Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

CYCLE4CLIMATE

MORE (THAN) BIKING LAB

ADVANCING COMMUTER CYCLING IN ESPOO

RESULTS FROM A CO-CREATION WORKSHOP SERIES

INTRODUCTION

Cycling is a convenient, affordable, environmentally friendly, and often also a fast way to get around in cities. In addition to benefits for individual mobility and well-being, cycling has wide-ranging positive impacts on the urban environment and its pleasantness compared to private car use. Increasing cycling for everyday travel needs is especially important for reducing emissions, mitigating climate change, and building sustainable and liveable cities.

Globally, transport accounts for a significant share of carbon dioxide emissions, and recurring commuting trips make up a large proportion of daily travel in cities, which is reflected, for example, in morning and afternoon rush hours. In Espoo, road traffic produces approximately 40 % of the city's total carbon dioxide emissions, and nearly two thirds of this comes from private passenger cars. According to the city's future-oriented emissions scenarios, transport will remain the largest source of emissions in Espoo also in the future (City of Espoo (a)). Therefore, there is a clear need for new sustainable mobility solutions and their widespread adoption. Consequently, steering commuting travel toward more sustainable modes of transport is a key factor in the development of low-carbon cities.

During the fall 2025, Espoo launched a workshop series for employers based on co-creation and peer learning, titled **More (than) Biking Lab**(oratory). The series was implemented as part of the Cycle4Climate project (Interreg Central Baltic, 2024–2027). The aim of the workshop series was to create time and space for networked collaboration and to generate concrete ideas for promoting commuter cycling within and between different organizations. The workshop series particularly brought together stakeholders from the Tapiola–Otaniemi–Keilaniemi area, which is the target area of the Cycle4Climate project.

The overall programme included three co-creation workshops that examined low-threshold measures to increase commuter cycling from different perspectives, including various case examples from Finland and abroad. In addition, three pilot clinics were organized to deepen the workshop themes. These clinics focused on practical pilot ideas generated during the workshops and, with expert support, outlined their first potential implementation steps.

This document brings together the key content and learnings from the workshop series. It is intended especially for employer organizations – both small and large – that want to promote sustainable commuting by bicycle among their employees. The document compiles the most important observations, ideas and arguments that emerged in the workshops for advancing and developing sustainable mobility and commuter cycling, as well as a selected set of low-threshold pilot ideas for increasing commuter cycling.

The content of the document is based on the workshop presentation materials and the outputs created during the workshops. The workshop series was planned and implemented by the City of Espoo in cooperation with Metropolia University of Applied Sciences and Sweco Finland Oy. The document was compiled by the City of Espoo project team. It was published in May 2026.

Cycle4Climate project
(2024–2027, EU Interreg Central Baltic)

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

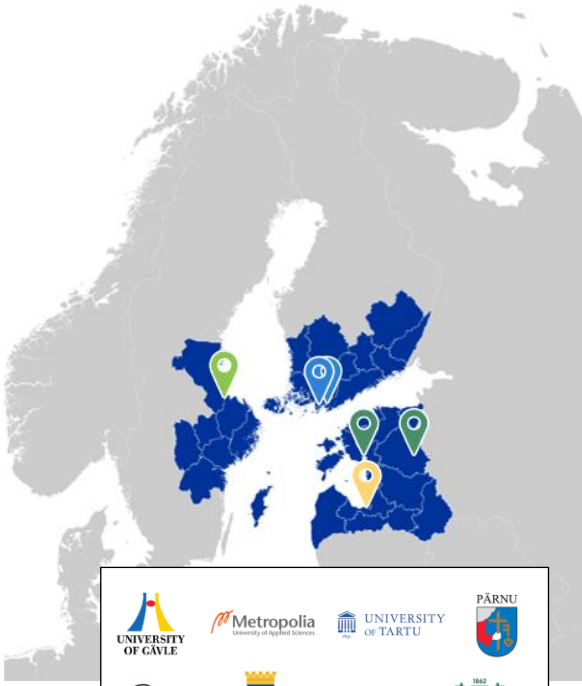
The aim of the Cycle4Climate project is to reduce carbon dioxide emissions from transport in four urban regions in the Baltic Sea area by increasing year-round cycling among working-age people. Everyday cycling is promoted through various research-based 'nudges' that seek to influence people's travel behaviour by making cycling an easier, more visible, and more attractive option in daily life.

The project consortium consists of eight partners: four cities (Espoo, Gävle, Pärnu, and Riga) and four higher education institutions (Metropolia University of Applied Sciences, University of Gävle, University of Tartu, and Riga Technical University). The project supports the City of Espoo's Carbon-Neutral Espoo 2030 goal and the implementation of the Climate Roadmap, and it contributes to the United Nations Sustainable Development Goals (Goals 3, 9, 10, 11, 13, and 17).

In Espoo, the project work focuses particularly on the Tapiola–Otaniemi–Keilaniemi target area, where there is significant potential for changes in travel behaviour due to the area's already high-quality cycling infrastructure and services. The area features, among other things, an extensive and developing cycling network, shared bike stations and other cycling-related services, enhanced winter maintenance on parts of the cycling routes, and good public transport connections that enable combining cycling with, for example, metro travel for longer journeys. The project's lessons are also intended to be applied more broadly across Espoo and shared with other parts of Europe.

