.

Outcome : parcel delivered; status updated in real time.



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ONE DAY AS A BIKE COURIER

On the road



Expecting the unexpected

Expecting the unexpected

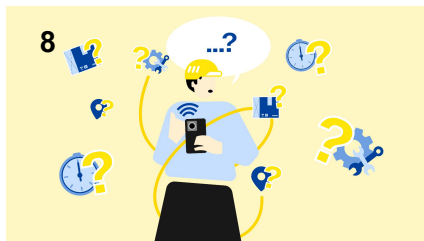
- 🕒 during the round
- 📍 in the city
- 🎯 Manage incidents without losing safety or service

Couriers manage disruptions from traffic, weather, roadworks, or bike faults (puncture, electronic glitch) by opting for an alternate route, a quick roadside fixes, or a bike swap. For client issues (wrong address, absent recipient), the couriers follow existing process – if any – and document the situation by reporting to the dispatch and taking photos. For a major accident, the courier must first secure personal safety, then promptly contact the team.

Skills : dynamic rerouting, fault isolation, risk assessment.

Safety and quality checks : stop in a safe place before using the phone, order of priority : safety > service > speed.

Outcome : deliveries continue with minimal delay, incident documented.



Asking for help

Asking for help

- 🕒 during the round
- 📍 in the city
- 🎯 Report issues early to avoid cascading delays

The bike courier contacts dispatch/mechanic via the app or phone, shares location/explains the situation and requests parts, a bike swap, or client contact help. It might be necessary to join a short three-way call (client–dispatch–courier) to resolve access.

Skills : clear communication, concise incident reporting, teamwork.

Safety and quality checks : hands-free or stationary calls only.

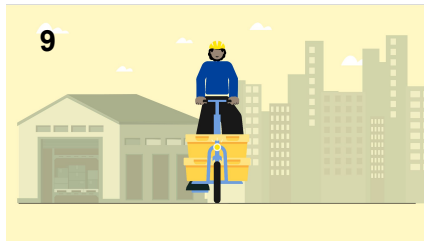
Outcome : issues are communicated and tackled, route plan is updated.



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ONE DAY AS A BIKE COURIER

On the road



Returning to the hub

Returning to the hub

- 🕒 end of the round
- 📍 in the city
- 🎯 Exit traffic smoothly

The courier concludes the mission, ends trip tracking, and notifies the team channel of their return. They follow a safe and efficient route back, checking the bike's condition en route (battery, tire pressure, load security).

Skills : situational awareness, assertive positioning.

Safety and quality checks : lights visible, first-brake check under load.

Outcome : route ended.

Back to the hub



Reporting and giving feedback

Reporting and giving feedback

- 🕒 after the round
- 📍 HUB & Operations desk / micro-hub
- 🎯 Improve quality and operations.

The bike courier logs anomalies (bad geocodes, restricted entrances, peak-hour choke points), rates building access knowledge, and flags recurring issues. This feeds map corrections and client notes for future runs.

Skills : structured feedback, tagging, pattern spotting.

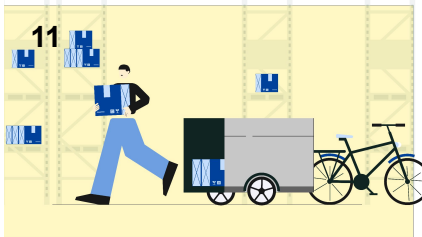
Safety and quality checks : N/A.

Outcome : cleaner data, smoother operations.



ONE DAY AS A BIKE COURIER

Back to the hub



Returning goods

Returning goods

⌚ after the round

📍 HUB / micro-hub

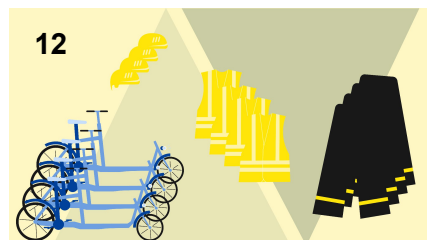
🎯 Close the loop on undelivered, returns and reverse logistics

The bike courier checks-in returns with scans and reason codes (no recipient, refused, address issue), segregates fragile/temperature items, and hands them off to the returns desk. It might be possible a second round of the expedition the same day (depending on the specificities of the client).

Skills : accurate coding, chain-of-custody discipline.

Safety and quality checks : cold-chain preserved where relevant.

Outcome : returns processed; inventory reconciled.



Storing the equipments

Storing the equipments

⌚ after the round

📍 HUB / micro-hub

🎯 Leave equipments ready for the next shift

The courier unloads any remaining kit, wipes down the bike, logs maintenance needs, places batteries on charge, and stores equipment. Clock out and confirm the following day's starting time.

Skills : maintenance reporting, charging routines, cleanliness.

Safety and quality checks : charger connections, hub kept tidy and unobstructed.

Outcome : vehicle and gear secured, shift closed correctly.

ASSESSING YOUR LEVEL OF INCLUSION



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SELF-ASSESSMENT TOOL

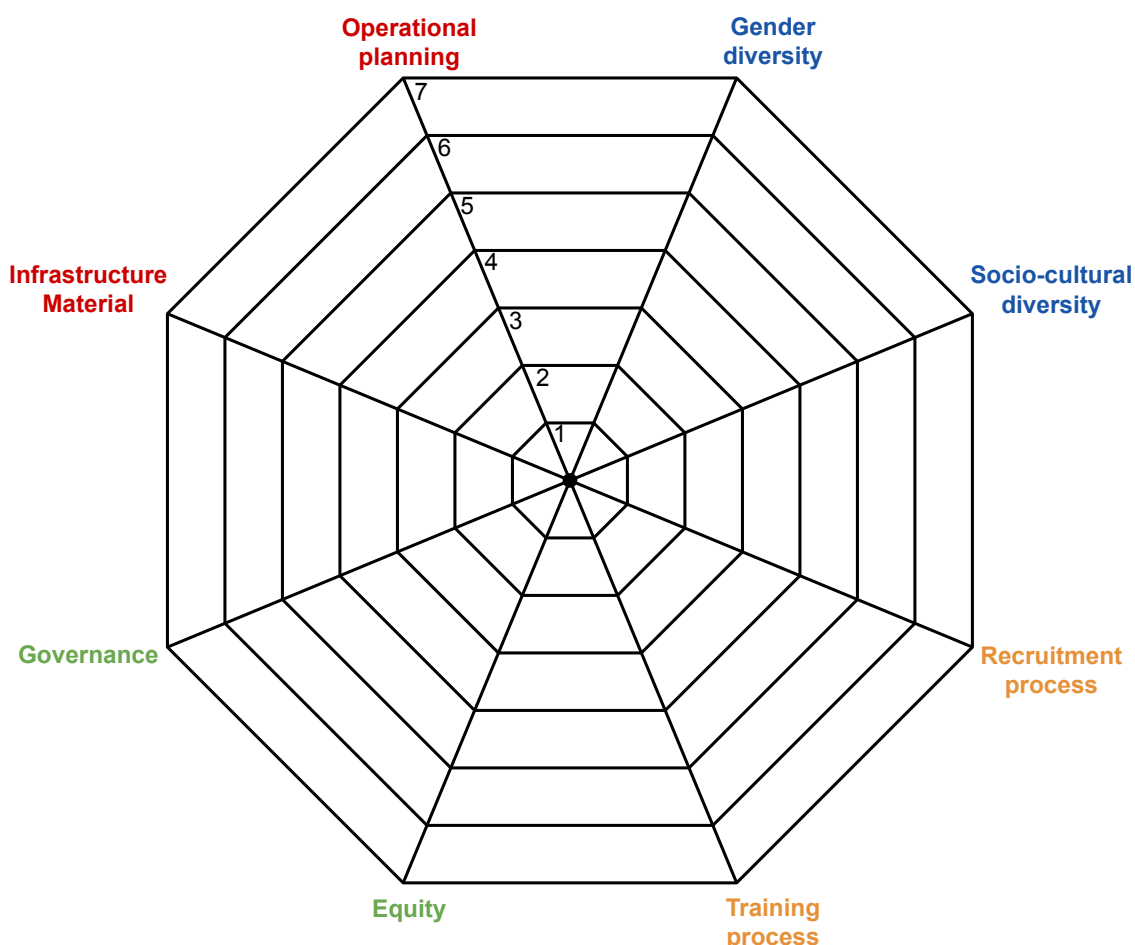
Introduction

The cycle logistics sector remains relatively homogeneous and is seeking to become more inclusive. As highlighted in our first report on training opportunities across Europe, achieving this goal requires more than simply adapting recruitment practices. Organisations must also evolve internally, creating a working environment where a wide range of profiles can thrive.

[This tool](#) does not pretend to provide a full diagnostic of the level of inclusion within an organisation. Yet, it is designed to provide first insights and **understand their current level of inclusion**. By assessing where you stand today, it will highlight the areas that need the most attention and support you in prioritising action.

[This tool](#) is frequently used to effectively visually represent multidimensional data on complex issues, such as inclusion policy in your organisation and concretely gender equality. By completing the assessment, your organisation will be able to :

- Monitor progress in its inclusion practices over time ;
- Identify strengths and weaknesses in current policies and workplace culture ;
- Facilitate meaningful dialogue within governing bodies and teams about equity-related challenges.



