

ANALYSIS OF BIKE COURIERS' TRAINING IN EUROPE

COMPREHENSIVE & INCLUSIVE
CYCLE LOGISTICS EDUCATION
PROGRAM (CICLE)



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ANALYSIS OF BIKE COURIERS' TRAINING IN EUROPE (2024)

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ANALYSIS OF BIKE COURIERS' TRAINING 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.

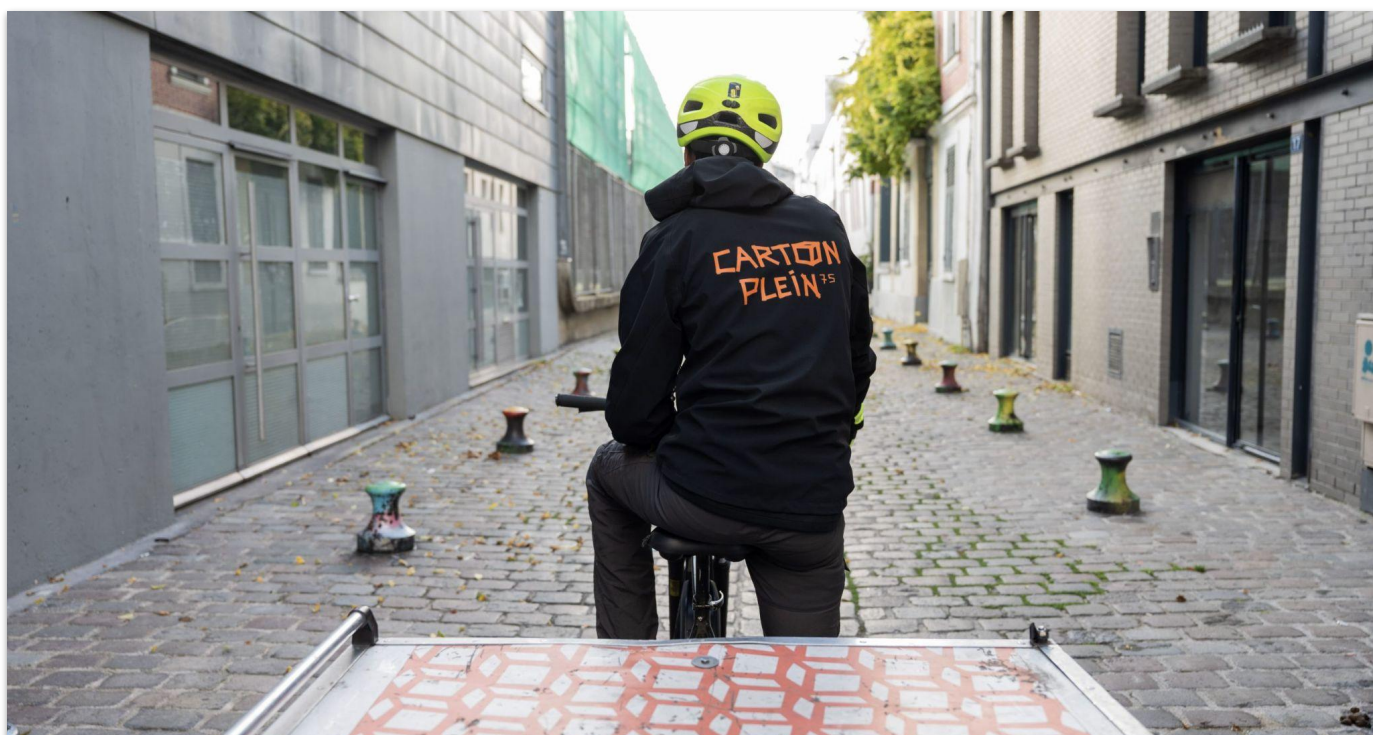
The potential is huge : **33% of urban deliveries can be done by bike** in most European cities which represents a potential for local and quality employment for several tens of thousands of Europeans. However, access to this profession is often spontaneous, motivated by personal interest or knowledge 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.

Establishing a formal training could equip underrepresented minorities with the practical skills and knowledge to enter the labor market as bike couriers. On the other hand, developing recognised training programs would enhance the profession's appeal and contribute to diversifying and democratising the sector.

This report analyses the profile of bike couriers, the needed competencies and existing training programs from 12 European operators **to identify the needs, the best practices and shortcomings of the sector.**

Content

Introduction	4
Targeted skills and competencies	8
Overview of training programs	16
Best practices and main challenges	22
Appendix	28



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 cyclelogistics cooperative ;
- **L'École des métiers du vélo** (France), association of inclusion through economic activity who are acting to develop Parisian cycling sector ;
- **Bike Logic** (Spain), a cyclelogistics 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.

Ultimately, the aim of the CICLE program is to design a matrix of skills and competencies for bike delivery riders based on the sector needs and expectations, validated by operators and stakeholders. They will be provided to trainers to increase their skills and knowledge to organise inclusive and professionalising training for courier candidates with a wide range of profiles and subsequently help to promote diversity in the pelotons.

This study addresses the following research questions :

- What is the framework of the training programs?
- What are the main skills and competencies addressed during the training programs?
- What are the best practices?
- What are shortcomings and obstacles?

The research started with the identification of organisations that provide training for bike couriers. We encountered several challenges in this task. Bike couriers often learn on the job and there is little promotion and structuring of training processes. As a result, it was difficult to find existing training programs. Furthermore, there is little to no literature available on the topic, and many of the programs that do exist are not always advertised, with some organisations not openly promoting their established training courses.

In total, 12 organisations active in 9 different countries and 32 cities were interviewed between January and March 2024. Most of the interviews were conducted online (10). The interviews lasted between 65 and 110 minutes. The interview guide is available in the appendix to this document.

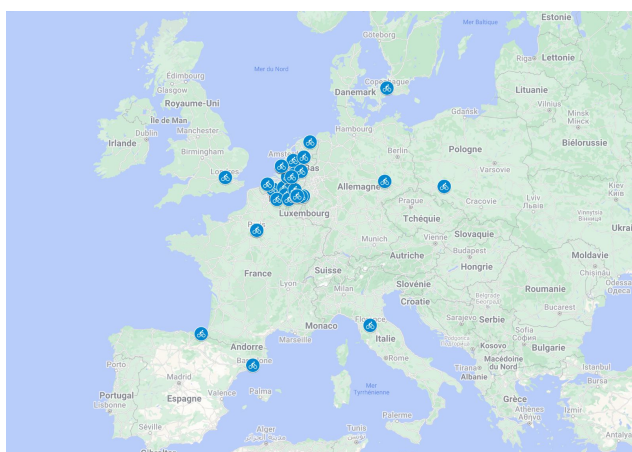


Figure 1 : location of cycle logistics activities of respondents



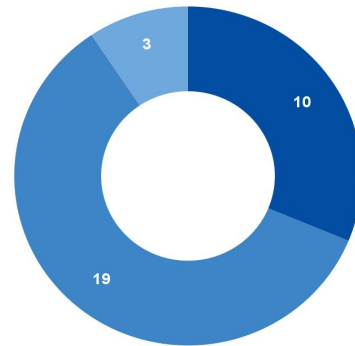
INTRODUCTION

Profile of the respondents

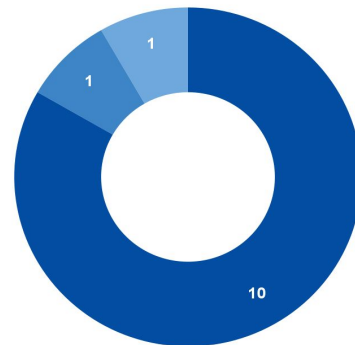
As mentioned above, respondents are active in **9 different countries and 32 cities**. It includes large European capitals such as Paris, Brussels or Copenhagen, but also medium- and small-sized cities. It is also important to mention that most respondents are only active in one city. Only three respondents are active in more than one city. Two of them have a national coverage, which explains the number of cities represented.

Regarding **the size of the companies of the respondents**, most of them are micro- (less than 10 FTE) or small-sized companies (10 to 49 FTE). One medium-sized (50 to 249 FTE) and one large-sized (more than 250 FTE) companies are also among the respondents. For most of them (10), the focus of their activity is providing postal and parcel services, whether it includes additional services such as training, sales, consulting, or not. The remaining respondents' focus relies on professional reintegration of vulnerable individuals or the recruitment of bike couriers for other companies. Cycle logistics' training is used as a mean for reaching employment.