The project measures are divided into three main components:

- Measures influencing behaviour: Implementing actions or interventions that promote year-round cycling in selected traffic areas.
- Monitoring emissions development: Assessing changes in CO_2 emissions from transport over time and analysing the impacts of the project's measures and broader development trends in the target area.
- Joint learning and knowledge exchange: The project includes continuous international cooperation, resulting in an open intervention toolbox that brings together best practices from different cities and the lessons learned during the project, making them usable in other cities and organizations as well.



PROMOTING COMMUTER CYCLING AS PART OF THE BROADER SUSTAINABLE MOBILITY FRAMEWORK

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

Transport is globally responsible for a significant share of cities' greenhouse gas emissions (UN-Habitat 2011). Transport emissions arise from a large number of individual trips. How any single trip is made is influenced by, among other things, individual mode choices, everyday mobility routines, different needs, preferences and habits, urban structure and environment and their planning, as well as the level of public transport services. From the many small streams of individual trips, a large, complex, and diverse whole is formed. This also means that reducing urban transport emissions requires a broad set of simultaneous, diverse, and multi-level measures that support and accelerate a transition to sustainable mobility and are context-specific (see e.g. Shepherd et al. 2024), rather than relying on individual actions alone.

Developing sustainable commuting is a key part of this overall framework, as commuting accounts for a large share of daily travel needs. For example, in Espoo almost half (45%) of trips between home and workplace are made by car. In the Helsinki region, cars are used for trips shorter than five (5) kilometres in 39% of cases. In addition, in Espoo an average of 1.35 passengers travel in a single car, meaning that cars often carry only one person. (HSL 2024.) In particular, repeated, relatively short (under five kilometres) solo car trips – often commuting trips from point A to point B – can easily be replaced by trips made by (electric) bicycle.

Cycling plays an especially important role in sustainable urban mobility: it is a fast, space-efficient, affordable, quiet, and emission-free mode of transport that fits well with urban structures. When cycling conditions are improved and cycling is made an easier and more routine part of everyday life, a shift toward more sustainable choices becomes possible. At the same time, so-called transport poverty can also be reduced – that is, situations where travel options are limited or dependent on private car use (Tiikkaja et al. 2018).

Globally recognized lessons and successes in developing and promoting cycling can be found in Copenhagen, the Netherlands, and Belgium, where strong investments in cycling have led to city-wide transformations of transport systems (see e.g. Copenhagenize Index; Vaismaa et al. 2011). Sustainable commuting as part of the broader sustainable urban mobility system also supports the development of urban culture toward a more vibrant, pleasant, and accessible environment for all: 'Cycling traffic is a strategic tool for achieving a city's vitality, health, and climate goals.' (Vaarala 2026: 27, translated into English.)

In Espoo, the city's second Cycling Promotion Programme was approved in spring 2026 (City of Espoo 2026). This second programme period covers the years 2026–2036 (the previous period was 2013–2024). The programme aims to increase the modal share of cycling by 0.25% per year – currently, around 9% of all trips made in Espoo are made by bicycle (HSL 2024).

When the city and various local organizations support cycling and other sustainable modes of transport, the environment, employees, and the entire urban area all benefit. Everyday mobility choices emerge that are smoother, healthier, and genuinely sustainable, and that can scale up to create broad positive impacts.

WHY SHOULD EMPLOYERS INFLUENCE EMPLOYEE MOBILITY?

Commuting by sustainable modes of transport promotes well-being and saves not only the environment but also organizational resources, for example through reduced sickness absences (Kalliolahti et al. 2025), lower parking costs, and a smaller carbon footprint from mobility.

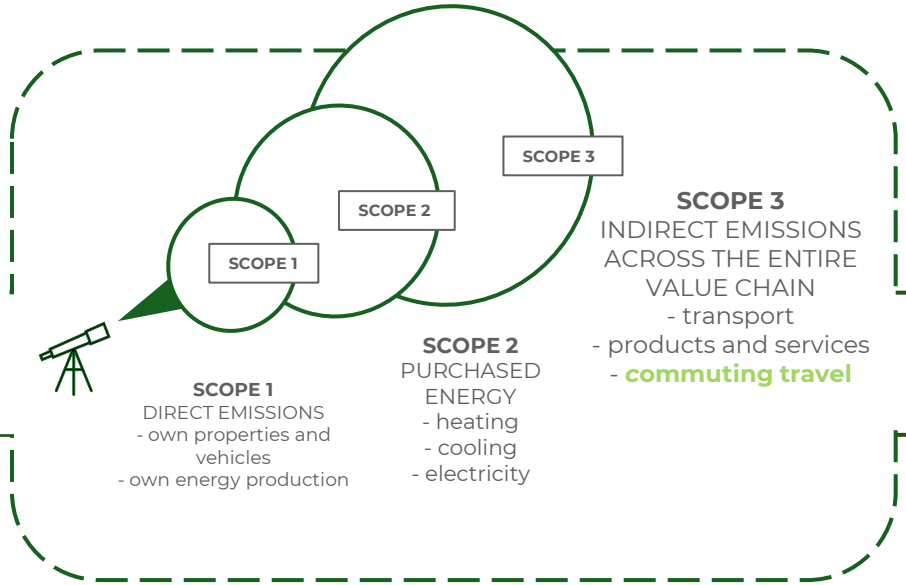
Good conditions for sustainable mobility (walking, cycling, public transport) and encouragement to use them improve the employee experience and the smoothness of work. When it is easy to reach the workplace without a private car, everyday life becomes more flexible. That said, beyond individual workplaces and specific premises, it is also essential to consider the broader regional cycling infrastructure and services, as well as the urban structure that either enables or restricts cycling. Cities play a crucial role in enabling cycling through infrastructure and public services.