SELF-ASSESSMENT TOOL

User Guide

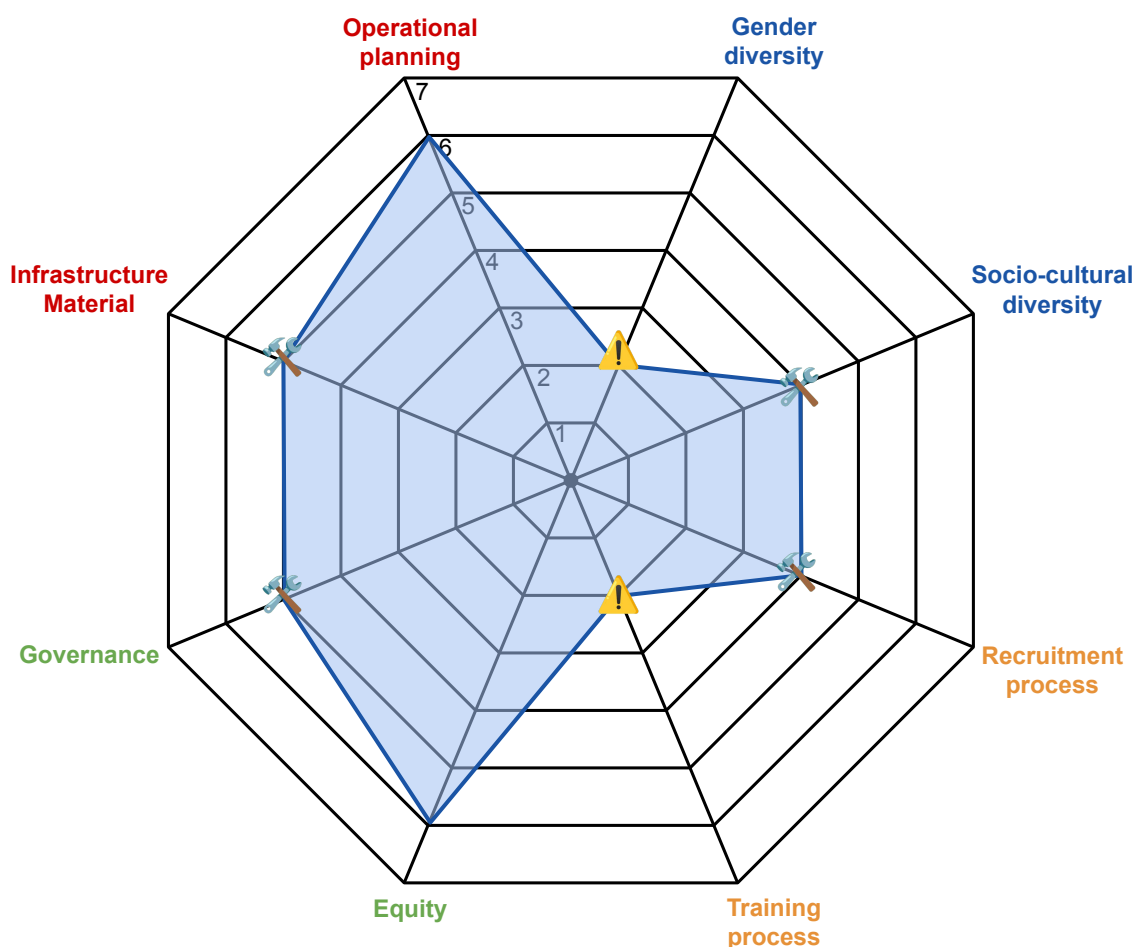
[The tool](#) is structured around **eight categories** : gender diversity, socio-cultural diversity, recruitment, training, equity, governance, infrastructure and material, and operational planning. For each category, **a score from 1 to 7** is calculated, where 1 represents the lowest level of inclusion and diversity and 7 represents the highest. A detailed calculation method for each category can be found on pages 21 to 27.

By connecting the scores across the eight categories in the matrix, you can generate your organisation's **internal profile**. This profile highlights the areas that require the most attention and allows you to prioritise corrective actions. As a general guideline :

- **Scores 1 to 3** : significant gaps and a need for corrective measures ⚠
- **Scores 4 to 5** : moderate performance, where improvements can strengthen inclusion 🔧
- **Scores 6 to 7** : strong performance, can serve as good practices for other organisations OK

Suggested actions for each category are provided in the following section.

Take the test and assess your level of inclusion by following [this link](#).



SELF-ASSESSMENT TOOL

Diversity

Gender diversity

Men are overrepresented in the logistics and transport sector, cycle-logistics is not an exemption. This result was highlighted in our first report and is also shown in various sector reports : women make up 22% of transport workers in Europe (EC, 2022), 13% of professional in the cycling industry are women in France (France Vélo, 2023 ; FUB, 2023) 12,7% of bike couriers do not identified as men (BCLF, 2023).

To assess this indicator, divide the total number of workers identifying as men (hereafter referred to as people from category 1) by the total number of workers.

Socio-cultural diversity

In our analysis of the sector, we observed varying patterns in socio-cultural diversity across organisations. In some companies, a recurring profile emerges – i.e., an overqualified, able-bodied person in their thirties and in good physical form – while others display a broader range of backgrounds and experiences.

To assess this indicator, divide the total number of European workers characterised by a certain level of overqualification, able-bodied, in their 30s and in good physical form (hereafter referred to a category 1) by the total number of workers.

$$\% = \frac{\text{Number of workers from Category 1}}{\text{Number of workers}}$$

The **grading system** goes as follows :

The **grading system** goes as follows :

%	Interpretation	Score
100%	Homogeneity	1
[90%-100%[	Very strong imbalance	2
[80%-90%[	Strong imbalance	3
[70%-80%[	Clear imbalance	4
[60%-70%[	Noticeable imbalance	5
[50%-60%[	Approaching balance	6
50% or less	Balance	7



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SELF-ASSESSMENT TOOL

Recruitment and training processes

Recruitment process

Recruitment, along with the selection process, can sometimes create barriers to entry in a sector. It refers to the actions of finding, attracting, screening, interviewing, selecting, and hiring new candidates. To make your organisation more inclusive, it is important to review and adjust these processes.

Use the following questions to evaluate the inclusivity of your courier recruitment process. Each “Yes” answer scores **one point** on a 7-point scale.

Questions	Yes	No
Defined process : does your organisation have a clearly defined recruitment and selection process?		
Transparency : is this process communicated clearly to all candidates?		
Targeting underrepresented groups : do you make efforts to reach underrepresented or minority groups?		
Skills-based assessment : does the process prioritise transferable skills and potential rather than expecting perfect prior experience?		
Bias mitigation : are steps taken to reduce unconscious bias during screening, interviews, or evaluations?		
Inclusive job descriptions : are job postings written in a way that encourages a diverse range of candidates to apply (e.g., inclusive language, avoiding unnecessary requirements)?		
Feedback and improvement : does your organisation collect candidate feedback and review recruitment outcomes to continuously improve inclusivity?		
Total		

 **A score between 0 and 3** suggests that the inclusion in the recruitment process is low to nonexistent and corrective measures should be taken.

 **A score between 4 and 5** suggests that inclusion in the recruitment process is moderate and corrective measures should be considered.

 **A score between 6 and 7** suggests that inclusion in the recruitment process is high and should be maintained.



SELF-ASSESSMENT TOOL

Recruitment and training processes

Training process

Training is a series of learning activities designed to help a person acquire the skills and knowledge needed for a new job, activity, or process. It plays a central role in making a profession more inclusive. It enables the development of both technical and soft skills for all types of profiles, helping to remove barriers to entry and career progression.

Use the following questions to evaluate the inclusivity of your organisation's training process for couriers. Each "Yes" answer scores **one point** on a 7-point scale.

Questions	Yes	No
Initial training : are new candidates provided with initial training when they join?		
Continuous Training : is there a form of ongoing or continuous training available?		
Formalised Training : is the training structured and formalised (e.g., with a curriculum or training plan)?		
Assessment moments : are there moments of evaluation or feedback to monitor progress and learning outcomes?		
Diversity of needs : does the training accommodate the different needs and learning styles of participants?		
Accessibility : is the training accessible to people with varying levels of prior experience or educational background?		
Supportive Environment : are mentoring, coaching, or additional support mechanisms available to help all participants succeed?		
Total		

 **A score between 0 and 3** suggests that the inclusion in the training process is low to nonexistent and corrective measures should be taken.

 **A score between 4 and 5** suggests that inclusion in the training process is moderate and corrective measures should be considered.

 **A score between 6 and 7** suggests that inclusion in the training process is high and should be maintained.



SELF-ASSESSMENT TOOL

Equity and governance

Equity

Equity refers to the level of fairness within an organisation, both in terms of working conditions and opportunities for professional development. Ensuring equity helps all employees, regardless of background, to have equal access to rewards, recognition, and career progression.

Use the following questions to evaluate the inclusivity of your organisation's equity practices for couriers. Each "Yes" answer scores **one point** on a 7-point scale.

Questions	Yes	No
Pay equity : is there pay parity for equivalent roles within your organisation?		
Transparency of compensation : are compensation structures and criteria for pay increases clearly communicated and transparent?		
Access to benefits : do all employees have equal access to benefits, allowances, or other forms of support?		
Opportunities for development : are promotion and career development opportunities available fairly to all employees?		
Decision-making fairness : are decisions regarding work assignments, promotions, or responsibilities made based on objective criteria rather than subjective bias?		
Supportive policies : are there policies or practices in place to address inequities or provide additional support to underrepresented or disadvantaged employees?		
Intersectional equity : does your organisation consider intersectional factors (e.g., gender, origin, disability) when assessing pay equity?		
Total		

 **A score between 0 and 3** suggests that the level of equity is low to nonexistent and corrective measures should be taken.