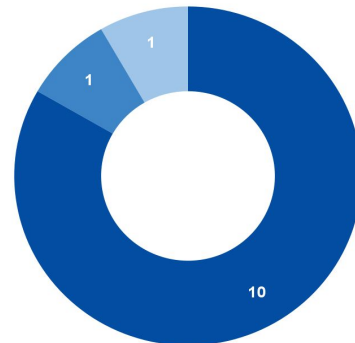
This publication focuses on the skills set and training of bike couriers of the cycle logistics sector, which differs from the bike couriers of the platform economy (e.g. deliveroo, uber). In short, **platform bike couriers** are primarily concerned with quick, flexible food or parcel delivery and operate as independent contractors with little/no contact with their employers (no training or contract) while **cycle logistics couriers** are part of a more formalized system focused on larger-scale logistics, often emphasizing sustainability and efficiency in a professional context.



● Small cities ● Medium cities ● Large cities



● Small enterprise ● Medium enterprise ● Large enterprise



● Postal & Parcel services ● Professional reintegration ● Recruitment

Short summaries of the interviews are available in the appendix.



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INTRODUCTION

European anchoring

The professionalisation of cycle logistics is at the heart of several key European Union objectives. It directly impacts initiatives like the **European Pillar of Social Rights (EPSR)**, as the current state of the cycle logistics sector falls short of providing “*equal opportunities and access to the labour market*” which is the focus of the EPSR's first chapter. Additionally, as a rapidly emerging sector, cycle logistics offers a vital solution for more sustainable and responsible last-mile deliveries. Supporting the growth and professionalisation of this sector aligns with the goals of the **European Green Deal**, by accelerating the shift towards sustainable economies and mobility systems, and contributing to the zero-pollution ambition. Moreover, it plays a crucial role in the implementation of **Sustainable Urban Mobility Plans (SUMP)**s and advances the objectives outlined in the **European Social Economy Action Plan**. Therefore, fostering the development of professional and inclusive training pathways within cycle logistics is a concrete and effective lever to promote a fair, resilient, and sustainable transition across Europe.



TARGETED SKILLS AND COMPETENCIES



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TARGETED SKILLS AND COMPETENCIES

General Overview

Before digging deeper into the insight of the interviews, it is interesting to present a global overview of the targeted skills and competencies in bike couriers' training.

In the table below, we highlighted the main categories of training modules included in the training programs of respondents. Quite understandably, all respondents (12) include a specific **(cargo-)bike training** module. It mostly includes handling the (cargo-)bike in the traffic, and managing the gearing and braking systems.

Operational processes are also considered important, with 83% of respondents (10) dedicating a training module to them. Operational processes is a broad category that includes key information on the company and its stakeholders, actions related to receiving, loading and unloading goods, as well as route closure.

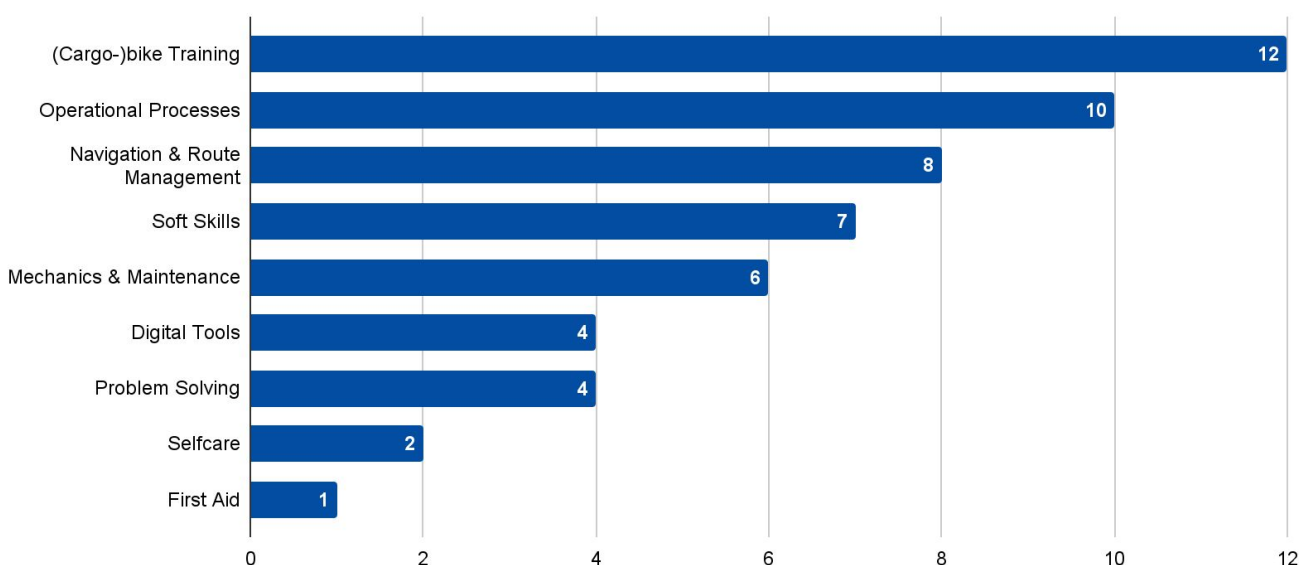
In third place, a specific training module is dedicated to **navigation and route management** for 67% of respondents (8). This module typically includes navigating the city, anticipating topographic changes and following and adapting a roadmap.

Alongside skills that are very specific to bike couriers, **soft skills** such as communication, reliability or teamwork are crucial. 58% of respondents (7) have a specific training module.

Interestingly, only 50% of respondents (6) have a training module dedicated to **mechanics and maintenance**. For some, it is neither a prerequisite nor a targeted skill. For others, being able to fix minor issues (e.g. a flat tyre) is an important part of the training process. Advanced mechanics is not a focus of the training programs.

33% of respondents (4) have included a module dedicated to **digital tools** used in bike delivery operations (e.g., transport management system, navigation and clocking apps). The training program of as many respondents contain a module on **problem solving** (e.g., to weather conditions, route optimisation, customer or time constraints).

Finally, **selfcare** (2) and **first aid** (1) are less represented in the training programs. Selfcare is related to ergonomics (which is addressed in operational processes in some cases) and taking care of one's body limits. In the case of first aid, one operator proposed it is as an optional training.



TARGETED SKILLS AND COMPETENCIES

(Cargo-)bike Training, Mechanics and Maintenance

The first group of skills covered by the training courses concerns the use of (cargo-)bikes. The skills are divided into three sub-groups :

- general knowledge of the vehicle ;
- safe riding in an urban environment ;
- mechanical maintenance.

General knowledge of the vehicle

The first set of skills needed for bike delivery riders is an **advanced knowledge of their main working tools, i.e. bikes, cargo bikes and trailers**. Most training courses therefore include a presentation of the vehicle's general operation : gears, brakes, electrical assistance, ergonomic settings, etc. This presentation is far from being insignificant, as couriers can use a variety of vehicles (types, brands, models). Operational and technical features can vary greatly from one model to another.

Through this learning process, the trainers aim to develop the learners' intimate knowledge of their vehicle. The aim is to optimise their mastery of the tools at their disposal. Some training providers are quick to point out that trainees need to develop a close relationship with their vehicle.



Figure 2 : bike courier in Nice (photo : eco city)

Safe riding in an urban environment

As expressed above in the needs for training, one of the most important reasons for the creation of training courses is **to ensure the safety of the riders**. This is usually done in two stages: firstly, in a safe environment (e.g., a car park or a traffic-free square), to learn to control the vehicles' size. Some specific driving exercises can then be organised, first without a load, then with a load. The aim is to help learners gain confidence in their driving skills.

Then, the training continues **in urban traffic**. Such training can be done by following an experienced rider, for example. The goal is to raise awareness of the potential risks in order to anticipate and gain further confidence is riding with a large size vehicle in a complex environment.

Road safety is included in most training courses. However, in countries where cycling culture is pervasive, this aspect of training may be considered a given.

Mechanical maintenance

Finally, the third set of (cargo-)bike skills concerns mechanical know-how. This includes the ability to carry out preventive maintenance – i.e., to identify malfunctions before they turn into breakdowns and immobilise the bikes. Such skill means, for example, the capacity to check tyre pressure, the bike's balance or the chain. Bike couriers should be able to formulate and verbalise the malfunctions they observe on bikes.

In some case, being able to perform small repairs such as replacing an inner tube are often required.



TARGETED SKILLS AND COMPETENCIES

Operational processes

The work of a bike courier involves adhering to numerous processes. To do this, they are initially required to **understand the context** in which they operate : who are the main stakeholders, what are the important steps in their workday, from being assigned a shift to completing their delivery rounds. Not only are these processes important for the operator, but they also influence the workload of the bike courier. There is thus a dual challenge in designing operational processes aimed at optimising ergonomics and the safety of the worker on one hand, and in communicating them effectively to ensure their adoption on the other hand.