The realization of sustainable commuting is not merely the result of individual choices but a matter of strategic management and organizational culture. When sustainable commuting is integrated into an organization's strategic objectives and everyday management, it gains clear direction, resourcing, and continuity. This means, among other things, that leadership commits to the principles of sustainable mobility, sets measurable targets, and monitors progress with the same seriousness as other aspects of employee well-being or environmental responsibility. Cultural change occurs when employees are offered concrete opportunities and incentives to choose sustainable modes of transport and when everyday practices systematically support the change. The organization's example and the active role of leadership have a significant impact on how naturally and permanently sustainable mobility becomes part of everyday workplace life.

Employees' commuting and work-related travel are included in the measurement and reporting of greenhouse gas emissions under Scope 3 of the GHG Protocol (Greenhouse Gas Protocol 2013). Emissions from commuting are both measurable and genuinely influenceable—and thus one of the clearest ways for an organization to advance its own climate targets in practice.

Sustainable modes of transport also strengthen organizational resilience and risk management. When employees have smooth options to travel without reliance on private cars, the organization is less exposed to congestion, extreme weather events, parking-related challenges, and fluctuations in fuel prices. A diverse range of transport modes improves the smoothness of the working day and enhances the overall operational reliability of the organization, especially in growing and dense urban areas.

Finally, employees' sustainable mobility choices also strengthen a company's reputation as a responsible and forward-looking employer. Sustainable mobility services and arrangements offered to employees and customers alike serve as concrete and visible reinforcers of the organization's responsibility brand.



WHAT IS A ‘NUDGE’ ?

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

Mobility behaviour is influenced by many factors, such as everyday routines and stressors, social norms, costs, social interactions, the level of services, geographical location, travel conditions, health-related constraints and incentives, as well as emotions and mental images – among others (see e.g. Cervero et al. 2017). Because mobility is not (only) a matter of mechanical performance and cost-efficiency optimisation, but equally a human and cultural expression, developing infrastructure or services alone is not always sufficient to promote a particular mode of transport; measures that influence behaviour are also needed.

A nudge refers to influencing people’s decisions – or their “choice architecture” – by making certain options easier, more understandable, or more visible, without restricting actual freedom of choice (Thaler & Sunstein 2008). Nudging involves designing and shaping environments, services, and situations in ways that naturally encourage desired choices, for example those that are environmentally positive, while ensuring that all other options remain available.

Nudges can take many forms, including providing information, appeals, commitments, training, (real-time) feedback, financial incentives, and comparisons between individuals, groups, or organizations, as well as combined approaches that use several methods simultaneously. It has been suggested that the most influential behavioural measures are particularly related to social comparison and financial incentives, as well as to combining multiple approaches at the same time (Bergquist et al. 2023).

Criticism of the nudging approach often focuses on concerns that it may limit freedom of choice or steer people subtly without their awareness (Hausman & Welch 2010). However, for example, the built environment – through both conscious and unconscious design choices – constantly guides behaviour (Jensen & Lanng 2017).

At the same time, nudging alone – and keeping all choices and options open – does not always suffice to bring about the desired change; actions aiming at systemic structural change are also needed.

For instance, today’s car-oriented society and the globally prevalent car-centred urban structure are the result of specific planning paradigms that have developed over time. Success stories of cities such as Copenhagen (Denmark) and Utrecht (the Netherlands) as cycling cities are the result of alternative planning approaches that have sought to address and remedy the harms caused by earlier car-centric urban planning (see e.g. Vaismaa et al. 2011).

Nudges may also affect different population groups in different ways – the chains of effects are not always visible, fully mapped, or entirely planned (Thaler & Sunstein 2008; Hausman & Welch 2010; Mont et al. 2014). For this reason, it is important to continuously collect and analyse data on the impacts of measures and to make adjustments when necessary. Experiments and pilot projects are one way of learning more about the effects of nudges.

The Cycle4Climate project seeks to increase year-round cycling among working-age residents of Espoo as a mode of everyday travel. Through nudges, cycling – its infrastructure, services, and information – is made more visible, more approachable, and easier at the everyday level, while also fostering a generally more cycling-friendly urban and transport culture. In the broader perspective, the goal of developing cycling is ultimately to reach a situation where choosing to cycle no longer feels like a deliberate decision, but rather the most natural way to get around in everyday life, regardless of life situation or daily schedules.

To increase commuting by bicycle, cycling needs to be the easiest and most natural way to travel for the entire journey – not only once someone is already on a cycle path. For example: Is bicycle parking at both the point of departure and the destination clearly located near the entrance? Is there visible wayfinding to cycle routes? Is cycling highlighted in workplace communications as a mode of everyday travel?

MORE (THAN) BIKING LAB

A CO-CREATIVE WORKSHOP SERIES FOR ADVANCING COMMUTER CYCLING

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

To increase the number of commuting cycling trips, local city- and regional-level cycling infrastructure and services need to be of high quality and sufficient. In addition to this, “nudges” can be used to enhance the feasibility and attractiveness of cycling.