 **A score between 4 and 5** suggests that the level of equity is moderate and corrective measures should be considered.

 **A score between 6 and 7** suggests that the level of equity is high and should be maintained.



SELF-ASSESSMENT TOOL

Equity and governance

Governance

Gouvernance refers to the mechanisms that structure an organisation while providing spaces for dialogue, participation, and decision-making that support inclusion and diversity. Inclusive governance ensures that all voices are heard and considered in shaping policies, processes, and workplace culture.

Use the following questions to evaluate the inclusivity of your organisation's governance. Each "Yes" answer scores **one point** on a 7-point scale.

Questions	Yes	No
Trusted representatives : are trusted individuals designated to support employees and ensure their concerns are heard?		
Diverse leadership : does the leadership or decision-making body reflect a diversity of backgrounds, experiences, and perspectives?		
Participation opportunities : Are there formal opportunities for employees at all levels to contribute to decisions affecting the organisation?		
Transparency : are decision-making processes and criteria clearly communicated to staff?		
Inclusive policies : are policies in place to ensure that all employees can participate meaningfully in organisational discussions (e.g., meetings, committees, feedback channels)?		
Accountability mechanisms : are there systems in place to hold individuals accountable for all forms of discrimination and violence?		
Strategic alignment : are diversity and inclusion objectives integrated into the organisation's strategy and regularly reviewed by leadership?		
Total		

 **A score between 0 and 3** suggests that inclusion in the governance is low to nonexistent and corrective measures should be taken.

 **A score between 4 and 5** suggests that inclusion in the governance is moderate and corrective measures should be considered.

 **A score between 6 and 7** suggests that inclusion in the governance is high and should be maintained.



SELF-ASSESSMENT TOOL

Infrastructure, material and operational planning

Infrastructure and material

It refers to the adaptability of the physical work environment and equipment to accommodate different profiles of couriers. This includes facilities such as changing rooms, restrooms, and rest areas, as well as the adjustability of equipment to different body sizes and morphologies (e.g., bicycle saddle and handlebars, protective clothing, and gear).

Use the following questions to evaluate the inclusivity of your organisation's inclusion level in terms of infrastructure and material. Each "Yes" answer scores **one point** on a 7-point scale.

Questions	Yes	No
Changing facilities : are changing rooms designed so that all employees can find a suitable and comfortable space?		
Restrooms accessibility : are restrooms separated, inclusive, and equipped to ensure everyone can use them with dignity (e.g., sanitary bins for menstrual products)?		
Rest and break areas : are rest areas accessible, comfortable, and adequate for employees of all profiles?		
Safety and accessibility : are all facilities (e.g., entrances, storage areas, repair stations) physically accessible and safe for people with different mobility or sensory needs?		
Bicycle adjustability : are bicycles adjustable to accommodate different body sizes and morphologies?		
Protective clothing and equipment : are uniforms, protective clothing, and personal protective equipment adaptable to different body types?		
Feedback and improvement : is there a process for employees to report infrastructure or equipment issues and suggest improvements related to accessibility or comfort?		
Total		

 **A score between 0 and 3** suggests that the infrastructure and the material are not inclusive and corrective measures should be taken.

 **A score between 4 and 5** suggests that the infrastructure and the material are moderately inclusive and corrective measures should be considered.

 **A score between 6 and 7** suggests that the infrastructure and the material are relatively inclusive and should be maintained. .



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SELF-ASSESSMENT TOOL

Infrastructure, material and operational planning

Operational planning

Operational planning refers to the internal organisation of work (such as working hours and shift durations) and the design of delivery rounds (including distance to cover and weight to carry). Inclusive operational planning ensures that work schedules, routes, and physical demands are manageable and fair for all employees.

Use the following questions to evaluate the inclusivity of your organisation's inclusion level in terms of operational planning. Each "Yes" answer scores **one point** on a 7-point scale.

Questions	Yes	No
Flexible working hours : can work schedules be adapted to accommodate employees with family responsibilities, such as parents?		
Maximum route distance : is there a maximum distance set for delivery rounds (e.g., 40 km per shift)?		
Maximum load : is there a maximum total weight limit for delivery rounds (e.g., 120 kg per round)?		
Maximum parcel weight : is there a maximum weight per parcel or item to be delivered (e.g., 10 kg per unit)?		
Handling equipment : does the organisation provide handling equipment (e.g., trolleys, pallet trucks) to assist with heavy loads?		
Shift duration : are shift durations designed to be manageable and equitable for all employees?		
Participatory planning : are employees involved in the design or adaptation of operational planning to ensure it reflects diverse needs and constraints?		
Total		

 **A score between 0 and 3** suggests that inclusion in the governance is low to nonexistent and corrective measures should be taken.

 **A score between 4 and 5** suggests that inclusion in the governance is moderate and corrective measures should be considered.

 **A score between 6 and 7** suggests that inclusion in the governance is high and should be maintained.



SELF-ASSESSMENT TOOL

Use cases

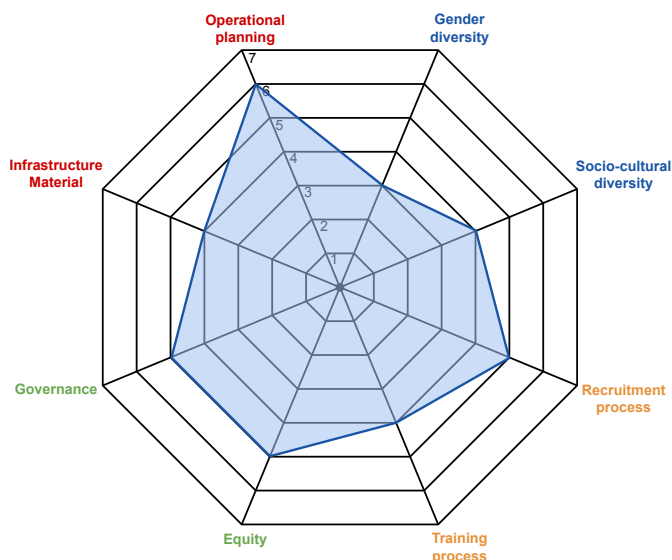
urbiNe

Diversity : one profile remains overrepresented – men in their thirties, often passionate about cycling.

Recruitment & training process : progress in structuring recruitment and training processes. However, operational realities sometimes create urgency, which can limit the consistent application of these procedures.

Equity & Governance : cooperative management model and participation in the decision-making processes.

Operations : couriers hold operational roles (dispatch, hub, equipment, and training management). However, the company's physical infrastructure remains limited, largely constrained by urban real-estate conditions.



: Gender diversity



: Socio-cultural diversity, recruitment and training processes, equity, governance, infrastructure and material



: Operational planning

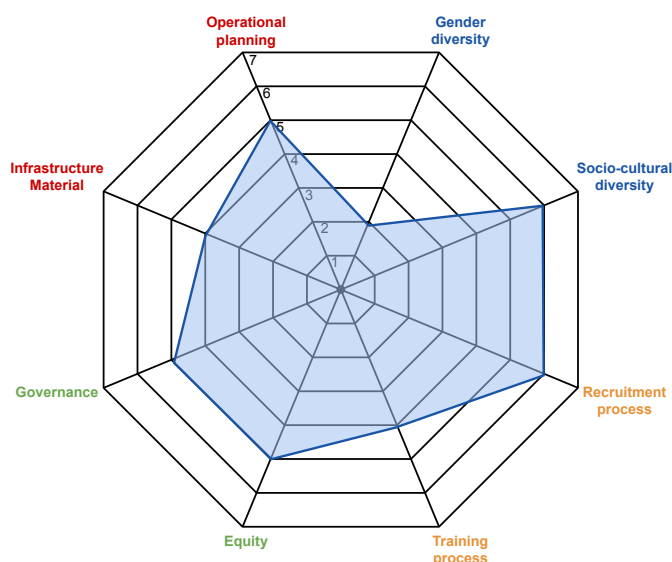


Diversity : overrepresentation of men (>80%), but with diverse socio-cultural backgrounds (ages, nationalities and education).

Recruitment & training process : multiple recruitment channels leading to more diversity. While training is not officially recognised, it has been structured and mentorship has been implemented.

Equity & Governance : transparent decision processes and equal opportunities. Space for dialogue has also been created.

Operations : for economic reasons, limited investment in the improvement of the hub. Yet, appropriate equipment is provided for all kinds of profile. Arduousness (weight, distance) is considered while designing rounds.