Operational processes are specific to each company and task. Yet we often find the following elements : assignment to a shift, shift preparation, starting the shift, loading the goods, deliveries, and shift closure.



Figure 3 : loading process (photo : Carton Plein)

Before the shift



Assignment to a shift: review the assigned shift time and location.



Shift preparation: check the weather conditions and dress accordingly (rain jacket and pants, gloves, sunglasses), check the equipment's functionality (battery, transmission, brakes, tyre pressure), prepare the bike by adjusting the saddle and handlebars, and get safety gear ready (helmet, reflective vest).

During the shift



Starting the shift: log on the digital tools (clocking app, transport management system), check the assigned task and roadmap (order, ETA, specific instructions).



Loading the goods: use an appropriate packing strategy (e.g., First In Last Out), ensure the stability and weight distribution (heavier items lower and toward the centre).



Deliveries: navigate efficiently by using a routing app or visual landmarks, perform deliveries and validate the tasks (confirmation on the transport management system, with signatures or pictures) or other extra services.

After the shift



Shift closure: report failed tasks or incidents, report bike failures, end the shift on the transport management system and the clocking app.



TARGETED SKILLS AND COMPETENCIES

Navigation and route management

Navigation and route management are essential for bike couriers. This impacts the efficiency of the deliveries, but most importantly, the safety of the workers.

Navigation and route management rely mostly on **digital tools** (e.g., transport management systems, navigation apps) as well as **visual landmarks** (e.g., road markings, road signs, large arterial roads, landmarks). While digital tools generally help couriers take the most optimised routes, they do not always account for other factors such as topography, bike-friendliness of the roads and therefore couriers' safety, construction sites and related detours, or traffic density.

Learning navigation can be a slow process due to the need for couriers to familiarise themselves with the city or area in which they work. Training includes key information and best practices, but the skill is mostly acquired on the job.

Best practices

Anticipation of topographic changes: prioritise downhill routes at the start and uphill routes at the end (lighter load), and avoid steep climbs to preserve the equipment and body.

Heavy loads: prioritise heavy deliveries at the start to reduce the load for the rest of the round.

Large roads: avoid large multi-lane roads to minimise the risk of incidents or conflict with other road users.

Bike lanes and itineraries: most European cities have developed a cycling network consisting of bike lanes and preferred routes. It is helpful to study these routes to maximise their use and increase couriers' safety.



TARGETED SKILLS AND COMPETENCIES

Soft skills

Self-sufficiency and problem-solving

The job of a bicycle courier is not straightforward: each round has its own particularities (e.g. a flat tyre, deviation, absent customer, sudden weather changes, incidents with other road users), and the worker must be able to adapt and make the right decisions.

This aspect of the job is essential, as autonomy and problem-solving skills are highly sought after by operators. While these soft skills aren't acquired solely through training, it can encourage couriers to adopt a composed and structured approach (e.g. notifying dispatch, keeping a record of the delivery attempt, ensuring their own safety).

Communication

Bike couriers are constantly in contact with people. First, they are part of a team that includes other couriers, a dispatcher, and an operations manager. The smooth running of operations depends on frequent and non-violent communication (e.g., if a bike is damaged, it's important that other workers are informed). Additionally, couriers are at the end of the supply chain and act as the point of contact between the company and the final customer. Finally, couriers are also in constant contact with public space users, and effective communication is essential for ensuring their safety and reducing the risk of incidents (e.g., signaling a direction, de-escalating a conflict).

Digital tools

The digitalisation of processes has a major impact on urban logistics practices. Parcels need to be tracked at every stage, from reception to final delivery. The tools used are often company-specific, and training is therefore provided, mainly for the use of transport management systems. This step often requires prerequisites, such as handling a smartphone and other connected devices.

The most commonly used digital tools include transport management systems for managing delivery routes and tracking parcels, clocking apps for monitoring working hours and pay, and navigation apps.

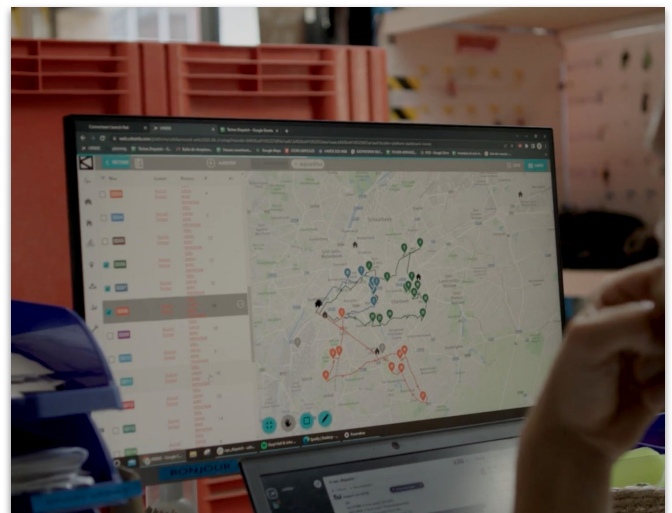


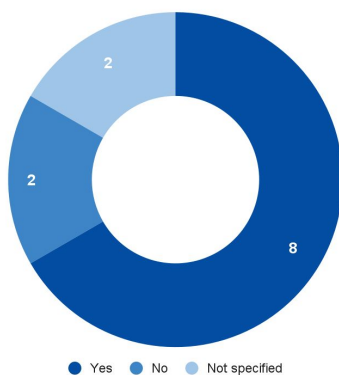
Figure 4 : transport management system (photo : Urbike)



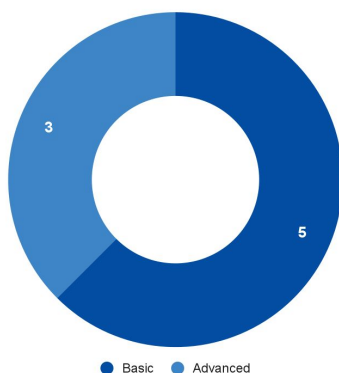
TARGETED SKILLS AND COMPETENCIES

Prerequisites for applicants

The profession of a bike courier in the cycle logistics sector is both challenging and rewarding, requiring a unique set of skills and attributes. Candidates aspiring to enter this field must meet certain prerequisites and develop specific competencies to perform effectively. **Among the respondents, two thirds (8) require specific prerequisites in the hiring and training process.** The remaining third have no prerequisite (2) or did not mention any (2) during the interview.



If we look closely to the results, it is mainly basic prerequisites such as language proficiency and bike handling that are required (5). In some specific cases (3), advanced skills are explicitly required such as soft skills (problem solving, communication, teamwork) and technical skills (navigation, maintenance) or prior work experience.



Organisations focused on social inclusion, such as Carton Plein, reduce prerequisites to make the profession accessible to people far from employment. They emphasise motivation and willingness to learn over formal qualifications.

Basic prerequisites

Language proficiency : being able to communicate with colleagues, road users and customers.

Basic bike handling : being able to ride a normal bike in the traffic.

Digital tools : being able to use a smartphone and mobile apps.

Physical condition : being able to cycle multiple hours per day.

Advanced prerequisites

Soft skills : behavioural skills such as professionalism, non-violent communication, problem solving, reliability, etc.

Maintenance skills : being able to perform basic repairs (e.g. tyre puncture).

Advanced bike handling : being able to ride a loaded (cargo-)bike.

Navigation skills : knowledge of the city and being able to navigate self-sufficiently.

Prior work experience : prior work experience as bike courier or in a logistics company.



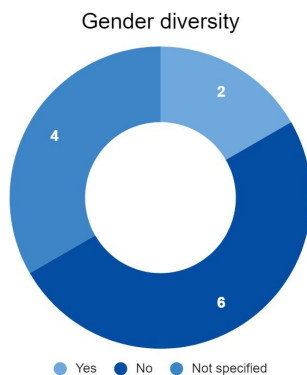
TARGETED SKILLS AND COMPETENCIES

Common profile of bike couriers

Despite the potential for diversity, a recurring profile dominates the cycle logistics sector. Understanding this profile sheds light on current industry dynamics and areas for potential growth in inclusivity.