What, then, would effective nudges for commuter cycling look like? What kinds of low-threshold nudges – easy to implement in practice – could employer organizations adopt to increase cycling among employees? And what are the respective roles of the employer, the work community, the individual employee, the local community, and the city in this overall system?

These questions were addressed by the **More (than) Biking Lab**(oratory) co-creation workshop series. How could cycling be developed broadly as an expression of urban life? And how should this be considered when promoting and developing commuting by bicycle in particular? The name “More (than) Biking” refers to two dimensions:

- The aim of the workshop series is to concretely *increase* commuter cycling in Espoo through collaboration between various stakeholders and employer organizations; and
- Developing and promoting cycling is about *more than* transport alone or a single mode of travel, as it is inseparably linked to broader local mobility and urban culture, attitudes and perceptions, the urban environment and its design, social interaction and encounters, and everyday life in general.

The workshop series consisted of three (3) co-creation workshops (two held as in-person events and one online) and three (3) pilot clinics held remotely, all conducted during autumn 2025 and spring 2026. The workshops included lectures and case examples approaching the topic from perspectives ranging from Espoo and the Helsinki metropolitan area to Finland, Europe, and the global context. The workshop themes were light-touch nudges for commuter cycling, supporting commuter cycling in winter, and cycling ambassadors and support for sustainable mobility.

The workshop series was attended by experts in sustainability and human resources and competence development from seven (7) employer organizations based in Espoo and the Helsinki metropolitan area. Together, these organizations employ more than 7,000 people.

On the following pages, various nudging measures are presented through which commuter cycling can be increased.

Pyöräilyä enemmän
More (than) biking
Työpajasarja | Workshop series

Workshop #01
Light Nudges for Commuter Cycling
(November 2025, in-person event)

Pilot Clinic (December 2025, online)

Workshop #02
Supporting Commuter Cycling in Winter
(January 2026, in-person event)

Pilot Clinic (February 2026, online)

Workshop #03
Cycling Ambassadors and Support for Sustainable Mobility
(March 2026, online)

Pilot Clinic (April 2026, online)

FIRST STAGE NUDGES – THE BASIC PRECONDITIONS FOR INCREASING COMMUTER CYCLING IN THE WORKPLACE

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

Well-designed and easily accessible cycling conditions are one of the most effective ways to support commuter cycling. This is a simple nudging measure. When cycling is smooth, safe, and effortless in everyday life, more people choose the bicycle as their daily mode of transport.

Below, key factors are outlined through which employers can improve cycling conditions and make cycling a genuinely attractive option.

- Fear of bicycle theft is one of the main reasons people choose not to cycle. **Investing in bicycle parking is therefore well worthwhile!**
  - Bicycle parking located near entrances: placing bike racks close to entrances or on the ground floor is particularly important so they are easy to find and feel appealing to use.
  - High-quality bicycle parking: possibility to lock the bike frame, a shelter or some parking spaces indoors in warm facilities, good lighting, sufficiently wide spacing between racks, no high thresholds or heavy doors, and charging options for electric bicycles.
  - Winter cycling: during winter, access to bicycle parking in warm indoor spaces becomes especially important.
- **Good access to the property by bicycle**: smooth and safe cycling routes to the workplace, with year-round maintenance ensured.
- Clean and functional **social facilities**: showers, toilets, lockers, hair dryers, mirrors, etc.
  - Facilities for everyday needs: the workplace should provide proper spaces for washing, changing clothes, getting ready, storing personal items, and drying wet clothing.
- **Charging for e-bikes**: The increasing popularity of electric bicycles creates a growing need to invest in charging facilities at workplaces.
- **Basic bike maintenance tools**: Providing items such as a bicycle pump and a few basic tools at the workplace is a small cost, but for someone it can be a real lifesaver during the day.

The following pages compile a range of measures for developing and promoting commuter cycling that were generated through the workshops' activities.

NEXT STEPS – IDENTIFIED LIGHT-TOUCH COMMUTER CYCLING NUDGING OPPORTUNITIES AT THE ORGANIZATIONAL LEVEL (1/2)

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

RECRUIT CYCLING AMBASSADORS FOR THE WORKPLACE

- **CYCLING AMBASSADORS** support and encourage both new and long-standing employees at the workplace to get started with commuter cycling, for example by introducing the workplace's cycling facilities and services and by offering help with planning commuting routes. Appointed by the employer, cycling ambassadors have the employer's support and resources at their disposal, and carrying out the role is part of their working hours. Producing information and organizing various cycling-related events are also part of the role**. A cycling ambassador can play a key role in advancing all of the individual nudging measures for developing commuter cycling outlined below** (see more details on pp. 12–13).