: Gender diversity



: Training process, equity, governance, infrastructure and material, operational planning



: Recruitment process, socio-cultural diversity



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SELF-ASSESSMENT TOOL

Use cases

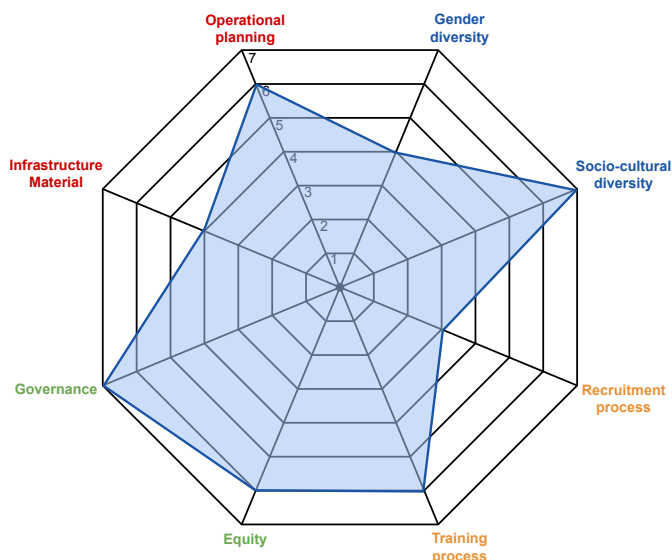


Diversity : 25% of women in the staff (steadily increasing share), diverse ages, backgrounds, education levels, and nationalities.

Recruitment & training process : focus on motivation and learning potential rather than experience. Job offers aim for inclusivity, but there is still room for improvement. Training is consistent, specific, and personalised.

Equity & Governance : transparent, fair pay and promotion based on objective criteria, with a fixed pay ratio. Cooperative governance ensures collective decision-making.

Operations : hub comfort/accessibility could be improved, limited by space and budget. Schedules are flexible and adapted to personal needs, with monitored loads and distances.



: Recruitment process



: Gender diversity, infrastructure and material



: Socio-cultural diversity, equity, governance, operational planning

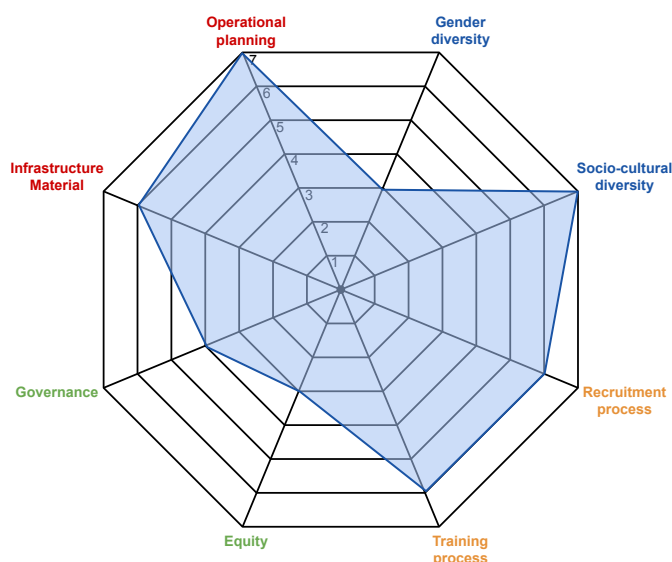


Diversity : social and professional integration by recruiting people from diverse and disadvantaged backgrounds. Commitment to improving gender balance (objective 10 women in the team by 2026).

Recruitment & training process : focus on motivation rather than prior skills (developed through training). Efforts to attract candidates, especially women, who may be discouraged by the nature or perception of the job.

Equity & Governance : transparent and equitable pay, with all employees having equal access to benefits, allowances, and support.

Operations : separate changing rooms, adjustable bicycles, and equipment for all body types. Work schedules are flexible, and delivery routes are designed with manageable distances and loads to allow timely breaks.



: Gender diversity, equity



: Governance



: Socio-cultural diversity, recruitment and training processes, infrastructure and material, operational planning



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TAKING CONCRETE ACTIONS



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TAKING CONCRETE ACTIONS

Overview

The objective of this section is to provide concrete recommendations for improving the inclusiveness within cycle logistics organisations, in order to better attract and welcome groups that are currently underrepresented in the sector, while promoting diversity and equality across gender, social and ethnic backgrounds, generations, body types, and more.

First of all, **there is no magic formula** for taking action in favor of inclusion and diversity within a working team. **Inclusion does not come naturally** : it does not develop over time without concrete actions being implemented. Everyone can act, at their own level, in favor of inclusion and every action counts. This guide is not intended to instill guilt but to unite goodwill. So let's look in the same direction together, show solidarity, inspire each other, and take action now!

There are several common ways to support the inclusion of different groups. For example, establishing a personalised onboarding and training program to people joining the company, or providing bikes and safety gear suited to different body types, can help remove barriers for women but also for many others who see cycling as unsafe and exposing them to greater risks in public spaces. **This chapter will also include targeted recommendations for gender equality** – highlighted by the sign of gender equality ♀ – thanks to contribution from Les Roues Libres, expert on the matter.

Some of these corrective measures can be implemented immediately, while others can be planned over time. Most of the actions do not require a large budget, but they all require willpower, commitment from management and couriers, time, and human resources to ensure their success.

Recommendations have been regrouped in **4 chapters** – referring to the categories of the self-assessment tool :

- **Recruitment and training processes** ;
- **Infrastructure, material and operational planning** ;
- **Equity and governance** ;
- **General recommendations** for inclusion and diversity ;



Image : Carton Plein



TAKING CONCRETE ACTIONS

Recruitment and training processes

Recruitment process

The job posting is often the first point of contact with the outside world. An inclusive hiring process seeks **to eliminate unconscious bias** and open the door to a broader range of candidates.

👤 Women are generally less familiar than men with the world of cycling – and therefore with the use of cargo bikes. **Self-censorship mechanisms** also tend to be stronger among women : they are less likely than men to apply for a position unless they believe they meet all the required qualifications. It is therefore important to better support women in testing cargo bikes – by adapting and rethinking these test sessions, and conducting them in the presence of a female cycle logistics worker.

⚙️ **Communication channels** : to increase the diversity of applicants, it is preferable to advertise job openings through multiple channels—such as direct contact with employment and training agencies, social media, company websites, or specialised job platforms

⚙️ **Job description** : focus on the truly essential skills and qualities required and avoid gendered wording. When describing the *ideal candidate*, there is a risk of listing an excessive number of skills, some of which may not actually be relevant to the position, and thereby discouraging otherwise qualified applicants.

⚙️ **Evaluation** : use a recruitment evaluation grid as it helps to assess candidates as objectively as possible at every stage and allows for fairer comparisons.

Other recommendations for the recruitment process include :

⚙️ **Mixed gender-balanced recruitment pair** to reduce cognitive bias in evaluations.

⚙️ **Training on inclusive recruitment** to raises awareness of biases and prevents common pitfalls.

⚙️ **Consider temporary quotas** to help addressing underrepresentation.

⚙️ **Non-mixed test sessions** to allow participants to perform at their best without self-censorship or stress.

⚙️ **Skills-based selection processes** to focus on practical skills rather than formal experience, assessing only truly necessary technical and soft skills.



Image : Becycle



TAKING CONCRETE ACTIONS

Recruitment and training processes

Training process

Training is a lever to address inequalities and recruit a higher diversity of people, with various backgrounds, gender, social origins. It must be an integral part of the human resources management policy.

Internal training

Introducing training modules upon entry can help **address structural inequalities**. For example, cargo bike training can support those less familiar or confident with cycling in public spaces, such as women or minority groups.

These measures encourage underrepresented applicants and build confidence. Training should cover road safety, including traffic rules, signalling, and interaction with pedestrians and vehicles. Couriers should also learn basic bike maintenance to handle minor issues independently. Finally, communication and customer service training will ensure couriers represent the company professionally.

⚙️ **Technical training modules** : provide instruction on the profession and digital tools to support those less familiar due to educational or generational factors.

⚙️ **Violence and discrimination prevention training** : collaborate with expert partners to address all forms of violence and discrimination, targeting both managers and couriers/trainees.

⚙️ **Mentoring in the first month** : assign an experienced mentor to guide new couriers, offering feedback and support to build confidence and ease the learning process.

⚙️ **Accessible training materials** : supply resources in multiple formats, such as written supports, short videos, simulations.

Partner with external organisations

Instead of relying solely on internal training, companies should partner with external organisations to professionalise couriers and support their career development.

External partnerships allow couriers to acquire recognised technical skills, soft skills, and formal qualifications while fostering a sense of professional growth. By acting as a facilitator rather than the sole trainer, the company can bridge employees with institutions that offer high-quality, certified training, which is particularly viable for small businesses and provides long-term benefits to employees.

⚙️ **Partnerships with vocational training centres, NGOs and local entities** : to offer specialised courses and provide soft and technical skills training in communication, conflict resolution, time management, languages, digital tools through organisations experienced in social inclusion.



Image : Urbike



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TAKING CONCRETE ACTIONS

Infrastructure, material and operational planning

Inclusive and safe workspaces

Creating inclusive, safe, and welcoming spaces is essential to ensure that every employee feels comfortable and valued. A workspace that reflects **diverse needs** – from privacy and accessibility to gender safety and representation – helps challenge stereotypes and promotes a stronger sense of belonging among all couriers.

⚙️ **Inclusive design** : remove any sexist or stereotypical visuals and provide varied spaces (shared and private) that cater to different needs and personalities.

⚙️ **Rest areas** : balance leisure and relaxation areas to appeal to everyone, not just to a single demographic.

⚙️ **Accessible facilities** : provide gender-neutral or separate dressing rooms, sanitary protection, and safe, well-lit rest areas.

⚙️ **Support couriers during their period** : map safe city locations where couriers can access restrooms during their rounds (e.g., via formal agreements with regular customers) and formalise menstrual leave.