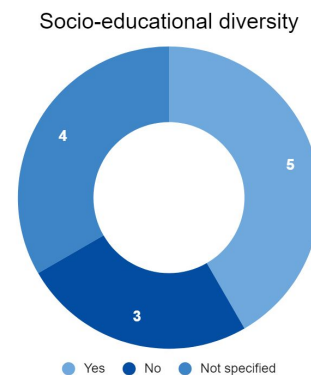
Demographics

The typical trainee is a young man in his twenties or thirties, able-bodied and in good physical condition. While no specific figures regarding the proportion of gender identities of trainees and bike couriers was collected during the interviews, qualitative information regarding the diversity of pelotons were compiled. Most respondents have little gender diversity (6). Only 2 respondents have a "diverse" peloton meaning that they aim to have an equal representation of men and women.



Education and Background

Trainees are also often overqualified. Many hold degrees or qualifications beyond what the job requires. They are cycling enthusiasts with a strong interest in cycling. For some, they had a prior experience in cycle logistics or in a related sectors. In larger companies and those focused on social inclusion, we observed more diverse socio-educational backgrounds. This can probably be explained by the type of work that is carried out (routine work) or the will to train and make the profession more inclusive.



Factors Influencing the Profile

Several factors contribute to this homogeneity. The perception that the job requires significant **physical strength** may discourage those who do not fit this image.

Cultural perceptions also plays a part : the image of the bike courier as a young, fit male cyclist is perpetuated within the industry and media. Consequently, an unconscious **self-selection process** occurs and individuals who feel legitimate are more likely to be attracted to these roles.

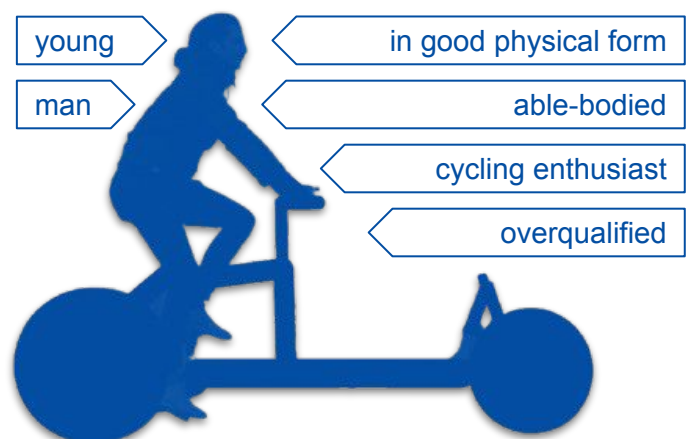


Figure 5 : the typical trainee



OVERVIEW OF TRAINING PROGRAMS



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OVERVIEW OF TRAINING PROGRAMS

Introduction

As mentioned in the introduction, we organised interviews with 12 cycle logistics operators from different European countries. In the following section, we will outline the main insights from their internal training programs.

The vast majority of training programs take place after hiring process and are intended for “in-house” workers (e.g. onboarding sessions). The training is therefore provided by the operator, whether it is a (cycle) logistics or a social reintegration company. A few companies also offer training programs for external trainees (e.g. Pedal Me, Urbike, Cargonantes, Bike Logic).

The only recruitment agency interviewed (Bikeshift) acts as an intermediary between potential employers (i.e. cycle logistics companies) and potential employees (i.e. bike couriers). In this specific case, trainees receive a basic and general onboarding training before employment.

The internal training programs organised by the structures interviewed have durations ranging from 1 day to 4 days.

Most structures testify that it takes minimum 2 weeks to 2 months for a bike courier to be fully efficient and operational. During these first weeks, the new bike courier is often supported and taught to gain skills.

Most (onboarding) trainings emphasise the practical learning, but the majority also includes some theoretical knowledge (intro in cycle logistics, traffic laws, etc.)



Figure 6: bike courriers (les boîtes à vélo, France)

In a few countries, external training programs exist to learn the job of bike courier. These training programs have often a longer duration, ranging from 20 hours (cyclo-cargologies, France) to 1 month (training programme urbike & Logisticity) or 6 weeks for the training by carton plein which trains and supports people in situations of exclusion towards employment.

Initial internal training | **Professionalisation & Evaluation**

1 to 4 days

2 weeks to 2 months

Theory & In-class exercises

Practical exercises & On-the-job training

<50%

>50%



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OVERVIEW OF TRAINING PROGRAMS

Profile of training providers

In the cycle logistics sector, **trainers typically come from professional backgrounds within the industry.** They are often experienced bike couriers or logistics professionals who bring their practical knowledge to the training programs.

“Taking on people from the logistics sector also guarantees professionalism, expertise and a link with the outside world.”

Carton Plein, France

Regarding their pedagogical skills, industry expertise does not necessarily equate to effective teaching. Trainers may lack formal pedagogical training, which can impact the quality of the training programmes.

“We are re-developing our pedagogical tools (...) The use of pedagogical materials and clear assessment methods was essential.”

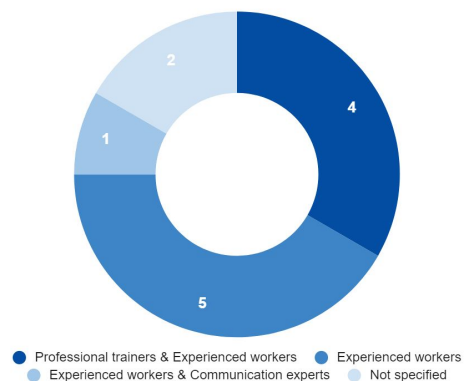
Urbike, Belgium



Figure 7 : bike courier (les boîtes à vélo France)

Overall, the training are mostly given by experienced workers (83% of respondents). In 4 companies (33% of respondents), the experienced worker is accompanied by a professional trainer or has been trained in proper pedagogical practices. In one specific case, the experienced worker is accompanied by a communication expert (8,33% of respondents). The profile of trainers was not specified for the last two respondents.

Several operators have their own professional trainers or have trained experienced workers in order to professionalise their training methods. Recognising the need for pedagogical skills, they have engaged in train-the-trainer initiatives to enhance their trainers' expertise. These programs aim to equip trainers with teaching and assessment methodologies.



OVERVIEW OF TRAINING PROGRAMS

Importance of training programs

While there is no doubt about the importance of training – all respondents mentioned its essential to prepare trainees for the profession – few operators have developed a structured program. This does not mean, however, that the topics are not addressed, but that the learning takes place outside a formal framework.

The training aims to achieve four objectives : worker safety, professional practice of the work, preservation of equipment, and contribute to the further development of sustainable logistics.

Safety and health

Safety and health are the primary concerns driving the need for training programs. Bike couriers face numerous risks, whether on the road (e.g., bike ergonomics, incidents with other users, falls) or during handling (e.g., repetitive lifting of heavy loads).

“We are focusing a lot on all aspects of safe riding. We must first ensure that learners are aware of the risks involved in this activity.”

Carton Plein, France

Safety aspects are addressed by all respondents without exception, whether in the form of training in (cargo-)bike handling, traffic rules, navigation, or work ergonomics.

Service level and quality standards

Training is also essential for the smooth operation of business activities. Each company operates with specific processes and standards to be met. This directly impacts the

quality of services provided by the operator, and consequently, customer satisfaction. This aspect of training includes both soft skills, such as communication, and technical skills, such as loading bikes and following strict processes.

Preservation of the material

The purchase and maintenance of (cargo-)bikes and other associated equipment represent significant investments for operators. Training helps prevent improper use of the equipment, thereby reducing maintenance costs and increasing its lifespan.

“We had to train our teams to improve the lifespan of our bikes. The equipment was not respected due to lack of information, lack of knowledge, or simply lack of practice.”

Urbike, Belgium

“The first reason was not to have riders destroying cargo bikes! Avoiding damage was one of the main reasons [for training].”

CycloLogica, Italy

Development of sustainable logistics

By nature, cycle logistics is a sustainable mode of delivery. It helps reduce pollutant emissions and noise, limit congestion, and improve urban safety. The growth of industry players, and consequently the expansion of teams, increases the importance of training, which acts as a catalyst for the sector.

“For the municipality, [urban logistics] is a strategic sector to work on, in terms of reduction of pollution, congestion and space occupation (...) programs related to sustainability or urban distribution of goods was of the municipality’s interest.”

BikeLogic, Spain



OVERVIEW OF TRAINING PROGRAMS

Towards more uniform skill sets and training

The cycle logistics sector is beginning to recognise the need for standardised training and uniform skill sets among bike couriers. While progress is gradual, several initiatives indicate a move towards greater professionalisation and standardisation. Several collaborative initiatives and partnerships have already been launched with the aim of formalising training, or even developing and implementing a training standard.

BikeLogic & Sant Cugat del Vallès

In Spain, BikeLogic collaborated with the municipality to deliver a training program focused on sustainable urban logistics. The municipality supported the initiative by defining the budget and duration, while BikeLogic managed the training content and participant selection.