LOWER THE BARRIERS TO GETTING STARTED WITH COMMUTER CYCLING

- **PROVIDING BICYCLE MAINTENANCE** for employees on a regular basis makes it easier to start and continue commuting by bike. This can be done in cooperation with a local service provider.
- **SHARED BICYCLES** (maintained and serviced by the employer, for example in cooperation with a local partner) improve the conditions for cycling within the work community and enable work-related trips to be made by bike. This, in turn, can increase readiness for commuting by bicycle as well. Electric bikes in particular are convenient and fast for work related trips.
- **THE OPPORTUNITY TO TRY ELECTRIC BIKES** at the workplace can lower the threshold for purchasing an e-bike, which may further increase willingness to commute by bike. Such trial events can be organized in cooperation with local service providers.
- **GUIDANCE ON TRANSPORTING BICYCLES ON PUBLIC TRANSPORT**, such as on the metro or commuter trains. This can be done in collaboration with public transport operators (see p. 17 for more details).
- **LEARNING OR REFRESHING CYCLING SKILLS**, for example during joint events or cycling trips (see p. 15 for more details). These can also be delivered as guided activities together with a local service provider.

PROVIDE MORE INFORMATION ABOUT CYCLING FACILITIES

- **THROUGH AN ORGANIZATION'S CYCLING INFORMATION PACKAGE**, employers can provide high-quality, up-to-date, and easily accessible information on workplace and nearby cycling facilities, benefits, practices, and infrastructure (e.g. routes and bicycle parking). This information can, for example, be compiled into new employee onboarding materials and shared via the organization's internal communication channels. To highlight a workplace's cycling-friendly culture, organizations can also apply for the Cycling-Friendly Workplace label awarded by the Network of Finnish Cycling Municipalities (Pyöräilykuntien verkosto ry) (see p. 17 for more details).
- **COMPILING CYCLING INFORMATION FOR OFFICE LOCATIONS ON WEBSITES,** including arrival instructions for employees commuting by bike as well as for visitors to the premises (e.g. on the organization's or the building's website), can increase the ease, confidence, and attractiveness of traveling by bicycle.

NEXT STEPS – IDENTIFIED LIGHT-TOUCH COMMUTER CYCLING NUDGING OPPORTUNITIES AT THE ORGANIZATIONAL LEVEL (2/2)

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

ENCOURAGE AND MOTIVATE EMPLOYEES

- ❑ **PROVIDING INCENTIVES** for those starting commuter cycling, for example by organizing a breakfast for employees who cycle to work (see p. 16 for more details).
- ❑ **CYCLING CHALLENGES**, such as an internal workplace challenge, a competition within a local employer network, or other forms of gamification. National and international campaigns and themed days provide good starting points, such as the Kilometrikisa (Cycling Challenge) organized by the Network of Finnish Cycling Municipalities (Pyöräilykuntien verkosto ry) (see p. 17 for more details).
- ❑ **PEER GROUPS AND SOCIAL MEDIA COMMUNITIES** support motivation. When there are other commuter cyclists at the workplace, it creates positive peer pressure and inspiration to try cycling oneself.
- ❑ **MONITORING WORK ABILITY AND HEALTH**, for example through fitness tests, makes improvements in well-being visible. This can motivate those seeking lifestyle changes or improved fitness to continue with more physically active habits.

PARTICIPATE IN THEMED DAYS AND ORGANIZE EVENTS

- ❑ **PARTICIPATING IN THEMED DAYS** as an organization, such as Bike to Work Day (part of the annual national Cycling Week, early May) and International Car-Free Day (part of the annual European Mobility Week, September) (see p. 17 for more details).
- ❑ **MOTIVATION** as part of themed days, for example by conducting feedback surveys (e.g. identifying barriers to cycling and removing them, and responding to the feedback) or organizing information sessions related to the theme.
- ❑ **ENCOURAGING AND ENABLING BIKE MEETINGS**, by agreeing on shared meeting practices that support and allow meetings to be reached or held by bicycle.

SUPPORT YEAR-ROUND COMMUTER CYCLING

- ❑ **WINTER EQUIPMENT RENTAL SERVICES** remove financial barriers to getting started with winter cycling and make trying it out easy. They also help employees find high-quality equipment without having to spend time researching options on their own.
- ❑ **ON-SITE WINTER TYRE CHANGE SERVICES** organized at the workplace remove a practical technical barrier that for many is the biggest challenge of winter cycling—switching to studded tyres. The service also makes getting started smoother at exactly the right time during the seasonal transition (see p. 14 for more details).
- ❑ **WINTER CYCLING TRIALS AS PART OF A STAFF RECREATION DAY**, as well as other guided trial sessions, can be a fun and easy way to become familiar with winter cycling. At the same time, safety tips can be shared and concrete experiences exchanged among employees.
- ❑ **READY-MADE ROUTE RECOMMENDATIONS FOR THE WINTER SEASON**, for example using data, help identify routes that are prioritised for winter maintenance and cleared first, or routes and paths that are popular among other users. Clear maps and guidance make getting started easier, safer, and more predictable.

TOWARDS DESIGNING A PILOT TO PROMOTE COMMUTER CYCLING – GUIDING QUESTIONS TO SUPPORT THE PLANNING PROCESS

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

How could an organization start promoting commuter cycling and experiment with different nudges in practice – once the basic preconditions for commuter cycling within the organization are already in place (see p. 8)?

Below is a list of guiding questions that can be used when planning low-threshold nudges to promote commuter cycling. In designing concrete measures, previously presented pilot ideas can be utilized, including actions that support community building, events, and year-round commuter cycling (see pp. 9–10).

On the following pages, four examples for promoting commuter cycling are presented: launching a cycling ambassador programme, providing winter cycling equipment trials, organizing a shared cycling trip, and hosting a breakfast event for employees who commute by bike.