Ergonomics and equipments

Proper equipment and ergonomics directly affect couriers' health, safety, and comfort. Providing well-adjusted, well-maintained, and diverse gear helps prevent injuries, reduce fatigue, and make the job accessible to people of different body-types and abilities. It is particularly important for bikes, but other equipments such as helmets, clothes or bags should also be considered in the reflections.

⚙️ **Bike and equipment adaptability** : provide different bike options, as well as adjustable saddles, handlebars, seats, handles, footrests, and clothing options to prevent strain and ensure everyone feels comfortable.

⚙️ **Maintenance** : ensure regular servicing and equip bikes with safety features such as disc brakes and puncture-resistant tyres.

⚙️ **Protective gear** : supply helmets, gloves, and reflective clothing to minimise risks on the road.

⚙️ **Promote ergonomic practices** : train employees on proper posture, lifting techniques, and bike handling to avoid musculoskeletal injuries.



Image : Urbike



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TAKING CONCRETE ACTIONS

Infrastructure, material and operational planning

Realistic workload and delivery times

In cycle logistics, avoiding unrealistically short delivery time pressures is essential **to prioritise cyclists' safety and well-being** over speed. Excessive time pressure can lead riders to take unnecessary risks, such as ignoring traffic rules or riding at unsafe speeds, which endangers themselves and others. It also reinforces the stereotype of couriership as a dangerous job for only the strongest or most athletic cyclists. Moreover, constant pressure increases stress, fatigue, and the likelihood of errors, while potentially causing long-term health problems. Setting realistic delivery times enhances road safety, reduces package damage, and allows riders to communicate effectively with customers, ultimately improving service quality and brand image.

⚙️ **Hourly pay** : avoid task-based remuneration as it only increases the pressure on speed and efficiency.

⚙️ **Achievable delivery times** : design schedules that allow for safe riding, customer interaction, and rest breaks.

⚙️ **Route optimisation** : use software that distributes deliveries fairly based on distance, load, and difficulty.

⚙️ **Workload limits** : define maximum loads and number of stops per route to prevent physical strain.

⚙️ **Adjust staffing during peak periods** : reinforce teams or adapt shifts to manage seasonal or event-related workload increases.

⚙️ **Respect recovery periods** : ensure couriers have adequate rest between shifts to avoid burnout and injury.

Weather conditions

Exposure to extreme weather conditions can be dangerous, exhausting, and demoralising. Weather is **one of the main barriers** preventing many people from choosing or remaining in a bike courier role over the long term. Indeed, a significant number of couriers leave their jobs before experiencing a second winter. To address this, companies must provide suitable clothing for rain, cold, or other adverse conditions, and implement clear protocols for suspending, modifying, or rerouting deliveries in the event of hazardous weather, such as storms or extreme heat. Ensuring these measures are in place not only protects couriers' health and safety but also supports retention and the overall sustainability of cycle logistics operations.

⚙️ **Appropriate clothing** : offer rainproof and thermal gear to reduce discomfort and health risks in harsh conditions.

⚙️ **Implement safety protocols** : define clear rules for suspending or modifying routes during storms, extreme heat, or icy weather.

⚙️ **Create rest and warming areas** : provide indoor or sheltered spaces where couriers can take breaks during severe conditions.

⚙️ **Educate on weather preparedness** : Include seasonal safety training and advice on hydration, rest, and self-care.

⚙️ **Changing room** : provide space for changing clothes, as well as personal storage such that bike couriers can be prepared for different weather conditions.



TAKING CONCRETE ACTIONS

Infrastructure, material and operational planning

Work-life balance

Ensuring a fair balance between work, personal, and family life is crucial to addressing inequalities in the workplace and fostering professional equality. Adapting planning and working conditions to the personal needs of couriers not only enhances retention and attractiveness of the profession but also **supports long-term well-being**, particularly for women and second parents who often carry a disproportionate share of domestic responsibilities.

⚙️ **Schedule inclusively** : avoid organising meetings, training, or important events late in the afternoon to allow full participation, especially for employees managing domestic responsibilities.

⚙️ **Encourage parental leave for second parents** : promote the uptake of full second-parent and parental leave, particularly among fathers, to foster equality in caregiving.

⚙️ **Offer flexible working hours** : adapt working shifts to personal constraints, and emphasise the right to disconnect.

⚙️ **Monitor gendered impact** : track and assess how planning and working conditions affect workers participation, pay, and long-term benefits, aiming to reduce inequalities linked to caregiving responsibilities.

Support

Fostering a strong sense of community and providing robust support structures for couriers is essential to counteract isolation, promote well-being, and ensure a safer and more inclusive work environment. This approach benefits all riders but is particularly important for under-represented groups, such as women and gender minorities, by creating solidarity, improving communication, and reducing vulnerability to harassment or discrimination.

⚙️ **Foster community links** : organise regular opportunities for couriers to meet, share experiences, and build solidarity, including dedicated groups or networks for women and gender minorities.

⚙️ **Provide confidential reporting channels** : implement anonymous systems for reporting abuse, harassment, overload, or safety concerns, ensuring protection from retaliation.

⚙️ **Offer access to mental health support** : provide counselling services or partnerships with mental-health professionals, giving couriers tools to manage work-related and personal stress.

⚙️ **Encourage peer mentoring** : pair new couriers with experienced riders to strengthen social ties, facilitate knowledge sharing, and promote mutual support.



TAKING CONCRETE ACTIONS

Equity and governance

Fair remuneration and transparency

Transparent and equitable pay practices are essential to building trust and ensuring that all employees feel valued and fairly compensated. In the cycle logistics sector, where wages are often modest, pay equity is also **a key factor in attracting and retaining talent**. Making remuneration criteria visible and consistent across the organisation strengthens confidence and helps prevent inequality from becoming entrenched over time.

♀️ Despite progress, women continue to face significant wage disparities. In France, women in the cycling sector earn on average 22% less than men for the same position (Oxfam France, 2025). This pay gap, combined with slower career progression and the persistence of salary taboos, creates **a structural disadvantage**. Addressing this imbalance is not only a matter of fairness but also an important step toward professional equality and sectoral credibility.

⚙️ **Ensure pay transparency** : make salary grids, pay scales, and criteria for raises accessible to all employees.

⚙️ **Include salary information in job postings** : to demonstrate fairness from the outset and helps avoid negotiations that may disadvantage underrepresented groups.

⚙️ **Review bonus allocation processes** : assess the criteria used to award bonuses – such as attendance, overtime, performance, teamwork – to ensure they are objective and free of bias.

⚙️ **Guarantee legal pay increases** after parental leave : to ensure that their career progression is not penalised by parenthood.

Leadership commitment

Strong and visible commitment from leadership is essential to create **a workplace culture rooted in equality**, respect, and inclusion. When management embodies these principles, they set a standard that extends across every level of the organisation – from senior executives to supervisors, couriers, and volunteers. Leadership engagement is therefore not symbolic : it determines whether inclusion becomes an integrated, lived reality within the company.

♀️ Gender equality must be recognised as **a collective responsibility**, led from the top. Management plays a decisive role in setting priorities, allocating resources, and ensuring that equality policies are effectively implemented. By embedding gender awareness and inclusive governance into decision-making, leaders can help dismantle structural barriers and make the organisation more attractive, fair, and resilient.

⚙️ **Lead by example** : management must set the tone by modelling inclusive behaviour.

⚙️ **Create working group** to work on inclusion and diversity : form a dedicated group that represents different roles and profiles within the organisation. Renew its membership annually to give everyone an opportunity to contribute and to share responsibilities fairly.

⚙️ **HR policies and resources** : formalise the organisation's commitment – such as a Code of Conduct, an Equality Charter, and a Prevention Guide.

⚙️ **Transparent communication** : report and communicate the action undertaken – for example during team meetings.



TAKING CONCRETE ACTIONS

Equity and governance

Fight against all form of discrimination and violence

Every organisation has a duty to provide a safe and respectful working environment. Preventing and responding to violence and discrimination requires more than good intentions. It requires a **structured framework** that defines responsibilities, procedures, and protective measures.

👤 Gender-based and sexual violence remain among the most common yet under-reported forms of workplace abuse. Addressing them requires both strong institutional commitment and practical mechanisms that make it safe for individuals to speak up. A **transparent, well-communicated protocol** helps to remove the fear of retaliation, provides clarity on how to act when witnessing or experiencing violence, and demonstrates that the organisation takes its duty of care seriously.

⚙️ **Include clauses in contracts** : integrate clauses that explicitly prohibit all forms of violence or harassment.

⚙️ **Appoint and train a contact person** : nominate a trained point of contact for prevention of gender-based and sexual violence (GBSV). This person should receive appropriate resources and authority to act.

⚙️ **Formal protocol** : explicitly define unacceptable behaviour, and the steps for detecting, reporting, investigating, and sanctioning cases of violence or discrimination.

⚙️ **Confidential reporting mechanism** : create a *listening cell* for confidential reporting where victims and witnesses can safely raise concerns.

⚙️ **Accessible information** : display clear information about rights and procedures in common spaces.

⚙️ **Accountability** : once a report is made, a clear treatment process should be in place to ensure timely investigation and appropriate action.

Inclusion in governance

Ensuring that different voices are represented in decision-making – particularly those of bike couriers – helps build trust, accountability, and collective responsibility. When governance structures reflect the diversity of the workforce, decisions are better informed, legitimacy is strengthened, and **inclusion becomes part of the organisation's** rather than an abstract principle.

⚙️ **Shared leadership structures** : introduce co-management arrangements to ensure gender balance and diversity of perspectives at the decision levels.