Urbike, Logisticity & Bruxelles Formation

In Brussels, Urbike partnered with Logisticity, a regional training centre, and Bruxelles Formation to provide training for unemployed individuals. The program includes technical, mechanical, and social modules, as well as visits to logistics operators. This training has notably required the formalisation of skills and their translation into training modules.



Figure 8 : training session in Brussels

Pedal Me

In the United Kingdom, Pedal Me managed to obtain an accreditation from the Fleet Operator Recognition Scheme (FORS), which sets standards for safety, sustainability and efficiency in the transport industry.

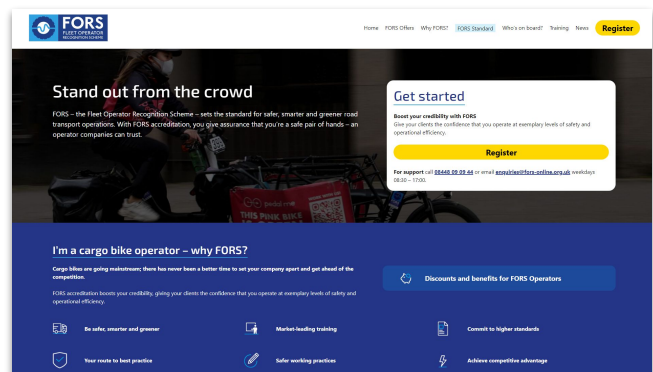


Figure 9 : FORS

Challenges to standardisation

Despite these efforts, several challenges continue to impede the move toward standardised skill sets and training. The sector remains insufficiently integrated with public and private institutions. Smaller companies often lack the resources to develop comprehensive training programs or seek accreditation. Additionally, the wide range of training providers – from logistics companies to social inclusion organisations – results in a lot of diversity in both content and quality.

To achieve more uniform skill sets and training, the industry must :

- enhance collaboration between operators, training providers and public institutions ;
- develop industry standards ;
- promote accreditation ;
- invest in trainer development.

By addressing these challenges, the sector can enhance professionalism and safety.



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OVERVIEW OF TRAINING PROGRAMS

Conclusion

The cycle logistics sector holds **immense potential for addressing urban logistics challenges** through sustainable, socially responsible and efficient delivery services. However, unlocking this potential requires a concerted effort to professionalise the industry. **Training programs are key to this transformation** as they enhance rider safety, ensure proper maintenance of valuable equipment, and help standardise service quality across the sector.

While the formalisation of training programs remains limited, the sector agrees on their importance, as few prerequisites are required in the recruitment process. **Trainees typically learn on-the-job.** However, the effectiveness of this approach should be nuanced, as it primarily targets overqualified individuals.

Trainers are often experienced workers, highlighting the need for in-depth field knowledge to teach the profession. While the lack of pedagogical training is evident, cycle

logistics companies are increasingly training their own trainers.

Existing initiatives by organisations such as Urbike and Carton Plein also showcase **the tangible benefits and feasibility of structured training.** These examples highlight the importance of building a more cohesive approach, fostering collaboration between industry stakeholders, and developing unified standards that ensure consistency in training content and delivery.

In addition, investing in the development of qualified trainers will be critical for ensuring the long-term success of these initiatives. By moving towards more uniform skill sets and comprehensive training, the cycle logistics industry can attract a more diverse workforce, strengthen its public image, and effectively meet the rising demands of urban logistics in a sustainable, forward-thinking manner.



Figure 10: bike courier driving through the streets (urbike)



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BEST PRACTICES AND MAIN CHALLENGES



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BEST PRACTICES AND MAIN CHALLENGES

Best practices

During the interviews, we gathered the best practices highlighted by the training providers. These cover a wide range of topics, from training content to methodologies and assessment.

Content of the training – Self-awareness

The job of a courier can be physically demanding and requires a lot of energy. In a way, the body is part of the working tools, so it is important to take care of it. On one hand, training should encourage couriers to recognise their current mental and physical condition (e.g., through a body scan) and their ability or inability to perform a task. On the other hand, training should include awareness of work ergonomics (e.g., load handling, bike adjustments) and recovery (e.g., rest, nutrition).

“The key skills we want to ensure are acquired are [among others] handling goods and self-care.”

Urbike, Belgium

Content of the training – Material

The use of equipment is a key element of the training. Several best practices emerged from the interviews. First, although it may seem obvious, a loaded bike behaves differently on the road. Therefore, it is important not to overlook the impact of loads during training. Additionally, similar to the body scan, it is important to be aware of the equipment's condition and limits to avoid putting it under stress it cannot handle.

“It's essentially about giving riders the confidence to do what we knew the bikes could do.”

Pedal Me, UK

Content of the training – Communication

Communication is a crucial skill for bike couriers, as highlighted by targeted skills and competencies. Whether it's coordinating with colleagues, speaking up when there's a problem or mistake, or interacting with clients, clear and effective communication is essential. It ensures smooth teamwork, helps prevent issues from escalating, and creates a positive customer experience. Being able to confidently communicate can be enhanced by training and clear processes.

“We never forget that, yes, we are delivering stuff, but mostly we are dealing with people.”

CycloLogica, Italy

Methodology – Practical and tailor-made

Operators emphasised the importance of a training program based on daily operations. In a similar approach, training should take into account the specificities of the company, its city, its processes, and its equipment. While this method is quite straightforward, it exposes the worker to the realities of the job and prevents overloading the trainee with theoretical content, which can sometimes be redundant in this hands-on profession.

“Our strongest asset is our experience in the field, the fact that the trainers are not disconnected from the workplace.”

Cargonautes, France



BEST PRACTICES AND MAIN CHALLENGES

Best practices

Continuous assessment

The goal of the operators is, on one hand, to prepare the courier to be autonomous, safe, and professional, and on the other hand, to ensure they are quickly ready to perform the job. This is reflected in the relatively short duration of internal training, especially when compared to other logistics professions. As a result, it is highly likely that the courier has not yet acquired all the necessary skills by the end of the training. In this context, **continuous assessment and on-the-job training follow-ups are essential** for the professional development of the worker. This can take the form of evaluation and feedback sessions, supplementary modules for skills not yet acquired, or more advanced topics.

Continuous assessments — see the table below — can, for instance, take place after one week, one month, and three months of onboarding. This helps to identify any recurring difficulties and, consequently, the need to revisit one or more modules.

NA : not acquired / PA : partly acquired / A : Acquired	NA	PA	A
Cargo bike handling			
Choose the best suited material for a given task			
Control the state of the material			
Handle a cargo bike and a trailer [loaded, in traffic]			
Anticipate topographic changes [gearing and assistance]			
Anticipate meteorologic changes [material choice, protection]			
Operational process			
Take the appropriate actions in case of incidents			
Understand and follow transport procedures			
Organise loads efficiently while respecting good ergonomic practices			
Read and plan a delivery route [volume, required equipment]			
Navigation and route management			
Know, respect, and apply traffic rules			
Prepare and follow a route with a cargo bike			
Adapt the route based on unforeseen events or the nature of my load			
Soft skills			
Communication			
Self-care			
Reliability and organisational skills			
Adaptability			
Digital tools			
Use a transport management system			
Properly prepare, complete, and close a delivery route			
Total			

Figure 11 : Assessment tool (credits : Urbike)



BEST PRACTICES AND MAIN CHALLENGES

Main challenges

Time and money

As previously mentioned, training for the courier profession primarily takes place after hiring. This represents both a cost and a time investment for the operator. Many operators mentioned that they lacked the time to deepen learning, increase the number of training courses, or improve existing sessions. This is a major issue, especially for small-to-medium cycle logistics players, who have little financial latitude and are operating in a highly competitive sector.

“I would like to add more time to training (...) integrate more components (...) It would also be good to have capacities and money to have regular trainings.”

FULMO, Germany

For some providers, one difficulty lies in the impossibility to provide a complete view of the job in a short period of training. This is due to the wide variety of tasks, knowledge and skills to be covered.

“It would make it easier if our workflow and our daily operations were more fixed (...) But every day is different : the jobs, the environment, the traffic.”

ByExpressen, Denmark

There are potential solutions to this issue. On one hand, candidates could receive training prior to employment. On the other, if the training leads to long-term employment, operators might be eligible for funding. This would provide operators with greater access to human resources.

Interactions with institutions

In a similar vein, operators receive little institutional support to validate and certify training programs. Yet, such support is essential to help the sector grow, provide formal recognition of the profession, and attract a broader audience. Moreover, the complexity of the vocational training ecosystem poses a significant challenge in certain national contexts which can deter operators from engaging with vocational training stakeholders.