- ✓ **WHAT?** What do we want to do? What resources and/or decisions are needed to implement it?
- ✓ **FOR WHOM?** Who is it targeted at? Which employee group do we want to reach this time?
- ✓ **WHY?** Why this specific action? Why would employees be motivated to take part?

- ✓ **HOW?** How will it be implemented in practice? How will participants be recruited? How will monitoring and feedback collection be handled? How will the results be communicated within the organization?
- ✓ **WHO?** Who is responsible for planning the action? Who is responsible for implementing it? Who is responsible for communicating it to employees?

- ✓ **WHERE?** Where will the action take place (physically or virtually)? Where will the impacts be visible (well-being, costs, climate)?
- ✓ **WHEN?** When will it be implemented? How long will it last? Will it be a one-off or recurring activity?

PILOT ?

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

EXAMPLE #01: ORGANIZATION'S RESPONSIBLE PERSON(S) FOR PROMOTING CYCLING

INITIAL ASSESSMENT OF THE CYCLING AMBASSADOR PROGRAMME (1/2)

A **cycling ambassador** is an internal motivator and enabler within an organization: a person who, through their own actions and practical tips, encourages colleagues to choose cycling more often in everyday mobility. The role makes cycling visible and accessible—not as a coach or expert, but as a peer who understands the realities of everyday working life within the organization.

The role of a cycling ambassador can include a variety of tasks. For example, a cycling ambassador may organize and/or coordinate small initiatives to increase the visibility and awareness of cycling; share information about safe cycling and workplace cycling facilities; help new cyclists get started by introducing cycling-related spaces and services at the workplace; act as a link between employees and the employer in developing cycling conditions; or help bring forward barriers and solutions that lower the threshold for cycling.

Ideally, cycling ambassadors can also form a broader community and network together with similar ambassadors from other workplaces. This enables the planning and implementation of larger, cycling-promoting actions across workplaces at a regional level.

The **Cycling Ambassador Ideation Workshop** provides a clear and easy-to-adopt workshop model that helps employer organizations initiate discussions about launching their own cycling ambassador programme. The guidance available via the link below outlines the workshop process, exercises, and discussion themes. With this support, organizations can identify their own and their employees' needs and wishes related to cycling and ambassador activities, appoint suitable ambassadors, and build a functional, inspiring, and long-term cycling ambassador network. The material serves as a ready-made package for planning and delivering the workshop.

Take inspiration from the ready-made workshop template and plan and run your own workshop. (The link directs to the Cycle4Climate project's Interreg Central Baltic website.)

See also a practical example on the next page of how launching a cycling ambassador programme might take place within an organization.

During the workshop series, the most critical challenge identified in increasing commuter cycling was **the lack of clear roles and allocation of responsibility at the organizational level when it comes to promoting commuter cycling** – or sustainable commuting more broadly.

A shift in attitudes is needed, along with new operating cultures and practices. Could the cycling ambassador be a solution to the current general lack of clear roles and accountability in promotion efforts?

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

EXAMPLE #01: ORGANIZATION'S RESPONSIBLE PERSON(S) FOR PROMOTING CYCLING

LAUNCHING THE CYCLING AMBASSADOR PROGRAMME (2/2)

Responsibility for leading the initiative shifts from the HR / sustainability team to the newly appointed cycling ambassadors.

1. SEARCH AND SELECT

- Conduct an **ideation workshop** as an initial assessment of the activity (see previous page).
- Seek volunteers from among the organization's employees, including staff from different locations and teams.
- Implementation led, for example, by HR or the organization's sustainability team, with the support of management.

2. TRAIN AND MOTIVATE

- Named cycling ambassadors are trained in the organization's / site-specific practices, including:
  - Safe routes to the workplace
  - Basic cycling safety and equipment
  - Workplace cycling facilities
  - Cycling ambassador activities as part of the organization's support for and goals related to sustainable mobility
- Use the results of the initial mapping workshop, as well as the wishes of the selected cycling ambassadors, to identify the right motivational factors.
  - For example, dedicated working time can be allocated to the cycling ambassador role (e.g. 1–2 hours per week or 4 hours per month), and a small budget can be granted to support the implementation and development of the activities (e.g. €500–2,000 per year).

3. LAUNCH THE ACTIVITY

- Cycling ambassadors advise colleagues on everyday practical questions, such as::
  - What kind of bike is suitable for commuting?
  - What clothing or equipment is needed?
  - Which route is the safest?
  - Where can bicycle parking be found?
  - Where are the showers or changing facilities?
- Cycling ambassadors also organize events that make commuter cycling visible and lower the threshold for getting started with cycling.
- Through these events, a sense of community is strengthened and knowledge about commuting by bicycle is increased.

4. ASK FOR FEEDBACK AND DEVELOP THE ACTIVITY

- Cycling ambassadors develop the activities, collect feedback, and monitor progress, for example through mobility surveys.

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

CASE: LOWERING THE THRESHOLD FOR WINTER COMMUTER CYCLING

WINTER CYCLING AND STUDDED TIRE TRIAL

As part of the workshop series, a studded tire trial was organized to encourage winter commuter cycling in December 2025 – March 2026. In the trial, 20 participants were provided with studded bicycle tires and a quick guide to winter cycling (see details on p. 17), and the impacts of the trial were monitored through pre- and post-surveys.