⚙️ **Parity quotas** : apply parity quotas in decision-making bodies.

⚙️ **Bike courier committee** : even in small enterprises, set up a group of couriers who meet regularly with management to discuss operational issues, share feedback, and relay concerns.

⚙️ **Regular anonymous surveys** : gather staff feedback on workload, well-being, and training needs through anonymous digital or paper surveys. Provide an open suggestion mechanism where workers can submit ideas for improvement.



TAKING CONCRETE ACTIONS

General recommendations for inclusion and diversity

Highlight team diversity in communication

Intentionally promote the diversity of the team in external communications (website, social media, press) to inspire and attract talent. It can take various forms :

- ⚙️ **Representative visuals** of different ages, genders, and cultural backgrounds.

- ⚙️ **Sharing couriers' stories** highlighting the diverse experiences on the job, but also fostering representation among underrepresented minorities.

Community engagement

People often get familiar with cycle-logistics because they know someone within the sector or they are cycling enthusiasts. To **broaden participation** and attract a wider range of interests, it is important to actively connect with other networks and local organisations.

Partnerships with community groups make it easier to reach individuals from underrepresented backgrounds and bring valuable expertise that smaller companies may not have internally. These organisations are skilled at identifying and supporting people who have strong potential but may face barriers such as language difficulties, limited documentation, or a lack of professional networks.

- ⚙️ **Collaborate with local employment centres and NGOs.**

- ⚙️ **Partner with migrant and refugee support organisations.**

- ⚙️ **Participate in events** to raise awareness of the sector.

Advocacy and public action

The commitment to inclusion **must extend beyond the company** through advocacy actions aimed at positively influencing public policies. The goal is to promote fairer access to cycle logistics professions and more inclusive urban planning , by acting on protections (e.g., regulating maximum weight carried, right to a fair wage) and infrastructure (e.g., safe cycle lanes, cargo bike parking, inclusive urban design). The organisation must also actively oppose policies that criminalise workers, such as mobility restrictions, disproportionate taxes or fees, or ambiguous labour regulations. This defence role is both ethical and vital for the viability of the business model.

- ⚙️ **Participate in public debates** (panels, forums, meetings) with city officials.

- ⚙️ **Use your communication platform** to showcase working conditions.

- ⚙️ **Launch press releases and campaigns highlighting the benefits of cycle logistics and the risks of harmful policies.**

- ⚙️ **Report** to local or national cyclists' associations and federations.



GAINING KNOWLEDGE ON INCLUSION



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GAINING KNOWLEDGE ON INCLUSION

Overview

This section is designed to provide foundational knowledge on inclusion and diversity, enabling cycle logistics organisations to understand and address these issues effectively. By exploring the key concepts, challenges, and practical approaches, this section prepares readers to create safer, more equitable, and more innovative workplaces.

Inclusion and diversity are not abstract ideals—they are critical components of organisational health. Understanding them helps teams identify barriers, recognise biases, and implement strategies that ensure every employee or volunteer can thrive.

As highlighted in the introduction, inclusion and diversity matter in cycle logistics for various reasons (as summarised below).

Working conditions

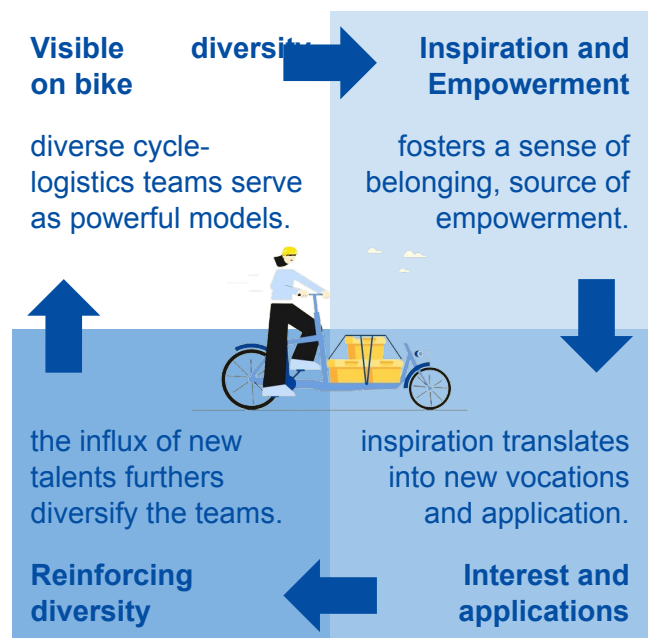
Ensuring fair and safe working conditions for everyone—regardless of gender, social or ethnic background, body type, or physical ability—creates a healthier workplace and strengthens employer reputation. Improving material conditions, safety measures, and universal access to training not only supports inclusion but also makes cycle logistics jobs more attractive and accessible to underrepresented groups.

Economic benefits and job opportunities

Opening cycle logistics to diverse profiles addresses labor shortages. The sector's low entry barriers, growing demand, and meaningful work make it especially suitable for vulnerable groups, benefiting both companies and communities economically and socially.

Cycling Practices

A diverse workforce, especially with women and minority representation, encourages broader participation in cycling. Visible role models in public spaces empower others to cycle, fostering inclusion and changing perceptions of who belongs in cycling and cycle logistics.



Benefits for industry products

Gender and body diversity in cycle logistics drives the design and production of bikes that accommodate various body types and uses.

A matter of social justice

Cycle logistics should reflect societal values of equality, justice, and solidarity. Embedding diversity and inclusion into the sector aligns with global human rights and UN Sustainable Development Goals, making equality a fundamental priority for all stakeholders.



GAINING KNOWLEDGE ON INCLUSION

European context

General context

Social exclusion and poverty affect a significant portion of the EU population. In 2023, around 21.6% of EU citizens were at risk of poverty or social exclusion (Eurostat, 2025). Integrating these groups into the labor market is both a matter of social justice and an economic imperative, as unemployment perpetuates poverty and reduces society's productive potential.

In Spain, 26% of the population was at risk in 2023, with long-term and youth unemployment remaining persistent challenges. Immigrants face additional hurdles, such as administrative barriers for residence and work permits.

Belgium's at-risk population (AROE) was 18.6% in 2023, below the EU average (Statbel, 2025). However, risk varies regionally, with Brussels-Capital and Wallonia more affected than Flanders. Vulnerable groups include youth (15–24), people with lower education, single-parent households, temporary workers, and non-EU-born residents. Migrants often face discrimination, language barriers, over-qualification, and precarious jobs.

In France, monetary poverty reached 15.4% in 2023—the highest level since 1996—affecting 9.8 million people. Poverty increased notably among children, single-parent families, immigrants, and the elderly.

Gender equality policy at the EU level

The EU's 2020–2025 Gender Equality Strategy aims to ensure equal opportunities for all genders by focusing on three areas: ending gender-based violence and stereotypes, promoting women's economic empowerment and closing labor market gaps, and increasing gender balance in leadership.

EU legislation prohibits discrimination based on gender, race, age, disability, religion, or sexual orientation. Key measures include enforcing equal pay, promoting pay transparency, and supporting work-life balance. Member States receive guidance and funding to implement these policies.

In 2023, the European Commission launched the #EndGenderStereotypes campaign to challenge stereotypes affecting both men and women, covering career choices, caregiving responsibilities, and decision-making. A 2024 Eurobarometer found that EU citizens recognise gender equality benefits for all, though stereotypes persist across countries and age groups.

The European Institute for Gender Equality (EIGE) supports this work by providing data, the EU Gender Equality Index, and tools for gender-sensitive policymaking. EIGE contributes research and evidence to help achieve a more gender-equal Europe.