“There is a difficulty in understanding the vocational training ecosystem.”

Cargonautes, France

Additionally, the wide variation in practices from one operator to another complicates the structuring and formalisation of training programs, further distancing them from any form of institutional anchoring, whether public or private.

“It would be a good idea to formalise and externalise the training, but we need to identify the processes that are common in every cycle logistics company.”

Txita, Spain

Pedagogical skills

As mentioned earlier, pedagogy is a key challenge. Quality trainers need to have both a deep understanding of the job and strong teaching skills to effectively engage with diverse audiences, which is not always guaranteed. Trainers are often experienced workers with no specific pedagogical background. However, it should be noted that operators are increasingly developing these essential skills.



BEST PRACTICES AND MAIN CHALLENGES

Main challenges

Material resources

The lack of resources is also evident in the material conditions of the training. Most of the time, training programs *borrow* equipment used for operations. On the one hand, this is beneficial as trainees learn using the same equipment. On the other hand, it ties up resources normally intended for commercial tasks, resulting in a potential loss of revenue for operators.

Additionally, the training is often limited to one or two types of vehicles, despite a broader range of options in terms of motorisation, gearing, frame types, number of wheels, etc. These technologies also evolve over time, making continuous updates necessary, which in turn raises questions about the funding of training programs.

“We don’t have a test fleet (...) we operate mainly with two-wheelers and trailers.”

Cargonantes, France

“One difficulty is to keep the training up to date with evolutions (technology, vehicles).”

FULMO, Germany

Diversity and inclusion

While operators are aware of the lack of diversity in the sector, they still find it challenging to take concrete steps towards inclusion. The lack of diversity mainly concerns gender and the sociocultural background of workers and trainees, with a strong predominance of overqualified young men in the sector.

The lack of diversity within organisations can largely be attributed to the absence of diversity among candidates, which itself can be explained by several social constructs such as

gender norms, cultural perception, education and training access, geographical barriers, or network effects¹.

“Women simply do not appear here asking for a job.”

Txita, Spain

“(...) this bubble is about bicycle-interested people that want to respect the environment.”

FULMO, Germany

The role of a bike courier is often associated with qualities such as strength, determination, resilience, and stamina. There is an implicit expectation that bike couriers must be robust and tenacious – traits frequently linked to masculinity. In addition to this perception of the profession, issues of safety on bicycles and in public spaces further complicate matters. Feeling safe on the road is not solely about training. It also involves the presence or absence of discrimination and the potential risks of physical or verbal violence in public areas.

“We can see that women are more apprehensive about operating on a bike. Why? Because (...) it’s a bit heavier despite the fact that everything is electric.”

Organisation not disclosed, Belgium

¹ network effects : jobs can be filled through word-of-mouth and personal networks. If these networks lack diversity, it can perpetuate a cycle where only certain groups of people are referred for positions, thus limiting opportunities for others.



BEST PRACTICES AND MAIN CHALLENGES

Developing inclusion and diversity

Representation of minorities

Representation of underrepresented minorities fosters a sense of legitimacy and belonging, as individuals can identify with colleagues who share similar profiles and experiences. This visibility can be enhanced through various communication channels, such as the media of operators, as well as in employment and training organisations.

Screening and application process

Screening and application processes present potential for enhancing diversity. On one hand, job descriptions can highlight qualities beyond those typically associated with young men. To make job descriptions more inclusive, they can use gender-neutral language, avoid jargon, and focus on the essential skills and competencies required for the role, rather than specific past experiences that may exclude certain candidates. On the other hand, selection criteria can recognise the necessity of positive discrimination, particularly in contexts where privileged profiles tend to overrate their qualifications and abilities while minorities underestimate theirs.

“We have reached gender equity in our team – 50% male, 50% female. But when you see the applications, it’s a ratio of maybe five male candidates for one female.”

FULMO, Germany

Specialised training for trainees

In addition to representation, training serves as an additional source of legitimacy for trainees. Access to training is therefore a crucial element in enhancing inclusion and diversity within the sector. These training programmes should cater to a variety of profiles – such as those facing digital divides, language barriers,

and varying levels of prior experience – and should not be exclusively designed for overqualified individuals. By offering inclusive training opportunities, organisations can empower a broader range of candidates, fostering a more diverse and capable workforce.

Specialised training for workers

The work environment also plays a significant role in promoting inclusivity. Even without bad intention, a team predominantly comprised of privileged men can create an unwelcoming atmosphere for people from racialised backgrounds or those who do not conform to traditional gender norms. Employers can contribute to fostering a more inclusive culture by educating their workforce on gender dynamics and anti-racism. By providing training and resources, employers can help cultivate awareness and understanding, ultimately leading to a safer and more supportive workplace for everyone.

Operational processes

Finally, operational processes – whether regarding the equipment and tools used or the weight of the loads – are often designed for a typical profile (i.e., young men in good physical condition). Adapting these operational processes to make them more inclusive is therefore a crucial area for improvement.

“We had to design processes around reaching the outcome and making sure that people who were 6ft2 and 80 kilos and whatever, tall people and short people basically, could all do the same things. The different physical characteristics didn’t come into play. You have to design a new method of riding a bike that means that anyone with any physical characteristic can deliver upon that.”

Pedal Me, UK



APPENDIX



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APPENDIX

Case study 1 – BikeLogic

Information on the provider	
Name	BikeLogic
Location	Sant Cugat del Vallès – Spain
Legal status	Cooperative
Activities	Cargo bike deliveries for carriers and local retailers Official retailer of cargo bikes (Triobike) and trailers (Fleximodal) Advice, training and consulting for public administrations and organisations
Information on the training course	
Name	Cycle logistics training on labour framework
Target audience	Unemployed and individuals with no papers Logistics professionals
Prerequisite	None.
Duration	15 hours (incl. 5 modules of 3 hours)
Training conditions	In-office theory (3 sessions) On-the-job practice (2 sessions)
Period of availability	2023 (subject to funding for this edition's approval)
Learning modules	5 modules : <ul style="list-style-type: none">• 2 sessions on the context, operations, client management and communication• 2 maintenance sessions• 1 practical exercise on the last day (incl. route configuration and urban circuit)
Institutional framework	
Cost for the provider	2000,00€
Assessment	Internal feedback questionnaire
Certification	None.
Institutional partners	Municipality of Sant Cugat del Vallès
Funding	Diputació de Barcelona



APPENDIX

Case study 2 – Bikeshift

Information on the provider	
Name	Bikeshift
Location	Based in Den Haag – Netherlands Activities in The Netherlands and Belgium
Legal status	Private company
Activities	Bike couriers staffing agency (on the basis of contract), for more than 10 years. Sustainable solution for the last mile delivery.
Information on the training course	
Name	Onboarding process, includes paid trial day by the client. Bikeshift can act as consultant for companies during the training.
Target audience	Diverse audience, from 18 to 70 years (less women than men) and different profiles : riders to match according to the request of the clients (companies)
Prerequisite	Be able to bike, and be enthusiastic
Duration	Overall Bikeshift gives 8 weeks for a good onboarding on the side of the client. Initial video call, call before trial day, trial day, call after trial day, call 2 weeks after.
Training conditions	Onboarding process starts with phone or video call of 15-20 minutes. Good equipment (good bike with good helmet), safety document read before trial day, and trial day at the clients field work.
Period of availability	N/A
Learning modules	Security and safety, practical trial day, information about the company
Institutional framework	
Cost for the provider	Trial day at the charge of the client
Assessment	Data driven feedback. Need to improve on data collection from the client side to be able to give feedback.
Certification	SNA certificate (Labour Standards Register) and member of the ABU (Trade Association of Dutch private employment agencies)
Institutional partners	N/A
Funding	N/A



APPENDIX

Case study 3 – ByExpressen

Information on the provider	
Name	ByExpressen
Location	Copenhagen – Denmark
Legal status	Cooperative
Activities	Cargo bike deliveries (express, distribution, mail service, shop logistics)
Information on the training course	
Name	Onboarding for new employees
Target audience	Hired bike couriers
Prerequisite	None
Duration	3 days (24 hours)
Training conditions	In-office theory (20%) On-the-job practise (80%)
Period of availability	N/A
Learning modules	Covered topics : <ul style="list-style-type: none">• organisational knowledge• riding and navigating the city• problem-solving and self-sufficiency
Institutional framework	
Cost for the provider	Approximately 30 hours of contract work (1350,00€)
Assessment	Internal feedback sessions
Certification	None
Institutional partners	Interactions with the Municipality of Copenhagen (sourcing for potential candidates)
Funding	None