The results of the trial show that providing an opportunity to concretely test winter cycling equipment can significantly change attitudes toward cycling in winter and lower the threshold for adopting sustainable travel habits year-round in northern latitudes, where winters are cold and snowy.

The majority (88%) of participants were already cycling in their daily lives at the outset, but during winter their travel typically shifted to car use or public transport. Before the trial, the main barriers to winter cycling were identified as a lack of appropriate equipment, weather conditions, and concerns related to safety, such as slippery surfaces and the risk of falling. Half of the participants had never previously tried riding with studded tires.

During the pilot, participants took up cycling for their commutes at least occasionally, and nearly half did so regularly. **The most significant changes brought about by the pilot were seen in attitudes and experiences: perceived uncertainty around winter cycling decreased, while its perceived pleasantness increased clearly.** At the same time, participants' sense of their own skills and knowledge related to winter cycling improved, as did their feeling of safety. Perceptions of how easy winter cycling is and how well it fits into everyday life also improved.

At the same time, some persistent challenges and bottlenecks for regular winter cycling were identified: weather conditions clearly emerged as the single most common reason not to use a bicycle equipped with studded tires, and the quality of winter maintenance also influenced the experience.

Nevertheless, the results indicate that providing opportunities for practical trials can reduce uncertainties associated with year-round commuting by bicycle. A trial alone is not sufficient to change travel routines – what is also needed includes, for example, suitable route and maintenance information, as well as other forms of support and incentives – but trials can help lower the barrier to this transition. Promoting winter cycling is possible with relatively small measures, and solutions based on experimentation can be a key way to create lasting changes in mobility behavior.

Employer organizations potentially have a significant role in enabling trials of winter cycling equipment. For example, shared trial events or equipment rental options can be key factors influencing commuting choices in winter. More than half of the trips cycled during the trial would otherwise have been made by car, indicating clear emission reduction potential achievable with relatively modest investments in cycling equipment.

MORE (THAN) BIKING LAB
A CO-CREATIVE WORKSHOP SERIES FOR ADVANCING COMMUTER CYCLING

EXAMPLE #02: ENCOURAGING EMPLOYEES TO CYCLE

ORGANIZING GROUP CYCLING TRIPS FOR EMPLOYEES

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

1. CHOOSE THE TIMING

- Decide how often the cycling trip will be organized.
- At different times of the year, cycling trips can be organized around different themes.

2. CHOOSE THE DESTINATION AND THE OBJECTIVE OF THE RIDE

- It is good for a ride to have a destination and a goal—but the most important thing is not the destination, but the journey itself.
- People's cycling skills vary greatly, so avoid planning a ride that is too long or too demanding.
- In winter, the focus can be on learning safe winter cycling and encouraging people to cycle during the winter season.
- In spring and autumn, it is easier to go on longer rides into nature with a larger group and to include various side activities.
- A cycling trip can also be part of a staff well-being day.

3. PLAN THE PRACTICAL ARRANGEMENTS FOR THE RIDE

- Consider whether the ride will be led by an employee or whether an external, experienced ride leader will be hired.
- Plan and, if necessary, test-ride the route in advance.
- Arrange rental bicycles if needed.
- Renting e-bikes lowers the threshold for trying something new and reduces the physical demands of the ride.
- Remember ride safety and necessary equipment, such as helmets.

4. COMMUNICATE ABOUT THE CYCLING TRIP

- Create an invitation and registration form for the cycling trip and share it through internal communication channels.
- You can also organize a vote on the theme or destination of the trip to spark interest and encourage employees to participate.
- It is essential to know the number of participants and rental bicycles needed in advance.
- After the trip, share the successes on the employer's social media channels.

5. ASK FOR FEEDBACK AND DEVELOP THE ACTIVITY

- After the first trip has been organized, there will certainly be things that could have been done better.
- Ask participants for feedback, development ideas, and wishes for future trips.

MORE (THAN) BIKING LAB
A CO-CREATIVE WORKSHOP SERIES FOR ADVANCING COMMUTER CYCLING

EXAMPLE #03: ENCOURAGING EMPLOYEES TO CYCLE YEAR-ROUND

BREAKFAST EVENT FOR CYCLISTS

Interreg Co-funded by the European Union
Central Baltic Programme
Cycle4Climate

1. CHOOSE THE TIMING

- Decide how often the event will be organized.
- The event should not become taken for granted, but if it is organized too infrequently, the core message may be forgotten.
- Cycling is less common in winter, so events may have fewer participants then—but at the same time, the potential to encourage people to start cycling is greater.

2. PLAN THE CONTENT OF THE EVENT AND ORDER REFRESHMENTS

- Think about what would attract cyclists and what is easy to organize.
- Since the popularity of the event cannot be predicted in advance, make sure that any leftover refreshments are used elsewhere instead of ending up in the trash.

3. COMMUNICATE ABOUT THE EVENT IN GOOD TIME AND COMMUNICATE ACTIVELY BEFORE THE EVENT

- Communication influences people's attitudes and preconceptions, helps create a positive image of the employer, and encourages commuting by bicycle.
- Even if the event itself does not attract a large number of participants, it is still important to communicate about it.
- Include factual information in the communications about the benefits of cycling, as well as the benefits and facilities the employer offers to support cycling.