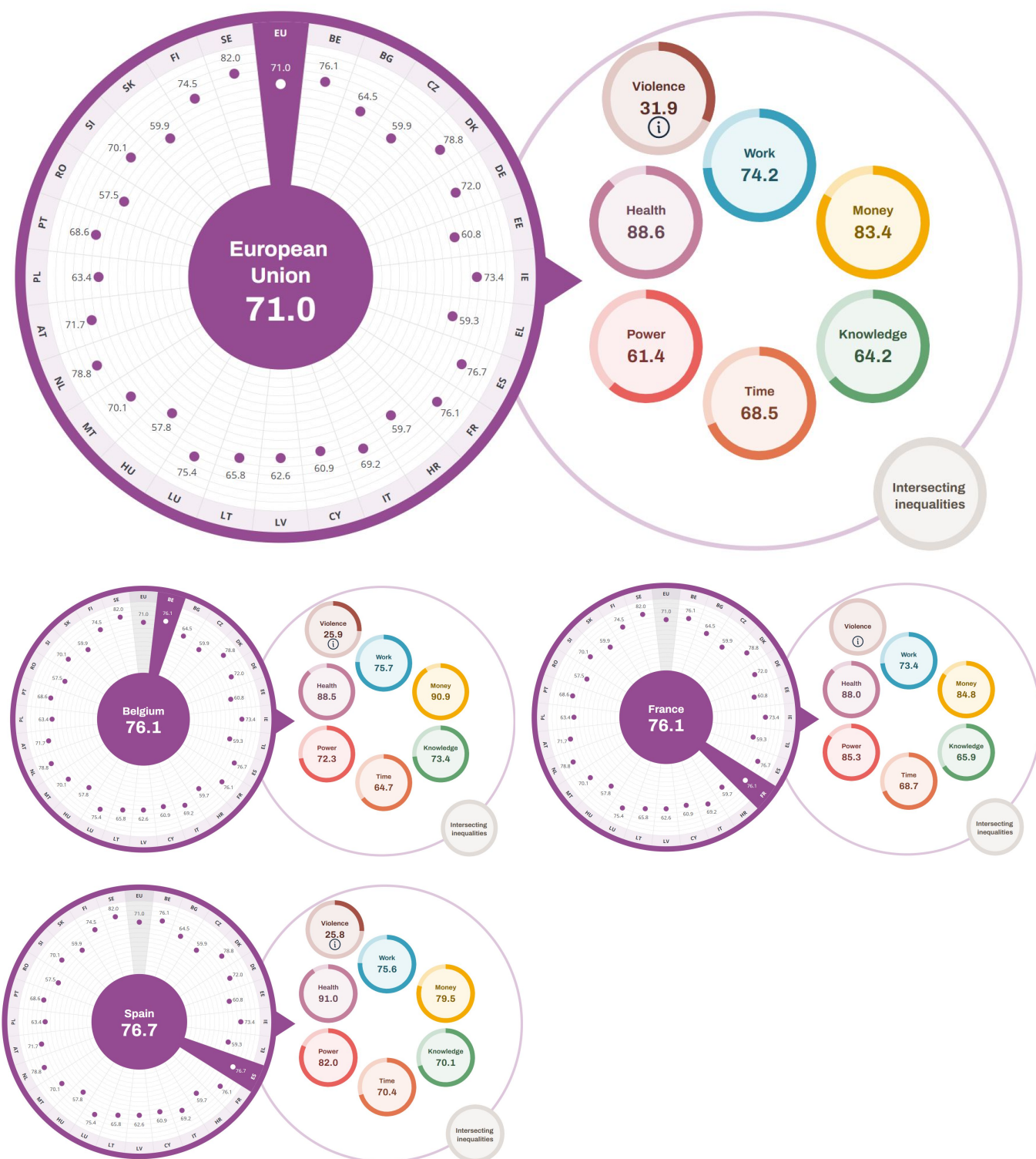


GAINING KNOWLEDGE ON INCLUSION

European context

Gender equality index

The European Union's Gender Equality Index for 2024 stands at 71.0 out of 100, marking a modest improvement of 0.8 points from 2023 and a 7.9-point increase since 2010. Despite this progress, the EU still faces significant challenges in achieving full gender equality.



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GAINING KNOWLEDGE ON INCLUSION

Profiles of people at risk

As highlighted in the introduction, it is essential to **identify the profiles of people at risk** of exclusion and discrimination. It is also crucial to understand the specific challenges faced by each of these target audiences in order to address them effectively.

This work is particularly important, as our report on the state of training in Europe highlighted a **significant overrepresentation of young, relatively privileged men** in the majority of the organisations we surveyed.

Groups at risk	Primary obstacles	Consequences on employment
Unskilled youth	Lack of academic and professional training.	Precarious jobs, low wages, temporary contracts, no career progression.
People with disabilities	Social stigma, lack of workplace adaptations.	Low hiring rates, unsuitable job offers.
Vulnerable women	Double discrimination (gender and social), single motherhood, gender-based violence.	Gender pay gap, precarious contracts, difficulty accessing senior positions, informal employment.
Seniors (over 50)	Prejudices (high cost, lack of adaptability to new technologies).	Long-term unemployment, loss of career and self-esteem.
Homeless people	Lack of a fixed address, health issues, disconnection from the labour market, stigmatisation.	Administrative barriers, professional isolation, employer rejection.
Former inmates	Criminal record, disconnection from the labour market, unsuitable qualifications.	Immediate dismissal upon background checks, difficulty explaining gaps in CVs.
Immigrants Refugees	Non-recognition of qualifications, cultural and social barriers, irregular administrative status.	Very limited access to formal employment, work in the informal economy, under-skilling.

Note that a person may belong to several groups at the same time, thereby increasing the risk of exclusion.



GAINING KNOWLEDGE ON INCLUSION

Gender stereotypes and violence

Gender stereotypes

Stereotypes are simplified, preconceived ideas about groups of people, **rooted in societal norms**. They influence how we perceive others and ourselves, shaping our behaviors and interactions. Stereotypes **can cause harm** : people may feel pressured to conform to them, or conversely, may feel the burden of proving that the stereotype does not apply to them. Both experiences can generate stress and contribute to exclusion or subtle forms of violence.

Moreover, gender stereotypes **limit access to certain roles**, mostly in disfavour of women. It can take the form of a biased recruitment or limited promotion opportunities. In France, fewer than 20 of 87 professional categories are roughly gender-balanced. Women are often concentrated in care-oriented professions that are less financially or socially valued.

Common gender stereotypes in cycle-logistics :

- Men are assumed to be strong and capable, while women are assumed to lack the physical stamina.
- Men are seen as bold, confident, and able to take risks, while women are assumed to be cautious and less capable in high-pressure situations.
- Men are stereotyped as assertive and self-reliant, while women are assumed to need more guidance and support.

Awareness as a first step : everyone uses stereotypes, but recognising their presence and understanding their consequences allows organisations and individuals to challenge them. Education, reflection, and active discussion about these biases are critical to fostering a more inclusive and equitable work environment.

Gender-based violence

Gender-based and sexual violence remains a pervasive issue, affecting women, gender minorities, and children across society – and the cycling industry is no exception. According to a 2023 survey by the French association Roues Libres, nearly 60% of women working in cycle logistics reported having witnessed or experienced sexist or sexual violence.

Sexist or sexual violence includes any act causing or likely to cause **physical, sexual, or psychological harm**, whether through direct action, coercion, threats, or deprivation of liberty. This **can take place in public, private, or workplace settings** and includes sexual harassment, sexual assault, and other forms of abuse. Abusers **can be other road users, colleagues, customers, etc.**

Understanding the forms, consequences, and legal obligations surrounding such violence is essential. Organisations must prevent, detect, and respond to incidents to protect their couriers, volunteers, and managers, and to foster a safe, inclusive work environment (cfr. Taking corrective actions).

Why prevention matters?

Violence is often interconnected. When sexist behavior is tolerated – comments, jokes, stereotypes, or lewd gestures – it normalises a culture where harassment and assault can occur. Addressing even minor sexist behaviors early helps prevent escalation into more severe forms of violence. A clear zero-tolerance policy is therefore fundamental to ensuring the well-being of all staff and volunteers.

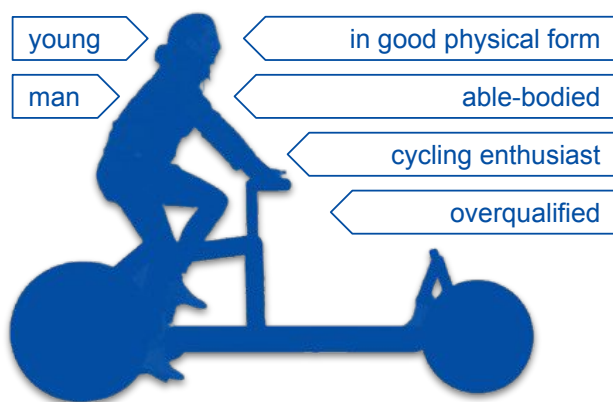


GAINING KNOWLEDGE ON INCLUSION

Social and ethnic diversity in cycle logistics

Current state of the sector

The cycle logistics sector remains **largely homogeneous**, both socially and ethnically. Our analysis of bike couriers' training programs already highlighted an overrepresented profile : young, able-bodied and overqualified men. The same observation emerges in France where the typical worker in the sector is a white man, around 33 years old, often holding higher education degrees (Bac+2 to Bac+5), even though such qualifications are not required for the job (Les Boîtes à Vélo, 2023).



This profile highlights a lack of social and cultural representativeness in the sector. Opportunities in cycle logistics are often visible only within activist or environmental networks, attracting people already engaged in ecological transitions. In contrast, individuals without formal qualifications or with migrant backgrounds frequently turn to delivery platforms, which are perceived as more accessible but often less secure and more precarious.

International studies also show a broader lack of diversity in the bicycle and cargo bike ecosystem, visible not only in the underrepresentation of women but also in the absence of attention to social or migratory origins among employees.

Structural barriers

Several systemic barriers contribute to the sector's homogeneity :

1. **Linguistic and cultural barriers** : cycle logistics jobs often require mastery of local language (e.g., safety rules, maintenance, communication). This can effectively exclude people with migrant backgrounds or those who are not fluent.
2. **Network-based recruitment** : hiring often occurs informally, through word-of-mouth or within local cycling communities. While efficient, this reproduces social homogeneity and limits access for people outside these networks.
3. **Stereotypes about the job** : the collective image of a *bike courier* is typically a sporty, independent, urban man. This stereotype discourages others – especially women, older workers, or people from different socioeconomic backgrounds – from pursuing the profession.
4. **Lack of inclusive policies** : few companies in the sector have implemented proactive strategies to promote diversity, leaving underrepresented groups with limited access to opportunities.



GAINING KNOWLEDGE ON INCLUSION

Inclusive pedagogies and training approaches

Creating a diverse and inclusive workplace requires not only awareness of stereotypes, social, and gender-based barriers but also proactive methods for learning, training, and mentoring. Inclusive pedagogy equips organisations to foster safe, participatory, and reflective environments where all participants can thrive.