APPENDIX

Case study 4 – Cargonautes

Information on the provider	
Name	Cargonautes
Location	Paris – France
Legal status	Cooperative
Activities	Cargo bike deliveries Storage and picking Cycle logistics software solution Consulting (Big Bike Consulting) Retailer of cargo bikes and fleet maintenance
Information on the training course	
Name	“How to be Bike Deliverer in the context of a Bike Logistics activity”
Target audience	Cargonautes staff and associates and external participants
Prerequisite	Basic prerequisites : riding bicycle, speaking french
Duration	5 days
Training conditions	In-office theory (50%) On-the-job practise (50%)
Period of availability	From 2023
Learning modules	4 modules : <ul style="list-style-type: none"> • cargo bike (½ day of theory, ½ of practise) • bike logistics activity ((½ day of theory, ½ of practise) • basic round (½ day of theory, ½ of practise) • advance round incl. tight timing, heavy and large loads, customer relationship, tools management (½ day of theory, ½ of practise)
Institutional framework	
Cost for the provider	N/A
Assessment	Regular assessment and evaluation sessions
Certification	Initiation of a process to get a Qualiopi certification
Institutional partners	None
Funding	None



APPENDIX

Case study 5 – Carton Plein

Information on the provider	
Name	Carton Plein
Location	Paris – France
Legal status	Association
Activities	Reverse logistics, pickups and deliveries, social integration through economic activity
Information on the training course	
Name	Cycle logistician
Target audience	Precarious public
Prerequisite	Basic prerequisites : basic command of French, good physical condition
Duration	6 weeks and a 4-weeks internship
Training conditions	In-office theory, on site and on-the-job practise
Period of availability	From 2017 to 2021
Learning modules	<ul style="list-style-type: none"> • knowledge of urban logistics issues • getting to know the cargo bike • safe riding • goods and freight transportation • managing urban logistics warehouses • soft skills (customer relationship, communication, teamwork) • internship in a cycle logistics company (140 hours)
Institutional framework	
Cost for the provider	6500,00€ per trainee, free for the trainers (the costs are covered by public institutions)
Assessment	Regular assessment and evaluation sessions
Certification	None
Institutional partners	Municipality of Paris, Région Iles-de-France, EPEC, Pôle Emploi, other cycle logistics companies, private institutions
Funding	Municipality of Paris, France Travail, Foundations



APPENDIX

Case study 6 – CycloLogica

Information on the provider	
Name	CycloLogica
Location	Firenze – Italy
Legal status	Cooperative
Activities	Cargo bike delivery services (distribution and collection of parcels and many other different goods)
Information on the training course	
Name	Onboarding training sessions
Target audience	Hired cycle couriers
Prerequisite	Ability to ride a bike and good physical condition
Duration	3 days
Training conditions	On-the-job practice In-office for theoretical aspects
Period of availability	N/A
Learning modules	<ul style="list-style-type: none">• Getting to know the e-cargo bike• Safe riding on the street• Handling goods and materials• Navigating the city• Use of apps and devices for work• Soft skills• Human relational skills
Institutional framework	
Cost for the provider	The hours that trainers spend for this task
Assessment	Internal debriefing and feedback sessions; Some tests on the road: trainer follows trainees on routes and on the job
Certification	None
Institutional partners	None
Funding	None



APPENDIX

Case study 7 – FULMO

Information on the provider	
Name	FULMO
Location	Leipzig – Germany
Legal status	Cooperative
Activities	Cycle logistics, retail, line-hauls
Information on the training course	
Name	Internal training
Target audience	Diverse target audience : from bike enthusiasts and experienced couriers to people distant from the bike environment
Prerequisite	No specific requirement
Duration	Variable : <ul style="list-style-type: none"> • up to 3 hours of bike testing in a safe environment • 2 days of following another bike couriers (can be extended if needed) • feedback after 4 weeks
Training conditions	Mostly on-the-job practise and practical, the training is also supported by a booklet
Period of availability	N/A
Learning modules	<ul style="list-style-type: none"> • cargo bike handling and safe riding • use of electric assistance and batteries • gearing and braking system • basic maintenance skills • communication with customers • fiers aid
Institutional framework	
Cost for the provider	Learning cost of the trainee and cost of an additional bike courier
Assessment	1st feedback session after 4 weeks
Certification	None
Institutional partners	None
Funding	Self-funded



APPENDIX

Case study 8 – Pedal Me

Information on the provider	
Name	Pedal ME
Location	London – United Kingdom
Legal status	Cycle logistics company
Activities	Cycle logistics (cargo, B2B logistics, taxi service)
Information on the training course	
Name	External training for businesses and onboarding for new employees
Target audience	Any professional cycle logistics service
Prerequisite	None for external training and good cycling ability, previous experience for new employees
Duration	1 day for the external training In addition for the internal training : between 8 and 12 hours app. contract time
Training conditions	100% practical for the external training, in-class and on-road sessions for internal training
Period of availability	Since 2017
Learning modules	External training : getting to know cargo bikes, safe riding and navigating Internal training (in addition) : bike maintenance, organisational knowledge, handling materials, using digital tools (applications), bike loading and offloading
Institutional framework	
Cost for the provider	N/A
Assessment	Internal assessment (two trainers/one trainee)
Certification	Ongoing process of certification with FORS (Fleet Operator Recognition Scheme)
Institutional partners	None
Funding	None



APPENDIX

Case study 9 – Txita

Information on the provider	
Name	Txita
Location	Donostia – Spain
Legal status	Limited Companies (LTD)
Activities	Cargo bike deliveries (operators, local commerce, express) Advice and consultancy addressed to public administration and organisations
Information on the training course	
Name	Onboarding process, internal training for new employees
Target audience	Employees with different profiles and backgrounds – most of them are men, between 24 and 40
Prerequisite	None
Duration	3 weeks (around 120 hours)
Training conditions	In office for theory On-the-job practice
Period of availability	Since 2010
Learning modules	Combination of theory and practice together. Apart from learning how to ride the tricycle and basic mechanics maintenance, during three weeks the person follows different workers in their day-to-day in order to understand routines, how to deal with incidences and all procedures of the company.
Institutional framework	
Cost for the provider	N/A
Assessment	Internal feedback
Certification	None
Institutional partners	N/A
Funding	N/A



APPENDIX

Case study 10 – Urbike

Information on the provider	
Name	Urbike
Location	Brussels, Ghent, Leuven – Belgium
Legal status	Cooperative
Activities	Cyclelogistics, training, consulting, retail
Information on the training course	
Name	Internal training
Target audience	No particular target audience, yet attendees are majoritarily men of 25 to 35, with a strong socio-educational background.
Prerequisite	Behavioural skills : communication, problem solving, teamwork Digital skills : navigation with a GPS, basic use of a smartphone
Duration	1-2 days of training, 2 weeks
Training conditions	50% theoretical (based on simulations) and 50% practical for the first 1-2 days. Only practical for the remaining days.
Period of availability	Since 2020
Learning modules	<p>Include knowledge, behaviours and skills :</p> <ul style="list-style-type: none"> • Knowledge and control of the material : bike/trailer choice, riding in traffic, basic maintenance, assistance and gearing. • Knowledge of the city, its infrastructures and traffic rules : applying traffic rules, navigating, safe riding. • Work organisation and problem solving : reaction in case of incidents, applying processes, handling and loading. • Use of digital tools : use of a TMS, tracking, checking in. • Soft skills : communication, selfcare, liability, organisation.
Institutional framework	
Cost for the provider	Trainer : 2 working days per trainee, financed by the cooperative
Assessment	Internal assessment
Certification	N/A
Institutional partners	N/A
Funding	Self-funded



APPENDIX

Case study 11 – Bikeshift

Information on the provider	
Name	Wroclaw Cycle Messengers
Location	Wroclaw – Poland
Legal status	Company
Activities	Bike messengers, bike maintenance and retailer of cargo bikes Lobbying to city governors, partner of “smart hub project” Cycle logistics, maintenance and cargo bike training courses
Information on the training course	
Name	N/A
Target audience	Customers: DPD or GLS or other companies to whom they sell cargo-bikes
Prerequisite	None
Duration	One day to one week, depending needs of the customer
Training conditions	In-office and on-the job
Period of availability	N/A
Learning modules	Theoretical part (1 hour) : context of cycle logistics, micro-hubs, last miles logistics, type of deliveries. Practical part : how to ride cargo bikes, cargo bike check-up, deliveries, knowing the area and the customers, maintenance program (additional course). Competencies/skills: general knowledge of cycle logistics, equipment, riding a cargo bike, maintenance skills.
Institutional framework	
Cost for the provider	30 €/h of the trainer
Assessment	None
Certification	None
Institutional partners	Wroclaw city government
Funding	Small % of the business model, paid by customers/companies