4. KEEP THE EVENT EASILY APPROACHABLE

- The event should be visible and open to everyone, even if it is specifically aimed at cyclists.
- Aim to make the event an inspiring initiative that appeals to everyone.
- Advance registration is not necessary, as it can deter participation.

5. ASK FOR FEEDBACK AND DEVELOP THE ACTIVITY

- When the first event has been organized, there will certainly be aspects that could have been improved.
- Ask for feedback from both those who participated in the event and those who organized it.

REFERENCES

Cervero, R., Guerra, E. & Al, S. 2017. *Beyond Mobility : Planning Cities for People and Places*. Washington: Island Press.

Bergquist, M., Thiel, M., Goldberg, M.H., & van der Linden, S. 2023. Field interventions for climate change mitigation behaviors: A second-order meta-analysis. *Proc. Natl. Acad. Sci. U.S.A.* 120: 13. https://doi.org/10.1073/pnas.2214851120.

Copenhaginize n.d. *Copenhaginize Index : The Global Ranking of Bicycle-Friendly Cities : EIT Urban Mobility Edition*. Copenhaginize & EIT Urban Mobility. Available at: https://copenhagenizeindex.eu/.

City of Espoo (a). Emissions per sector. *Espoo Climate Watch*. Website. City of Espoo. Available at: https://ilmastovahti.espoo.fi/en/carbon-neutral-espoo/paastosektorit

City of Espoo 2026. *Espoon pyöräliikenteen edistämisohjelma 2026-2036*. City Planning Department, City of Espoo. Available at: https://espoo.oncloudos.com/kokous/20261656-11-350296.PDF

Greenhouse Gas Protocol 2013. *Technical Guidance for Calculating Scope 3 Emissions*. Greenhouse Gas Protocol.

HSL 2024. *Liikkumistottumukset Helsingin seudulla 2023*. Helsinki Regional Transport Authority. Available at: https://staticfiles.hsl.fi/globalassets/hsl/tutkimukset/liikkumistutkimus/liikkumistutkimus_2023_14-2024_final.pdf

Jensen, O.B. & Lanng, D.B. 2017. *Mobilities Design : Urban Designs for Mobile Situations*. Abingdon: Routledge.

Kalliolahti, E., Gluschkoff, K., Lanki, T., Halonen, J.I., Salo, P., Oksanen, T. & Ervasti, J. 2024. Associations Between Active Commuting and Sickness Absence in Finnish Public Sector Cohort of 28 485 Employees. *Scand J Med Sci Sports* 34: e70001. https://doi.org/10.1111/sms.70001.

Mont, O., Lehner, M. & Heiskanen, E. 2014. *Nudging : A tool for sustainable behaviour?* The Swedish Environmental Protection Agency.

Shepherd, M., Shealy, T., Urquhart, L., Harrington, D. and Maier, A. 2024. Towards cycling engagement by mapping design interventions to observed barriers: an example from Glasgow's bike share programme. *International Design Conference – Design 2024*. https://doi.org/10.1017/pds.2024.109.

Thaler, R.H. & Sunstein, C.R. 2008. *Nudge : Improving Decisions About Health, Wealth, and Happiness*. New York: Penguin Books.

Tiikkaja, H., Pöllänen, M. & Liimatainen, H. 2018. *Liikenneköyhyys Suomessa – näkökulmia liikkumisen sosiaaliseen kestävyyteen*. Tampere University of Technology, Transport Research Centre Verne.

Vaarala, H. 2026. *FinnCycle-tutkimushanke 2023-2025 : Loppuraportti ja suositukset suomalaisille kaupungeille*. Tampere University, Faculty of the Built Environment, Transport Research Centre Verne.

Vaismaa, K., Mäntynen, J., Metsäpuro, P., Luukkonen, T., Rantala, T. & Karhula, K. 2011. *Parhaat eurooppalaiset käytännöt pyöräilyn ja kävelyn edistämissä*. Tampere University of Technology, Transport Research Centre Verne.

UN-Habitat 2011. *Cities and Climate Change: Global Report on Human Settlements*. United Nations Human Settlements Programme.

OTHER LINKS

Cycling Ambassador Ideation Workshop template (Cycle4Climate):
https://centralbaltic.eu/wp-content/uploads/2024/06/Tyopajaohjeistus_espoo_C4C.pdf

Espoo Cycles (City of Espoo):
https://www.espoo.fi/en/transport-and-streets/espoo-cycles

European Mobility Week (Motiva Oy, Traficom):
https://www.liikkujanviikko.fi/ (in Finnish)

HSL Information for cyclists (Helsinki Region Transport):
https://www.hsl.fi/en/travelling/cycling

Kilometrikisa Cycling Challenge (Pyöräilykuntien verkosto ry):
https://www.kilometrikisa.fi/ (in Finnish)

Cycling Week (Pyöräilykuntien verkosto ry):
https://pyorailyvuosi.fi/pyorailyviikko/ (in Finnish)

Cycling-Friendly workplace label PYSTY (Pyöräilykuntien verkosto ry):
https://pyorailyvuosi.fi/pysty/ (in Finnish)

Winter Cycling Quick Guide (Cycle4Climate):
https://centralbaltic.eu/wp-content/uploads/2024/06/Winter-Cycling-Guideline_EN-1.pdf

Read more about the Cycle4Climate project:
https://centralbaltic.eu/project/cycle4climate/