Principles of inclusive pedagogy

Inclusive pedagogy is a teaching and training approach that actively addresses norms, power relations, and structural inequalities in how learning is designed and delivered. The goal is to create a safe and supportive learning environment, encourage reflection and promote equal participation.

Trainers adopting inclusive pedagogy **position themselves alongside learners**, fostering mutual respect and understanding. This approach helps prevent violence and discrimination during training while enabling participants to develop professional skills in a safe environment.

Key features include :

- **Establishing trust and safety** : formalise regular check-ins, listening and confidentiality rules, and space for discussion.
- **Encouraging equal participation** : use signs and rotate speaking opportunities (e.g., with a small card that participants hand in when they want to speak).
- **Teaching methods** : alternate between technical activities and discussions, verbal and visual instructions to account for different learning styles and language skills.
- **Discrimination and violence** : include practical workshops to help participants recognise and respond discriminatory behavior in real-life situations (e.g., with role-playing exercises).

Learning by doing : AFEST method

The AFEST approach (from *Actions de Formation en Situation de Travail* in french, referring to learning in work situations) is a practical training method that **combines hands-on work experience with reflective learning sessions**.

Participants carry out real job tasks – such as loading a cargo bike, completing delivery rounds, or using logistics software – while trainers observe, guide, and answer questions. Afterward, learners reflect on their experience, discuss challenges and successes, and receive feedback to improve. This approach helps participants build confidence, recognise their skills, and apply learning directly to real work situations.

It is particularly **effective for learners from diverse backgrounds**, including people in precarious situations, women, those undergoing retraining, or people with limited formal qualifications.

Key features include :

- **Learning in a working context**.
- **Reflection and feedback** : learners verbalise their experiences, identify challenges and successes, and receive guidance to improve.
- **Skill recognition and confidence building**.
- **Flexible and individualised approach** : training adapts to learners' pace, needs, and prior experience, making it accessible for diverse audiences.



GAINING KNOWLEDGE ON INCLUSION

Inclusive pedagogies and training approaches

Selected mixedness

In sectors like cycle logistics, the workforce is often dominated by a majority group – in many cases, highly educated men. This overrepresentation can unintentionally make underrepresented groups (e.g., women, gender minorities, or people from migrant backgrounds) feel isolated, hesitant, or **uncomfortable sharing their experiences, concerns, or questions**.

Selected mixedness spaces create environments where participants from underrepresented groups can speak openly about the challenges, harassment, or barriers they face, **without fear of judgment or dismissal**. These spaces allow individuals to share experiences that they might not feel safe discussing in front of the overrepresented majority, fostering honest dialogue and mutual understanding.

Applications in cycle logistics :

- **Recruitment and training** : offer sessions on cargo bike handling, delivery safety, or route planning specifically for women or other minorities.
- **Mentorship and peer support** : create mentorship circles for underrepresented couriers, where they can meet regularly with peers or senior mentors from similar backgrounds.
- **Internal sessions** : on defined intervals (e.g., once every 3 months), organise selected mixedness reflection sessions.



Image : Bike Logic



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Les Roues Libres



Les Roues Libres, in partnership with the technical training organisation Études et Chantiers, has launched an unprecedented **program** in the Île-de-France region **to train women and gender minorities as professional bike mechanics**. The initiative addresses the persistent underrepresentation of these groups in the cycling sector and aims to foster inclusion, equality, and professional development. By combining hands-on training, mentorship, and community integration, the program equips participants with technical skills while promoting awareness of stereotypes, gender-based violence, and workplace equity. This initiative also seeks to inspire systemic change across the sector, influencing recruitment practices, training standards, and public perceptions of cycling professions.

Key actions :

- Implemented a **quota of at least 50% women and gender minorities** in each training session.
- Raised awareness among employment advisors on **gender diversity and professional equality** in the cycling sector.
- Produced an **inclusive communication campaign** with France Travail: mixed visuals, simplified language, and inclusive writing in training presentations.
- Recruited **women and gender minority experts** to participate in Les Roues Libres activities.
- Trained the Études et Chantiers teaching team on **stereotypes, sexual violence prevention, and inclusive teaching**.
- Established a **reporting unit** during training and internships.
- Delivered modules on **stereotypes and sexual violence prevention** for mixed-gender trainees, and a self-esteem module for women and gender minorities.
- Integrated trainees into the **Les Roues Libres professional network**, fostering ongoing mentorship and community support.

Key figures :

- **3 training sessions** conducted for the Bicycle Mechanic profession.
- **36 people** trained in total.
- **50% of trainees were women and gender minorities**.
- Part of a **network of over 100 professionals** committed to equality and inclusion.



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Carton Plein



Founded in 2012, Carton Plein is a social and professional integration association that supports individuals who are far from employment to re-engage through meaningful work. By **combining economic activity with personalised social support**, Carton Plein helps people reconnect with employment and regain access to their fundamental rights — including social relationships, income, health, and housing. Cycle logistics serves as a central pillar of its mission, offering an empowering and accessible pathway to professional reintegration while promoting sustainable urban transport.

Key actions :

- Operates **three Integration Workshops** and an **Integration Enterprise** employing around 50 cycle logisticians (35 FTEs).
- Recruits candidates based on **social and professional vulnerability** (low qualifications, long-term unemployment, refugees, people under judicial supervision, women, seniors, etc.).
- Offers **comprehensive social support** including administrative, housing, health, and addiction assistance, as well as career guidance.
- Provides **tailored training programs** in professional French, digital literacy, and psychological or addiction counseling.
- Delivers **on-the-job training** on safety, navigation, reporting, and customer relations through a structured skills framework.
- **Adapts working hours** (18–35h/week) and delivery shifts to match each employee's health, capacity, and level of autonomy.
- **Encourages diversity** in different roles, from waste collection (cardboard, organic waste) to meal delivery, allowing progressive skill development.
- **Promotes gender diversity in cycle logistics**, currently supporting three women riders, with a goal of recruiting 10 women by 2026 and achieving gender parity.
- **Engages partners** and guidance organisations to challenge gender stereotypes linked to cycling professions.

Key figures :

- **50 cycle logisticians** and **35 FTEs**
- **60% dynamic exit rate** in 2024 (transition to employment or training)



Image : Carton Plein



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INSPIRATIONS

Cargonautes

Cargonautes is a Parisian cycle logistics cooperative that has actively integrated women and gender minorities into its workforce to break away from the traditionally “*macho*” work culture. With 8 women currently employed among 40 employees, and 18 women having worked in roles ranging from delivery and order preparation to dispatching and management, the cooperative demonstrates how **inclusive practices improve working conditions, performance, and team cohesion**. Open governance and collective decision-making have been key to creating a supportive environment where diverse talents can thrive and where inclusion is part of everyday operations.

Key actions :

- **Role modeling and support** : the presence of women and gender minorities reassures and attracts other women, creating internal support networks.
- **Shared work charter** : shifted performance evaluation from purely speed/load-based metrics to include reliability, communication, and endurance.
- **Operational improvements** : adjusted delivery processes to reduce errors and strain – e.g., using trailers, carts, and setting maximum parcel weights.
- **Inclusive communication** : highlighting women and gender minorities through photos, social media, surveys, and inclusive writing.
- **Adapted recruitment** : women included on hiring panels, use of positive discrimination when needed, and testing in non-mixed settings to reduce bias.
- **Fair compensation** : co-created salary grid to prevent gender pay gaps.
- **Progressive policies** : first cooperative in the sector to offer **menstrual leave**.
- **Ongoing culture work** : continuous effort to address stereotypes and unconscious gender biases in daily operations.

Key figures :

- **40 employees** with **8 women** currently employed.
- **18 women** have worked at Cargonautes since its creation.
- Inclusive policies implemented across recruitment, pay, and work culture, including **first menstrual leave policy in the sector**.



Image : Cargonautes

INSPIRATIONS

Les Mercedes

Mercedes Barcelona SCCL is a non-profit cooperative established in July 2020 by a group of professionals in educational tourism. The COVID-19 crisis provided an opportunity to rethink urban mobility and logistics, leading to a model centered on sustainable, socially responsible transport. The cooperative offers transportation and logistics solutions for companies and individuals, promoting bicycles and electric vehicles as viable alternatives to platform-based mobility. As part of Somecologista, a network of cycle logistics cooperatives in Catalonia, Mercedes Barcelona SCCL actively contributes to transforming the city's transport system toward more inclusive, environmentally conscious, and solidarity-based practices. Its diverse team includes women, LGTBIAQ+ people, migrants, racialised individuals, and vulnerable groups at risk of exclusion, ensuring **a strong social and gender perspective in a sector traditionally dominated by men.**

Key actions :

- Developed **an inclusive, diverse workforce** integrating women, LGTBIAQ+ people, migrants, and racialised or vulnerable individuals.
- **Promoted gender perspective** and actively challenged the male-dominated culture in urban logistics.
- Maintained a diverse fleet : mechanical and electric bicycles, tricycles, light motorcycles, and isothermal motorcycles for food transport, **adapted to different operational areas.**
- Offered specialised, professional customer service combining delivery and route logistics.
- **Collaborated with local entities** specialising in labor reintegration, providing opportunities for individuals at risk of social exclusion.
- **Engaged in intercooperation with other urban distribution cooperatives**, building economic frameworks outside of traditional capitalist models and fostering responsible consumption.
- **Made visible and supported marginalised groups** to combat structural inequalities including patriarchy, racism, and ableism.



Image : Les Mercedes