APPENDIX

Case study 12 – Organisation not disclosed

Information on the provider	
Name	Organisation not disclosed
Location	National – Belgium
Legal status	Public limited company (“ <i>Société anonyme de droit public</i> ”)
Activities	Postal and parcel deliveries
Information on the training course	
Name	N/A, internal training
Target audience	Very broad and diverse target audience (age, gender, social background)
Prerequisite	Limited, the employer is committed to support profiles with specific needs
Duration	Variable, 1 to 3 days of training and 2 weeks to 2 months of integration
Training conditions	<i>General training</i> for all postmen <i>Change training</i> for a specific vehicle (typically cargo bikes) 50% theoretical, 50% practical
Period of availability	N/A
Learning modules	Covered topics : <ul style="list-style-type: none"> • traffic rules • security and behaviour on public roads • bike handling • operational processes The other skills are not covered in the general and change training. Yet, profiles with specific needs can receive additional training.
Institutional framework	
Cost for the provider	N/A
Assessment	Internal evaluation, by a designated agent
Certification	N/A
Institutional partners	N/A
Funding	Self-funded



APPENDIX

Interview guide

Analysis of existing training courses for bike couriers

Date of the interview:

Place:

Name of the interviewer:

Name of the interviewee:

I – Welcome, presentation of the study and consent form (if needed)

This study is part of a European project, funded by the Erasmus+ Program, entitled ‘CICLE’. CICLE 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 the recognition of cycle logistics as a professional activity.

In this study, we are looking at existing training courses for bike couriers and cycle logisticians in Europe. By analysing them, we wish to highlight the best practices and, in the long run, to contribute to the dissemination of professional cycle logistics models. To do so, we are inviting people who have created or have led training courses for bike couriers to share their experiences and insights.

II – Topics

A. IDENTIFYING THE PERSON

Interview question : Can you introduce yourself and talk about your role in your company/association/organisation? And more specifically, can you describe your role in the training course we are about to discuss?

B. IDENTIFYING THE TRAINING COURSE

Interview questions :

- Name of the training course
- Length of the training course
- Conditions of the training course
- Target audience and requirements
- Profile of trainers



APPENDIX

Interview guide

C. TRAINING COURSES' DESIGN AND CONTENT

Topics	Study questions	Interview questions	Required data
Source	For what profession(s)/skills was the training course created? What is the framework of the training project?	Can you tell me how the training course was created? What was the starting point? How the project came into being? Who was involved?	Matching the training course to bike logistics sector/job market Actors of the training program
Needs	Does the training course meet an existing demand? How and by whom was this demand communicated? Does it fit specific concrete needs?	What were the needs identified? How were they expressed?	Matching needs with demands Matching training program with skills and careers in bike logistics
Aims	How and by whom are the objectives of the course defined? What set of skills are targeted by the course? How are the needs translated into objectives?	What were the aims and objectives of the training course? What skills and competencies did you wish to develop? What kind of job does this training prepare for?	Matching needs with aims Matching aims with training scheme and skills
Educational content	What is the educational engineering of the training course? How are the defined skills passed onto the trainees?	How do the theoretical and practical aspects fit together? Why this balance between them? What kind of teaching materials did you use? Why? What kind of tools/means did you use to pass on the above skills and competencies?	Matching content/aims Matching tools, means/aims Matching teaching materials/aims Matching teaching materials/skills
Practical conditions	Does the training course offer a supportive learning environment?	Can you describe the material conditions in which the training course took place? Where did it take place? What kind of equipment did you use?	Material resources Matching material resources/aims
Course of the training	How is the training managed and directed? How does the management adapt to specificities or difficulties?	Can you describe the general course of the training? What were the main stages? How were the trainees supported? Were there special arrangements for some specific profiles? Were there unforeseen events? How were they dealt with?	Matching practices/aims Adaptability to different audiences



APPENDIX

Interview guide

D. AUDIENCE

Topics	Study questions	Interview questions	Required data
Trainees' profile	Is it possible to identify profile types in the audience? Can we measure diversity and inclusion in CL training courses?	Can you describe the attendants' profiles? Did the audience match your expectations (as defined in A)? Could you explain the possible discrepancy?	Profiles of the trainees Diversity and inclusivity of the training programs
Trainees' background	Is it possible to identify profile types in the audience? Can we measure diversity and inclusion in CL training courses? What role does the training play in individual career paths?	Are you able to tell how the training course fitted into the professional career of the trainees? (was it their first professional experience? A specialisation? A vocational retraining?) How did the trainees gain access to the course? Were there any intermediaries?	Positioning of the training Positioning in line with audiences
Trainers' background	What kind of qualifications do the trainers possess?	Could you describe the profiles of the trainers (age, function, training, experience,...) ? How were they chosen?	Human resources Profiles of the trainers

E. EXPECTATIONS AND RESULTS

Topics	Study questions	Interview questions	Required data
Matching needs and expectations		Do you consider the training course adapted to the expressed needs? Why? What was the point of view of the beneficiaries? Of the recruiters? Of the businesses?	Matching service/objectives
Evaluation criteria		What kind of tools/means did you use to judge the quality of the training? How can/did you measure the passing on of skills and competencies?	
Assessment method		Is the provided training course subject to evaluation? How (means, impact study, internal/external assessment)?	



APPENDIX

Interview guide

F. BUSINESS MODEL

Topics	Study questions	Interview questions	Required data
Costs	What is the ideal business model for a training program? What are the most efficient business models?	How much did the training cost for the trainees? How did you assess the cost of a training session?	Assessing costs
Economic viability	What is the ideal business model for a training program? What are the most efficient business models?	Can you describe the business model of your training course? (objectives of rentability/viability/services provider) Did you have an ideal packaging in mind (length, frequency, number of trainees, ...)?	Identifying best practices
Funding opportunity	What are the benefits and shortages of an institutional integration?	How did you assess the budget of your training project? What funding options have you chosen? Did you find any funding prior to the training session (for the providing organisation? The beneficiaries?)	Assessing integration of the training program into the institutional framework Assessing viability of the training program Understanding funding options

G. POST TRAINING

Topics	Study questions	Interview questions	Required data
Feedback and lessons learned	Is there a quality assessment process? How is the training's impact assessed? Does the training course match the needs of the job market/companies' expectancies/skills and careers in the sector?	What kind of feedback did you get from your trainees?	Assessments from the beneficiaries Data on the beneficiaries Employability for the beneficiaries
Monitoring and follow-up	Is there a quality assessment process? How is the training's impact assessed? Does the training course match the needs of the job market/companies' expectancies/skills and careers in the sector?	What happened to the trainees after the end of the training course? How many were employed? What kind of employment contracts do they have? Were there any difficulties for them in finding work?	



APPENDIX

Interview guide

Topics	Study questions	Interview questions	Required data
Assessing achievement	Is there a quality assessment process? How is the training's impact assessed? Does the training course match the needs of the job market/companies' expectancies/skills and careers in the sector?	Was the training course assessed in itself? How and why?	Continuous improvement and lean management Building performance indicators
Assessing the training course	Is there a quality assessment process? How is the training's impact assessed? Does the training course match the needs of the job market/companies' expectancies/skills and careers in the sector?	How do you generally assess the training course you provided?	

H. INSTITUTIONAL FRAMEWORK

Topics	Interview questions
Certification	Did you take steps to register your training course? To obtain a certification? Why? What kind of incentives/obstacles did you meet in this approach?
Skills and qualifications frameworks	Did you use any specific competency framework? Why? Were they adapted to your training course?
Regulations	Does your training course fit into the regulations? In the national framework? The European one? Does your training course give access to any specific accreditation for the beneficiaries?
Fundings	Did you benefit from any funding to create your training course? Could you describe your approach in this matter? What are the funding solutions that you are aware of?
Publicity	How did you manage to advertise your training course? Are you satisfied with its visibility? Why?



APPENDIX

Interview guide

I. BEST PRACTICES

Topics	Interview questions
Strengths and highlights	According to you, what are the highlights of the training course you provided? Can you tell why?
Essential Items	If you had to make a list (without ranking) of the necessary elements for a bike logistics training course, what elements would you give?

J. POST TRAINING

Topics	Interview questions
Shortages	What kind of shortages in your training can you identify? (Methodology? Content?) Which items do you wish to improve?
Difficulties/Obstacles	Among all the items we covered during this interview, about which one did you encounter the biggest difficulties?



APPENDIX

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